



LAKE MACQUARIE CITY
ANNUAL REPORT
2020-2021



LET'S LAKE MAC

We live in a city like no other, with lively communities, beautiful beaches, lush forests and the delights of lakeside life. A city that's rich in new ideas and next generation thinking – a natural playground for progress and possibility.

To live here is to be connected. To be part of a genuine community that values creativity and collaboration, wellbeing and sustainability, opportunity and diversity. A community alive with energy and optimism, thriving in a city that's home to exciting adventures and industry, new experiences and innovation.

Our people are shaping our future, rather than waiting for it. And our vision for Lake Macquarie does the same, forging ahead with purpose and working tirelessly to make tomorrow greater.

ACKNOWLEDGEMENT OF COUNTRY

We remember and respect the Ancestors who cared for and nurtured this Country.
Dhumaan ngayin ngarrakalu kirraanan barayidin.

It is in their footsteps that we travel these lands and waters.
Ngarrakalumba yuludaka bibayilin barayida baaduka.

Lake Macquarie City Council acknowledges the Awabakal people and Elders past, present and future.
Lake Macquarie City Council dhumaan Awabakala ngarrakal yalawaa, yalawan, yalawanan.

Wording by the Aboriginal Reference Group and translated by Miromaa Aboriginal Language and Technology Centre.

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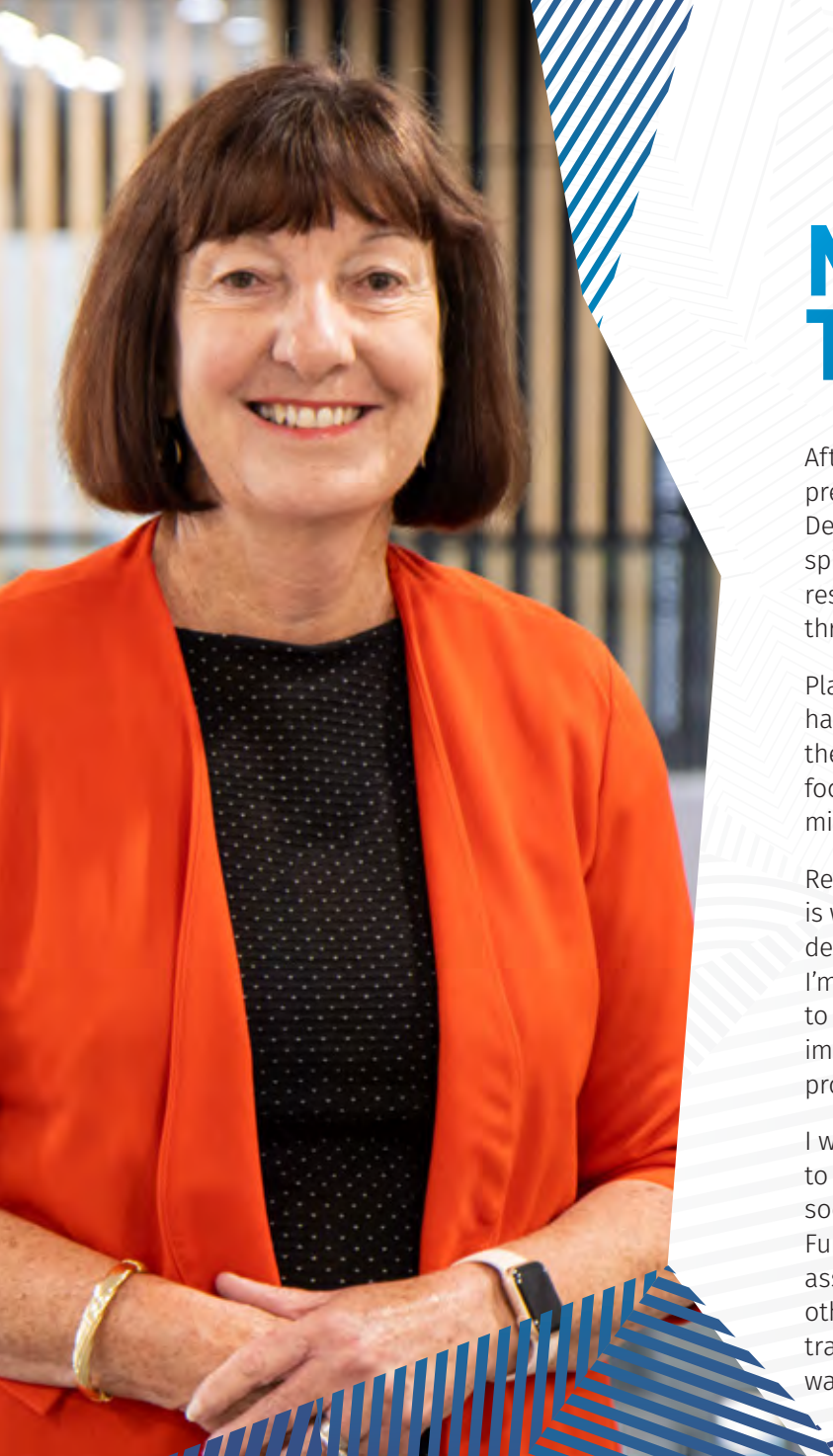
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MESSAGE FROM THE MAYOR

After starting so brightly, 2021 has certainly presented us with a few speed bumps along the way. Despite these challenges, our amazing community spirit continues to shine. Together, we have shown resilience and commitment to do what we can to get through this difficult time.

Planning for the future in a changing environment has also been an interesting narrative in 2021. Over the course of this year, we have maintained our focus and optimism and achieved some incredible milestones to keep our city moving forward.

Reading through Council's Annual Report 2020-2021, it is wonderful to see the range of completed projects delivered and services provided over the last year. I'm so proud of the efforts of the organisation to continually step up for our community and implement a number of exciting infrastructure projects to help make our city even better.

I was particularly thrilled with Council's commitment to our local community groups to help with the city's social recovery. As part of our COVID-19 Community Funding Program, almost \$100,000 was awarded to assist a total of 28 community groups, clubs and other organisations with food distribution, volunteer training and emergency relief. I know the support was greatly appreciated by these groups.

The delivery of community infrastructure also played an important role in keeping our economy moving and adding to our magnificent lifestyle. Completion of the \$2.8 million revitalisation of Pearson Street Mall in Charlestown, as well as starting the first stage of the transformation of Thomas H. Halton Park in Croudace Bay, were both highlights.

The extension of the Fernleigh Awabakal Shared Track was also started this year and once finished, it will be the longest active transport route in the Hunter Region. It was just one of a number of shared pathway projects completed or started, in a list that includes the shared pathway on Bay Vista Road in Brightwaters and the next stage of work on the pathway connecting Speers Point and Glendale. These projects contribute to the more than 300 actions completed this year. It's a significant outcome for the city and lays the foundation for us to continue to support residents and businesses through 2021-2022 in the best way possible.

Please stay safe and look after one another.

Councillor Kay Fraser
Mayor

MESSAGE FROM THE CEO

The 2020-2021 financial year saw our organisation operating, once again, alongside the global COVID-19 pandemic, presenting both challenges and opportunities for our city.

Outside periods of lockdown in Greater Sydney and here in our own Hunter Region, there were valued moments to be enjoyed with family and friends, and locally, we remained committed to serving our community and continuing our support for business owners, residents and visitors through uncertain times.

I am proud that despite the challenges this year presented we have been able to deliver on the commitments we made in our 2020-2021 Operational Plan, and I'd like to take this opportunity to thank our staff and Councillors who helped us achieve this result.

Over the past 12 months, we completed 90 per cent of the 330-plus actions identified in our Operational Plan. I am also pleased to report that our financial position remains positive, finishing

the year with a \$2.3 million surplus. While tightly managing our budget, we were able to deliver \$105 million in capital works throughout the year, including commencement of works on the Fernleigh Awakabal Shared Track, various active transport improvements across the city and construction of the new Multi Arts Pavilion (MAP) mima in Speers Point Park.

Our community can be proud of what Council has achieved over the 2020-2021 financial year. This is also the last report for the current elected Council, and an appropriate time to reflect on the achievements over their term. These achievements are outlined in the End of Term Report, which is published as an attachment to this report.

Whatever the future may bring, our community can feel confident that we remain committed to upholding our shared community values and delivering the essential services needed to support the ongoing growth and prosperity of Lake Macquarie.

Morven Cameron
Chief Executive Officer





REPORT TO OUR COMMUNITY

OUR YEAR

The following section provides an overview of our performance in the past year.

It includes a snapshot of our city and Council at 30 June 2021, and explains how we plan and report to our community.

We review our performance in implementing the city's Operational Plan and Delivery Program during the period, including our continued response to the ongoing COVID-19 pandemic and our financial position.



300

**ACHIEVEMENTS FOR
OUR CITY**



\$44M

**SPENT TO RESTORE
CITY ASSETS**



\$105.4M

**CAPITAL WORKS
PROGRAM**



\$2.57B

**TOTAL INFRASTRUCTURE
ASSETS***

*\$2.57 billion is the written down value of our total infrastructure assets. The replacement value of these assets is \$3.96 billion.

OUR CITY

174KM
LAKE CIRCUMFERENCE

37,596HA
BUSHLAND

4000HA
NATURAL AREAS

757KM²
AREA

ABOUT THIS CITY



Location

90 minutes to Sydney on the M1
Two hours to Sydney International Airport
10 minutes to Newcastle
35 minutes to Hunter Wine Country
40 minutes to Newcastle Airport

Nine economic centres
95 communities

A natural playground of beaches, forests
and Australia's largest saltwater lake



\$21.1 billion
economic output (2020)

19%
of Hunter
Region

1.7%
of NSW

Up \$3.28 billion
since 2015

\$11.2 billion
gross regional product



13,500
businesses

98%
employ
19 or less
people

774
have an annual
turnover of \$2million+
(2020)



207,775
population

population by 2041
239,000

18.5%
aged 14
and under

42
median
age

33.3%
aged 55
and over

6.6%
people with
disability*

14.7%
born
overseas

8032
Aboriginal and
Torres Strait
Islander people

4.8%
speak a language
other than English
at home

*needing
core function
supports –
estimated 20
per cent of
population have
some form of
disability



1.3 million
tourists each year



665km
of footpaths/
cycleways

718.1km
drainage
pipeline



1376.5km
roads

714 flood
mitigation and
stormwater
devices



123
playgrounds



\$175 million
worth of parks and reserves*



3
cultural buildings



8
libraries



108
sporting facilities



6
swim centres



36
community
buildings



29
dog off-leash
areas



4
patrolled beaches
and lifesaving clubs

*\$175 million is the replacement value of these assets.



OUR VISION AND VALUES

Our vision and community values, developed by the community in 2016, guide our planning and provide direction for how the city responds to change and growth. The vision and values reflect the priorities of our residents and shape policies and plans prepared by Council.

OUR VISION

Lake Macquarie is a city with a lake at its heart encircled by distinctive towns and villages. We balance our cherished environments with our need for great spaces to live and visit, smart transport options and a thriving economy, which adapt and strive to be fair for all.

OUR VALUES



UNIQUE LANDSCAPE

A place where the natural environment (bushland, coast, lake and mountains) is protected and enhanced; where our existing urban centres are the focus of our growth, maintaining their unique characteristics.



DIVERSE ECONOMY

Which is resilient and adaptable to change, making the best use of the unique advantages of our location and lifestyle.



LIFESTYLE AND WELLBEING

A place that encourages safe, active and social opportunities.



MOBILITY AND ACCESSIBILITY

Effective transport systems that provide choices to conveniently move people, goods and services.



CONNECTED COMMUNITIES

That support and care for all and provide a sense of belonging.



CREATIVITY

Working together with creative process and outcomes that bring together history, culture, knowledge and expertise that support new technologies and ways of thinking.



SHARED DECISION-MAKING

Lake Macquarie communities continue shared responsibility for governance.

OUR COUNCIL

GOVERNANCE

Lake Macquarie City Council has 13 elected Councillors including the Mayor, who is popularly elected. The city is divided into three wards, North, East and West. Each ward is represented by four Councillors.

Our Mayor and Councillors have held office since 19 September 2016.

Council elections are normally held every four years. All local government elections across NSW have been postponed to 4 December 2021 in response to COVID-19.



Read about our Councillors and organisational structure on pages 76-93.

WORKFORCE

We employ more than 1300 people who work across diverse professional fields to deliver the breadth and quality of services we offer our community.

Our employees work under the guidance of a clear set of organisational values: shaping our future, leading at all levels and working together.



Read about our workforce on pages 94-97.

SERVICE DELIVERY

We operate under a Customer Charter that sets out our commitment to our community and the service they can expect from their Council. Flowing from this commitment is a set of service standards that establishes timeframes for delivery of a range of services, along with response times in relation to customer requests.

BUSINESS ACTIVITIES

Our key business activities involve our City Works department and our Property and Business Development department. City Works is our civil engineering, construction and maintenance arm. Property and Business Development oversees Council's property portfolio and the management of our five Holiday Parks.

FACILITIES

Council delivers services throughout the city. Our City Administrative Centre in Speers Point includes our Customer Service Centre and the Council Chamber, where formal meetings of our elected Council are held.

Other key facilities for our operations include our Works Depot in Boolaroo, Lake Mac Libraries, Lake Mac Swim Centres, Museum of Art and Culture (MAC), Warners Bay and Rathmines theatres, The Swansea Centre, Awaba Waste Management Facility and Lake Macquarie Landcare Resource Centre in Teralba.

In addition to Council's own operating facilities, we provide a wealth of facilities for the community.



KEY PARTNERS

We foster partnerships wherever we can with organisations in our region and beyond, where we can see benefits for our community.

Partnership agreements with the University of Newcastle and Hunter Water highlight Council's commitment to an integrated approach to doing business.

Our key community partners include Lake Macquarie Landcare, Sustainable Neighbourhood Groups and local community and sporting groups and operating committees who manage our facilities.

We also partner with Dantia, the city's independent economic development company. Dantia manages Dashworks Makespace, a business innovation accelerator at Warners Bay, as well as

Dashworks Workspace, a coworking space at Charlestown, home to 120 members from more than 75 businesses of all sizes and industries.

Council is an active member of the Hunter Joint Organisation and is a Hunter First member of the Hunter Business Chamber, which enables Council to share ideas, hear from government leaders and industry experts, and advocate for common goals with others from across the Hunter region. Council is also a member of the Committee for the Hunter, which provides a platform for a united voice and collaborative action to move our region forward.

Other key partners include the Hunter Sports Centre in Glendale and The Place in Charlestown.

RECOGNITION

We are an award-winning organisation that has been recognised for excellence across many areas of our operations including customer service, asset management, sustainability and delivering unique play spaces for our community.



Read about our awards on page 106.

HOW WE PLAN AND REPORT

The NSW Local Government Integrated Planning and Reporting Framework acknowledges most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs.

The Framework has been developed in recognition that council plans and policies should not exist in isolation - that they are inter-connected. It allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

COMMUNITY STRATEGIC PLAN

The key document in the Framework is the 10-year Community Strategic Plan (CSP). The purpose of the CSP is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available.

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups, may also be engaged in delivering the long-term objectives of the CSP.

The Community Strategic Plan, Delivery Program and Operational Plan are organised under seven key focus areas that reflect the community's vision and values. This provides a clear strategic alignment between Council's long-term, mid-term and annual planning and reporting.

DELIVERY PROGRAM AND OPERATIONAL PLAN

The Delivery Program is a plan that covers the term of an elected Council. To create the program, we look at the Community Strategic Plan and ask what we can achieve over the coming term to bring us closer to the community's vision and values using the resources identified in the Resourcing Strategy.

The Operational Plan outlines the actions Council will undertake in the coming year to achieve the Delivery Program strategies under each key focus area. The Operational Plan also details how Council will fund these actions.

RESOURCING STRATEGY

A Community Strategic Plan can only be achieved with sufficient resources. Council's Resourcing Strategy supports the Community Strategic Plan, Delivery Program and Operational Plan by detailing how Council can help achieve the community's goals in terms of time, money, assets and people.

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MONITORING AND REPORTING

The Community Strategic Plan is reviewed every four years in line with the local government election cycle.

The Delivery Program is reviewed annually when preparing the Operational Plan. This ensures Council's long-term planning is consistent with the current and future needs of the community.

In addition to our Annual Report, we report four times each year on progress towards our Delivery Program and current annual Operational Plan. These reports are available at lakemac.com.au

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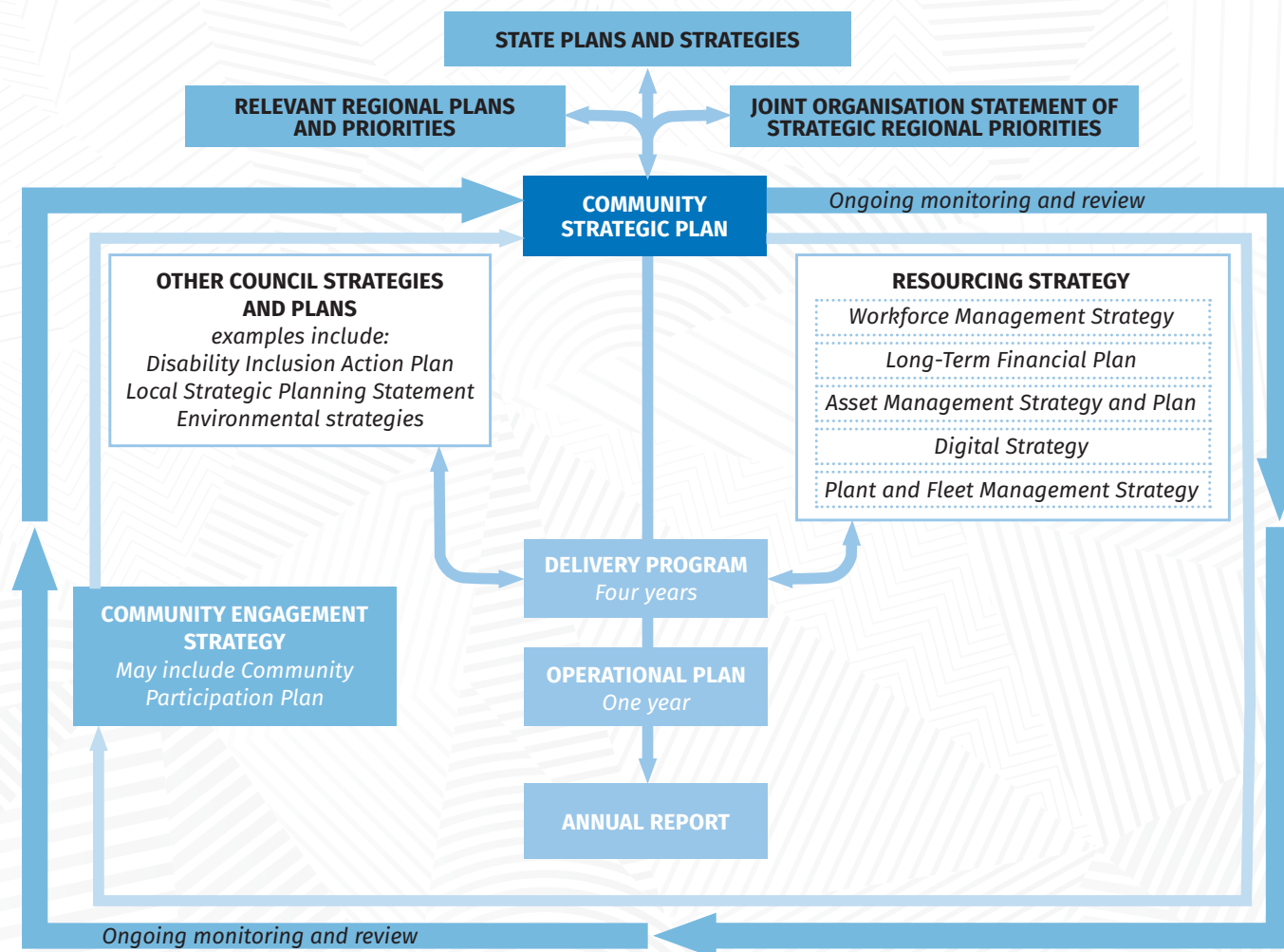
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HOW WE PERFORMED

BE SAFE, KEEP SPACE

Lake Macquarie City Council lifeguards encouraged beachgoers to remain one towel-length apart to ensure safe and socially distanced fun in the sun.

For the first time, lifeguards also provided direct, live updates on Council's dedicated website pages for each beach, providing information like beach open/closed notifications, water temperature, presence of stingers, or rip/current warnings.



COVID-19 FINANCIAL RELIEF

Our COVID-19 Community Funding Program saw almost \$100,000 in grants distributed to community groups, clubs and foundations. The program funded projects that directly supported the physical health and mental wellbeing, social connection and safety of vulnerable and at-risk groups within our city.

We continued to provide flexible rates payment terms for ratepayers facing hardship.

Our rent relief package saw more than \$400,000 worth of rent subsidies provided to tenants of Council owned-properties.

\$3M WORTH OF PROJECTS MOVED INTO THE FAST LANE

Ten playgrounds, multiple shared paths stretching from Cameron Park to Cardiff and several intersection upgrades in Morisset, Windale and Charlestown were among 49 community infrastructure projects, funded by development contributions, we accelerated to keep people in jobs and the economy moving.

Council's acceleration program has been made possible through collaboration with the Urban Development Institute of Australia and the Property Council of Australia through a review of our works programs associated with Council's Development Contributions Plans.

These combined programs generated at least \$3 million of expenditure on top of our 2020-2021 Operational Plan, with an expected pipeline of up to \$40 million worth of projects funded by development contributions. Some of the projects progressed to 'shovel-ready' so they can be delivered in future Operational Plans.



\$380,000 ACCESSIBILITY UPGRADES AT BLACKSMITHS BEACH

A \$380,000 accessibility upgrade at Blacksmiths Beach means people of all abilities now have the chance to enjoy Lake Mac's spectacular coastline. The recently completed works include an all-access ramp, pathway and viewing platform at the high point of the foredunes, overlooking the water.

The striking constructions are made with fibreglass reinforced plastic mesh, designed to withstand the harsh coastal environment. A separate buggy access path to the beach has also been installed, providing access for the wheelchair buggies available to hire free of charge during the beach season.

PROGRESS MADE ON COUNCIL'S CHILD SAFE FRAMEWORK

Since the adoption of the Child and Family Strategy 2021-2024, we've progressed our Child Safe Framework, increased the You're Kidding Me Program for online workshops and webinars, increased service collaboration by hosting Link Up Day and Child and Family Interagency, and supported the Lake Macquarie Domestic Violence Committee to develop resources.

SMART MALL LIGHTS UP CHARLESTOWN

Pearson Street Mall reopened to the public following a \$2.8 million transformation.

An illuminated and interactive furniture experience designed by local creative and education company, Codewise, is one of the Charlestown CREATE creative treatments that adds to the visitor experience of the revamped mall. The interactive furniture, blending gamification with digital technologies, aims to empower and excite children about digital technologies and innovation.

FIRST COMMUNITY SELF-ACCESS LIBRARY

The Wangi Library Creative Hub opened as the first co-located library and creative space in the Hunter Region to operate under a community self-access model. This model is similar to gyms, where members can access the Creative Hub via their library membership card at a time convenient to them.

SUPPORTING LAKE MACQUARIE LANDCARE GROUPS

We supported Landcare groups and volunteers with on-ground material support and by delivering group development and engagement activities. We provided direct material support for Landcare groups to the value of \$100,125. This included providing plants, mulch, on-site staff support and contractors. On-site staff support included 746 paid worker hours through the Landcare Support and Bush Regeneration programs. More than 75,000 plants were propagated to support Landcare groups and Council's environmental programs. The Council Landcare team also supported Landcare volunteer groups through an additional 224 person hours per week.

E2E PROGRAM FORGING LOCAL GEN Z CAREER PATHWAYS

We recruited 27 new trainees under our industry-leading E2E (Education to Employment) program, aimed at young people seeking qualifications from university or TAFE. The program allows participants to gain on-the-job experience and receive professional mentoring, hopefully graduating with formal qualifications.

The 2021 intake includes designated positions for women in non-traditional roles and, separately, for Aboriginal and Torres Strait Islander workers.

STAFF LEADING ORGANISATIONAL CHANGE

A sector-leading change process led by staff has created an engaged, collaborative workforce, which has already delivered \$1.8 million in budget and productivity gains.

The physical work environment for the more than 400 staff in the Administrative Centre at Speers Point was refurbished to help shift Council to be a much more efficient, effective and customer-facing organisation.

The strategy for refurbishment initially included a staggered floor-by-floor approach. However, this was adapted due to the COVID-19 pandemic and remote working was instead used to allow contractors to complete works across the entire building and expedite construction. The refurbishment was completed ahead of schedule, without impact on the service offered to the community.

FLOAT YOUR BOAT SAILS TO SUCCESS

More than 5000 people lined the Toronto foreshore as the Float Your Boat flotilla lit up Lake Macquarie.

A giant humpback whale, a colourful homage to late children's author Eric Carle and his renowned Hungry Caterpillar, and a Sydney Opera House complete with a real-life opera singer were among the illuminated creations to join the waterborne parade.



MULTI ARTS PAVILION

Construction commenced on a facility which will be known as MAP mima, a Multi Arts Pavilion at Speers Point Park. The first of its kind on the east coast of Australia, MAP mima will host national and international contemporary art installations, digital art screenings and audio presentations, live theatre performances, music and more. This space will become a hub for outdoor activities including markets, theatre and drama productions, concerts and events.

FOCUS AREAS

Despite the challenges of the pandemic, we made significant achievements across all of our key focus areas.

We achieved 300 actions for our community this year, which represents completion of 90 per cent of our Operational Plan. From our total of 333 planned actions, eight were not achieved as a result of the impacts of COVID-19 restrictions, and a further 25 were in progress but not complete at 30 June.



Unique landscape

27 of 31 actions achieved

4 not achieved



Mobility and accessibility

74 of 84 actions achieved

10 not achieved



Connected communities

60 of 65 actions achieved

5 not achieved

2 of 5 COVID-19 affected



Lifestyle and wellbeing

65 of 73 actions achieved

8 not achieved

4 of 8 COVID-19 affected



Diverse economy

33 of 37 actions achieved

4 not achieved

1 of 4 COVID-19 affected



Creativity

20 of 21 actions achieved

1 not achieved

1 of 1 COVID-19 affected



Shared decision-making

21 of 22 actions achieved

1 not achieved



OUR COVID-19 RESPONSE

CONTINUITY AND RESILIENCE

As the pandemic continued to unfold during the year, Council played a critical role in ensuring our community continued to feel safe.

Council continued to collect and process waste, maintain the roads and cut the grass at our parks and sporting fields to ensure our community knew they could count on us to provide services that would make their city feel as close to normal as possible.

Our dedicated Business Continuity and Resilience Team has worked with government partners and local stakeholders on maintaining essential services, delivering community and economic support, and planning for the city's recovery from COVID-19.

We have three principles guiding our COVID-19 response:

- ✓ **Minimise disruption to Council services**
- ✓ **Support our community**
- ✓ **Protect the health and safety of our people**

COMMUNITY AND BUSINESS RECOVERY

Community measures

- Offering help to residents, businesses and landlords to pay their rates.
- Removing credit card surcharges on rates payments.
- Waiving lease fees for community organisations who lease Council-owned land or buildings.
- Initiating a staff redeployment and volunteering program.
- Staying open for face-to-face customer service, whenever safe, complemented by phone and social media support.
- Promoting a COVIDsafe summer through a 'Be safe, keep space' communications and engagement campaign at our beaches, pools and foreshore areas.
- Making available a range of grants to support our community, including the \$100,000 COVID-19 Community Funding Program awarded to 28 community groups, clubs and other organisations.
- Delivering many Council community programs online, complemented by face-to-face activities when it was safe to do so.
 - A Matter of Seconds water safety program was delivered as a digital resource in July-September 2020 due to COVID-19 restrictions.
 - Over 55s sessions, such as virtual history bus tours with a local historian and gardening activities with local horticulturists, were developed through 16 online videos reaching 1010 views.
 - Several other online workshops were held for the You're Kidding Me and Me2 programs.

Business measures

- Increasing efforts to pay invoices within 14 days of receipt.
- Offering scaled rental relief for businesses who lease Council premises.
- Connecting residents and businesses through the #LakeMacLocal Facebook group.
- Facilitating more than 3318 views of the COVID-19 business support pages on Council's website.
- Promoting local businesses that remain open through our online business directory.
- Helping local business connect to government tenders.
- Improving customer service standards for the development industry by quickly adapting pre-lodgement meeting arrangements.
- Approving development applications to support the home makeover boom during the COVID-19 pandemic, delivering a record \$1.6 billion result for development in Lake Macquarie.
- Fast-tracking more than 40 community infrastructure projects within the Development Contributions Plans, while also providing new opportunities for external consultants to provide professional services to Council.
- Managing our customer service concierge service to support face-to-face where required.
- Increasing domestic tourism opportunities with visitor campaigns.
- Recognising COVID-19 adaptation and innovation with a special COVID-19 adaption category in the 2020 Lake Mac Business Excellence Awards.
- Promoting event and food economy adaptation and growth through VibrantSCENE, with seven sites available for food truck operators to utilise for co-located trading.
- Supporting business and job activation via changes to fees, charges and regulation.



COMMUNITY FINANCIAL REPORT

Financial performance

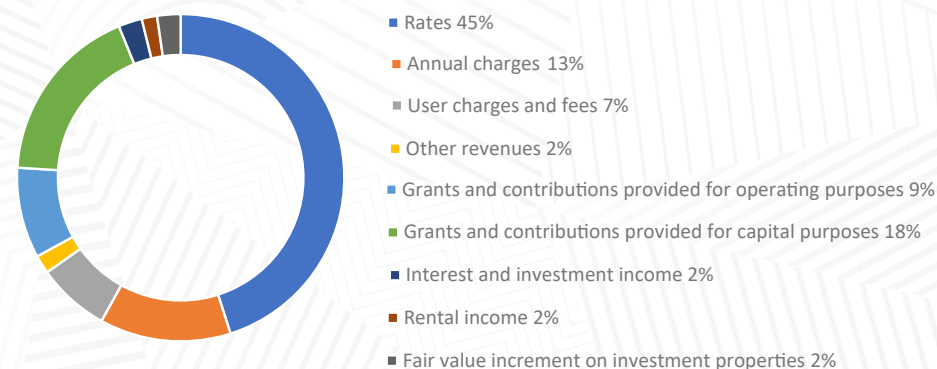
Council generates income to fund services and assets for the city through rates on property, government grants, developer contributions, interest on investments, user charges and Council's own business activities. These funds are used to maintain and improve the city, while delivering a range of quality services to the community.

Council's financial position remains sound. For 2020-2021, our operating result from continuing operations was a surplus of \$58.7 million and our operating result before capital revenue was a surplus of \$2.1 million. The operating result before capital revenue is an improvement from Council's original projected position by \$13.6 million.

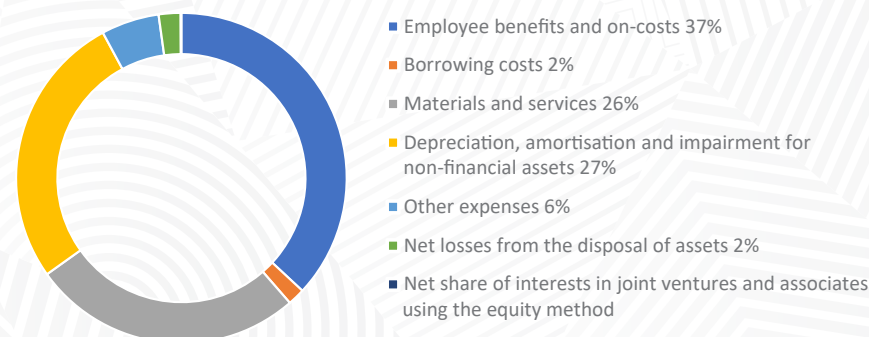
This result reflects a strong performance in relation to Council's Long-Term Financial Plan. The improvement is largely as a result of an upwards revaluation of investment property of \$7.3 million, additional interest revenue of \$1.9 million and a favourable revaluation of remediation borrowings of \$4 million due to a revision of landfill sites and favourable market conditions. Council has forecast an operating loss before capital revenues of \$6.2 million for the 2021-2022 financial year. This loss is largely due to spending surpluses built up over prior years.

Detailed information regarding Council's financial performance is included in Council's 2020-2021 Financial Statements and in the Financial Position section of this report (see pages 192-199).

Income from continuing operations 2020-2021



Expenses from continuing operations 2020-2021





INCOME

Council's main source of income was rates, which accounted for 45.1 per cent of our total income for 2020-2021.

Grants and contributions totalled \$84.9 million, or 26.8 per cent, while user fees and charges provided \$22.7 million, which was 7.2 per cent of our income.

Rates and annual charges

Rates and annual charges generated \$184 million income for 2020-2021, an increase of \$6.7 million from 2019-2020. This increase is in line with the rate peg increase and also reflects supplementary rates levied on new lots created by subdivision development.

Grants and contributions

Operating grants and contributions totalled \$28.4 million, a decrease of \$1.6 million from 2019-2020.

Grants and contributions for capital purposes were \$56.5 million in 2020-2021, an increase of \$1 million from 2019-2020. It is now the second year of these contributions being over the \$50 million mark and reflects an increase in the amount recognised for dedications of land and works in lieu of cash, and an increase in development contributions, both being a result of new development in the city.

Interest and investment revenue

Interest and investment revenue received was \$7.4 million, an increase of \$700,000 from 2019-2020. This was due to better than anticipated returns on medium and long-term growth funds. Investment returns remained above the adopted benchmark.

User charges and fees revenue

User charges and fees revenue received was \$22.7 million, an increase of \$5.1 million from 2019-2020. This was due to strong returns in caravan parks, swim centres and an increase in development assessments income.

Other revenues

Other revenues were \$5.8 million, a decrease of \$2.4 million from 2019-2020. This was due to a reduction in external works and fine revenue.

Rental income

Rental income was \$4.8 million, an increase of \$396,000 from 2019-2020.

EXPENSES

Council's major expenses in 2020-2021 included depreciation of \$69.6 million or 27 per cent of operating expenses. Materials and contracts made up 26.5 per cent of operating expenses, or \$68.4 million, and employee costs represented 36.9 per cent.

Employee benefits and on-costs

Employee costs were \$95.2 million, which decreased by \$324,000 from 2019-2020. The decrease is due to a reduction in employee leave entitlements. This reduction offset the planned annual wage increase and filling of vacant and additional positions.

Borrowing costs

Borrowing costs were \$4.3 million, a decrease of \$2.9 million due to fewer expenses relating to the provision for remediation of landfill sites.

Materials and contracts

Materials and contracts cost \$68.4 million, a decrease from 2019-2020 of \$3.6 million, mainly due to a reduction in costs associated with raw materials and consumables as services were amended in light of COVID-19.

Depreciation

Depreciation costs totalled \$69.6 million, an increase of \$9 million from 2019-2020. This was primarily due to the flow on impact of the \$485 million revaluation increment of road and drainage assets during the 2019-2020 financial year.

Net loss from disposal of assets

The net loss from the disposal of assets was \$5.5 million, which increased by \$1.8 million from 2019-2020. The loss in 2020-2021 relates to the disposal and demolition related to the Administrative Centre refurbishment and roads that have been replaced or rehabilitated.

FAST FACTS

 **\$105.4M**
CAPITAL WORKS PROGRAM

 **\$2.1M**
OPERATING PROFIT

 **\$103.3M**
INCREASE IN NET ASSETS

 **\$316.6M**
REVENUE

 **\$257.9M**
OPERATING EXPENDITURE

 **\$331.2M**
CASH/INVESTMENT HOLDINGS

 **\$203.7M**
BORROWINGS

CITY WORKS PROGRAM


Our City Works Program saw us spend \$105.4 million on works projects across the city, including:

 **\$4.3 million**
enhancing parks and playgrounds

 **\$8.5 million**
on library and cultural facility upgrades

 **\$9 million**
on recreation master plans and construction of local sporting facilities

 **\$9.8 million**
on constructing new footpaths and cycleways

 **\$4.4 million**
on ecosystem enhancement and construction of stormwater drainage

 **\$26.7 million**
on upgrades to city assets and preparing for future growth

 **\$4.5 million**
on upgrades to community facilities

 **\$38.2 million**
on road surfacing, upgrades and traffic and transport improvements



Our Works Program actions are reported on under our key focus areas in our detailed progress report on pages 28-71.

A young girl with brown hair in pigtails, wearing a white hoodie, is standing on the shoulders of a man. She is holding black binoculars to her eyes. The man is wearing a blue hoodie with a rainbow patch on the back. They are in a park-like setting with green trees and a clear blue sky. The text "DETAILED PROGRESS REPORT" is overlaid in large white letters on the right side of the image.

DETAILED PROGRESS REPORT



OUR YEAR IN DETAIL

Our Detailed Progress Report provides a comprehensive view of how we have performed in relation to all of the actions in our annual Operational Plan. We have developed these actions in consultation with our community to help achieve the strategies of our Delivery Program and deliver on the objectives of our 10-year Community Strategic Plan.

MONITORING OUR PROGRESS

KEY FOCUS AREAS

In this section, we report on our performance against the actions we have taken during the past year under the seven key focus areas that reflect our city vision and underpin our Integrated Planning and Reporting Framework.

We outline the year's highlights and challenges, and report on every action we have taken to pursue the objectives and strategies for each key focus area, along with the funds we have spent to achieve them.

OBJECTIVES

These are the community's long-term priorities and aspirations for the city, as set out in the Community Strategic Plan. They contribute to achieving the city vision. Council has a custodial role in working towards realising these objectives; however, it is not wholly responsible for achieving them. Other partners, such as state agencies and community groups, have an important role to play in achieving these objectives.

STRATEGIES AND ACTIONS

Our strategies guide us to achieve our objectives over the four-year period of our Delivery Program.

Actions are the activities and projects we commit to undertake each year, through delivery of our Operational Plan, to achieve our strategies and deliver our objectives.



ACHIEVED

Indicates an action was achieved during the year.



NOT ACHIEVED

Indicates an action was not achieved, and generally relates to a target for the year not being met.



IN PROGRESS

Indicates an action is likely to be achieved in the following reporting period.

COVID-19 AFFECTED



NOT ACHIEVED

Indicates an action was not achieved, and generally relates to a target for the year not being met.




IN PROGRESS

Indicates an action is likely to be achieved in the following reporting period.

NAVIGATING THIS SECTION

1 SHARED DECISION-MAKING



2

WEB CHAT GOES LIVE

Our Customer Service Centre is now more accessible than ever, after we launched a trial of web chat on Council's website.

We used our customer insights program to identify pages on our website to be included in the trial. We started with the animals page, during specific peak times. As the trial went on, we added other pages such as bulk waste and general waste, and increased the times it was available.

We are now expanding the service to more pages across the website as we have seen increased interest from customers in using this communication channel.


This service complements our other channels that customers can contact us through including social media, phone and email.


HIGHLIGHTS


- Council launched near real-time road closure information, added swim centre closure notification information, and improved content in the development section of the Council's website.
- Council's website was updated to include elections information, including accepting applications for the non-residential roll.
- The Council Administrative Centre refurbishment was completed ahead of schedule, and staff returned to the building in May 2021.

CHALLENGES

- The launch of the online cultural collection database was delayed. The database has been chosen and internal training and data migration is currently underway.

 **50**
key community engagement projects

 **103,200**
visits to Shape Lake Mac engagement portal

 **18,948**
visits to our online interactive mapping tool, Social Pinpoint

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3 SHARED DECISION-MAKING

OBJECTIVE 7.1 PARTNERSHIPS BETWEEN COMMUNITY, GOVERNMENT AND BUSINESS BENEFIT OUR CITY

OBJECTIVE 7.2 WE KNOW HOW AND WHY DECISIONS ARE MADE

STRATEGY 7.1.1	STRATEGY 7.1.2	STRATEGY 7.2.1
DEVELOP AND MAINTAIN A NETWORK OF KEY AGENCIES, ORGANISATIONS, PEAK BODIES AND COMMUNITY GROUPS	INVOLVE DECISIONS THAT IMPACT OUR REGION	DELIVER HIGH QUALITY AND CUSTOMER SERVICE
5 ACTION 2020-2021 Proactively engage with small businesses in Lake Macquarie City and develop initiatives aimed at providing them with greater support	4 ACTION 2020-2021 Contribute to the regional strategic planning process through the Hunter Joint Organisation	6 ACTION 2020-2021 Investigate options to improve on current accessibility for our contact centre service, for example, provision of an enhanced afterhours service Increase the number of customer interactions resolved at first point of contact Develop and implement a digital workplace that supports our teams to deliver a more personalised customer experience by establishing a digital champions network and increasing investment in digital skills development to 20 per cent Continue to provide an accessible and personalised customer experience by completing 90 per cent of the year one actions in the Customer Experience Strategy Implement the Council Administrative Centre refurbishment Utilise digital technology to make it easier to move, partner, start and grow a business in Lake Mac Develop and implement digital infrastructure to build better connectivity for our community Review how Council information can provide a better customer experience by increasing the proportion of departments using knowledge management software to 50 per cent

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1 KEY FOCUS AREA

Each key focus area is colour coded to assist navigation of this section.

2 HIGHLIGHTS AND CHALLENGES

Provides highlights of our achievements and any challenges Council faced in delivering the actions for this focus area during the year.

3 OBJECTIVE

4 STRATEGY

5 STATUS

6 ACTION

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UNIQUE LANDSCAPE



PROTECTING OUR CITY'S DUNES

We planted 12,000 plants in the dune areas of Blacksmiths Beach to increase the diversity and resilience of coastal vegetation communities, and another 3500 plants in the coastal forest behind Frenchmans Beach, including canopy species to replace areas of weed growth.

Dune formatting fencing was installed at Redhead Beach to 9000m² of rehabilitated sand dunes. The fence prevents erosion of sand dunes to provide a stable environment for vegetation to grow.

These coastal management projects help to manage the coastal zone from the beach to the remnant vegetation communities which persist behind the open beaches.

HIGHLIGHTS

- Together with Landcare groups, we regenerated a total of 18.85 hectares of bushland, including planting 14,217 native species.
- We completed wetland and saltmarsh rehabilitation work at Swansea and Belmont Lagoon.
- Natural area improvement and regeneration works have been completed at 23 high-priority sites across the city.

CHALLENGES

- Foreshore rehabilitation works at Thomas H. Halton Park, Eleebana, were postponed due to a delay in receiving an Aboriginal Heritage Impact Permit. On-ground works have been rescheduled for 2021-2022.
- Due to significant community interest, additional consultation will be undertaken with landowners prior to preparation of a report on land zoned as Primary Production Small Lots in the Lake Macquarie Local Environmental Plan.



814

reports of illegal dumping investigated



59,701 TONNES
of waste diverted
from landfill



23 SITES
of bushland improvement
and regeneration works
completed

UNIQUE LANDSCAPE

OBJECTIVE 1.1

NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED

STRATEGY 1.1.1

UNDERTAKE WORKS TO PROTECT AND ENHANCE THE HEALTH OF AQUATIC AND TERRESTRIAL ECOSYSTEMS

ACTION 2020-2021

- ✓ Regenerate nine hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities
- ✓ Develop a framework to guide acquisition of strategically important conservation lands
- ✓ Develop a local biodiversity offset framework that encourages biodiversity offsets locally and within the city
- ✓ Complete a vulnerability assessment (Stage 2) and commence an options analysis (Stage 3) of the Coastal Management Program for Lake Macquarie City's coastal zone
- ✓ Complete the Blacksmiths Beach Surf Amenity Assessment to understand the changing behaviour of the surf
- ✓ Implement bushland improvement works at 20 sites to manage weeds, erosion and other threats

STRATEGY 1.1.2

ENSURE COUNCIL-OWNED LAND IS MANAGED TO PROTECT AND ENHANCE NATURAL ENVIRONMENTS

ACTION 2020-2021

- ✓ Implement dune stabilisation works at Redhead, Blacksmiths and Swansea Heads
- ✓ Complete foreshore stabilisation feasibility assessments at Swansea and Buttaba, and bushland restoration works at Eraring foreshore
- ✓ Complete wetland and saltmarsh rehabilitation works at Swansea, Belmont Lagoon and Bonnells Bay
- ➔ Implement foreshore rehabilitation works at Thomas H. Halton Park, Eleebana
- ✓ Complete stormwater quality improvement device installation at Caves Beach
- ➔ Complete rehabilitation works at West MacDonalds Quarry, Glendale
- ✓ Implement rock protection and creekline revegetation at Cockle Creek, Teralba
- ➔ Implement rehabilitation works at Oakdale Road Quarry, Redhead
- ✓ Implement Stage 2 lake foreshore rehabilitation works at Green Point foreshore
- ✓ Design for the stabilisation of Pelican foreshore, considering recommendations from the economic assessment
- ✓ Provide material support to Landcare groups engaged in on-ground activities across the city

OBJECTIVE 1.1
NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED

STRATEGY 1.1.3

PROVIDE SUSTAINABLE WASTE MANAGEMENT SERVICES TO MEET COMMUNITY NEEDS

ACTION 2020-2021

- ✓ Undertake feasibility to determine options for long term leachate management for Awaba Waste Management facility
- ✓ Respond to 100 per cent of reported illegal dumping incidents and investigate 100 per cent of service requests prioritised as high impact and/or with the potential to identify an offender

OBJECTIVE 1.2
WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

STRATEGY 1.2.1

PLAN FOR AND IMPLEMENT IMPROVEMENTS TO ECONOMIC CENTRES AND SUBURBS

ACTION 2020-2021

- ✓ Design an urban greening strategy to identify opportunities and priorities such as increased urban tree canopy and reduced urban heat impacts
- ✓ Implement the Tree Replacement Program
- ✓ Review priorities and identify funding mechanisms for public domain improvements in economic centres

OBJECTIVE 1.3
NEW DEVELOPMENT AND GROWTH COMPLEMENTS OUR UNIQUE CHARACTER AND SENSE OF PLACE

STRATEGY 1.3.1

OPTIMISE LAND USE TO MEET SOCIAL, ENVIRONMENTAL AND ECONOMIC NEEDS OF THE CITY

ACTION 2020-2021

- ✓ Report to Council outcome of a review of planning controls for undersized lots on land zoned environmental conservation, environmental management and environmental living
- ✓ Prepare a development plan for the Wyee West Paper Subdivision in consultation with landowners
- ✓ Commence implementation of the Lake Macquarie Local Housing Strategy, including changes required to the Lake Macquarie Local Environmental Plan 2014 and Development Control Plan 2014, to encourage infill housing
- ➔ Report to Council outcome of a review of land zoned as Primary Production Small Lots in Lake Macquarie Local Environmental Plan and identify opportunities for future urban land supply in appropriate locations

OBJECTIVE 1.4
OUR NATURAL LANDSCAPE IS AN INTEGRAL PART OF OUR CITY'S IDENTITY

STRATEGY 1.4.1

PROMOTE HIGH QUALITY DEVELOPMENT

ACTION 2020-2021

- ✓ Facilitate four rounds of the Lead Mitigation Grants Program
- ✓ Report to Council on progress of Council assigned actions identified in the Lead Expert Working Group recommendations
- ✓ Prepare the draft Teralba Heritage Area Plan for public exhibition
- ✓ Report on development application processing times for each development processing group (major, medium, general, fast track)
- ✓ Respond to all requests regarding unauthorised development and commence initial investigations within 21 days

LIFESTYLE AND WELLBEING



PLAYGROUND IMPROVEMENTS

We replaced the timber play structure at Speers Point's Lake Macquarie Variety Playground with a new bespoke steel frame structure, capable of supporting access and play for all abilities.

We also unveiled the new inclusive playground at Morisset's Bernie Goodwin Memorial Reserve. The new \$2 million playground spans across two separate areas, an upper playground area catering to younger children and a lower playground area targeted towards older children. Adults are also catered for with outdoor fitness equipment available for those looking to increase their fitness in an outdoor setting.

HIGHLIGHTS

- The Toronto Foreshore Master Plan was adopted with detailed design for stage one works nearing completion and construction scheduled to commence in early 2021-2022.
- We replaced the amenities, kitchen and access at Garden Suburb Community Hall.
- Construction of the new amenities building at Jack McLaughlin Oval, Edgeworth, was completed ahead of schedule.

CHALLENGES

- Priority demolition and replacement works at 10 public amenities buildings were delayed due to supply availability of the modular amenities.
- Playground replacement at Russell Reserve, Adamstown Heights, was delayed due to COVID-19 restrictions affecting equipment delivery and contractor availability.
- Replacement of the Ken and Audrey Owens Walkway at Redhead was delayed due to urgent repairs at the George Stanton Lookout section of the walkway.



289,628

attendance at Lake Mac Swim Centres



12

playgrounds renewed or upgraded



496KM

new fencing at city ovals and reserves



14

modular toilet replacements



19

new park seats/tables



6

sports field lights renewed

LIFESTYLE AND WELLBEING

OBJECTIVE 2.1

**OUR COMMUNITY
HAS ACCESS
TO ADAPTABLE
AND INCLUSIVE
COMMUNITY AND
HEALTH SERVICES**

STRATEGY 2.1.1

**SUPPORT AND CONTINUE
TO DEVELOP SERVICES TO
PROMOTE COMMUNITY
HEALTH AND WELLBEING**

ACTION 2020-2021

- ✓ Deliver the water safety program 'A Matter of Seconds' to a minimum of 50 Lake Macquarie City primary schools
- ✓ Operate Lake Macquarie Family Day Care in accordance with relevant legislation, as an education and care option for the city
- ✓ Provide ocean lifeguard services at patrolled locations seven days a week for seven months of the year
- ✓ Provide an initial response to reports of urgent dog attacks within 24 hours
- ✓ Undertake 12 education and awareness programs including microchipping days and pet responsibility programs
- ✓ Report to Council a new Homelessness Action Plan for the city
- ✓ Work with the community to raise awareness of domestic violence by delivering two workshops in schools to promote respectful relationships, an event to recognise Reclaim the Night, and hosting an awareness campaign during 16 Days of Activism

STRATEGY 2.1.2

**IMPLEMENT ACTIONS
FROM SUPPORTING
PLANS AND STRATEGIES
THAT SUPPORT
COMMUNITY HEALTH AND
WELLBEING**

ACTION 2020-2021

- ✓ Continue to promote the Good Neighbour campaign and participate in networks and forums to advocate for older people's needs
- ✓ Introduce hearing augmentation at Rathmines Theatre to assist with communication for all the community
- ✓ Deliver a theft from motor vehicles crime prevention program targeted at high-risk groups
- ✓ Report to Council with an updated Crime Prevention Strategy for the city
- ✓ Report to Council with an updated Child and Family Strategy for the city

OBJECTIVE 2.1

OUR COMMUNITY HAS ACCESS TO ADAPTABLE AND INCLUSIVE COMMUNITY AND HEALTH SERVICES

STRATEGY 2.1.3

ENSURE PUBLIC HEALTH PREMISES AND RELATED SERVICES MEET LEGISLATIVE REQUIREMENTS AND COMMUNITY EXPECTATIONS

ACTION 2020-2021



Inspect all food premises and other regulated premises, including public pools, tattooists and cooling towers, in accordance with the NSW Food Regulation Partnership and relevant legislative requirements

OBJECTIVE 2.2

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.1

ENSURE SPORTS AND RECREATIONAL FACILITIES AND SERVICES ARE AVAILABLE TO MEET COMMUNITY NEEDS AND EXPECTATIONS

ACTION 2020-2021



Attract more than 300,000 visits to Lake Mac Swim Centres



Maintain operational cost recovery of Council-managed swim centres at 50 per cent or higher



Report to Council for exhibition a draft Sports Strategy



Complete the meter box testing and replacement program, including an upgrade to smart-meter equipment



Implement smart sportsfield technologies at a priority site, based on the Edgeworth pilot project



Design Ulinga Sporting Facility improvements, Cardiff South



Commence design of the Belmont sports fields in accordance with the adopted master plan



Design the Hunter Sports Centre athletics warm-up and testing facility



Undertake feasibility and planning for application of recycled water at sporting facilities and public recreation areas



Undertake feasibility and planning for the Harold Knight, Fred Wright and Mick Middleton fields, Gateshead



Undertake feasibility and planning for Mirrabooka Sporting Facility



Undertake feasibility and planning for a sport and recreation facility at Wyee

OBJECTIVE 2.2
OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.2

ENSURE FUTURE DEVELOPMENT SUPPORTS THE GROWTH OF OUR COMMUNITY

ACTION 2020-2021

- ✓ Prepare a new North Wallarah Contributions Plan for exhibition
- ✓ Determine the approach and process to review the section 7.11 and section 7.12 contribution plans in line with the needs and expectations of Council and the city

STRATEGY 2.2.3

ENSURE PUBLIC SPACES AND COMMUNITY BUILDINGS MEET THE NEEDS OF THE COMMUNITY

ACTION 2020-2021

- ✓ Report to Council for public exhibition a draft city-wide Parks and Play Strategy
- ✓ Prepare a draft Plan of Management for Community Land for public exhibition
- ✓ Design the playground, skate park and BMX facilities at Rathmines Park, in accordance with the master plan and heritage implementation strategy
- ✓ Complete the Toronto foreshore master plan and commence feasibility investigations and design
- ✓ Present final draft of Plan of Management and master plan for Morisset Showground to Council
- ✓ Undertake feasibility and planning for Murrays Beach Park
- ✓ Complete the Morisset Showground fence replacement and Hillsborough Dog Showground kiosk and canteen repair works as phase two of NSW Showgrounds Stimulus Funding Program

STRATEGY 2.2.4

UNDERTAKE COMMUNITY BUILDINGS CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ✓ Complete amenities, kitchen, access and parking upgrade at Garden Suburb Community Hall
- 🔧 Complete priority demolition and replacement works at 10 public amenities buildings
- ✓ Work with Cardiff and District Men's Shed group to commence operations from the new premises, and determine final fit-out requirements
- ✓ Implement rooftop solar photovoltaic systems and batteries at high energy-consuming facilities
- ✓ Implement city-wide heating and cooling upgrades at high energy consuming facilities
- ✓ Design Stage 2 of the Landcare Resource Centre upgrade, Teralba
- ✓ Detailed design for Windale Community Centre Library
- ✓ Design the bathroom upgrade at Rathmines Music Centre
- ✓ Design Cardiff Child Care upgrade

OBJECTIVE 2.2
OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.5

UNDERTAKE SWIM CENTRE CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ✓ Complete the grandstand and first aid upgrade at Swansea Swim Centre
- ➔ Implement replacement of the learn to swim pool at Charlestown Swim Centre
- ✓ Implement a building management system at West Wallsend Swim Centre
- ✓ Design replacement of the 50m pool plant room at Swansea Swim Centre

STRATEGY 2.2.6

UNDERTAKE AQUATIC CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ✓ Complete the jetty replacement at Belmont Street, Swansea
- ✓ Investigate alternate locations for a recreational fishing platform
- ✓ Complete concrete remediation works at Redhead Surf Life Saving Club
- ➔ Undertake feasibility and planning for the Catherine Hill Bay Sportsground and Surf Life Saving Club sites
- ✓ Design the lifeguard observation room at Redhead

STRATEGY 2.2.7

UNDERTAKE PARKS AND PLAYGROUNDS CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ✓ Complete replacement of the timber play structure at the all abilities playground, Lake Macquarie Variety Playground, Speers Point
- ➔ Implement playground replacement at Russell Reserve, Adamstown Heights
- ✓ Complete court surface replacement at Awaba Tennis Courts
- ✓ Complete playground replacement Baxter Park, Nords Wharf
- ➔ Implement replacement of the Ken and Audrey Owens Walkway at Redhead
- ✓ Implement city-wide park infrastructure renewal projects
- ✓ Implement playground replacement at Ambleside Park, Lakelands
- ✓ Implement playground replacement at Belmont foreshore
- ✓ Implement playground replacement at Bahloo Reserve, Windale
- ✓ Design Charlestown Lions Park in accordance with the adopted master plan

OBJECTIVE 2.2
OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.8

UNDERTAKE SPORTS FACILITY CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ✓ Implement construction of the skate park at Windale
- ✓ Complete amenities replacement at Jack McLaughlin Oval, Edgeworth
- ✓ Complete the croquet courts at Swansea
- ✓ Complete playground and park upgrades at Bernie Goodwin Memorial Park, Morisset
- ➔ Complete construction of the skate park at Bernie Goodwin Memorial Park, Morisset
- ✓ Complete construction of the skate park at Thomas H Halton Park, Eleebana
- ✓ Complete the amenities upgrade at Feighan Park No.1 at Warners Bay
- ✓ Implement the playground, amenities building, dog off-leash park, landscaping and path improvements at Thomas H. Halton Park, Eleebana in accordance with the adopted master plan
- ✓ Implement sports field floodlight upgrades at Hunter Barnett and Michael Bird fields at Windale, Fishburn Field at Rathmines and Atchison Reserve at Pelican
- ✓ Design the playing fields, tennis courts, netball courts, car park and amenities building at Croudace Bay Sporting Facility

OBJECTIVE 2.3
OUR VIBRANT CITY HAS EVENTS AND FESTIVALS THAT ENHANCE OUR LIFESTYLE

STRATEGY 2.3.1

HOST AND SUPPORT A DIVERSE RANGE OF FESTIVALS AND EVENTS

ACTION 2020-2021

- ✓ Design and implement 12 major events for the city that raise the profile of Lake Macquarie



MOBILITY AND ACCESSIBILITY



CONSTRUCTION UNDERWAY ON FERNLEIGH AWABAKAL SHARED TRACK

We began work on the Fernleigh Awabakal Shared Track (FAST) – a landmark project set to create a 27km active transport route between Adamstown and Murrays Beach.

The first stage of the \$12 million project includes construction of 1.6km of a 3m-wide shared pathway on the eastern side of the Pacific Highway, from Hilda Street at Belmont South to Awabakal Avenue at Blacksmiths.

Once finished, the new FAST will provide a missing link between the Fernleigh Track and Blacksmiths to Murrays Beach, creating the longest continuous active transport route in the Hunter Region.

The southern section is expected to be complete in mid-2022, with construction of the entire Fernleigh Awabakal Shared Track expected to be finished by September 2023.

HIGHLIGHTS

- We adopted a new Walking, Cycling and Better Streets Strategy to help us plan, prioritise and deliver better pedestrian and cycling experiences for our city.
- Bus shelters were installed at Fassifern Station and Sunshine Parade, Sunshine. In addition, 20 stand-alone bus stops were completed in Gateshead and Windale.
- We completed construction of a footpath on Awaba Road from Cook Street to Toronto Swim Centre, Toronto.

CHALLENGES

- Unfavourable weather caused delays to sealing works on part of Mandalong Road, road rehabilitation works at First Street and Marmong Street, Booragul, and other road sealing works around the city.
- Although construction of the shared pathway from Speers Point to Glendale is progressing, construction was delayed due to the complex nature of the works.
- The construction contract for strengthening works on Freemans Drive Bridge, Cooranbong, was awarded. Construction was delayed due to identification of two threatened species of microbats that were required to relocate naturally prior to construction starting.
- Completion of rail bridge approaches and barriers at Racecourse Road, Teralba, was not achieved due to the complex connection requirements of the crash barrier at the heritage bridge structure.



3.24KM
of new footpaths
and shared pathway
completed



20
bus stop upgrades



3
bus shelters completed

MOBILITY AND ACCESSIBILITY

OBJECTIVE 3.1

IT IS SAFE AND
EASY TO CONNECT
WITH OTHERS AND
GET AROUND OUR
CITY

STRATEGY 3.1.1

ENSURE ROADS, DRAINAGE
AND ASSOCIATED
INFRASTRUCTURE MEETS
COMMUNITY NEEDS AND
SERVICE LEVELS

ACTION 2020-2021

- ➔ Complete strengthening works on Freemans Drive Bridge, Cooranbong
- ➔ Implement the annual road resurfacing program and infrastructure maintenance program
- ✓ Implement the city-wide regional roads heavy patching program
- ✓ Design new crossing solution at the Weir Road, Teralba

STRATEGY 3.1.2

UNDERTAKE STORMWATER
DRAINAGE CONSTRUCTION
PROJECTS IN ACCORDANCE
WITH THE WORKS
PROGRAM

ACTION 2020-2021

- ✓ Complete embankment and drainage rehabilitation at Valaud Crescent, Highfields
- ✓ Complete road rehabilitation and drainage improvements at Gardner Street, Dudley
- ✓ Design culvert upgrade at 10 Oakdale Road, Gateshead
- ✓ Design drainage improvements and culvert restoration at Lakeview Street, Speers Point
- ➔ Design detention basin at 27A Country Grove, Edgeworth
- ✓ Undertake feasibility and planning for detention basin at Cupania Crescent, Garden Suburbs
- ✓ Undertake feasibility and planning for drainage and road reconstruction at Beach Road, Silverwater
- ✓ Undertake feasibility and planning for drainage improvements at 3 Stratton Road, Edgeworth
- ✓ Undertake feasibility and planning for road and drainage improvements at Park Avenue, Argenton
- ✓ Undertake feasibility and planning for drainage upgrade at 10 Reynolds Street, Blackalls Park
- ✓ Complete drainage upgrade at St Albans Close at Charlestown

OBJECTIVE 3.1

IT IS SAFE AND
EASY TO CONNECT
WITH OTHERS AND
GET AROUND OUR
CITY

STRATEGY 3.1.3

UNDERTAKE KERB AND
CHANNEL CONSTRUCTION
PROJECTS IN ACCORDANCE
WITH THE WORKS
PROGRAM

ACTION 2020-2021

- ✓ Complete the Nelson Street kerb and channel construction with footpath, drainage and road reconstruction to the full length both sides of road at Barnsley

STRATEGY 3.1.4

UNDERTAKE SEALING
GRAVEL ROADS PROJECTS
IN ACCORDANCE WITH THE
WORKS PROGRAM

ACTION 2020-2021

- ➔ Complete sealing of Mandalong Road from end of existing seal to Council boundary, Mandalong
- ✓ Complete sealing of gravel road at Main Road, Cardiff Heights
- ✓ Implement sealing of gravel road from Newport Road to 25 Gradwells Road, Dora Creek

STRATEGY 3.1.5

UNDERTAKE ROAD
REHABILITATION IN
ACCORDANCE WITH THE
WORKS PROGRAM

ACTION 2020-2021

- ✓ Complete Watkins Street channel construction between Short Street and Crescent Road, Wangi Wangi
- ✓ Complete Sunshine Parade road reconstruction, footpath and kerb and channel between Cessnock Road and Waterside Avenue, Sunshine
- ➔ Complete drainage and road rehabilitation, shared project with City of Newcastle, at Boundary Street, Kotara South
- ✓ Complete Macquarie Road road rehabilitation and footpath between 97 Macquarie Road and Fassifern Road, Fassifern
- ✓ Complete Barford Street design and commence road rehabilitation between Nord Street and Speers Street at Speers Point
- ✓ Complete Alkington Avenue road rehabilitation, including drainage, footpath and kerb and channel, between Bournville Road and Hereford Rise at Fishing Point
- ✓ Complete road reseal at Smart Street, Charlestown
- ✓ Complete road rehabilitation at Wyndham Way, Eleebana
- ➔ Complete road rehabilitation at First Street and Marmong Street, Booragul
- ✓ Complete retaining wall replacement at Kahibah Road, Highfields
- ✓ Complete retaining wall replacement at The Esplanade Speers Point

OBJECTIVE 3.1

**IT IS SAFE AND
EASY TO CONNECT
WITH OTHERS AND
GET AROUND OUR
CITY**

STRATEGY 3.1.5

**UNDERTAKE ROAD
REHABILITATION IN
ACCORDANCE WITH
THE WORKS PROGRAM**

ACTION 2020-2021

- ✓ Complete Caves Beach Road stabilisation projects
- ✓ Implement Ruttleys Road Stage 3 road rehabilitation between railway bridge east towards Government Road, Wyee
- ✓ Implement road rehabilitation at Thomas Street, from Harrison Street intersection to house number 29, Cardiff
- ✓ Implement road rehabilitation at Morris Crescent, from Kane Road to Regent Street, Bonnell's Bay
- ✓ Implement road rehabilitation at Ocean Street, Dudley
- ✓ Implement Fegan Street road reconstruction with water main replacement and kerb and channel construction at West Wallsend
- ✓ Design and implement road rehabilitation and drainage improvement at the corner of Lake Road and The Esplanade, Swansea
- ✓ Design and implement Watkins Road Stage 2 road rehabilitation and drainage improvement from Crescent Road to the Caravan Park entry, Wangi Wangi
- ✓ Design road rehabilitation at Harper Street and Sedgwick Avenue, Edgeworth
- ✓ Design road rehabilitation at E K Avenue, from Tango Street to Trent Street, Charlestown
- ✓ Design and implement road rehabilitation at Evans Street, Belmont
- ✓ Undertake feasibility and planning for bridge culvert replacement at Flowers Drive, Catherine Hill Bay
- ✓ Undertake feasibility and planning for road rehabilitation at Elizabeth Parade, from Waratah Avenue to Jennifer Street, Charlestown
- ✓ Undertake feasibility and planning for road rehabilitation at Racecourse Road, Teralba
- ✓ Undertake feasibility and planning for road rehabilitation at Thompson Road, Speers Point
- ✓ Undertake feasibility and planning for road rehabilitation at Woodlands Avenue and Kingsland Avenue, from Clydebank Road to Hadleigh Road including Hendon and Newhaven Close, Balmoral

STRATEGY 3.1.6

**ENSURE ACTIVE
TRANSPORTATION
INFRASTRUCTURE
MEETS COMMUNITY
NEEDS AND SERVICE
LEVELS**

ACTION 2020-2021

- ✓ Complete planning framework to guide the planning and delivery of improved walking and cycling experiences and bus stops

OBJECTIVE 3.1

**IT IS SAFE AND
EASY TO CONNECT
WITH OTHERS AND
GET AROUND OUR
CITY**

STRATEGY 3.1.7

ENSURE OFF-ROAD CYCLEWAY CONSTRUCTION PROJECTS ARE UNDERTAKEN IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ➔ Complete final section of the shared pathway from Speers Point to Glendale
- ✓ Implement the shared pathway at Bay Vista Road from Fishery Point Road to Bulgonia Road, Brightwaters
- ✓ Implement the Fernleigh Awabakal Shared Track (FAST) from Belmont to Blacksmiths
- ✓ Implement staged shared pathway replacement at Greenway Track, Blackalls Park
- ✓ Undertake feasibility and planning for shared pathway from Fernleigh to Lenaghan Branch line, Belmont North
- ✓ Undertake feasibility and planning for the Charlestown to Dudley shared pathway
- ✓ Undertake feasibility and planning for shared pathway from Fernleigh Track to Memorial Place, Belmont
- ✓ Undertake feasibility and planning for shared pathway at Bareki Bends, Eleebana to Valentine

STRATEGY 3.1.8

ENSURE LOCAL TRANSPORT INFRASTRUCTURE PROJECTS ARE UNDERTAKEN TO IMPROVE SAFETY AND MULTI-MODAL TRAVEL, SUCH AS BUS SHELTERS, PEDESTRIAN REFUGES, CROSSINGS AND KERB RAMPS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2020-2021

- ✓ Complete minor traffic improvements at Myall Road and Gynea Drive, Garden Suburb
- ✓ Complete the relocation of pedestrian crossing and install kerb extensions at South Street, Windale
- ✓ Complete the raised pedestrian crossing, kerb extensions and lighting at York Street and Anzac Parade, Teralba
- ✓ Complete pedestrian refuge and kerb extensions at Northlakes Drive, Cameron Park
- ➔ Complete rail bridge approaches and barriers at Racecourse Road at Teralba
- ✓ Complete intersection upgrade at Oakdale Quarry Road, Redhead
- ✓ Implement city-wide public transport (bus) facilities
- ✓ Implement city-wide miscellaneous pedestrian improvements and cycling facilities
- ➔ Design intersection upgrade at Bayview Street and Warners Bay Road, Mount Hutton
- ✓ Design Fassifern underpass lights at Fassifern Road and Greenway Parkway, Fassifern
- ✓ Undertake feasibility and planning for intersection upgrade at Morisset Park Road and Fishery Point Road, Bonnells Bay
- ✓ Undertake feasibility and planning for intersection upgrade at Main Road and Wallsend Road, Cardiff
- ✓ Undertake feasibility and planning for carpark seal and public transport facilities at Fassifern Train Station

OBJECTIVE 3.1

**IT IS SAFE AND
EASY TO CONNECT
WITH OTHERS AND
GET AROUND OUR
CITY**

STRATEGY 3.1.9

**UNDERTAKE FOOTPATH
AND ROADSIDE
PROJECTS IN
ACCORDANCE WITH
THE WORKS PROGRAM**

ACTION 2020-2021

- ✓ Complete footpath reconstruction at Smart Street, Charlestown
- ✓ Complete footpath at Hillsborough Road access road, Warners Bay
- ✓ Complete footbridge replacement at Kulai Street, Charlestown
- ✓ Design walking trail and boardwalk at Coon Island Swansea
- ✓ Implement footpaths at Sydney Street, Goundry Street, Oxford Street, Casey Street and The Crescent, Gateshead
- ✓ Implement footpath on Awaba Road from Cook Street to Toronto Swim Centre, Toronto
- ✓ Implement footpath at James Street and Wakal Street, Charlestown
- ✓ Implement footpath and kerb ramps from Blackalls Park School to Rhodes Street, Blackalls Park
- ➔ Implement footbridge replacement and environmental protection work at Cams Wharf
- ✓ Design Ridley and Smith Streets, Charlestown raised pedestrian crossing and footpath from pedestrian crossing to Emslie Street

OBJECTIVE 3.2

**PEOPLE OF ALL
ABILITIES USE
AND ENJOY OUR
PLACES AND
SPACES**

STRATEGY 3.2.1

**ENSURE COMMUNITY
AND TRANSPORTATION
INFRASTRUCTURE
ARE ACCESSIBLE FOR
PEOPLE WITH A WIDE
RANGE OF ABILITIES**

ACTION 2020-2021

- ✓ Continue developing works program for improving accessibility of bus stops and supporting infrastructure

OBJECTIVE 3.3

USER-FRIENDLY AND DIRECT PUBLIC TRANSPORT CONNECTS OUR TOWNS AND VILLAGES

STRATEGY 3.3.1

PLAN AND ADVOCATE FOR THE PROVISION OF STATE PUBLIC TRANSPORT FACILITIES AND SERVICES THAT MEET COMMUNITY NEEDS AND SERVICE LEVELS

ACTION 2020-2021

- ✓ Work with public transport operators to improve public transport accessibility and uptake in the city
- ✓ Collaborate with the State Government for comprehensive landuse, transport and infrastructure master planning associated with the North West Lake Macquarie Catalyst Area.
- ✓ Collaborate with the State Government on delivery of rail service improvements
- ✓ Pursue funding for the Barnsley Weir

OBJECTIVE 3.4

NEW TECHNOLOGY SUPPORTS OUR TRANSPORT CHOICES

STRATEGY 3.4.1

ENSURE CONTEMPORARY TECHNOLOGY IS UTILISED FOR MANAGING THE CITY'S TRANSPORTATION INFRASTRUCTURE ASSETS AND OPERATIONS

ACTION 2020-2021

- ✓ Implement a trial of automated pedestrian and cycle counters

DIVERSE ECONOMY



LEADING THE WAY IN CIRCULAR ECONOMY

We released our Circular Economy Framework and Policy, the first of its kind by a council in Australia. The framework aims to design waste out of the system, use finite resources responsibly, support a renewable energy transition, future-fit existing businesses and attract innovators to our region.

We partnered with world leaders Circle Economy in The Netherlands to carry out Australia's first regional City Scan, in collaboration with City of Newcastle, Central Coast Council, Hunter Joint Organisation and Go Circular. The scan will help us to identify and prioritise circular opportunities for Lake Macquarie. We hosted an event to explore the preliminary findings at the Hunter Innovation Festival earlier this year, and the full report is available on Council's website.

HIGHLIGHTS

- We expanded The Internet of Things Network (long range, low power wide area data network), covering the whole city, and promoted it at the 2021 Hunter Innovation Festival.
- We completed a creative lighting installation at Pearson Street Mall, delivering a digital placemaking opportunity.
- The draft Lake Activation Strategy was publicly exhibited. This strategy aims to encourage and support use of the lake, coast and foreshore, including for recreation and water-based tourism.
- We announced the winners of the 2020 Lake Macquarie Business Excellence Awards at a virtual event in October.
- We implemented the Creative Industry Seed Grant to expand the city's cultural and creative industries.

CHALLENGES

- Work to exhibit the planning framework for Charlestown strategic economic centre was delayed while investigations into stakeholder issues are undertaken.
- The implementation of a splash park at Swansea Lakeside Holiday Park was delayed due to COVID-19 affecting the delivery of some features.
- The road entrance reconstruction at Belmont Lakeside Holiday Park was delayed due to continued high occupancy at the park, demands on Council road crews and wet weather.



4

destination campaigns delivered to the Sydney audience



4.4 MILLION reach for online tourism campaigns



233

nationally focussed editorial articles

DIVERSE ECONOMY

OBJECTIVE 4.1

**OUR CITY IS
A POPULAR
DESTINATION
WITH A WIDE
VARIETY OF
EXPERIENCES**

STRATEGY 4.1.1

RAISE THE CITY'S PROFILE AS A DESIRABLE VISITOR DESTINATION

ACTION 2020-2021

- ✓ Initiate 70 nationally-focused tourism media, public relations and editorial opportunities to promote the city nationally and internationally
- ✓ Connect with industry and assist in the development of four quality tourism products for the city, for example, on-lake cruises and arts trail tours
- ✓ Undertake online destination marketing campaigns to reach an audience of more than two million people
- ✓ Initiate and complete two tourism industry benchmarking research projects to assess growth and economic opportunities
- ✓ Review Visitor Centre services to extend tourism assistance across Council's arts, culture and tourism facilities and locations
- ✓ Develop business cases for merchandising, performing arts, tourism subscription program and philanthropy campaigns to build the creative and cultural economy

STRATEGY 4.1.2

BUILD A STRONG CITY IDENTITY

ACTION 2020-2021

- ✓ Promote our city as a vibrant destination for business and lifestyle to audiences outside of Lake Macquarie, in line with the Let's Lake Mac brand
- ✓ Continue to advocate for the expansion of tertiary education opportunities within the city and surrounding Hunter and Central Coast region
- ✓ Develop a Circular Economy Framework considering international best practice to design waste out of the system, use finite resources responsibly, support a renewable energy transition, future-fit existing businesses and attract innovators to our region
- ✓ Investigate and report to Council on the creation of a Central Business District named Lake Macquarie

OBJECTIVE 4.1
OUR CITY IS A POPULAR DESTINATION WITH A WIDE VARIETY OF EXPERIENCES

STRATEGY 4.1.3

CONTINUALLY IMPROVE AMENITIES AT HOLIDAY PARKS WHERE FEASIBLE

ACTION 2020-2021

- ✓ Develop and implement an annual marketing plan to enhance the profile of Lake Macquarie Holiday Parks
- ✓ Complete pool upgrade at Belmont Lakeside Holiday Park
- ➔ Complete Stage 1 of internal park road upgrade for the Swansea Lakeside Holiday Park
- ⚠ Implement splash park at Swansea Lakeside Holiday Park
- ➔ Complete road entrance reconstruction at Belmont Lakeside Holiday Park
- ✓ Complete central amenities refurbishment at Blacksmiths Holiday Park
- ✓ Complete workshop at Blacksmiths Holiday Park
- ✓ Undertake feasibility and planning of ground-mounted solar photovoltaic system at Swansea Lakeside Holiday Park
- ✓ Undertake feasibility and planning for safari tent options for Swansea Lakeside Holiday Park
- ✓ Design concrete pathway and boat ramp at Belmont Lakeside Holiday Park

OBJECTIVE 4.2
WE HAVE AN ADAPTABLE AND DIVERSE ECONOMY

STRATEGY 4.2.1

PROMOTE AN ENVIRONMENT WHERE START-UPS, SMALL AND MEDIUM BUSINESSES ARE ENCOURAGED

ACTION 2020-2021

- ✓ Consider annual progress reports from Dantia to ensure continued alignment with the city vision
- ✓ Deliver the annual Lake Macquarie Business Excellence Awards
- ✓ Implement short-term actions from the Innovators Support Roadmap Action Plan such as; delivering a Schools and Industry Co-innovation Program, developing a community challenges idea platform, identifying key Living Lab locations in the city to test ideas and solutions prior to scaling
- ✓ Implement the Creative Industry Seed Grant to provide funding to develop Lake Macquarie's creative economy

STRATEGY 4.2.2

SUPPORT THE CAPACITY OF KEY INDUSTRIES TO CHANGE AND ADAPT

ACTION 2020-2021

- ✓ Initiate an audit of floorspace of all employment zoned land in the city and identify existing and emerging industry clusters to inform a review of the Lake Macquarie Local Environmental Plan 2014 and Development Control Plan 2014
- ✓ Undertake at least one creative lighting trial to increase night-time use of strategic locations across the city and implement other short-term actions from the Night Time Economy Action Plan 2019-2023
- ✓ Continue to research the capacity of the creative sector in the city, such as performing arts, events and festivals, to allow informed decision making

OBJECTIVE 4.2

WE HAVE AN ADAPTABLE AND DIVERSE ECONOMY

STRATEGY 4.2.3

SUPPORT BUSINESSES TO BUILD CAPABILITY TO USE NEW TECHNOLOGY IN ORDER TO REALISE ECONOMIC OPPORTUNITIES

ACTION 2020-2021



Use Smart initiatives to support, enhance and inform visitor-based activity throughout the city

STRATEGY 4.2.4

DEVELOP AND IMPLEMENT INITIATIVES TO ATTRACT, NURTURE AND RETAIN INNOVATORS

ACTION 2020-2021

No actions specified for this period

OBJECTIVE 4.3

OUR GROWING POPULATION SUPPORTS A THRIVING LOCAL ECONOMY

STRATEGY 4.3.1

ENSURE LAND USE PLANS HAVE THE APPROPRIATE BALANCE OF DIFFERENT LAND USES

ACTION 2020-2021



Report to Council for public exhibition a review of the planning framework for Charlestown strategic economic centre to ensure planning controls support objectives for growth and development of the centre



Review the planning framework for the former Pasminco site to ensure transformational investment and development opportunities are realised, and to manage potential land use conflict and transition between zones



Commence a review of the landuse and transport planning framework for Morisset strategic economic centre



Report to Council for exhibition a city-wide Aquatic Strategy to encourage and support use of the lake, coast and foreshores, including for recreation and water-based tourism



Commence project planning and feasibility activities to increase the deliverability of development contributions plan projects

OBJECTIVE 4.3
**OUR GROWING
POPULATION
SUPPORTS A
THRIVING LOCAL
ECONOMY**

STRATEGY 4.3.2

**MANAGE STRATEGICALLY
HELD PROPERTIES AND
LAND HOLDINGS TO
CREATE REOCCURRING
INCOME AND INCREASE
RETURN ON INVESTMENT**

ACTION 2020-2021

- ✓ Complete a property portfolio review for Operational land
- ✓ Update and implement asset management plans for Council-owned investment properties
- ✓ Manage Council's cultural facilities within a sustainable business planning framework
- ✓ Undertake feasibility and design for Awaba House, Booragul

STRATEGY 4.3.3

**UNDERTAKE EXTERNAL
WORKS TO GENERATE
COMMERCIAL RETURNS
AND PROVIDE
BENCHMARKING
OPPORTUNITIES AGAINST
BROADER INDUSTRY**

ACTION 2020-2021

No actions specified for this period

CONNECTED COMMUNITIES



CELEBRATING OUR ABORIGINAL CULTURE AND PEOPLE

During the year, we delivered 41 programs featuring Aboriginal and Torres Strait Islander artists, community members and students. These included eight exhibitions, three yapang placement workshops with Toronto High School, five possum skin cloak visits, one Aboriginal artist commissioned for Float your Boat, and a range of visual arts, literacy and cultural programs.

Yapang is Council's dedicated Aboriginal arts program, based at the Museum of Art and Culture (MAC) yapang. One yapang project was led by yapang Aboriginal mentee Wanjun Carpenter with students from Clontarf Academy, Toronto. The project was a collaborative exhibition celebrating the supportive relationships these young men share through a love of sport, playful interaction, and a connection to their culture. It highlighted the importance of mateship, kinship, and belonging, while exploring unique ways of artmaking.

HIGHLIGHTS

- The Rover attended 25 community events, resulting in 11,390 loans and 9830 visitors.
- To improve public access to relevant Council data sets and information, 80 data sets have been published. Staff continue to update existing links as required and a review of data sets has commenced.
- As part of our Over 55s program, Council held 107 activities, both face-to-face and virtual, with 1168 participants. Face-to-face activities included exercise classes, art workshops, digital mentoring and a new outreach program with local lifestyle villages.

CHALLENGES

- Work to exhibit the planning controls for the West Wallsend Heritage Area was delayed due to draft report delays and additional community consultation requirements.
- Work to document planning requirements for the Catherine Hill Bay Heritage Conservation Area was delayed as consultation with a number of State agencies was required prior to exhibition.
- The installation of four new automatic rainfall stations was delayed due to COVID-19 restrictions.



11,390
Rover loans



107
Over 55s program
activities held



227
events and festivals

CONNECTED COMMUNITIES

OBJECTIVE 5.1

**PUBLIC SPACES
HELP CONNECT US
WITH EACH OTHER
AND THE WORLD**

STRATEGY 5.1.1

EMPOWER OUR COMMUNITY TO EMBRACE TECHNOLOGY

ACTION 2020-2021

- ✓ Implement four accessible technology projects for the city, such as apps and virtual reality, that will provide an interactive and streamlined experience
- ✓ Ensure The Rover, Lake Mac Libraries' mobile library and outreach vehicle, attends 25 community events, with 9000 customer interactions
- ✓ Deliver three creative technology inspired installations and kinetic public art commissions at various locations across the city

STRATEGY 5.1.2

ELIMINATE BARRIERS TO ACCESSING INFORMATION AND SERVICES

ACTION 2020-2021

- ✓ Provide public access to relevant Council data sets and information
- ✓ Implement the Cultural Collections and Library Collection strategies and develop collections such as archives, visual art collection holdings, library book stock and important historical objects
- ✓ Expand Wi-Fi access to selected Council facilities and community events

STRATEGY 5.1.3

ENHANCE COMMUNITY SPACES WITH URBAN AND PUBLIC ART, PLACE MAKING AND PLACE ACTIVATION

ACTION 2020-2021

- ✓ Initiate and implement five place-activation projects and five public art commissions as outlined in the Urban and Public Art Strategy and Action Plan 2020-2021
- ✓ Implement a minimum of three events and festivals in development of the evening and night-time economy

STRATEGY 5.1.4

ENABLE MEANINGFUL CREATIVE LEARNING AND CULTURAL EXPERIENCES

ACTION 2020-2021

- ✓ Implement 40 programs for Aboriginal and Torres Strait Islander, early childhood, families, heritage and aged communities
- ✓ Implement the yapang Aboriginal professional development work experience program
- ✓ Deliver an open studio program twice a year that allows the community to engage with artists across the city

OBJECTIVE 5.2
**WE ARE A
SUPPORTIVE
AND INCLUSIVE
COMMUNITY**

STRATEGY 5.2.1

**IMPLEMENT AND
REVIEW PLANS
AND STRATEGIES
TO SUPPORT
AN INCLUSIVE
COMMUNITY**

ACTION 2020-2021

- ✓ Hold at least 60 activities as part of Council's Over 55s program
- ✓ Host an activity to celebrate NSW Seniors Festival
- ✓ Deliver 10 workshops as part of the You're Kidding Me program for children and families, including the annual You're Kidding Me Expo
- ✓ Undertake 10 capacity-building initiatives with local services and communities to meet the needs of disadvantaged groups or isolated communities
- ✓ Deliver the Lake Mac Awards
- ✓ Advocate for more inclusive Council events with improved accessibility
- ✓ Support National Youth Week through the administration of the Youth Week Grant Program
- ✓ Explore opportunities for Council to be recognised as a Child Safe Organisation
- ✓ Curate six targeted events and festivals for focused audience groups, including youth, disability and CALD community
- ✓ Hold at least 24 activities as part of Council's Me2 Program

STRATEGY 5.2.2

**SUPPORT
VOLUNTEER AND
COMMUNITY
GROUPS TO
INCREASE
COMMUNITY
CAPACITY**

ACTION 2020-2021

- ✓ Report to Council for public exhibition a volunteering strategy for the city
- ✓ Continue to develop and improve the Arts, Culture and Tourism volunteering program to include 100 active volunteers, with a 70 per cent retention rate
- ✓ Host six professional development workshops within the heritage and cultural industry, including Lake Mac GLAM, yapang Symposium, Lake Mac Heritage Symposium and four museum-based training workshops
- ✓ Partner with Lake Macquarie Volunteer Landcare Network to deliver six events aimed at building capacity in the Landcare community through skills development, building partnerships and volunteer recruitment
- ✓ Work with community groups to deliver capital works on at least 10 local facilities

OBJECTIVE 5.3
**WE ARE PROUD
OF OUR CITY'S
HERITAGE AND
CULTURES**

STRATEGY 5.3.1

**CELEBRATE OUR
ABORIGINAL AND
TORRES STRAIT
ISLANDER CULTURE
AND OTHER
CULTURES**

ACTION 2020-2021

- ✓ Support NAIDOC Week through administration of the NAIDOC Week grant program and participation in activities during NAIDOC Week
- ✓ Deliver four editions of the Koori Grapevine newsletter and other actions as outlined in the Aboriginal Community Plan 2019-2023
- ✓ Deliver a creative or interpretive project featuring Aboriginal cultural heritage
- ✓ Celebrate cultural expression through Harmony Day in March, in partnership with key stakeholders
- ✓ Report to Council for adoption an updated Multicultural Plan for the city

OBJECTIVE 5.3
WE ARE PROUD
OF OUR CITY'S
HERITAGE AND
CULTURES

STRATEGY 5.3.2

RECOGNISE, PROTECT
AND CELEBRATE OUR
HERITAGE

ACTION 2020-2021

- ✓ Complete the next phase of heritage interpretation signage along the heritage trail
- ✓ Complete Wangi Wangi gun emplacement conservation and interpretation, Wangi Wangi Ridge
- ✓ Present final draft of the Cemeteries Conservation Management Plan to Council, and develop staged implementation of the plan
- ✓ Host four heritage network meetings, three training workshops and develop two significance statements for community collections, to enable a museum in the region
- ➔ Report to Council for exhibition a review of the Lake Macquarie Local Environmental Plan and Development Control Plan for the West Wallsend Heritage Conservation Area
- ➔ Place on exhibition the amendments to the Lake Macquarie Local Environmental Plan and Development Control Plan for the Catherine Hill Bay Heritage Conservation Area
- ✓ Deliver Aboriginal Cultural Awareness training for Council staff and service providers who engage with the Aboriginal community
- ✓ Implement a phased program to install Acknowledgment of Country plaques in Council facilities

OBJECTIVE 5.4
OUR COMMUNITY
RESPONDS AND
ADAPTS TO
CHANGE

STRATEGY 5.4.1

ADAPT OUR CITY TO A
CHANGING CLIMATE

ACTION 2020-2021

- ✓ Complete Swansea Local Adaptation Plan
- ✓ Complete Floodplain Risk Management Study for Lake Macquarie's residual catchments
- ⚠ Complete proposed upgrades to the Lake Macquarie Flood Warning Network such as website and flood gauges
- ⚠ Implement flood warning systems at priority sites, including Jewells Crossing, Dora Creek, Gateshead and Warners Bay
- ✓ Design the Lake Macquarie Urban Heat Strategy
- ✓ Work collaboratively with internal/external stakeholders and the community to implement Bushfire Risk Management Plan actions
- ✓ Implement a trial of tidal gates on priority stormwater drains in Swansea
- ✓ Report on Council and the city's energy, water, waste and greenhouse gas emission targets

OBJECTIVE 5.4
**OUR COMMUNITY
RESPONDS AND
ADAPTS TO
CHANGE**

STRATEGY 5.4.2

**EMPOWER OUR
COMMUNITY TO
ADOPT SUSTAINABLE
BEHAVIOURS**

ACTION 2020-2021

- ✓ Support Sustainable Neighbourhoods volunteers to undertake a minimum of 75 events and activities across the city
- ✓ Deliver a digital engagement program, with associated workshops and events, on low impact living
- ✓ Deliver a minimum of 15 educational activities for the Urban Farming Program
- ✓ Plan 'Dogs at the Beach' workshops to deliver dog training and education on environmental/community impacts, and trial at least two workshops
- ✓ Promote waste services through a city-wide campaign and development of educational resources
- ✓ Deliver a minimum of eight educational workshops for the Backyard Habitat for Wildlife program
- ✓ Deliver a minimum of eight Eco Angel activities, including support for Clean Up Australia Day
- ✓ Deliver two rounds of the Lake Mac Community Environment Grants program
- ✓ Deliver at least 20 activities for the Explore our Great Outdoors program
- ✓ Deliver the Sustainable Schools program including hosting the School Environment Awards
- ✓ Continue to promote community renewable energy initiatives to potential host sites and community groups
- ✓ Continue to deliver May Movie Month, hosting educational films for current environmental and social issues
- ✓ Conduct the four-yearly Environmental Attitudes Survey
- ✓ Implement two new initiatives that reduce waste at events

STRATEGY 5.4.3

**ENCOURAGE
UPTAKE OF SMART
AND SUSTAINABLE
INFRASTRUCTURE**

ACTION 2020-2021

- ✓ Implement Council's electric vehicle charging strategy for the city
- ✓ Support Ausgrid to install energy efficient street lighting
- ➔ Deploy optimisation systems, incorporating smart monitoring, control and building management systems, at priority Council facilities
- ✓ Implement energy consumption modelling at high energy consuming Council facilities, to identify energy reduction strategies

CREATIVITY



LIVE MUSIC BACK IN LAKE MAC

Live Music Lake Mac gave music lovers a chance to sit back and relax to the sounds of local and NSW-based musicians all within a socially distanced and COVIDsafe setting.

The Live Music Lake Mac series gave a boost to the local night-time economy, with more than 1400 attendees at 10 live music performances.

Gigs took place at Rathmines and Warners Bay theatres, and included artists such as 19-Twenty, Nathan Cavaleri, Steve Balbi, Ash Grunwald, Shane Nicholson and Bondi Cigars.

HIGHLIGHTS

- Wangi Library Creative Hub opened to the public and is the first hub in the Hunter to operate under a community 'self-access' model and provides a co-located library and art studio.
- Construction commenced on a facility which will be known as MAP mima, a Multi Arts Pavilion at Speers Point Park. It will be the first of its kind on the east coast of Australia.
- A range of interactive digital experiences were launched at Pearson Street Mall, as part of Charlestown CREATE. These included interactive furniture with sound, lighting and game play components.

CHALLENGES

- An action to implement two deliverables from the International Engagement Policy experienced a deferred start due to ongoing COVID-19 restrictions. Planning is underway to initiate opportunities once international travel and tours restart.



315

media articles covering
Lake Macquarie
arts and culture



1100

cultural groups and
creative practitioners
in the city



44,573

attendance at
creative activities

CREATIVITY

OBJECTIVE 6.1 CREATIVE THINKING DRIVES OUR CITY

STRATEGY 6.1.1

CREATE OPPORTUNITIES THAT PROVIDE OPEN COMMUNICATION, PARTNERSHIPS AND LEADERSHIP WITH THE CREATIVE AND CULTURAL SECTOR

ACTION 2020-2021

- ✓ Implement two actions from the 2019 Creative Industry Survey Results to raise the profile of Lake Macquarie City creatives
- ✓ Undertake research to identify appropriate creative incubators and spaces in our city

STRATEGY 6.1.2

DEVELOP AND IMPLEMENT STRATEGIES THAT ENHANCE PUBLIC ACCESS TO CULTURAL FACILITIES AND EVENTS

ACTION 2020-2021

- ✓ Implement five new multimedia programs and exhibitions across cultural facilities
- ✓ Install and implement a digital engagement program as part of Charlestown CREATE and Pearson Street Mall upgrades
- ✓ Undertake research into audience demographics at Lake Macquarie cultural facilities
- ✓ Design the Sugar Valley Library Museum at Cameron Park

STRATEGY 6.1.3

COMMUNICATE OUR CULTURE: BE LOCAL, AIM GLOBAL

ACTION 2020-2021

- ✓ Continue to implement marketing and promotion activities for visual arts, performing arts, literacy and heritage sectors, for example, receive 30 print editorials for related events
- ✓ Design and implement five creative activities that reach national and international audiences within visual arts, performance and cultural development programs, for example, an international sporting event, awards and public art commissions
- ✗ Implement two deliverables from the International Engagement Policy

STRATEGY 6.1.4

DEVELOP AND IMPLEMENT INITIATIVES TO ATTRACT, NURTURE AND RETAIN INNOVATORS

ACTION 2020-2021

- ✓ Host six creative industry development opportunities such as seminars, conferences and workshops

OBJECTIVE 6.2
**OUR CITY HAS A
STRONG CREATIVE
INDUSTRY**

STRATEGY 6.2.1

**INVESTIGATE
OPPORTUNITIES FOR
IMPROVING INCOME
GENERATION IN THE
CULTURAL SECTOR**

ACTION 2020-2021

- ✓ Introduce a performing arts and live music program with the aim of increasing employment for city creatives
- ✓ Host three events or festivals within a sustainable business planning framework to engage local creatives
- ✓ Continue to develop SEEN@Swansea, LAUNCHPAD@ Lake Mac Libraries and Museum of Art and Culture Community Gallery exhibition programs
- ✓ Host the inaugural Museum of Art and Culture Acquisitive Award to raise the profile of cultural collections in the city

STRATEGY 6.2.2

**UNDERTAKE LIBRARIES
AND CULTURAL FACILITY
CAPITAL PROJECTS IN
ACCORDANCE WITH THE
WORKS PROGRAM**

ACTION 2020-2021

- ✓ Complete Rathmines Theatre and launch program
- ✓ Complete the Wangi Library Creative Hub
- ✓ Complete the Swansea Centre heating ventilation and air conditioning and building management systems upgrade
- ✓ Implement Multi Arts Place (MAP), Speers Point
- ✓ Undertake planning and feasibility to ensure service delivery options during construction of the Windale Library

OBJECTIVE 6.3
**CULTURAL
EXPERIENCES
AND PUBLIC ART
CONNECT US
WITH THE PAST,
PRESENT AND
FUTURE**

STRATEGY 6.3.1

**DEVELOP A SUITE
OF INTERPRETATION
THEMES AND SITES
AROUND THE CITY**

ACTION 2020-2021

- ✓ Deliver four projects that interpret our City's heritage, for example, interpretive signage and virtual reality experiences
- ✓ Explore the development of an annual creative festival

SHARED DECISION- MAKING



WEB CHAT GOES LIVE

Our Customer Service Centre is now more accessible than ever, after we launched a trial of web chat on Council's website.

We used our customer insights program to identify pages on our website to be included in the trial. We started with the animals page, during specific peak times. As the trial went on, we added other pages such as bulk waste and general waste, and increased the times it was available.

We are now expanding the service to more pages across the website as we have seen increased interest from customers in using this communication channel.

This service complements our other channels that customers can contact us through including social media, phone and email.

HIGHLIGHTS

- Council launched near real-time road closure information, added swim centre closure notification information, and improved content in the development section of the Council's website.
- Council's website was updated to include elections information, including accepting applications for the non-residential roll.
- The Council Administrative Centre refurbishment was completed ahead of schedule, and staff returned to the building in May 2021.

CHALLENGES

- The launch of the online cultural collection database was delayed. The database has been chosen and internal training and data migration is currently underway.



50
key community
engagement projects



103,200
visits to Shape Lake
Mac engagement portal



18,948
visits to our online
interactive mapping
tool, Social Pinpoint

SHARED DECISION-MAKING

OBJECTIVE 7.1 PARTNERSHIPS BETWEEN COMMUNITY, GOVERNMENT AND BUSINESS BENEFIT OUR CITY

STRATEGY 7.1.1

**DEVELOP AND
MAINTAIN A NETWORK
OF KEY AGENCIES,
ORGANISATIONS,
PEAK BODIES AND
COMMUNITY GROUPS**

ACTION 2020-2021



Proactively engage with small businesses in Lake Macquarie City and develop initiatives aimed at providing them with greater support

STRATEGY 7.1.2

**INFLUENCE DECISIONS
THAT IMPACT OUR REGION**

ACTION 2020-2021



Contribute to the regional strategic planning process through the Hunter Joint Organisation

OBJECTIVE 7.2 WE KNOW HOW AND WHY DECISIONS ARE MADE

STRATEGY 7.2.1

**DELIVER HIGH QUALITY
AND INFORMATIVE
CUSTOMER SERVICE**

ACTION 2020-2021



Investigate options to improve on current accessibility for our contact centre service, for example, provision of an enhanced afterhours service



Increase the number of customer interactions resolved at first point of contact



Develop and implement a digital workplace that supports our teams to deliver a more personalised customer experience by establishing a digital champions network and increasing investment in digital skills development by 20 per cent



Continue to provide an accessible and personalised customer experience by completing 90 per cent of the year one actions in the Customer Experience Strategy



Implement the Council Administrative Centre refurbishment



Utilise digital technology to make it easier to invest, partner, start and grow a business in Lake Mac



Develop and implement digital infrastructure to build better connectivity for our community



Review how Council information can provide a better customer experience by increasing the proportion of departments using knowledge management software to 50 per cent

OBJECTIVE 7.2
WE KNOW
HOW AND WHY
DECISIONS ARE
MADE

STRATEGY 7.2.2

**PROVIDE CLEAR,
ACCESSIBLE AND
RELEVANT INFORMATION
TO THE COMMUNITY**

ACTION 2020-2021

- ✓ Develop and implement city signage strategy to implement new Lake Macquarie City Signage manual
- ✓ Publish up-to-date information for development applications and Council policies to Council's development application tracking system and website in a timely manner
- ✓ Review new arts, culture, event and tourism web presence and include new performing arts and Multi Arts Place (MAP) sites
- ➔ Launch online cultural and library collection catalogue
- ✓ Implement Lake Mac Libraries and Museum of Art and Culture audience engagement program
- ✓ Identify indicators to monitor and report on progress of planning priorities in the Local Strategic Planning Statement on an annual basis, and use the data to inform land use planning and provide economic, social, development and climatic data to residents and investors
- ✓ Implement the Sustainable Development Goals in our strategies and plans

OBJECTIVE 7.3
OUR COMMUNITY
INFLUENCES
DECISIONS THAT
SHAPE OUR CITY

STRATEGY 7.3.1

**ACTIVELY ENGAGE WITH
AND SEEK DIRECTION
FROM THE COMMUNITY
AND KEY STAKEHOLDERS**

ACTION 2020-2021

- ✓ Review Council's committee structures and governance to ensure community-centred decision making

STRATEGY 7.3.2

**PROVIDE OUR
CUSTOMERS WITH
SIMPLE AND CONVENIENT
WAYS TO ACCESS AND DO
BUSINESS WITH COUNCIL**

ACTION 2020-2021

- ✓ Continue to improve the community portal and Council's website to deliver a personalised experience to our customers
- ✓ Investigate improved accessibility options for Lake Mac Print services, such as the ability to submit payments online

STRATEGY 7.3.3

**PREPARE FOR 2020
LOCAL GOVERNMENT
ELECTIONS**

ACTION 2020-2021

- ✓ Undertake planning for the 2021 Local Government election
- ✓ Update and implement a comprehensive Councillor professional development program

OUR PLANS FOR 2021-2022



A CUTTING-EDGE MULTI ARTS PAVILION

Exhibition programming will commence for the new Multi-Arts Pavilion mima in Speers Point Park. The pavilion will incorporate innovative public artworks that experiment with new technologies and facilitate a relationship between people and place through art.

LIFESTYLE AND WELLBEING

CROUDACE BAY SPORTS COMPLEX MAJOR UPGRADE

As part of the Charlestown Development Contributions Plan, several upgrades and improvements to the Croudace Bay Sports Complex were identified to meet the future sporting needs of this growing community. Key features of the upgrades that are due for completion during 2021-2022 include new grassed fields, amenities buildings, netball courts, expanded cricket nets and walking paths.

ACTION ON HOMELESSNESS

We will deliver actions in our Ending Homelessness Plan 2021-2024, including strengthening knowledge of referral pathways and supporting Hunter Homeless Connect Day.



UNIQUE LANDSCAPE

DIVERSE HOUSING NEEDS

We will implement our strategy to ensure supply of diverse housing options that meet the needs of people who call Lake Mac home, now and in the future.

CONSERVATION FRAMEWORK

We will design a new framework to guide acquisition of strategically important conservation lands city-wide, including critical habitat and ecosystems.

DIVERSE ECONOMY



MORISSET, A STRATEGIC ECONOMIC CENTRE

We will engage our community on a draft master plan and future infrastructure investment schedule for Morisset, to support strategic objectives and opportunities for the area.

CIRCULAR ECONOMY FRAMEWORK

We will begin to implement a Circular Economy Framework for our city to support a transition to renewable energy, future-fit existing businesses and attract innovators to our region.

CONNECTED COMMUNITIES

VOLUNTEER ENGAGEMENT STRATEGY

We will deliver actions from our first Volunteer Engagement Strategy, including developing a volunteer portal on Council's website and establishing an organisational Volunteer Management System.

VIBRANT, SKILLED AND CONNECTED

We want young people to thrive in our city, have opportunities for social connection and employment, feel safe, and have a voice.

We will deliver on this commitment through completion of actions aligned to our Youth Strategy 2020-2023. Highlights include a series of workshops for young people such as digital 'claymation', filming action shorts, parkour skills and a drone operating program.

MOBILITY AND ACCESSIBILITY

FERNLEIGH AWABAKAL SHARED TRACK

The Fernleigh Awabakal Shared Track (FAST), a shared pathway linking the end of the Fernleigh Track at Belmont with Blacksmiths Beach, is in progress, with work continuing throughout the coming year.

This multi-year project will create a 27km active transport route from Murrays Beach to Adamstown, improving lifestyle and fitness in the community, showcasing Lake Macquarie's natural assets and increasing active transport options.

Construction of the northern section is expected to begin in 2022, and the entire pathway, including public art installations recognising the cultural significance of the area, is scheduled for completion by late 2023.

BARNESLEY WEIR

We will provide a bridge crossing adjacent to the existing weir/causeway at The Weir Road, Barnesley, to improve traffic access between Barnesley and Teralba during flood events.

ALTON ROAD

We will complete design of the upgrade of the Alton Road, Central Road and Freemans Drive, Cooranbong, intersection, including traffic signals. The new design will improve the efficiency of the transport network, including walking and cycling.

CREATIVITY



SUGAR VALLEY LIBRARY MUSEUM

We'll start construction of the Sugar Valley Library Museum - an engaging, innovative space at the forefront of public libraries in the region. The ultimate aim is to deliver an enhanced library experience in northern Lake Macquarie where people can come together to learn, create and connect.

PUBLIC ART ON TRACK

Working closely with the local Aboriginal and Torres Strait Islander community, we will commission Aboriginal artists to create public artworks for the Fernleigh Awabakal Shared Track (FAST) that express their connection to Country and the cultural significance of the site.



SHARED DECISION-MAKING

BUILDING NETWORKS AND PARTNERSHIPS

We will maintain an active partnership with the University of Newcastle, and determine projects to pursue together.

We will continue to seek other partnerships and regional connections to benefit Lake Macquarie City, such as a Sailing Centre of Excellence.

ENGAGING OUR COMMUNITY FOR A NEW COMMUNITY STRATEGIC PLAN

We will engage our community and key stakeholders on diverse issues for our city, ranging from creating our new 10-year Community Strategic Plan, to strategies to address urban heat and urban greening, and master planning for future infrastructure investment for Morisset, and community and recreation facilities at Catherine Hill Bay.

WORKS UNDERWAY IN 2021-2022



These are some of the many projects that will progress in the year ahead as part of our city-wide works program:

- Playground, amenities building, dog off-leash park, landscaping and path improvements at Thomas H. Halton Park, Eleebana
- Road rehabilitation at Ocean Street, from Pitt Street to boundary of 131/133 Ocean Street, Dudley
- Watkins Road rehabilitation and drainage improvement, from Crescent Road to the holiday park entry, Wangi Wangi
- Landcare Resource Centre upgrade, Teralba
- Footpath and kerb ramps from Blackalls Park School to Rhodes Street, Blackalls Park
- Town Green at Toronto Foreshore
- Replacement Emergency Services facility works in collaboration with NSW Rural Fire Service and State Emergency Services
- Bridge strengthening works on Freemans Drive Bridge, Cooranbong

Our comprehensive plans for 2021-2022 are detailed in the Revised Delivery Program 2017-2022 and Operational Plan 2021-2022, available online at lakemac.com.au/Our-Council/City-strategies-plans-and-reporting/Operational-Plan.



ORGANISATIONAL GOVERNANCE

CITY GOVERNANCE

Lake Macquarie City Council exists as a body politic under the NSW Local Government Act 1993. We deliver our statutory roles, functions and objectives through a democratic and corporate governance structure.

DEMOCRATIC GOVERNANCE

Community

The community elects the Mayor and Councillors.

Mayor and Councillors

The elected Council appoints the Chief Executive Officer.

CORPORATE GOVERNANCE

Chief Executive Officer

The Chief Executive Officer appoints all other staff, including the Executive Team.

Executive Team

The Executive Team provides strategic and operational leadership within the organisation and ensures the organisational strategy is executed effectively and efficiently.

Senior Leadership Network and staff

The Senior Leadership Network (managers and key senior staff) and coordinators lead the day-to-day operations of Council.

ELECTED COUNCIL

Thirteen Councillors, including the Mayor, make up the decision-making body of Council. The city is divided into three wards: North, East and West. Each ward is represented by four Councillors.

The Mayor is elected by popular vote, using an optional preferential method of voting.

CHIEF EXECUTIVE OFFICER

The CEO works closely with the elected Council in setting the long-term direction of the organisation, and is responsible for leading employees in implementing these plans.

The CEO reports to the elected Council and is the only Council staff member to whom the Council can provide direct instructions.

EXECUTIVE TEAM

Led by the CEO, Council's Executive Team comprises five senior staff members responsible for the following areas:

- Planning for the Future
- Built and Natural Assets
- Service Delivery
- Organisational Services
- Development Planning and Regulation.

INTERNAL OMBUDSMAN AND INTERNAL AUDITOR

Council is committed to good governance and the highest standard of ethical behaviour and accountability. The Internal Ombudsman combines an investigatory function with the capacity to identify improvement opportunities within Council's governance framework.

The Internal Ombudsman provides residents, community members, local businesses, staff, Councillors and other Council stakeholders with an 'independent ear' regarding complaints about administrative conduct, ethical behaviour, corrupt conduct, misconduct or maladministration.

The Internal Auditor is responsible for auditing, monitoring and reviewing Council's systems and control procedures and recommending action to improve systems and processes.

Together, the Internal Ombudsman and Internal Auditor support Council to operate in an open, accountable and effective way.

COUNCIL ELECTIONS

Under the *NSW Local Government Act 1993*, council elections are held on the second Saturday in September every four years. Due to the COVID-19 pandemic, the NSW government has twice postponed council elections scheduled for 2020 for all NSW councils, until 4 December 2021.



ROLE OF THE MAYOR AND COUNCILLORS

The Mayor acts in the capacity of a Councillor, as well as Mayor of Lake Macquarie City. The Mayor presides at meetings of the Council and carries out the civic and ceremonial functions of the Mayoral office, such as hosting citizenship ceremonies.

A Councillor represents residents and ratepayers, provides leadership and guidance to the community and facilitates communication between the community and the Council.

Their role is to represent the Lake Macquarie community and make decisions in the best interest of the community and the environment.

COUNCIL MEETINGS

Council normally meets on the second and fourth Monday of each month from February to December each year. Meetings are open to the public, with the exception of confidential items, and are live streamed via Council's website.

The meetings are usually held in the Council Chamber at the Administrative Centre. Council meetings were held remotely from April 2020, but resumed in the Council Chamber in February 2021 with several measures implemented to ensure meetings occurred in a COVIDsafe manner. The further outbreak of COVID-19 in NSW required a return to remote Council meetings from June 2021.

STANDING COMMITTEE MEETINGS

Council has six Standing Committees that meet monthly to consider a broad range of matters. All Councillors are members of these Standing Committees.

The Standing Committees include:

- Organisational Services Standing Committee
- Development and Planning Standing Committee
- Service Delivery Standing Committee
- Planning for the Future Standing Committee
- Built and Natural Assets Standing Committee
- General Business Standing Committee.

AUDIT, RISK AND IMPROVEMENT

Council has an established Audit, Risk and Improvement Committee to support good governance within the organisation. The focus of the Committee is to assist Council to improve its performance and ensure effective internal control of Council's finance, risk, work health and safety and performance improvement activities. The Committee serves as an independent and objective party to assist the CEO and the elected Council in determining whether the organisation complies with relevant laws and standards, including policy directions of the Office of Local Government in relation to audit, risk and improvement standards.

OUR WARDS AND COUNCILLORS

Deputy Mayor

CR NICK JONES

Elected from 23 September 2019
to 6 September 2020

CR CHRISTINE BUCKLEY

Elected from 7 September 2020
to 3 December 2021

NORTH WARD

Cr BRIAN ADAMTHWAITE
Cr KEVIN BAKER
Cr BARNEY LANGFORD
Cr COLIN GRIGG

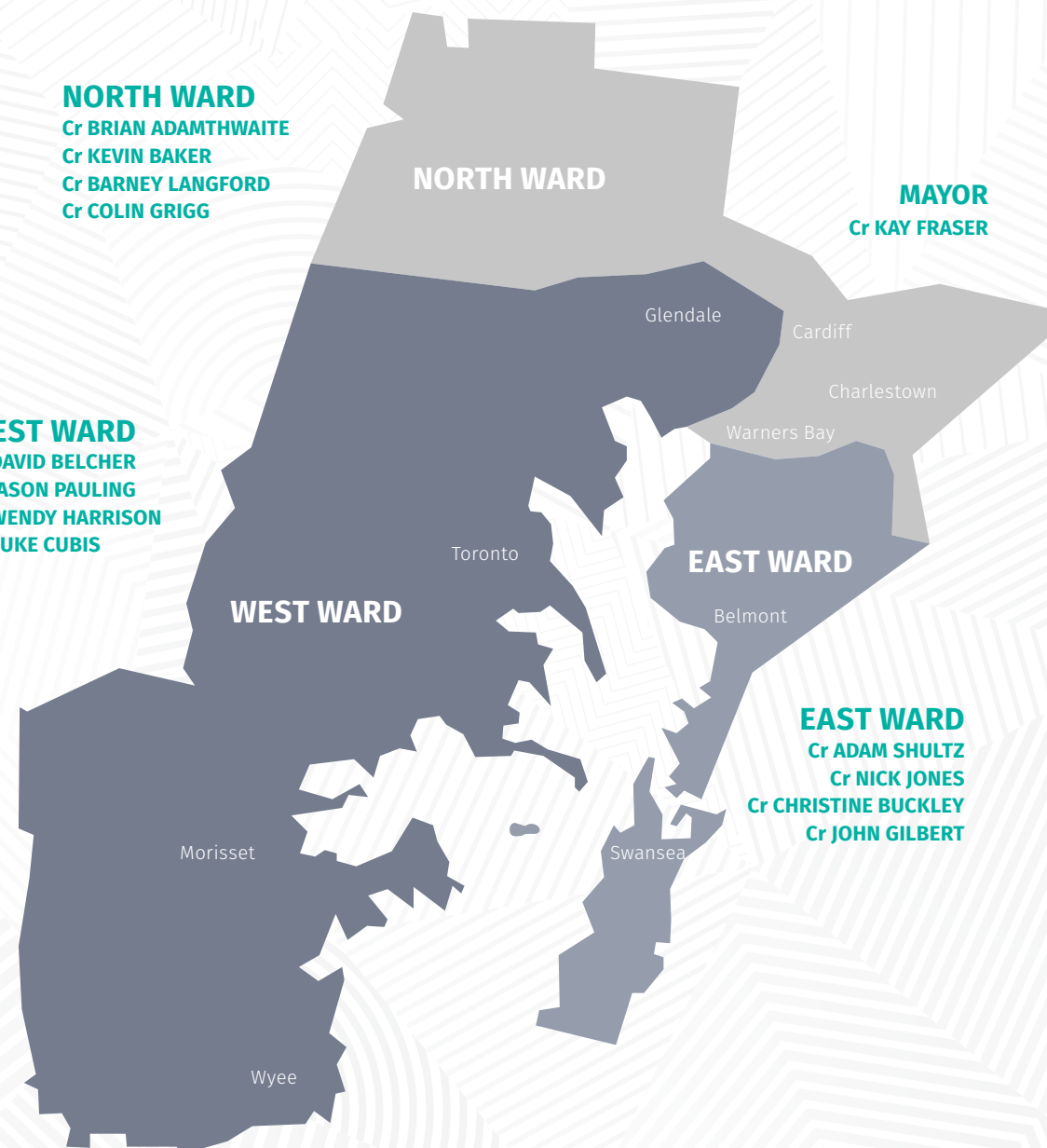
MAYOR Cr KAY FRASER

WEST WARD

Cr DAVID BELCHER
Cr JASON PAULING
Cr WENDY HARRISON
Cr LUKE CUBIS

EAST WARD

EAST WARD
Cr ADAM SHULTZ
Cr NICK JONES
Cr CHRISTINE BUCKLEY
Cr JOHN GILBERT



Mayor

COUNCILLOR KAY FRASER (ALP)

Cr Fraser has been a Lake Mac resident for more than 40 years, and was popularly elected as Mayor in September 2016.

She understands and appreciates the city's enviable lifestyle, its world-class infrastructure, connected communities, strong and diversified local economy and superb natural beauty.

And she is committed to driving investment in Lake Macquarie, nurturing jobs and sustainable growth, and building the city's reputation as a hub of innovation.

Cr Fraser is particularly passionate about social justice. Ensuring everybody can access vital community services is a cause close to her heart, and one that she also pursued throughout her working life, prior to becoming Mayor.

She believes the people of Lake Macquarie deserve increased opportunities for education and employment, as well as a lifestyle that promotes a strong connection to community and the environment.

She sits on the boards of both the Hunter Joint Organisation and Dantia, the Lake Macquarie Economic Development Company.

Committee membership

- Lake Macquarie Awards Committee
- Art Gallery Advisory Committee
- Lake Macquarie Youth Advisory Committee (ex officio member)
- International Children's Games Advisory Committee



NORTH WARD

Adamstown Heights, Barnsley, Cameron Park, Cardiff, Cardiff Heights, Cardiff South, Charlestown, Dudley, Edgeworth, Garden Suburb, Glendale, Highfields, Hillsborough, Holmesville, Kahibah, Kotara South, Mount Hutton, New Lambton Heights, Rankin Park, Seahampton, Warners Bay, West Wallsend, Whitebridge



To view contact details for our Councillors, visit lakemac.com.au



COUNCILLOR BRIAN ADAMTHWAITE (ALP)

Cr Adamthwaite is a former primary school principal and long-term Lake Macquarie resident serving his second term on Council. He was motivated to become involved in local government by a desire to protect and improve the qualities of the city.

Cr Adamthwaite believes Council should be responsive to the needs of its community and provide the services and infrastructure needed to enhance residents' quality of life. He wants to ensure Council planning optimises the strengths of the built and natural environment and mitigates problems that have occurred in the past.

Cr Adamthwaite is committed to enhancing economic development through strategies that improve employment prospects and support local business to start up, grow and expand.

Committee membership

- Unique Landscape Portfolio
- Shared Decision-making Portfolio
- Art Gallery Advisory Committee
- Lake Macquarie Coastal Zone Management Committee
- Lake Macquarie City Council Heritage Committee
- International Children's Games Advisory Committee
- Lake Macquarie City Council and Rural Fire Service Liaison Committee
- Lake Macquarie Sports Council
- Hunter Water Customer and Community Advisory Group



COUNCILLOR KEVIN BAKER (LIB)

Cr Baker has experience in a range of business and industry sectors, including industrial, electrical, automotive, engineering, mining, local government, aged care and not-for-profit.

Elected to Council in 2016, Cr Baker has two children and lives in Cameron Park. As vice-chairman of HeartKids NSW, he works with families of children living with congenital heart disease and has firsthand experience raising a young child battling a serious illness. Cr Baker is also a director of the Hunter Breast Cancer Foundation.

As a former Australian Apprentice of the Year, he has a strong interest in skills training and creating apprenticeship opportunities for young Australians, as well as older people looking to reskill. Cr Baker is passionate about giving back to the community by supporting those in need.

Committee membership

- Shared Decision-making Portfolio
- Connected Communities Portfolio
- Lake Macquarie Ageing and Disability Advisory Panel
- Lake Macquarie City Council Heritage Committee
- Lake Macquarie Sports Council



COUNCILLOR BARNEY LANGFORD (ALP)

Cr Langford has spent a lifetime working with and for young people. As a teacher with the Department of Education, he founded 2 Til 5 Youth Theatre, now Tantrum Youth Arts, and was its artistic director for 22 years. Cr Langford also managed the Loft Youth Arts and Cultural Centre, in Newcastle, before its closure in 2013.

He is serving his second term on Council and has a focus on fostering community cohesion and building social capital. Cr Langford is keen to promote strategies in which the community and Council can work together to develop better outcomes for the community.

Committee membership

- Creativity Portfolio
- Connected Communities Portfolio
- Lake Macquarie Awards Committee
- Art Gallery Advisory Committee
- Lake Macquarie Coastal Zone Management Committee
- Lake Macquarie Ageing and Disability Advisory Panel
- Lake Macquarie Youth Advisory Committee (ex officio member)
- Lake Macquarie Active Transport Advisory Group
- Aboriginal Grants Committee



COUNCILLOR COLIN GRIGG (LMIND)

Cr Grigg has spent most of his working life in the ministry and is serving his first term on Council. He uses his professional knowledge to help the Lake Macquarie community become an even greater place to live, work and visit. He is dedicated to helping local people live better lives in a variety of ways.

Cr Grigg aims to encourage positive development and innovation in the areas of the environment, affordable housing, the arts, sports and tourism. By building on the foundations of past elected councils, Cr Grigg's vision is to see the city move forward and harness its full potential.

Committee membership

- Lifestyle and Wellbeing Portfolio
- Creativity Portfolio
- Art Gallery Advisory Committee
- Lake Macquarie Coastal Zone Management Committee
- Environmental Sustainability Grants Committee
- Lake Macquarie Traffic Facilities and Road Safety Committee

WEST WARD

Arcadia Vale, Argenton, Awaba, Balcolyn, Balmoral, Blackalls Park, Bolton Point, Bonnells Bay, Boolaroo, Booragul, Brightwaters, Buttaba, Carey Bay, Coal Point, Cooranbong, Dora Creek, Eraring, Fassifern, Fennell Bay, Fishing Point, Freemans Waterhole, Kilaben Bay, Killingworth, Lakelands, Macquarie Hills, Mandalong, Marmong Point, Martinsville, Mirrabooka, Morisset, Morisset Park, Myuna Bay, Rathmines, Ryhope, Silverwater, Speers Point, Sunshine, Teralba, Toronto, Wakefield, Wangi Wangi, Warners Bay, Windermere Park, Woodrising, Wyee, Wyee Point, Yarrawonga Park



To view contact details for our Councillors, visit lakemac.com.au



COUNCILLOR DAVID BELCHER (ALP)

A first-term Councillor, Cr Belcher has worked widely in disability support and advocacy, and understands the need to build inclusive communities where all members are valued and have an opportunity to contribute.

His passion for disability advocacy and community inclusion stems from his personal experience of living with lumbosacral agenesis and being a wheelchair user. This first-hand knowledge gives Cr Belcher unique insight and skills in identifying the needs of those within our community.

Cr Belcher's focus is to build universally accessible infrastructure and ensure Lake Macquarie is a friendly, vibrant and disability-confident city.

Committee membership

- Creativity Portfolio
- Connected Communities Portfolio
- Lake Macquarie Ageing and Disability Advisory Panel
- Lake Macquarie Youth Advisory Committee (ex officio member)
- Environmental Sustainability Grants Committee
- Lake Macquarie Sports Council
- Lake Macquarie Traffic Facilities and Road Safety Committee



COUNCILLOR JASON PAULING (LIB)

Cr Pauling is an active member of the Hunter business community with a professional background in operations management. He is serving his second term on Council. Cr Pauling is president of the University of Newcastle Hunter Alumni Network and a former Board Member of Tourism Hunter and the Hunter Business Chamber. He has a diverse work history, including experience in the mining industry, with the former BHP Newcastle Steelworks and with Franklins Charlestown.

A community advocate, Cr Pauling believes his hands-on experience in a range of professions and industries brings a real-world perspective to his role as a Councillor. He is committed to easing bureaucratic barriers and making it simpler for people to interact with Council.

Committee membership

- Unique Landscape Portfolio
- Diverse Economy Portfolio
- Lake Macquarie Youth Advisory Committee (ex officio member)
- Lake Macquarie Active Transport Advisory Group
- Audit, Risk and Improvement Committee



COUNCILLOR WENDY HARRISON (IND)

Cr Harrison is a fourth-term Councillor with extensive experience in local government and governance. She has served as Deputy Mayor of Lake Macquarie on four occasions.

A long-term resident of Lake Macquarie, Cr Harrison is keen to see the lifestyle and natural assets of the area protected, and employment opportunities enhanced through sustainable economic development.

Cr Harrison is working to ensure Council provides value for ratepayers by delivering quality services and facilities through strong leadership and good governance. She is committed to creating a city that embraces diversity, where all citizens feel included and want to contribute to its future.

Committee membership

- Unique Landscape Portfolio
- Lifestyle and Wellbeing Portfolio
- Aquatic Services Committee



COUNCILLOR LUKE CUBIS (LMIND)

Cr Cubis is CEO of the everyday tasks outsourcing platform Employs.com.au, Director of software company ItsFOUND and Executive Director of Donate your Day, an innovative Australian registry where people can donate to a charity rather than receive gifts on special occasions such as birthdays.

The first-term Councillor also has an extensive educational background with a Bachelor of Teaching/Bachelor of Arts double degree and a Master of Education.

With his technological expertise, Cr Cubis envisions a city that is a global leader across all sectors, including innovation, business, investment, technology and governance.

He also has a keen interest in grassroots local government matters and is passionate about representing the residents and ratepayers of Lake Macquarie.

Committee membership

- Creativity Portfolio
- Diverse Economy Portfolio

EAST WARD

Belmont, Belmont North, Belmont South, Bennetts Green, Blacksmiths, Cams Wharf, Catherine Hill Bay, Caves Beach, Crangan Bay, Croudace Bay, Eleebana, Floraville, Gateshead, Jewells, Little Pelican, Marks Point, Moonee, Murrays Beach, Nords Wharf, Pelican, Pinny Beach, Redhead, Swansea, Swansea Heads, Tingira Heights, Valentine, Windale



COUNCILLOR ADAM SHULTZ (ALP)

Cr Shultz grew up in and attended public schools throughout Lake Macquarie before completing his tertiary education at the University of Newcastle with degrees in Business and Commerce, a Diploma of Financial Services and a Master of Public Policy from the University of Sydney.

Cr Shultz is in his first term on Council and brings his experience in small business, financial services, public policy and politics to advocate for improved opportunities for the city. He believes Lake Macquarie can achieve economic growth and strategic diversification while maintaining the lifestyle and wellbeing of its residents. He is passionate about facilitating policy settings that will promote economic growth and job opportunities while enhancing the natural environment that residents enjoy.

Committee membership

- Shared Decision-making Portfolio
- Diverse Economy Portfolio
- Aboriginal Grants Committee



COUNCILLOR NICK JONES (LIB)

Cr Jones is a lifetime resident of Lake Macquarie and successful local businessman with strong community connections. Prior to his election to Council in 2016, he was involved in a number of community campaigns and consultation, including representations on Council's policies on sea level rise.

Cr Jones brings to his role a background in small business and extensive experience across government, corporate governance and finance. Cr Jones is a former member of Lake Macquarie's Youth Council and is committed to helping shape outcome-focused Council policy.

Committee membership

- Accessibility and Mobility Portfolio
- Diverse Economy Portfolio
- Lake Macquarie Environmental Research Grants Committee
- Aquatic Services Committee
- Lake Macquarie Active Transport Advisory Group
- Lake Macquarie City Council and Rural Fire Service Liaison Committee
- Lake Macquarie Traffic Facilities and Road Safety Committee



COUNCILLOR CHRISTINE BUCKLEY (ALP)

Cr Buckley is a long-term resident of Lake Macquarie and has worked extensively in the community sector, including in employment services, disability services and community education. Cr Buckley is serving her first term on Council. She has deep insight and experience in employment and training issues, financial literacy and family violence through management and coordination roles with Job Network services in the ACT and Broken Hill, the Smith Family, and the Hunter Domestic Violence Court Advocacy Service.

Cr Buckley has a long-term interest in politics, through her association with the Labor Party, and believes her combined personal and professional background has equipped her to be an effective representative for the community.

Committee membership

- Accessibility and Mobility Portfolio
- Connected Communities Portfolio
- Lake Macquarie Awards Committee
- Lake Macquarie Environmental Research Grants Committee



COUNCILLOR JOHN GILBERT (LMIND)

A business operator and employer in the East Ward area for the past 25 years, Cr Gilbert is serving his first term on Council.

His key policy interests are affordable housing, youth employment and tourism. He is also an advocate for protecting public assets and utilities, and local jobs.

Cr Gilbert believes Council can play a greater role in being a provider of public and professional services, generating employment, new tourism opportunities and creative housing solutions.

As a supporter of 'bigger government', he is committed to more service provision for the people of the city.

Committee membership

- Lifestyle and Wellbeing Portfolio
- Chain Valley Colliery and Mannering Colliery Community Consultative Committee



OUR ORGANISATION



Lake Macquarie City Council is a modern, progressive organisation that is responsive to change and contributes to a fairer society. Council advocates for the Lake community and is a capable partner for government and other stakeholders.

The organisation employs more than 1300 people across an extensive range of occupations.

As a Council, we are committed to improving customer experience across all services.

We are transforming the way we deliver key services by supporting innovation, utilising technology and nurturing collaboration. The Lake Macquarie community values this approach, reporting 86 per cent satisfaction with the service Council provides.

In the workplace, organisational values support the culture of our organisation. They are the 'glue' that brings us all together in achieving our Council and community goals.



OUR VALUES

SHAPING OUR FUTURE

- Open thinking
- Being adaptable to change
- Empowering people to find better ways of doing things
- Taking advantage of new technologies
- Finding innovative ways to do business.

LEADING AT ALL LEVELS

- Being prepared to make difficult decisions
- Implementing actions and decisions that are consistent, transparent and open
- Being resilient and not afraid of challenges or making tough decisions
- Taking responsibility for one's own actions
- Representing Council in a professional manner.

WORKING TOGETHER

- Helping others to achieve their goals and supporting people to make decisions
- Making a contribution to individual, team and organisational improvement
- Taking the time to create relationships that are mutually beneficial
- Working together to succeed together
- Creating a flexible workplace where people enjoy coming to work.

ORGANISATIONAL STRUCTURE



WORKFORCE STRUCTURE AND LEADERSHIP CLUSTERS

CEO

MORVEN CAMERON

The Executive Team is led by the Chief Executive Officer and five cluster leaders. The CEO also leads the below teams and roles:

- Executive and Mayor Support
- Internal Ombudsman
- Internal Auditor



BUILT AND NATURAL ASSETS

DIRECTOR David Hughes

- Asset Management
- City Works
- Environmental Systems
- Capital works program

Built and Natural Assets champions our environment to support vibrant, resilient communities. The cluster is responsible for strategic planning, program delivery and community engagement to enhance our city's unique lifestyle and landscape. It works together as custodian of our community's assets through strategic and proactive management. It embraces technology and innovation to produce results that are sustainable and cost-effective, and improve quality of life for our community.



DEVELOPMENT, PLANNING AND REGULATION

DIRECTOR Glenn Bunney

- Development Assessment and Certification
- Environmental Regulation and Compliance
- Integrated Planning
- Legal

This cluster champions sustainable development and planning services critical to the economic vibrancy and values of the city. It also improves the quality of regulation, and where possible, limits the burden of regulation on local businesses and residents. Through engagement and collaboration, and by balancing the expectations of developers and the wider community, it adopts innovative, effective and efficient service improvements.

Underpinned by a comprehensive risk-based decision-making framework, teams within this cluster strive to break down legislative barriers to deliver the city's vision and steer investment to get the best outcomes for the community. Collaborating with peers and streamlining processes are core to its work. This unique approach encourages a more responsive and transparent organisation, capable of focusing development and compliance resources and support where they are needed most.



ORGANISATIONAL SERVICES

DIRECTOR *Melissa Rowe*



- Business Information and Technology Solutions
 - Communications and Corporate Strategy
 - Customer Experience
 - People, Culture and Risk
 - Property and Business Development
- Organisational Services ensures leading practice is applied to all business systems and support activities. Through innovation, partnership and research, the cluster ensures our business support functions encourage and enable an efficient, contemporary organisation. The cluster is dynamic and creative, challenging other areas of the organisation and service providers to put the customer experience first. It is flexible at all times, changing behaviours and adopting new technology whenever necessary to solve problems and deliver cutting-edge solutions.

PLANNING FOR THE FUTURE

DEPUTY CEO *Tony Farrell*



- City Projects
- Financial Services
- Major projects and strategies

Planning for the Future focuses on major strategies and projects that enhance the city's economy and improve services and infrastructure for the community. It engages people from all parts of the organisation in cross-functional project teams to deliver major capital works and city-wide strategies. The cluster performs strategic financial management to deliver excellent value for rates, maximise returns from Council's financial resources, and leverage external funding partnerships. It is also responsible for quality design and project management services that deliver timely and budget-sensitive projects.

SERVICE DELIVERY

DIRECTOR *John Ferguson*



- Arts, Culture and Tourism
- Community Partnerships
- Leisure Services
- Waste Services

Service Delivery is driven by a passion for delivering services, and exploring and delivering the many ways services can be provided to the community. The cluster is guided by meaningful community and commercial partnerships, and embraces effective and innovative service delivery models. It is flexible and dynamic with an industry-leading end-to-end approach, always focused on the community we serve. The cluster leads collaboratively and innovatively to plan and deliver efficient, effective and creative projects. This approach ensures we remain in a strong financial position to grow the city and provide first-class community facilities.



WORKFORCE PROFILE

There has been minimal change in the composition of our workforce during 2020-2021:

- Our headcount is 1329 (full-time equivalent is 1147.47).
- The average years of employee service has increased from seven years to 10 years.
- Our employee turnover reduced by three per cent to 10.5 per cent.

The range of occupations across Council continues to be diverse and our workforce has remained agile to meet the needs of the organisation. This has been critical to the organisation's response to the COVID-19 crisis and the continuity of service delivery to our community.

Throughout 2020-2021, we conducted a number of staff pulse surveys to engage staff with a focus on productivity, health and wellbeing, and working remotely. Our most recent rate for overall staff engagement was 77 per cent.



AVERAGE EMPLOYEE AGE
43 YEARS



AVERAGE YEARS
OF SERVICE
10 YEARS



TURNOVER
10.5%



RETIREMENT RATE
2.3%

WORKFORCE MANAGEMENT STRATEGY

Our Workforce Management Strategy ensures we have the people, experience and expertise required to implement our four-year Delivery Program and, ultimately, the community's long-term goals as outlined in the Community Strategic Plan. The strategy identifies the strategic challenges for our workforce in meeting those goals and objectives.

Our key strategic challenges are:

- transforming our organisation to demonstrate a true customer-centric culture
- retaining our best employees and remaining competitive for our community
- identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge
- developing leadership capability to ensure we have equipped leaders mentoring and guiding the organisation.

The strategy also addresses key workforce management issues such as:

- our ageing workforce
- succession planning
- providing opportunities to create and retain positions for local young people
- programs to support Council to be an employer of choice
- learning and development
- performance management
- recruitment strategies to fill skills gaps
- workforce diversity.

In response to these challenges, the strategy identifies five strategic priorities we will focus on to deliver an appropriate workforce culture and structure to deliver on our commitments to the community.

These strategic priorities are:

1. **working together as one team**
2. **aligned and active leadership**
3. **systems and procedures**
4. **right people, right behaviour**
5. **empowered and effective teams.**

Developed in collaboration with our staff, these priorities drive actions implemented across our organisation over a four-year period.

An Organisational Roadmap was developed to lead our journey. These activities will continue in 2021 and beyond.



Key achievements from the strategy included:



Replacing our job sizing tool and modernising our salary system to support Council to be a modern progressive organisation



Continuing our Education to Employment (E2E) program with Graduate roles in communications and engineering



Implementing year two of the Equal Employment Opportunity and Diversity Management Plan 2019-2022, to increase diversity by bridging the gap to be representative of the community we serve



Commencing year three of the Collaboration Training program to access resources and build the skills to work in a more collaborative and innovative way



Continuing to implement a Local Government Skills Strategy program for developing leaders' skills, focusing on leadership development, change management, business improvement and conflict management



Continuing to implement the Lake Mac Wellbeing Framework, including a calendar of events targeting overall staff wellbeing



Implementing a new Performance and Development process to mature our performance and development conversations, processes and capabilities to achieve business outcomes and grow peoples' aspirations



Continuing to embed leadership development to support leaders at all levels to build their capability and confidence through Executive succession and talent management, Senior Leaders Network development and 'Lunch and Learn' series, 2020 SAIL Emerging Leaders Program and Management Challenges, City Works Supervisor Development Program and continued Local Government skills programs including developing others, emotional intelligence and change management



Continuing to work with leaders to build on the Business Improvement Quick Win Program, embedding the approach and building on the skills already gained



Introducing inclusive leadership to senior leaders



Implementing a range of health and wellbeing initiatives to support our people to build resilience and maintain health and wellbeing through times of uncertainty and change



Starting to capture a Future Workforce Strategy to achieve the objectives of the 2021-2023 The Lake Macquarie Roadmap, with a focus on:

- attracting talent to bring new ideas to Lake Macquarie and our community
- developing our workforce to deliver great results
- providing a healthy and safe workplace for our staff
- building our culture by empowering, engaging and supporting our staff
- growing and preparing the future of our workforce



OUR PERFORMANCE

As an organisation, our vision is to empower our people to work together to create an even better Lake Macquarie for the almost 208,000 residents who call our city home.

Council is strongly committed to efficiency, transparency, innovation and customer-focused service.

We continue to be recognised, including at national and international levels, as an innovator in local government service delivery and for excellence in sustainability, city planning and design, asset management, community engagement, business improvement and the employment of young people.

ORGANISATIONAL PERFORMANCE FRAMEWORK

Core components of our corporate governance approach are our Resourcing Strategy, Customer Charter and Service Standards, Enterprise Risk Management Framework and Business Improvement Program.

Together, these provide an overarching organisational performance framework that guides our actions and drives improvement across all facets of our operations.

MANAGING OUR PERFORMANCE

Strategic Planning

The Executive Team, supported by the CEO, meet weekly to lead Council's organisational strategy and oversee its implementation. The group aims to model working collaboratively to the organisation's five clusters, to foster innovation in the way Council delivers services, and to find creative, informed solutions to challenges facing the city and the organisation.

Leaders from across the organisation form Council's Senior Leadership Network, which meets monthly. The focus of this group is corporate performance, finance, risk, safety, talent and organisational development.

Members of both the Executive and Senior Leadership Network regularly review updated performance information summarising:

- progress towards delivering the Operational Plan
- progress towards supporting plans and strategies
- key financial metrics
- other key corporate performance indicators.

This regular reporting cycle allows for timely corrective action to be initiated when necessary. It also allows for resources to be rebalanced in response to emerging priorities, while maintaining Council's commitment to deliver on the priorities articulated in its Integrated Planning and Reporting Framework.

Performance and Development Plans

As an organisation, we are committed to performance management being a dynamic part of the everyday management of our people. By managing performance on a daily basis, we are effectively ensuring we are a robust workforce, with a sense of awareness about how we are performing in our roles.

By holding annual two-way performance and development conversations, we foster a mutual understanding of what is expected within our roles by linking individual goals to our strategic planning. It creates an opportunity to formally articulate role expectations and required behaviours to live Council's values in the workplace. It presents an opportunity to review the previous year and plan for the year ahead, as well as identifying any skill gaps, development opportunities or potential career pathways for each employee.

At an organisational level, we are able to cascade strategy to all levels of the organisation and provide a platform to demonstrate commitment to our values. We are able to gather data from our entire workforce and identify skill gaps and strengths in particular areas. This informs the organisation of any potential learning and development needs and creates a base for developing appropriate strategies and initiatives to build capability across the workforce.



RESOURCING STRATEGY

Our Resourcing Strategy guides our operations and details how we will help achieve the long-term goals of our Community Strategic Plan through effective management in five key areas:

- **long-term financial planning**
- **workforce planning and management**
- **asset management**
- **information technology management**
- **plant and fleet management.**

The Resourcing Strategy supports the Community Strategic Plan 2017-2027. The Community Strategic Plan outlines long-term community goals, while the Resourcing Strategy details how Council can help achieve these in terms of time, money, assets, technology and people. Effective resource planning ensures Council will focus not only on the short-term actions indicated in the Operational Plan, but also on the medium and long-term goals for the city.

As the Community Strategic Plan spans at least 10 years, so too does the Resourcing Strategy, with the exception of the Workforce Management Strategy, which is required to span four years. Like the Delivery Program, the Resourcing Strategy is prepared every four years, with the action plan for each area monitored and reviewed annually to ensure we are managing our resources to achieve the community's goals.

CUSTOMER CHARTER AND SERVICE STANDARDS

Our Customer Charter sets out our commitment to our customers and the service they can expect from Council. Flowing from this commitment is a set of Service Standards that establishes timeframes for delivery of a range of services, along with response times in relation to customer requests.

RISK MANAGEMENT

Council's Enterprise Risk Management Framework provides a formal yet practical guide for articulating risk 'appetite', and for identifying, assessing, treating and managing risks.

The framework provides a consistent methodology for risk management at all levels of the organisation. It also complements Council's organisational culture of business improvement and innovation, by encouraging employees to maximise opportunity and minimise loss in the delivery of services to our community.

Through effective risk management, Council is able to:

- build the resilience required to adapt and thrive amid change and uncertainty arising from internal and external risk factors
- protect and create value
- successfully deliver operational and strategic deliverables
- achieve transparent, inclusive stakeholder consultation
- demonstrate evidence-based decisions, compliance and sound governance.

COMMITMENT TO FRAUD AND CORRUPTION CONTROL

Council takes any exposure to fraud and corruption seriously and has zero tolerance for it occurring. We take all reasonable measures to control fraud and corruption and properly manage public resources in a way that assures the integrity of the activities of Council while maximising benefits for the Lake Macquarie community.

We achieve this through communication and awareness of our Fraud Control Plan together with our Fraud and Corruption Prevention Policy, which establishes Council's approach to fraud and corruption control. Our Codes of Conduct guide our high standards of ethical behaviour expected in delivery of Council's commitment to these outcomes.

BUSINESS IMPROVEMENT

Council formally established a small specialist team to deliver our Business Improvement Program in late 2018. The team delivers transformational improvement initiatives and is building the business improvement capability of staff at all levels of the organisation.

These initiatives are delivering benefits for a wide range of services, including building and facility maintenance, waste collection and

management, road and road-related infrastructure, vegetation maintenance, development approvals and contributions, customer service, capital works delivery, swim centres and beaches.

 **\$5.38M**
SAVED

 **162**
**IMPROVEMENT
INITIATIVES**

 **32**
**MAJOR IMPROVEMENT
PROJECTS COMPLETED**

 **776**
**STAFF PARTICIPATED
DIRECTLY**

CAPABILITY BUILDING

In May 2019, the Business Improvement team launched a capability-building program designed to teach all staff problem-solving tools and techniques, which they then apply to a real business problem affecting their team.

The Business Improvement team launched year two of the program in September 2020, capitalising on the learnings and achievements from year one to further embed a focus on improvement and innovation across Council. Year two of the program focuses on developing Council's leaders across all departments to further increase engagement in business improvement from all staff and embed continuous improvement into our daily operations.



WORK HEALTH AND SAFETY

The safety and wellbeing of our people and the broader community is a top priority. Council has developed strategies aimed at continually improving the organisation's work, health and safety performance. These include the delivery of the actions in our biennial Safety Plan and the initiatives in our Wellbeing Framework that support our people to be safe and well.

WHS MANAGEMENT SYSTEM

Council has a Work Health and Safety Management System designed to meet legislative and organisational requirements.

Some of our projects are delivered in challenging and technically-demanding environments, and over the last year, have had additional requirements to keep our people COVIDsafe. We are proud to have delivered them while keeping our people and the community safe.

Examples of projects we've delivered safely in challenging and technically-demanding environments include:

Ruttleys Road, Wyee – Stage 3

- Road rehabilitation project
- Coal conveyor to Government Road – 1.7km
- Road safety improvements – shoulder widening and safety barriers

Mandalong Road, Mandalong – Stage 2

- Gravel road reconstruction and sealing
- End of existing seal to Council boundary – 1.08km
- Drainage improvements
- Road safety improvements – road widening, batter stability and safety barriers

Feighan Oval amenities building

- Decontamination of building site (asbestos and black slag)
- Demolition of existing amenities building
- Construction of new amenities building including landscaping
- Sewer and drainage upgrade.

WHS PERFORMANCE

While Council experienced improvements in its WHS performance throughout 2020-2021, with reductions in both total injuries and lost time injuries, there were increased injury durations and costs associated with injuries.

INJURY PERFORMANCE

The number of injuries requiring medical treatment or resulting in lost time decreased from 103 in 2019-2020 to 79 in 2020-2021.

INJURY SEVERITY

The overall count for injuries in 2020-2021 decreased, which was represented with a slight reduction in our lost time injuries, from 40 in 2019-2020, to 38 in 2020-2021.

Medical treatment injuries were also slightly lower than the previous year, with 56 in 2019-2020, compared to 41 in 2020-2021.

First aid injuries decreased from 80 in 2019-2020 to 45 in 2020-2021, however, nil treatment injuries slightly increased from 94 in 2019-2020 to 99 in 2020-2021.

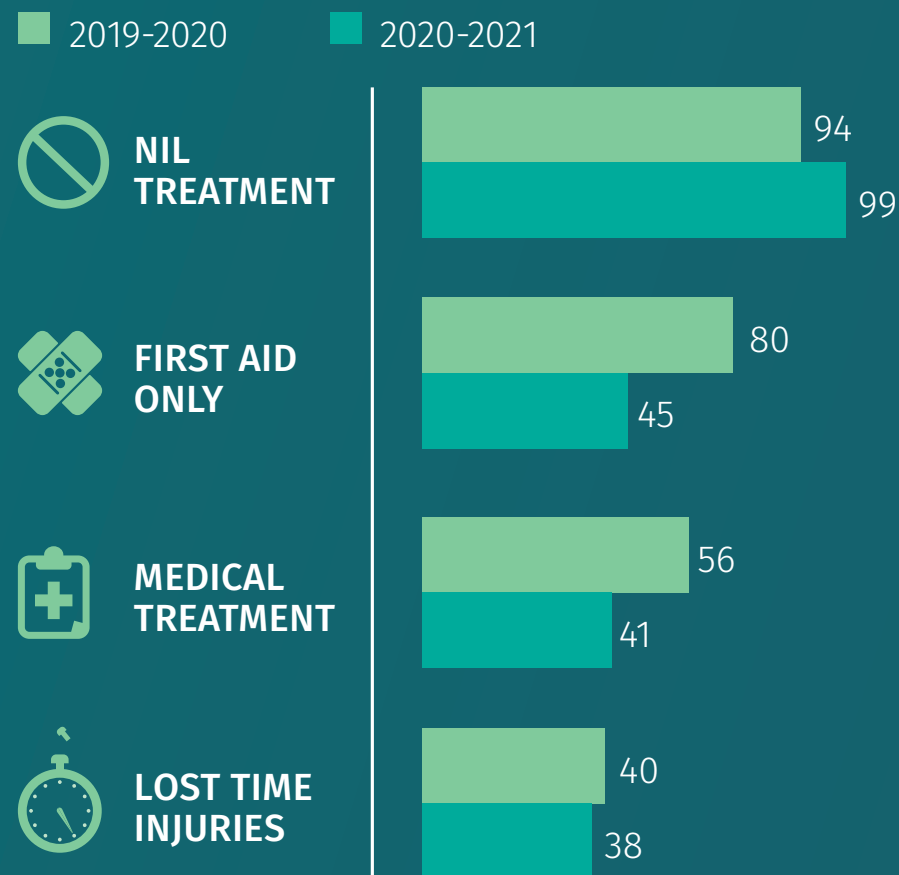
HOURS LOST

There was a 13 per cent increase in average hours lost for a lost time injury. We registered an average of 132 hours in 2019-2020, compared to 149 hours in 2020-2021.

CLAIM COSTS

The total cost of all injury claims increased from \$506,814 in 2019-2020 to \$515,484 in 2020-2021. We also observed a 23 per cent increase in the average cost of an injury claim, with the average cost being \$5279 in 2019-2020, compared to \$6525 in 2020-2021.

Injury performance



This data represents a point in time, and may change throughout the life of the injury.

COMMUNITY ENGAGEMENT

In 2020-2021 we asked our community to:

- provide feedback to help develop draft long-term strategies for the city, including:
 - Parks and Play Strategy and Public Amenities Strategy
 - Sports Strategy
 - Lake Activation Strategy
 - Lake Mac Volunteer Engagement Strategy
 - Walking, Cycling and Better Streets Strategy
 - Children and Families Strategy
 - Culturally Diverse Lake Mac Plan
 - Disability Inclusion Action Plan
 - Crime Prevention Strategy
 - Ending Homelessness Plan
- collaborate with us on exploring options for the Adapting Swansea and Pelican and Blacksmiths Planning for Future Flood Risks project
- give us their thoughts on the proposed route, design and other elements of the Fernleigh Awabakal Shared Track (FAST)
- continue to work with us as we consider how to proceed with infrastructure planning for the Wyee West Paper Subdivision
- tell us their thoughts regarding a potential BMX track in Redhead
- collaborate with us in drafting the Local Adaptation Plan for Swansea, Swansea Heads, Pelican, Blacksmiths and Caves Beach
- continue discussions with landowners about the Killingworth Paper Subdivision and feedback on the exhibited draft Killingworth Area Plan
- comment on the concept designs for Sugar Valley Library Museum
- provide comment on several draft planning documents for Cardiff, including the Cardiff Strategic Planning Framework, Cardiff Area Plan and Cardiff Transport Management Plan
- have their say on the recommended changes to key Council documentation that will control future development in the Teralba Heritage Conservation Area
- offer ideas to help shape the draft Urban Greening Strategy
- provide feedback on our Customer Charter, which sets out our commitment to the community and outlines the service that can be expected from us
- provide feedback via online survey and interactive map to help prepare the draft Munibung Hill Management Plan
- have their say on the 'lights out' skate park trial in Charlestown
- comment on the Lake Tributary Flood Study for eight tributary catchments across the city
- provide feedback on the draft Marks Point and Belmont South Foreshore Management Plan to help local residents and Council plan and implement foreshore management works
- share their views on proposed changes to fees and charges for Morisset Showground
- comment on the draft section 7.11 Contributions Plan for North Wallarah
- provide feedback on the naming options for Coon Island and Coon Island Point and identify whether they supported a name change
- review and comment on the draft Cockle Creek Precinct Area Plan, which aims to provide an updated vision, objectives and development control for this growing part of the city
- share their feedback on the draft North Wallarah Peninsula Area Plan, which is focused on housing design guidelines
- have their say on the future use and development of the Swansea Community Care Centre site

- comment on the draft Operational Plan 2021-2022, Delivery Program 2017-2022 and the Fees and Charges 2021-2022
- tell us their ideas for a youth hub, exercise equipment, children's play area and skate/BMX facility for Rathmines Park
- provide comments on the opportunities and future uses for land that is zoned RU4 Primary Production under Council's current land use planning scheme
- assist in finalising the draft concept master plan for the upgrade of Alkrington Avenue Park, Fishing Point
- share feedback on the Cooranbong Planning Agreement
- comment on the draft Toronto Foreshore Master Plan
- assist in preparing a draft Master Plan for Morisset Showground to manage future development and change
- identify their preferred concept design for a new park at Murrays Beach
- comment on an interactive map to identify improvements for Charlestown and Gateshead to support the review of planning frameworks for these areas
- tell us their preferred option to upgrade the playground at Bennett Park, Valentine
- comment on a proposal to support the development of more affordable housing across the city
- provide feedback on the Council's draft Code of Meeting Practice
- place markers on an interactive map to tell us if they liked the locations of food truck vans across the city as part of the VibrantSCENE project
- choose their preferred pledges as part of the Cities Power Partnership
- provide feedback on the draft Natural Areas Guideline
- share their ideas for the upgrades to Reay Park, Dudley
- comment on the draft Charlestown Transport Management Plan to improve the future transport needs of the area
- comment on improvements to Ulinga Park, Cardiff South
- apply for funding under the NSW Government's Resources for Regions Program.

Engagement by numbers



103,200

visits to the Shape Lake Mac online engagement portal



4555

active participants on Shape Lake Mac



18,948

visits to our online interactive mapping tool, Social Pinpoint



About 550

community members engaged with at pop-ups and workshops, prior to COVID-19 restrictions



50

key engagement projects active



AWARDS

THE CITIES POWER PARTNERSHIP 2020 CLIMATE AWARDS

WINNER

Sustainable Transport Achievement Award
– Electric Vehicle (EV) Charging Strategy

.....

SMART CITIES WEEK ANZ 2020 AWARDS

WINNER

Smart Cities Leader – Claire Chaikin-Bryan

.....

SMART CITIES WEEK ANZ 2020 AWARDS

WINNER

Future of Place – Smart Beaches Project

.....

2020 NATIONAL LOCAL GOVERNMENT CUSTOMER SERVICE AWARDS

HIGHLY COMMENDED

2020 National Council of the Year Award

.....

2021 NSW LOCAL GOVERNMENT EXCELLENCE AWARDS

HIGHLY COMMENDED

Asset Management and Infrastructure
(under \$1.5 million) – Everyone can play
at Bernie Goodwin Memorial Reserve

STATE OF THE ENVIRONMENT

This summary outlines Council's results for 2020-2021 in implementing the Lake Macquarie City Environmental Sustainability Strategy and Action Plan 2020-2027 (ESSAP 2020-2027). It provides a trend and condition report on the priority environmental sustainability themes:

- protecting and enhancing our natural landscapes
- supporting resilient communities
- creating a sustainable city and communities
- responsible consumption and production.

Environmental trends

For each of the priority environmental issues, we provide the overall trend based on three indicators: declining, stable or improving.



IMPROVING the condition is better compared to the last reporting period



STABLE the condition stayed the same compared to the last reporting period



DECLINING the condition is worse compared to the last reporting period

Conditions

For each of the priority environmental issues, we also provide a high-level rating: poor, moderate or good.



GOOD data shows a positive or healthy environmental condition



MODERATE data shows the environmental condition is neither good nor poor, or results may be mixed across the city



POOR data indicates poor environmental condition or condition under significant stress



OUR ENVIRONMENTAL SUSTAINABILITY TARGETS FOR 2027

In June 2020, Council adopted the ESSAP 2020-2027 to maximise the wellbeing of the city's residents, while reducing our environmental footprint. The targets developed and implemented under the ESSAP 2020-2027 are for the 19-year period, starting from 2008 (baseline year where applicable) and concluding in 2027.

STRATEGIC THEME 1

Protecting and enhancing our natural landscapes

The targets presented focus on factors that have been shown to be key for maintaining ecosystem function, such as connectivity, protection of habitat of high conservation value and ecosystem health and land use practices that support high water quality in the aquatic environment

- 1.1 Maintain at least 57.5% native vegetation cover in the city
- 1.2 Improve the condition of 30% of public land with high conservation value compared to 2007 baseline
- 1.3 No net loss in connectivity of ecological communities from 2007 baseline
- 1.4 5% increase in area of the city (land and water) with conservation status compared to 2007 baseline
- 1.5 20% increase in lake and waterway health compared to 2007 baseline
- 1.6 Achieve a '100% Water Cycle City' state (using the Water Sensitive Cities Benchmarking Assessment)
- 1.7 90% of residents place a high value on the health of the natural environment (beaches, lake and bushland) of Lake Macquarie

STRATEGIC THEME 2

Supporting resilient communities

The targets presented focus on factors that help the community and Council, in relation to its own assets, understand the risks from natural hazards and the influence climate change is expected to have on the frequency and severity of these events and its specific contribution to sea-level rise and how we prepare for these risks so adverse outcomes can be minimised.

- 2.1 Natural disaster risk reduction strategies in place for 100% of the city's extreme and high risks
- 2.2 Climate change risk reduction strategies in place for 100% of the city's extreme and high risks
- 2.3 100% of known contaminated public land assessed for risk to human health and prioritised for risk mitigation measures
- 2.4 Air quality emissions in the city meet the National Environment Protection (Ambient Air Quality) Measure
- 2.5 70% of residents believe they have the information and resources needed to prepare, respond and recover from adverse events



STRATEGIC THEME 3

Creating a sustainable city and communities

The targets presented focus on factors: that maximise the efficient use of energy and reduce reliance on non-renewable energy sources (with reducing greenhouse gas emission as a well-recognised indicator); that drive efficient use of water and encourage diversification of suitable supply options; and that guide land use and transport planning to support development of a high-quality built environment.

- 3.1 57% reduction in city-wide per capita and total Council greenhouse gas emissions from 2007 baseline
- 3.2 12% reduction in city-wide per capita and total Council drinking water consumption from 2007 baseline
- 3.3 Increase active transport (walking and other) to 15% of total trips (Transport for NSW Household Travel Survey - Data by LGA)
- 3.4 80% of residents report taking positive actions to source renewable energy and/or conserve water and/or undertake active transport trips

STRATEGIC THEME 4

Responsible consumption and production

The targets presented focus on factors: that maximise the value placed on finite resources by encouraging separation of once unrecovered resources, into useful components, and development of markets for their beneficial reuse; and recognise that resources include the land, water and energy needed to create our goods and services, as captured in the concept of the ecological footprint.

- 4.1 30% reduction in the per capita ecological footprint of the city from 2007 baseline
- 4.2 To divert 75% of waste from properties serviced by Council (residential and commercial) away from landfill
- 4.3 To divert 90% of construction and demolition waste generated and managed by Council operations away from landfill
- 4.4 100% of Council tender specifications include recycled, reused and sustainably sourced products, where a functionally and economically viable alternative to new materials is available
- 4.5 Increase the number of businesses in the region involved in Circular Economy manufacturing, design, reuse, repair and recycling of materials by 20% from 2019 baseline
- 4.6 90% of residents believe it is important for residents of Lake Macquarie to reduce their resource consumption

PROTECTING AND ENHANCING OUR NATURAL LANDSCAPES

Natural environment

Environmental trend:



DECLINING

Condition:



MODERATE

2020-2021 summary outcomes



10,136HA

reserved for conservation



41

natural area works projects to improve water quality and biodiversity, and prevent erosion



6

registered biobank and biodiversity stewardship sites (236.48ha)



91%

of respondents agree it is important to maintain and protect native plants, animals and their habitat (Lake Macquarie Community Environmental Attitudes 2020)

Terrestrial and freshwater ecosystems

Indicators suggest biodiversity is still in a state of decline, due to deterioration in condition caused by weeds and invasive pests and through clearing of native vegetation. There has been no new measurement of the rate of clearing, so it remains at the 2014-2018 level of 69.5 hectares a year.

Pressures on biodiversity are increasing due to population growth, urban development, mining, rural clearing, climate change, fragmentation of remnant vegetation, altered fire regimes, loss of habitat and introduced species. While population growth and urban development contributes to the clearing of native vegetation, fauna habitat loss and the spread of introduced species, Council undertakes the following actions to conserve and protect biodiversity:

- mapping and data analysis to assess habitat of certain threatened species, and ecological and connectivity values within the city, particularly those that may be subject to serious and irreversible impacts
- continued monitoring on the loss of native vegetation

- introducing sustainability targets relating to the maintenance of native vegetation cover and connectivity in the city, improving the condition of native vegetation on public land, and increasing conservation status of natural areas
- working locally and regionally to improve our understanding of biodiversity and encourage biodiversity retention on private land
- managing weeds through an annual program
- undertaking rehabilitation works both directly and indirectly through Landcare
- looking at ways to improve biodiversity offset outcomes including mapping, planning and works.

Marine and estuarine ecosystems

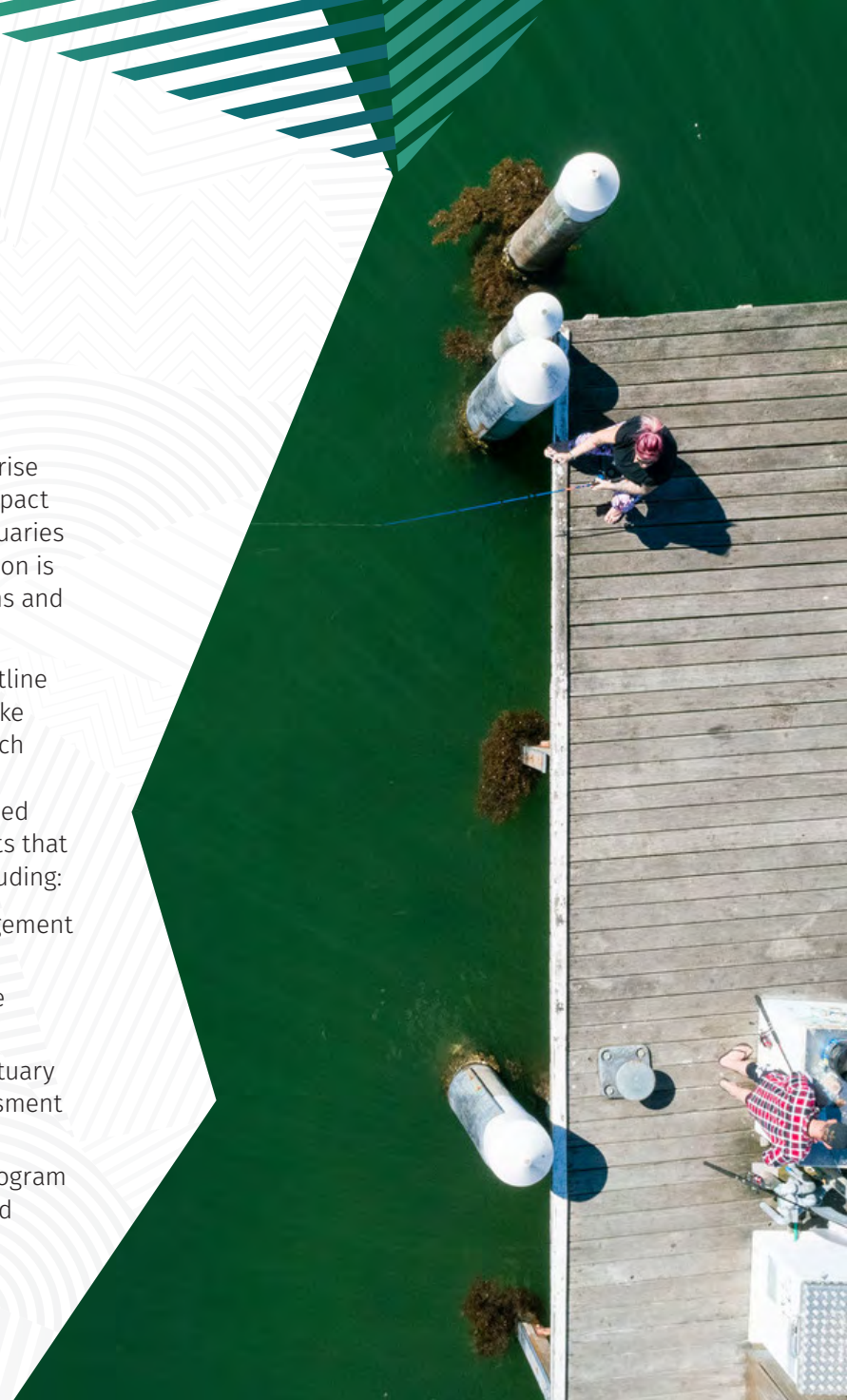
The condition of marine and estuarine ecosystems is stable. There are no marine reserves in the city and the health of Lake Macquarie remains a matter of high community value. Aquatic ecosystem modelling, together with analysis of water quality and seagrass coverage, shows the improved aquatic ecosystem health achieved over the previous 15 years has been maintained.

The pressures of urbanisation, industry and recreational use of the coast (marine/estuarine ecosystems) continue to increase. The ongoing

effects of climate change, including sea-level rise and increased storm intensity, will have an impact on the stability and functioning of coasts, estuaries and foreshores. Coastal and foreshore recession is expected to increase, and damage from storms and flooding to worsen.

A more balanced focus on both lake and coastline is emerging through the preparation of the Lake Macquarie Coastal Management Program (which will replace the Lake Macquarie Coastal Zone Management Plan). There has been an increased emphasis on updating the strategic documents that relate to coastal and estuary ecosystems including:

- finalising the Lake Macquarie Coastal Management Program
- supporting the Lake Macquarie Coastal Zone Management Committee
- improving the condition of the coast and estuary via an on-ground works program and assessment of the impacts of climate change
- Council's Environmental Research Grants program providing funding support to universities and other organisations to undertake research projects, which assist Council to identify management strategies to further enhance ecosystem health.



SUPPORTING RESILIENT COMMUNITIES

Climate change adaptation



2020-2021 summary outcomes



2

local area adaptation plans - one in action (Belmont South and Marks Point) and one drafted (Pelican and Blacksmiths combined with Swansea and surrounds)



501

dwelling approvals compliant to sea-level rise and flood planning floor levels (total since 2009)



2.55MM-3.5MM

per year average change in relative lake level (on 2011 baseline 2.6mm/year)

Rising sea and lake levels are gradually increasing the risk to natural areas and settlements from flooding, tidal inundation and coastal hazards such as beach erosion and recession. Lake and channel foreshore areas are also showing active erosion, in part due to rising sea levels. Recent monitoring indicates the lake is rising at around 3mm per year. The rise in sea levels is projected to continue (and accelerate) in response to climate change. The consequences will become increasingly evident as climate change exacerbates existing hazards, particularly in lake and coastal areas.

Council and the community are becoming better informed about climate change and its impacts, and are incorporating this information into planning and operational decisions.

Sea-level rise and lake flooding are well-understood hazards and Council has:

- acted quickly to reduce the risk
- established planning levels and risk thresholds for its assets in areas prone to lake flooding and sea-level rise

- invested in the development of models that are able to investigate proposed improvement works and model likely changes in flood response
- commenced pilots of foreshore adaptation treatments and tidal gates to manage the duration and extent of tidal inundation in priority areas.

While other climate change threats from heat, bushfire and storms are less understood and less predictable, Council has:

- assessed the likely future risks from these hazards to its assets and operations
- adopted a Climate Change Adaptation Plan, and included actions within Council departmental risk management plans
- adopted a procedure to ensure new infrastructure is built to a standard that reduces the risk from rising sea levels over the projected life of the asset.

Strategic planning for the long-term management of risks to existing settlements and infrastructure commenced with the adoption of a local area adaptation plan for Marks Point and Belmont South. In collaboration with the community, Council:

- completed a draft Foreshore Management Plan for Marks Point and Belmont South
- prepared a draft Local Adaptation Plan Pelican, Blacksmiths, Swansea, Swansea Heads and Caves Beach (publicly exhibited between August-September 2021)
- is developing the Lake Macquarie Coastal Management Program which, together with the Floodplain Risk Management Plans and Local Adaptation Plans, will provide a framework to support Council and the community to manage the impacts of climate change, including sea-level rise.



Natural hazards

Environmental trend:



DECLINING

Condition:



MODERATE

2020-2021 summary outcomes



\$74,860

investment in flood mitigation structures



\$930,566

bushfire hazard reduction funding
(from NSW RFS - Rural Fire Fighting Fund
(\$710,781) and Bush Fire Risk Mitigation and
Resilience Program (\$219,785))



\$1,292,611

bushfire mitigation costs to Council
(within community land)



71.8HA

managed through five hazard
reduction burns

(Bonnells Bay (two sites), Cameron Park,
Wakefield and Seahampton)

Increasing population and urbanisation can lead to increased exposure to natural hazards, especially in coastal areas with greater exposure to floods, severe storm/wind events and tsunamis. Most climate models indicate that in many places worldwide, including Australia, climate change is likely to increase the frequency and duration of extreme events such as heavy rains, storms, droughts, heatwaves and floods. There are increased community expectations around natural hazard/disaster preparedness and resilience building.

Council continues to work with government/emergency service agencies, and non-government organisations to address natural hazard awareness and preparedness issues, prioritising vulnerable communities, businesses and individuals, through a range of initiatives, including:

- delivering community engagement and education for emergency preparedness (building neighbourhood connectivity, community capacity and resilience)

- providing practical and up-to-date information about natural hazards including planning, preparing and recovery should a natural disaster occur
- supporting the Lake Macquarie City-wide Flood Warning System and website
- providing subsidised, location-based early warning of natural hazards through the Early Warning Network
- launching the Lake Macquarie City Council Disaster Dashboard, which allows residents to be prepared for emergencies with news feeds on fire incidents, floods, road conditions, water supply, power supply, gas supply, weather conditions, air quality, school closures, earthquakes and the COVID-19 pandemic
- procuring and installing 10 electronic flashing-light flood warning signs at pre-determined locations in the local government area
- upgrading the existing water level gauge at Kalang Road, Dora Creek (facilitating additional trigger levels and alarms)

- integrating new infrastructure with Council's existing Flood and Coastal Intelligence Tool and Lake Macquarie FloodWatch portal, including a new flood signage web page.

The number and extent of flooding issues are progressively being addressed. Council continues to develop and review flood studies and floodplain risk management studies and plans for prioritised catchments and tributary catchments, and implement recommended management actions.

Lake Macquarie City Council has continued bushfire mitigation responsibilities in line with the Central Coast Bush Fire Risk Management Plan 2020, including cyclic Asset Protection Zone maintenance, programmed hazard reduction burns and fire trail maintenance works.



Environmental health

Environmental trend:



STABLE

Condition:



MODERATE

2020-2021 summary outcomes



MORISSET

air quality monitoring station
online (November 2020)



20.90%

increase in smoke, dust and
fugitive emission complaints
(81 complaints received)



85

illegal dump sites cleaned up by
offender (saving Council \$47,744)



13

asbestos-related issues investigated

Air quality

The pollution from regulated pollution sources in the city has largely remained stable.

Council is addressing air quality issues through a range of initiatives, including:

- registering and investigating air pollution incidents, as well as facilitating long-term initiatives to minimise motor vehicle use
- reviewing Air Quality Assessment reports as part of pollution-intensive development applications and making recommendations to approval authorities to mitigate air quality impacts.

Contaminated land

Lead and other heavy metals from aerial fallout and in smelter slag-affected soils may adversely affect human health and the environment, if not properly managed. Historically, a considerable volume of smelter slag was distributed throughout the city. The source of this pollution, Pasminco Cockle Creek Lead and Zinc Smelter, has now ceased operation and smelter slag is no longer being generated. For this reason, aerial fallout has ceased and smelter slag distribution across the city is considered stable.

Council has prepared a multi-level strategy for

identifying, assessing, remediating and reporting on contaminated land:

- The Development Control Plan 2014 includes consideration of soil contamination issues during development, including the ability for residents in the Lead Abatement Strategy area to use a Standard Remediation Action Plan.
- A Lead Mitigation Grants Program provides financial assistance for a number of activities that manage or reduce lead contamination from the former Pasminco Cockle Creek Smelter.
- Public sites controlled by Council are being assessed and managed to minimise community exposure.
- An environmental management plan for contaminated land in Council's care and control has been implemented.
- Council resources initiatives to combat illegal dumping and the Hunter/Central Coast Regional Illegal Dumping (RID) Squad, a joint program between NSW Environmental Protection Authority and local councils, was operational during 2020-2021.

CREATING A SUSTAINABLE CITY AND COMMUNITIES

Energy

Environmental trend:



STABLE

Condition:



MODERATE

2020-2021 summary outcomes



34.97%

increase in solar generation exported to grid within the city (17,325 Ausgrid customers now exporting solar to grid, resulting in a 12,688MWh increase)



1588KW

solar generation capacity on Council infrastructure



4.7%

reduction in Council greenhouse gas emissions (61.4t CO₂-e less than 2019-2020)



12

active Sustainable Neighbourhood groups

Total city-wide energy usage for 2019-2020 (reported a year in arrears) decreased by 1.82 per cent, with a 0.13 per cent decrease in total residential electricity use and a 4.74 per cent decrease in total non-residential (low voltage) electricity usage. City-wide solar generation capacity increased by 26.83 per cent.

A city-wide increase in motor vehicle registration and on-going land clearing is increasing pressure on greenhouse gas (GHG) emissions. Council continues efforts to improve the capacity of both Council and the community to react to energy pricing pressures, and implements actions to achieve effective and efficient energy outcomes.

Council continues to undertake actions identified in the Environmental Sustainability Strategy and Action Plan, committed to reducing city-wide GHG emissions and implementing projects and targeted city-wide campaigns in the areas of energy, transport, waste and resource consumption including:

- continued diversion of organic waste from landfill (through Council's kerbside green waste collection service) and increased recycling capacity and e-waste services

- continued support for Environmental Upgrade Agreements and promotion of their benefits
- collaboration with Ausgrid to continue the accelerated uptake of efficient street lighting technology
- the Low Impact Living campaign, assisting residents and businesses to save money on energy, waste and transport through activities including Our Super Street Sale, community renewable energy initiatives, active transport workshops, urban farming and Living Smart Festival
- the Sort it Right campaign, promoting effective, appropriate and sustainable waste services through activities including Chemical CleanOut, green waste education and community engagement campaigns, recycling education campaigns and Sustainable Schools program
- the Sustainable Neighbourhoods program, empowering residents to act on local sustainability issues, working towards agreed sustainability aims and building neighbourhood connectivity, capacity and resilience.

Water and land

Environmental trend:



STABLE

Condition:



MODERATE

2020-2021 summary outcomes



3.18%

reduction in residential water use
(421,181kL less than 2019-2020)



2.39%

reduction in Council water
consumption (7706kL decrease on
2019-2020 climate corrected 322,952kL)



23.6HA

rezoned for infill development
(including 1.16ha zoned for public recreation use)



1144

registered Aboriginal sites in the city

Drinking water quality and consumption

Water restrictions were in place until September 2020. Smart Water Choices permanent water conservation measures are in place to help save water across the city.

Water demand is expected to increase due to population growth, development pressure and industrial/commercial expansion. The resultant urban and industrial expansion places the drinking water supply catchments under increasing pressure. Reliability of potable water supply is also dependant on climatic conditions and droughts, which will increase into the future as a result of climate change impacts.

Land use changes

There is a continued shift towards increased infill development opportunities particularly in and surrounding economic centres, capitalising on existing infrastructure and reducing lifecycle costs for residents and Council. This direction is strongly supported by the Lake Macquarie Local Strategic Planning Statement, Greater Newcastle Metropolitan Plan 2036, and Hunter Regional Plan 2036. No additional land was rezoned for greenfield development purposes, 0.6ha was rezoned for conservation, and 23.6ha was rezoned for infill development purposes (of which 1.16ha was zoned for public recreation use).

Transport

Environmental trend:



IMPROVING

Condition:



MODERATE

2020-2021 summary outcomes



3.77KM

of off-road shared pathway constructed
(2275m by Council and 1494m by developers)



8.34KM

of footpath constructed
(3346m by Council and 4989m by developers)



35%

of Council's passenger fleet is electric or hybrid

(Five electric and 59 hybrid passenger vehicles)



4.18%

reduction in Council fleet fuel burn emissions (219t CO₂ equivalent)

Due to the location of the lake, the topography and the sporadic nature of our town settlements, Lake Macquarie City continues to be a car-dependent community. A lot of our car trips are quite short, such as a trip to the local shop.

The city has an estimated 493.7km of footpath, 118km of off-road shared path, 1297km of sealed and 41km of unsealed roadway. Council continues to invest in walking, cycling and bus stop infrastructure with shared path construction largely relying on development contributions and grant funding.

Urban growth on the city's fringe is difficult to service by public transport and is not typically within walking distance of services. Residents of these areas have fewer transport choices, relying on private vehicles and creating more pressure on the city's road network, parking demand and impacting local amenity.

During 2020-2021, Council:

- advocated for regional high-speed rail and improvements to existing rail and bus services
- adopted a new Walking, Cycling and Better Streets Strategy to guide future investment
- undertook community research on a regular basis to understand and identify community priorities and the overall level of satisfaction with Council's performance.

RESPONSIBLE CONSUMPTION AND PRODUCTION

Waste and recycling



2020-2021 summary outcomes



144,601t

total resources recovered



4.75%

more waste to landfill
(2957t increase on 2019-2020)



97%

of respondents agreed keeping
problem waste such as chemicals,
paints and batteries out of landfill
is important for the environment
(Lake Macquarie Community Environmental
Attitudes 2020)



181.52t

hazardous and problem waste
collected (Community Recycle Centre
and Chemical CleanOut)

The city's per capita waste to landfill in 2020-2021 was 314kg per person. This is an increase of 3.97 per cent compared to 2019-2020, but 301kg less than the 2007-2008 baseline. The 2020-2021 per capita increase is likely attributed to higher waste generation during periods of extended COVID-19 pandemic lockdowns, with more people working and learning from home, travelling less for holidays, and undertaking higher rates of home improvement and household clean-out projects.

A number of sources, including a growing residential population with increasing consumption habits, continue to raise waste generation rates and increase pressure on resource recovery systems. The complexity of material combinations in manufactured goods is increasing, making them more difficult to recycle, and poor consumer awareness about what can and cannot be effectively recycled, continues to result in the loss of valuable resources to landfill.

Domestic and international recycling markets have stabilised over the past 12 months, aided by improvements in aligning waste strategies and policies between federal, state and territory governments and supporting Australia's transition to a circular economy. The resource recovery industry, with support from federal and state governments, has committed to large investments in new plastics, glass and paper/cardboard recycling and manufacturing infrastructure to reprocess recyclable materials onshore.

Council continues to use recycled plastics and recycled glass sand in pavement, road construction and kerb and guttering projects across the city.

Circular economy

Environmental trend:



IMPROVING

Condition:



GOOD

2020-2021 summary outcomes



71

businesses in the region are involved in circular economy activity



88%

of respondents agree it is important to reduce waste and pollution when manufacturing products and materials – even if it means the products cost more

(Lake Macquarie Community Environmental Attitudes 2020)



42%

of respondents are familiar with the concept of a circular economy

(Lake Macquarie Community Environmental Attitudes 2020)



84%

of respondents agree it is better to reuse items rather than buy new products

(Lake Macquarie Community Environmental Attitudes 2020)

The Hunter, Central Coast and Lake Macquarie area is on a mission to become Australia's leading circular economy region, and Lake Macquarie City Council is collaborating with Hunter Joint Organisation (HJO) and NSW Government Sustainability Advantage (business support program) to realise this.

HJO's council network (a collective of 10 councils) has already participated in and completed a number of circular economy projects, including:

- undertaking a material flow analysis for the region (mapping 21 waste streams to identify opportunities for innovation and investment)
- conducting an ecosystem mapping exercise (to highlight businesses and local government groups who are acting within the circular economy domain)
- developing a Hunter circular economy website (a database of circular economy projects in the region)
- forming a circular economy facilitators group.

The ultimate goal of Council's circular economy initiatives is building a better future for its residents.

Council has made significant progress this past year. It is the first council in Australia to employ a full-time Circular Economy Lead and has developed one of Australia's first circular economy policies and frameworks.

Council continues to work with other local councils and the business community to galvanise change in the region, including:

- collaborating with Hunter Joint Organisation and NSW Government Sustainability Advantage
- working with Local Government Procurement (the business arm of Local Government NSW) on procurement innovation, to further enable a circular economy
- developing a range of circular economy indicators as part of the roll-out of the Circular Economy Framework (including circular economy action plans)
- developing a range of decision-making tools to support higher volumes of secondary, low carbon materials in our infrastructure projects.

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs), adopted in September 2015 by 193 United Nation member states and ratified by the Australian Government, comprise 17 goals and 169 targets aimed at addressing the world's most significant development challenges.

Council's Environmental Sustainability Strategy and Action Plan 2020-2027 establishes Council's vital role to create a city committed to the localisation of the global United Nations SDGs. The strategy's focus includes initiatives and targets to address our influence, impacts and opportunities in relation to 13 goals consistent with the city's vision and community values. The five priority SDGs below reflect the areas we believe Lake Macquarie City Council is currently best placed to contribute.

PRIORITY 15 - Life on land



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Prevent habitat loss due to land clearing for urban infrastructure and other development	<p>Land clearing places a fundamental pressure on the environment, causing habitat loss, fragmentation and degradation, species death and exacerbates other environmental threatening processes.</p> <p>Indicators suggest biodiversity and native habitats are still in a state of decline. The most recent rate of clearing measurement was undertaken for the 2014-2018 period of 69.5 hectares a year.</p>	<p>Complete framework to guide the acquisition of strategically important conservation land in the city.</p> <p>Complete framework for local biodiversity offsets.</p>
Introduce measures to further prevent the introduction, and significantly reduce the impact, of invasive pest species on land and water ecosystems	<p>Council contributes to regional feral animal control programs and implements programs for the control and eradication of noxious and invasive plants.</p>	<p>Develop local pest and weed management plan.</p>

PRIORITY 13 - Climate action



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters	<p>Council continues to work with government/emergency service agencies and non-governmental organisations to address natural hazard awareness and preparedness issues, prioritising vulnerable communities, businesses and individuals.</p> <p>Sea-level rise policy and guidelines and new flood levels are incorporated in planning for, and designing, all new Council infrastructure, with all infrastructure design adjusted to meet new standards that include consideration of climate change.</p> <p>Council is working collaboratively with the community and internal and external stakeholders to achieve natural hazard/disaster risk reduction - to prepare, respond and recover from adverse events. These events may be natural disasters, economic shocks or social disconnection. Working to achieve our environmental sustainability targets will help us support resilient communities by:</p> <ul style="list-style-type: none"> - addressing the risks to health, safety and infrastructure from natural hazards and pollution events - addressing the influence climate change is expected to have on the frequency and severity of natural hazards. 	<p>Continue to implement programs and activities designed to increase householder preparedness for natural disasters and climate change.</p> <p>Investigate and develop new building and landscape design guidelines, and encourage innovative building, infrastructure and landscape designs that are able to adapt more easily to climate change and sea-level rise (urban design to mitigate the combined effects of climate change and urban heat islands).</p> <p>Complete flood studies and floodplain risk management studies/plans, that include climate change predictions, for all priority catchments in the local government area. Flood studies currently cover 65.5 per cent of the city's population who reside within an identified flood prone catchment (assessed on Australian Bureau of Statistics 2016 Census data).</p> <p>Identify disaster waste prevention and management measures and be ready to implement them (percentage of disaster waste diverted away from landfill to resource recovery).</p>
Integrate climate change measures into policies, strategies and planning	<p>Development conditions for floor heights, setbacks and subdivision have been incorporated in the Lake Macquarie Development Control Plan 2014 and are being applied to new development. Strategic planning for the long-term management of risks to existing settlements and infrastructure commenced with the adoption of a Local Adaptation Plan for Marks Point and Belmont South. Council and the community have also prepared a draft Local Adaptation Plan for Pelican, Blacksmiths, Swansea and surrounds, for exhibition in August 2021.</p>	<p>Incorporate recommendations from the Coastal Ecosystem Resilience in Lake Macquarie Report in the Coastal Management Program.</p> <p>Draft Urban Heat Strategy for adoption 2022.</p> <p>Draft Urban Greening Strategy for adoption 2022.</p>
Raise capacity for effective climate change-related planning and management	<p>Council and the community are becoming better informed about climate change and its effects, and incorporating this information into planning and operational decisions.</p>	<p>Complete the Coastal Management Program for Lake Macquarie City's coastal zone (and submit for certification to the NSW Government) which, together with the Floodplain Risk Management Plans and Local Adaptation Plans, will provide a framework to support Council and the community manage the impacts of climate change including sea-level rise.</p>

PRIORITY 11 - Sustainable cities and communities



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Guide land use planning to support development of a high-quality built environment	Council is working to protect and enhance the city's natural heritage.	Develop, adopt and implement an Urban Greening Strategy. Develop, adopt and implement an Urban Heat Strategy.
Strengthen efforts to protect and safeguard the world cultural and natural heritage	Council engages with indigenous groups, including applications of traditional 'fire stick' approach, to manage bushland areas and bush fire hazard reduction. Council supports grant applications by local aboriginal land councils for traditional burn activity.	Ensure terrestrial landscape health projects incorporate involvement of indigenous groups and communities. Continue to use traditional Aboriginal fire management. Engage Indigenous perspectives in new strategy development (for example, the Coastal Management Program).
Reduce the adverse environmental impact of cities - air quality, municipal and other waste management	Council is addressing air quality issues through a range of initiatives including updating air pollutant dispersion modelling, registering and investigating air pollution incidents and reviewing Air Quality Assessment reports as part of pollution-intensive development applications, and making recommendations to approval authorities to mitigate air quality impacts. Council focuses on opportunities for the maximum recycling and re-use of bulk construction materials, and is undertaking an audit program of all licensed on-site sewage management systems within the local government area (risk category applied).	Continue to work collaboratively with the community and internal/external stakeholders to ensure air quality emissions in the city meet the National Environment Protection (Ambient Air Quality) Measure. Reuse or recycle more than 90 per cent of Council-generated construction and demolition waste each year (2027 target). Draft and implement priority recommendations from the on-site sewage strategy.
Provision of access to safe public spaces	Council's Lake Activation Strategy has been prepared and exhibited, including actions to improve access to foreshore areas.	Adopt and implement the Lake Activation Strategy. Develop, adopt and implement the Urban Greening Strategy. Review fertiliser, herbicide and pesticide use on public land by Council and community groups, and make recommendations aimed at reducing the potential for public and ecosystem health impacts.

PRIORITY 12 - Responsible consumption and production



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Ensure the community has the relevant information and awareness for sustainable development and lifestyles in harmony with nature	<p>Council aims to connect people to nature through programs and activities designed to foster enhanced social resilience, health and wellbeing and environmental stewardship.</p> <p>Council provides ongoing support for Landcare and Sustainable Neighbourhood programs.</p>	<p>Explore the ways in which cultural and practical 'Caring for Country' principles can assist in integrating people with nature.</p> <p>Continue to protect and conserve natural heritage places which define our city's distinctive identity, now and into the future, through protection of biodiversity, geodiversity and ecosystem processes.</p> <p>Continue to strengthen existing citizen science programs and explore collaborative citizen science partnerships.</p>
Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle and significantly reduce their release to air, water and soil in order to minimise adverse impacts on human health and the environment	<p>Council:</p> <ul style="list-style-type: none"> - continues to implement recommendations from the Lead Expert Working Group Report on managing residual lead contamination in North Lake Macquarie - is investigating the feasibility of the establishment of an Environment Audit Program for the identification of high-risk industry and activity - applies regulatory controls where contamination of land is considered to be of harm to public health and environment - is developing and implementing effluent management strategies and policies to reduce environmental health impacts - is developing and implementing strategies to manage contaminated land and implements works to address contamination at priority sites. 	<p>Establish objectives for an Environment Audit Program and implement an inspection program.</p> <p>Strategically plan for and undertake remediation of Council-managed contaminated land at priority sites.</p> <p>Continue to plan and implement engagement campaigns related to priority environmental health issues (including air pollution, heat stress and contaminated land).</p>
Achieve the sustainable management and efficient use of natural resources, promote sustainable public procurement practices and encourage companies to adopt sustainable practices	<p>The Hunter, Central Coast and Lake Macquarie area is on a mission to become Australia's leading circular economy region and Lake Macquarie City Council is collaborating with Hunter Joint Organisation (HJO) and NSW Government Sustainability Advantage to realise this.</p> <p>Lake Macquarie City Council is the first council in Australia to employ a full-time Circular Economy Lead and to develop one of Australia's first circular economy policies and a circular economy framework.</p> <p>Working together, in the past year, the region has already completed a number of impressive circular economy projects including undertaking a material flow analysis (mapping 21 waste streams to identify opportunities for innovation and investment), an ecosystem mapping exercise (to highlight businesses and local government groups who are acting within the circular economy domain), forming a circular economy facilitators group and developing a Hunter circular economy website.</p> <p>Council also continues to use recycled plastics and recycled glass sand in pavement, road construction and kerb and guttering projects across the city.</p>	<p>Continue to work with other local councils and the business community on circular economy initiatives to galvanise change in the region.</p>

PRIORITY 12 - Responsible consumption and production *(continued)*



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Substantially reduce waste generation through prevention, reduction, recycling and reuse	The amount of waste landfilled has stabilised at a lower rate for the third year following the 2018 transition to weekly kerbside food and garden organics and fortnightly garbage collections, with 20,500 tonnes (24 per cent) less material being landfilled each year before the service change.	Continue to work closely with the Hunter and Central Coast Waste Region, the NSW Government's Sustainability Advantage program, and local industry leaders to advance circular economy in the region.

PRIORITY 14 - Life below water



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Monitor key aquatic health indicators and maintain up-to-date water cycle models	Council works in partnership with other agencies such as the NSW Department of Planning, Industry and Environment to undertake aquatic ecosystem modelling, water quality analysis and assessment of sea grass coverage. The 2020-2021 outcomes indicated the improved aquatic ecosystem health achieved over the previous 15 years has been maintained.	Continue to support research into aquatic ecosystem health topics (including the use of remote sensing and innovation in monitoring). Review and implement Lake Macquarie Water Cycle Guidelines (and associated planning controls) to provide best practice water cycle management for new developments. Undertake partnerships with industry and the community to reduce impacts on water quality and aquatic ecosystem health.
Implement on-ground natural area rehabilitation works across the local government area <i>(continued over page)</i>	Pressures of urbanisation, industry and recreational use of the marine/estuarine ecosystems continue to increase and the ongoing effects of climate change will have an impact on the stability and functioning of coasts, estuaries and foreshores.	Continue to review and implement strategic works program for the enhancement of natural areas in the city, including dune, riparian and wetland ecosystem enhancement, and continue to assess, understand and mitigate the impacts of climate change.

PRIORITY 14 - Life below water *(continued)*



POTENTIAL INFLUENCE	OUR STATUS	FUTURE PLANS
Implement on-ground natural area rehabilitation works across the local government area <i>(continued)</i>	<p>In 2020-2021, Council implemented on-ground natural area rehabilitation works at 41 sites across the local government area, which included:</p> <ul style="list-style-type: none"> - 13.07ha of post-fire regeneration works on areas following hazard reduction burns - 18.49ha of terrestrial restoration works in areas of high biodiversity value - 7.86ha of coastal and littoral rehabilitation works - 1ha and 855 lineal metres of foreshore stabilisation and rehabilitation works - 2.22ha and 220 lineal metres of streambank and riparian rehabilitation works - 17.56ha of coastal wetland and saltmarsh restoration works - 15.55ha revegetation works in natural areas, planting 76,282 native plants - 130 lineal metres of erosion control works to limit significant erosion impacts on terrestrial natural areas and public amenity. 	
Sustainably manage, protect and conserve marine and coastal ecosystems	<p>There has been an emphasis on updating the strategic documents related to coastal and estuary ecosystems. A more balanced focus on both lake and coastline is emerging through the preparation of the Lake Macquarie Coastal Management Program (which will replace the Lake Macquarie Coastal Zone Management Plan upon certification in July 2022).</p> <p>There are no marine reserves in the city and the health of Lake Macquarie remains a matter of high community concern.</p>	<p>Continue to advocate for establishment of Intertidal Protected Area, and/or Marine Reserve status in high priority locations (potential sites include Swansea Heads and Fennell Bay).</p> <p>Finalise and implement the Lake Macquarie Coastal Management Program.</p>
Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities	<p>Council undertakes works to protect and enhance the health of aquatic and terrestrial environments.</p>	<p>Complete the Coastal Management Program for Lake Macquarie City's coastal zone and submit for certification to the NSW Government.</p> <p>Continue to design and construct water quality and flow control devices (such as constructed wetlands) at priority locations identified within existing stormwater and catchment management plans and at newly identified priority sites.</p> <p>Develop and deliver a city-wide campaign to reduce the impacts from stormwater on water quality and aquatic ecosystem health.</p> <p>Investigate and support measures to minimise adverse impacts from all forms of mining (including coal seam gas exploration on surface and groundwater and on ecosystem health), and minimise environmental impacts and negative effects from offshore oil and gas exploration (including the impacts on marine and other wildlife, the sea floor and the devastating cumulative effects of pollution), as required.</p>

STATE OF OUR INFRASTRUCTURE ASSETS

Providing infrastructure that meets community needs and expectations is fundamental to the economic, social and cultural vibrancy of Lake Macquarie City.

The challenge in managing our assets is to maintain and enhance existing infrastructure while continuing to provide new infrastructure for our growing city.



\$2.57 BILLION
total infrastructure assets*



\$1.13 BILLION
roads and bridges assets



\$611 MILLION
drainage/stormwater assets



\$505 MILLION
traffic and transportation assets



\$222 MILLION
buildings assets



\$126 MILLION
parks and reserves assets



4000 HECTARES
natural areas assets

*\$2.57 billion is the written down value of our total infrastructure assets. The replacement value of these assets is \$3.96 billion.

ASSET MANAGEMENT PLANS

Through asset management planning, Council takes a whole-of-life approach to managing infrastructure assets. Our Asset Management Plans (AMPs) identify the levels of service we currently provide, future demands on our assets, as well as planned improvements.

Expenditure projections and funding requirements are identified for the next 20 years, allowing for projected cost increases and growth in assets.

This includes planning, creation, operation, maintenance, renewal and disposal of assets.

The AMPs are closely aligned with Council's Long-Term Financial Plan to ensure required funding is identified for the upkeep of our assets.

AMPs cover Council's key infrastructure asset classes:

- buildings
- drainage/stormwater
- natural areas
- parks and reserves
- roads and bridges
- traffic and transportation.

CAPITAL RENEWAL

Capital renewal is usually major work that restores an existing asset to its original condition. The total amount spent on infrastructure capital renewal for the 2020-2021 financial year was \$44 million.

A key performance target relating to asset management is the Capital Renewal Funding Gap. This is the difference between the required renewal expenditure (which is based on a range of factors, including asset condition and remaining life) and what is planned to be funded in the Long-Term Financial Plan.

The current Capital Renewal Funding Gap for Council's infrastructure is \$59 million. This represents 2.3 per cent of the written down value of our asset base. A primary reason for the renewal funding gap is that over past years, infrastructure costs have increased faster than Council's income.

Council continues to implement a range of measures to manage the funding gap over the long term, including:

- increasing expenditure on asset renewal
- improving asset knowledge (performance, condition and remaining life)
- improving maintenance to extend asset lives and defer projected renewal
- improving efficiency in delivery of maintenance and renewal
- developing and using low-cost renewal methods
- rationalising (disposing) of unnecessary and low-use assets
- reviewing service levels
- redistributing funding allocations.

MAINTENANCE

Asset maintenance is the regular ongoing work necessary to keep assets operating so they provide the required levels of service to our community. Maintenance funding needs to keep pace with rising costs associated with the growing size and age of the infrastructure base, changing standards and increasing community expectations.

EXPENDITURE ON INFRASTRUCTURE MAINTENANCE 2020-2021

	\$'000
Buildings	\$3,305
Drainage/stormwater	\$2,710
Natural areas	\$3,529
Parks and reserves	\$14,929
Roads and bridges	\$7,197
Traffic and transportation	\$1,288
Total	\$32,958

ASSET MANAGEMENT IMPROVEMENTS

Council has continued to make significant improvements to its asset base and asset management capabilities in line with its Asset Management Improvement Plan. Council established an Asset Management Working Group to monitor implementation of the Asset Management Improvement Plan and work through issues related to asset management principles. This internal group also oversees execution of the Asset Management Strategy. It provides a platform for staff to collaborate in pursuit of the shared goal of sustainable asset lifecycle management on behalf of the community.

The focus of the working group during 2020-2021 has been to commence a review of the strategic asset framework and supporting activities.

There are four key aspects to this review:

1. Asset maturity assessment
2. Data collection practices review
3. Asset risk profile and framework
4. Asset management documentation review.

Through these activities, Council will improve the efficiency and effectiveness of operational activities to contribute to improvements in asset management.

A revised Asset Management Strategy and Asset Management Plans will be developed and adopted in 2021-2022. These will be supported by an updated Asset Management Improvement Plan, to provide the roadmap for future maturity in asset management.

BUILDINGS

Council provides a strategic asset management system for all of its building assets to enable the effective and efficient delivery of building-related services to the community. Some of the major challenges facing Council in providing these services include meeting our growing city's need for an increase in infrastructure and balancing these needs with those forecasted on ageing infrastructure.

Council has made further progress in gathering and incorporating information regarding the needs of users of public facilities such as community halls, public toilets, swim centres and libraries. This has involved combining condition ratings with serviceability and functionality, to ensure the best approach is taken.

Managing this class of assets involves ensuring our existing buildings comply with current regulations and includes essential service regulations (fire ratings, correct egress), Australian Standards, the National Construction Code, guidelines for safe pool operations and retrofitting of sustainability features to our buildings.

36 community buildings

meeting places for community groups and not-for-profit organisations

29 operating buildings

works depots and administration buildings, Rural Fire Service buildings and State Emergency Service facilities

14 child care-related buildings and structures

full day care facilities, family day care and operational structures

6 aged care and disability service facilities

support for seniors and people with disability, including the Cardiff Senior Citizens Centre and many Meals on Wheels operations

8 library facilities

located in key locations throughout the city

3 cultural buildings

Museum of Art and Culture (MAC), Warners Bay Theatre and Rathmines Theatre

4 multi-purpose buildings

located in key locations throughout the city

6 aquatic facilities

Lake Mac Swim Centres, plus an Athletics Australia-accredited regional athletics centre (Hunter Sports Centre)

136 public amenity buildings

4 surf lifesaving clubs

108 sporting facilities

providing for sports such as cricket, soccer, netball, tennis, rugby union, rugby league and equestrian events

TRAFFIC AND TRANSPORTATION

Council provides and maintains transportation infrastructure assets to serve the transport needs of local communities, including people with a varying range of abilities.

Transport assets are integrated with Council's roads, drainage, parks and community facilities.

665km footpaths/shared pathways

379 bus shelters and seats

248 bins and signs

7.5km fences, guardrails and bollards

1664m² roundabouts (57 items)

223 speed humps

67,777m² medians and traffic islands
(558 items)

9954m² pedestrian medians and refuges
(232 items)

2541m² kerb blisters (181 items)

NATURAL AREAS

Council manages an array of natural area assets. The areas are largely bush fire-prone and Council has fire trails and asset protection zones to protect life and property from the risk of bush fire. The major issues facing the areas are increasing costs, an increasing population and continued changes to legislative obligations.

The natural areas asset group provides vital safety, amenity and ecosystem services for the local community and broader region.

The major asset issues for the natural areas group are the extensive interface between developed and natural areas, the fragmentation of natural areas into smaller sites, illegal dumping and the lack of historical asset management for the natural areas group.

4000ha of natural areas consisting of
approximately 1200 individual clusters or sites

19 fire trails

188 asset protection zones





PARKS AND RESERVES

Council provides a network of parks and reserves to enable a diverse range of quality passive and active recreational opportunities for residents and visitors of Lake Macquarie. Many existing parks and reserves are reliant on associated infrastructure across other parks, sports grounds, foreshore areas and cemeteries.

Management of these assets includes ensuring the existing network of infrastructure is replaced in line with the forecasted demands identified in the relevant strategies. These actions must also be balanced with a whole-of-life approach to asset management, including maintaining agreed service levels.

123 playgrounds distributed across parks and sporting grounds in the city

34 jetties

31 boat ramps

5 marine waste transfer facilities

19 fish cleaning tables

Open space utilities including bubblers, outdoor showers, barbecues, lights and lead-in poles

Sport-specific structures and surfaces including netball and tennis courts, tiered seating, dug outs and sports lighting

Open space structures including park furniture such as seats, tables, shelters, viewing platforms and fences

Cemetery and memorial-specific structures, niche walls, cemetery beams, war memorials and commemorations

ROADS AND BRIDGES

Council provides a network of roads, bridges and associated assets to meet the local transport needs of the Lake Macquarie community.

The condition of roads and bridges assets are assessed annually.

Actions to address any issues identified are prioritised systematically to develop a forward program for capital and maintenance works.

1376.5km roads

1824km kerb and channel

85 road bridges

35 pedestrian road bridges

80 pedestrian park bridges

19 park viewing decks

2 underpasses

162 sealed car parks

17 concrete car parks

45 gravel car parks

DRAINAGE/STORMWATER

Council provides a stormwater network to enable safe and effective collection and disposal of stormwater. There are performance deficiencies in stormwater assets at several locations throughout the city.

Works to address these issues are prioritised systematically to develop a forward program for capital upgrade works.

718.1km pipes

31,368 pits, inlets and outlets

107km open drains

714 stormwater quality improvement devices and flood mitigation structures





STATUTORY REPORTING

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Public access to information	<i>Government Information (Public Access) Act 2009</i> , section 125(1) <i>Government Information (Public Access) Regulation 2018</i> , clause 8, schedule 2	157
Disability Inclusion Action Plan	<i>Disability Inclusion Act 2014</i> , section 13(1)	162
Fair and equal employment	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a9)(v)	164
Voluntary planning agreements	<i>Environmental Planning and Assessment Act 1979</i> , section 7.5(5)	166
Contracts awarded	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a2)(i),(ii)	168
Private works	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a4) <i>Local Government Act 1993</i> , section 67 and 67(2)(b)	173
Rates and charges written off	<i>Local Government (General) Regulation 2005</i> , clause 132	173
External bodies exercising Council functions	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a6)	174
Legal proceedings	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a3)	178
Partnerships, cooperatives and joint ventures	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a8) <i>Local Government Act 1993</i> , section 54P(1)	180
Special rate variation	Special Rate Variation Guidelines 7.1	187
Councillors' and Mayor's expenses	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a1) (i),(ii),(iii),(iv),(v),(vi),(vii),(viii)	188
Councillor professional development	<i>Local Government (General) Regulation 2005</i> , clause 186	189
Overseas visits	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a)	190
CEO and senior staff remuneration	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(b)(i),(ii),(iii),(iv),(v) <i>Local Government (General) Regulation 2005</i> , clause 217(1)(c)(i),(ii),(iii),(iv),(v)	190
Carers recognition	<i>Carers Recognition Act 2010</i> , section 8(2)	191
Recovery and threat abatement plans	<i>Fisheries Management Act 1994</i> , section 220ZT(2)	191

CONTRIBUTIONS AND DONATIONS

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a5) and the *Local Government Act 1993*, section 356, the report must outline the total amount contributed or otherwise granted to financially assist others.

In total, \$5,130,678.79 was contributed or otherwise granted to financially assist others in 2020-2021.

DONATIONS

We provide a range of financial assistance programs to support community groups and organisations who add social, economic or environmental benefits to our city.

In 2020-2021, Council awarded a total of \$32,710.12 in donations and other financial assistance to community groups and organisations.

ANNUAL DONATIONS PROGRAM

APPLICANT	FUNDING AWARDED
The Friendship Force of Newcastle Inc.	\$2000
Permaculture Hunter	\$2000
Redhead Community Library	\$1800
Swansea Belmont Surf Life Saving Club	\$2000
Swansea District and Community Men's Shed	\$243.97
Warners Bay Lions Club	\$2000
TOTAL	\$10,043.97

OTHER DONATIONS AND FINANCIAL ASSISTANCE

1st Byattunga Scout Group	\$2000
1st Edgeworth Scout Group	\$2000
1st Warners Bay Scouts Group	\$958
Biraban Local Land Council	\$2000 of Council services
Charlestown Caring Group	\$1698
Community Activities Lake Macquarie Inc. (CALM)	\$2000
Lake Macquarie U3A (University of the Third Age)	\$1310
Many Nations United Newcastle	\$2000
Marine Rescue Lake Macquarie	\$3000 of Council services
Resident of Charlestown	\$187.50 of Council services
Resident of Eleebana	\$262.65 of Council services
Resident of Rankin Park	\$250 of Council services
Sunnyfield DisAbility Services	\$2000
Swansea Meals on Wheels	\$2000
Swansea Public School P and C Association	\$1000
TOTAL	\$22,666.15

NAIDOC WEEK

NAIDOC Week celebrations are held in July each year to recognise the history, culture and achievements of Aboriginal and Torres Strait Islander people across the country.

Due to COVID-19, the National NAIDOC Committee postponed the annual week to 8-15 November 2020.

Council has established a NAIDOC Week Fund to increase community awareness of Aboriginal and Torres Strait Islander people's achievements, culture and heritage. The fund supports culturally significant NAIDOC Week events and projects in Lake Macquarie City. Funded events and projects must engage local Aboriginal people in the planning, implementation and evaluation processes.

In 2020-2021, Council awarded a total of \$9175 for NAIDOC Week events in the city.

CATEGORY 1 (UP TO \$2500)

Category 1 funding was not offered in 2020-2021 due to COVID-19.

CATEGORY 2 (UP TO \$750)

APPLICANT	FUNDING AWARDED
ATWEA/Alesco College	\$630
Care Activities/CALM	\$545
Edgeworth Public School	\$750
Fennell Bay Public School	\$750
HIPPY Eastlakes	\$750
Kahibah Public School	\$750
Mount Hutton Public School	\$750
St Mary's Catholic College, Gateshead	\$750
Sugar Valley Neighbourhood Centre	\$500
Swansea Community Cottage	\$750
Toronto High School	\$750
Uniting Preschool Caves Beach	\$750
Windale Public School	\$750
Total	\$9175



YOUTH WEEK GRANTS

Council provides funding to support events and activities involving young people, aged 12-24, to occur in Lake Macquarie City during National Youth Week. Any non-profit organisation that is incorporated or auspiced by an incorporated organisation can apply for a grant of up to \$1000 to fund these activities or events.

In November 2020, the NSW Government announced the delivery of Youth Week from 16-25 April 2021. The grants program resulted in eight activities/events across the city. There were 110 young people involved in planning the activities/events, which were attended by 1391 young people.

In 2020-2021, Council awarded a total of \$8000 for Youth Week events and activities in the city.

APPLICANT	EVENT	FUNDING AWARDED
Belmont Neighbourhood Centre	Self-awareness day	\$1000
Community Activities Lake Macquarie	Online songwriting competition and one-day workshop	\$1000
Hunter Futurepreneurs	Youth artisan market	\$1000
Northlake Youth Service	Youth festival at Cameron Park	\$1000
PCYC Windale	Colour Run event	\$1000
Southlake Community Services	Youth Raw Challenge	\$1000
Swansea Community Cottage	Youth arts showcase	\$1000
Warners Bay High School	Mental health awareness day	\$1000
Total		\$8000

LOCAL HERITAGE PLACES FUND

Council offers small grants to owners of heritage-listed properties in Lake Macquarie, on a dollar-for-dollar basis, to assist with the maintenance of their properties.

In 2020-2021, Council awarded \$19,000 to five property owners.

LOCAL HERITAGE PLACES FUND

HERITAGE ITEM ADDRESS

PROJECT

FUNDING AWARDED

7 Maranatha Close, Belmont North	External brickwork repair and repainting	\$4000
17 Blackalls Avenue, Blackalls Park	External wood repair and repainting	\$4000
1/36 Smith Street, Charlestown	Drainage and external timber replacement	\$4000
87 Redhead Road, Redhead, The Gables	Replacement of slate roof and new copper gutters	\$4000
66 Speers Street, Speers Point	External timber repair and repainting	\$3000
TOTAL		\$19,000

RENT SUBSIDIES

Council leases premises to a variety of community and recreational groups. The rent subsidies provided by Council represent the difference between the determined market rent and the actual rent paid.

In 2020-2021, Council provided rent subsidies to a total value of \$3,661,379.50.

RENT SUBSIDIES

GROUPING

SUBSIDY

Child care centres	\$1,085,786.10
Clubs, non-profit organisations and community groups	\$2,575,593.40
TOTAL	\$3,661,379.50



In 2020-2021, Council awarded a total of \$246,989 for event funding in the city.

EVENT FUNDING PROGRAM

Council's event funding program recognises the vital role community groups and organisations play in the development of social capital and quality of life in Lake Macquarie.

Funding is provided in three categories:

Local events and celebrations

Local events, activities and celebrations staged for local audiences can be funded to support small businesses and increase community participation. These may be one-off activities or new events for the community, sporting or recreation clubs that celebrate a location or themes that are relevant to the local population.

Community events

Community funding recognises the vital contribution of not-for-profit organisations and groups in the development of a strong and resilient community. Community events should make a positive and ongoing contribution to the community. This funding is provided to assist event organisers to develop new events or improve existing ones while working towards event sustainability.

Sponsored events and festivals

Sponsorship funding is provided for high profile events and festivals, in recognition of the economic benefit and vibrancy they bring to Lake Macquarie City. Events and festivals in this category will attract visitation to the city from outside the region, and encourage residents to participate in major cultural, sporting and recreational activities.

LOCAL EVENTS AND CELEBRATIONS

APPLICANT	EVENT	FUNDING APPROVED	FUNDING RETURNED DUE TO COVID-19 CANCELLATION
Art Lovers Movement Inc.	Art Lovers Annual Art Exhibition - October 2020	\$2000	
Australian Fife Canary Club of NSW Inc.	Annual Canary and Caged Bird Exhibition - March 2021	\$720	
Belmont RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	\$2000
Boolaroo Speers Point RSL Sub-Branch	Remembrance Day - November 2020	\$550	\$550
Boolaroo Speers Point RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	
Cardiff Northlakes Brass Band Inc.	CNL Brass in Concert - April 2021	\$530	
Cardiff Northlakes Brass Band Inc.	CNL Brass in Concert - October 2021	\$620	
Cardiff RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	\$2000
Dementia Australia	Memory Walk and Jog - March 2021	\$2000	
Dudley War Memorial Land Manager	ANZAC Day 2021 - April 2021	\$2000	\$2000
Gateway Church Hunter Inc.	Swansea Carols - December 2020	\$2000	\$2000
Kahibah Business and Community Alliance	Kahibah Village Celebration - TBA 2021	\$1500	
Lake Macquarie Rowing Club	Lake Macquarie Rowing Club Regatta and Derby Day - October 2020	\$2000	
Lions Club of Valentine Inc.	ANZAC Day 2021 - April 2021	\$2000	\$2000
New Vine Lakes Baptist Church	Carols by the Lake - December 2020	\$2000	\$2000
Pelican Flat RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	
South Lake Macquarie RSL Sub- Branch	ANZAC Day 2021 - April 2021	\$2000	
Sugar Valley Neighbourhood Centre Inc.	ANZAC Day 2021 - April 2021	\$2000	\$2000
Swansea RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	
Toronto RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	\$2000
Wangi Lions	Carols on Dobell - December 2020	\$2000	\$2000
Wangi Wangi RSL Sub-Branch	ANZAC Day 2021 - April 2021	\$2000	
Waratah Brass Newcastle	Waratah Brass in Concert - September 2020	\$430	
Total		\$38,350	\$18,550

COMMUNITY EVENTS

APPLICANT	EVENT	FUNDING APPROVED	FUNDING RETURNED DUE TO COVID-19 CANCELLATION
Gateway Church Hunter Inc.	SwanFest: Swansea Food, Wine and Music Festival - April 2021	\$6500	\$6500
The Lakes Outrigger Canoe Club Inc.	2020 OC1/2 State Titles and OC6 Regatta - October 2020	\$4000	
NSW Rogaining Association	Lake Macquarie Rogaine - October 2020	\$2000	
Rotary Club of Warners Bay	Lake Mac Autumn Fayre - May 2021	\$5000	
Royal Motor Yacht Club Toronto	Lakefest 2021 - February 2021	\$5000	
Speers Point Amateur Sailing Club Inc.	Tasar 2021 NSW State Titles - April 2021	\$2000	
Swansea Belmont Surf Life Saving Club	Kracka Ironperson Challenge - November 2020	\$4500	
Swansea Belmont Surf Life Saving Club	Swansea Belmont Hit Out Series - November 2020	\$3000	
Toronto Tigers Baseball Club	Toronto Tigers Masters - September 2021	\$800	
Total		\$32,800	\$6500

SPONSORED EVENTS AND FESTIVALS

Athletics NSW Ltd	Fernleigh 15 - October 2020	\$5000	\$5000
GG Management (Aust) Pty Ltd	Lake Macquarie Running Festival - August 2021	\$10,000	
Hunter Academy of Sport	NSW Regional Academy Games 2021 - April 2021	\$1500	
Intensive Events	Lunar Electric - August 2021	\$5000	\$5000
Lake Macquarie Music Society	Lake Macquarie Philharmonic Orchestra presents 'An Afternoon at the Opera' - September 2020	\$10,000	
Maximum Adventure	Maximum Adventure Race Series - February 2021	\$10,000	
MG Car Club Newcastle Inc.	MG Car Clubs of Australia National Meetings - April 2022	\$5000	
Morisset Lake Macquarie Show	Morisset Lake Macquarie Show - February 2021	\$15,000	
NSW Rogaining Association	Lake Macquarie Rogaine 2021 - TBA 2021	\$2000	
Newcastle Pride Inc. (trading as Lake Macquarie Pride)	Ride with Pride and Pride by Night Street Eats - TBA 2022	\$7000	
Northern NSW Sabot Sailing Association Inc.	58th Sabot Sailing National Titles 2021-2022 - December 2021-January 2022	\$7500	
NSW Impulse Sailing Association Inc.	2021 NSW States and 2021 Impulse Nationals - April 2021-January 2022	\$7500	
Opera Hunter	Young Frankenstein the Musical - March 2021	\$10,839	
Playgrounds Park Pty Ltd	3x3 Basketball Lake Macquarie - April 2021	\$10,000	\$10,000
Playgrounds Park Pty Ltd	Skate, Scooter and Mountain Bike Lake Macquarie - June 2021	\$10,000	\$10,000
Rotary Club of Warners Bay Inc.	LOOP Charity Cycle Challenge - March 2021	\$5000	\$5000
Screen Hunter (a division of the Hunter Joint Organisation)	The Real Film Festival 2020 - November 2020	\$10,000	\$10,000
Tangerine Events	Lake Macquarie Food and Wine Festival - January 2022	\$12,500	
Warners Bay Business Network	Lake Macquarie Spring Fair - TBA 2022	\$20,000	
Warners Bay Chamber of Commerce	Music in the Podium - November 2020	\$12,000	
Total		\$175,839	\$45,000

COMMUNITY ENVIRONMENT GRANTS

The Community Environment Grants program was formerly known as the Environmental Sustainability Grants program. The program supports not-for-profit community organisations undertaking community-initiated projects that improve our local environment or inspire environmentally sustainable behaviour in our city.

In 2020-2021, Council awarded \$57,960.17 (including GST) in grant funding to 16 community and school groups.

APPLICANT	PROJECT	FUNDING APPROVED
ATWEA College	Alesco Hydroponic Garden	\$2100
Blackalls Park Community Preschool	Preschool vegetation and bee hives	\$1590
Blacksmiths Public School Parents and Citizens Association	Greenhouse irrigation	\$800
Carey Bay Preschool	Carey Bay Preschool Water Wise Project	\$3608
Charlestown East P&C Association	Charlestown East Public School Recycling Right Challenge	\$4629.65
Community Activities Lake Macquarie Inc.	CALM COVID masks	\$1000
Dudley Public School P&C Association	Dudley Eco-Sense Garden	\$4986.70
Eastlake Community Child Care Centre	Community Bush Tucker Garden	\$4550
Eastlakes U3A Inc.	Establishment of native habitat gardens that educate and promote biodiversity through the use of a variety of Indigenous plant species, on-site rainwater collection, on-site composting, and volunteer, member and community education	\$5000
Hillsborough Public School P&C Association	Outdoor cultural learning environment	\$4812.86
Southlake Community Services	Southlake Community Services community activation project - Yunung Community Garden	\$4331.50
Speers Point Parents and Citizens Association	Ready. Set. Grow.	\$3821.60
Trees In Newcastle	From seeds to leaves, improving biodiversity and connection to country	\$4950
Warm Blankets For Everyone Inc.	Sustainable warmth for Lake Mac	\$2200
Warners Bay Community Garden Inc.	Sustainable gardening through propagation	\$4979.86
Wyee Hub	Wyee Hub Fire Retardant Garden	\$4600
Total		\$57,960.17



ENVIRONMENTAL RESEARCH GRANTS

The Environmental Research Grants program supports projects that assist Council and other environmental managers to develop appropriate land use practices, plan remedial and preventative works, and adjust management strategies.

Council, with assistance from sponsors, has provided environmental management support in Lake Macquarie City since 1987. Sponsors of the Lake Macquarie Environmental Research Grants for 2020-2021 included Delta Electricity, Origin Energy, and Hunter Water Corporation.

In 2020-2021, four projects were funded for a total of \$25,000.


APPLICANT	PROJECT	FUNDING APPROVED (EX GST)
Assoc. Prof. Troy Gaston The University of Newcastle	Quantifying underwater sound and its effect on marine communities	\$6415
Dr Margaret Platell The University of Newcastle	Invertebrate food sources for recreationally-important fish in Zostera meadows: implications for management	\$4654
Dr Megan Huggett The University of Newcastle	The use of molecular techniques as indicators of estuary health	\$5931
Prof. Brett Neilan The University of Newcastle	Ecological ramifications of native seagrass exposure to toxic cyanobacterial species	\$8000
Total		\$25,000

CREATIVE INDUSTRY SEED GRANT

The Creative Industry Seed Grant aims to support projects and initiatives that provide opportunities for creative participation, stimulate high quality, diverse creative activity, and strengthen and expand the city's cultural and creative industries.

In 2020-2021, Council awarded a total of \$13,595 to 16 applicants as part of the 2021 Creative Industry Seed Grant.

APPLICANT	DESCRIPTION OF PROJECT	FUNDING AWARDED	FUNDING RETURNED TO OPERATIONAL BUDGET
Amanda Donoghue	Creation of new work - Partial funding to support equipment purchase	\$850	
Angela North	Creation of new work	\$1500	
Gloria (Goya) Tores	Creation of new work	\$1500	
Jess Kellar	Professional development	\$1500	
Jonathon Robles	Creation of new work - Partial funding to support equipment purchase	\$500	
Kylie Evans	Professional development	\$330	
Lente Oosthuizen	Professional development - Partial funding to support equipment purchase	\$750	
Lewis Bartho-Brown	Professional development - Partial funding to support equipment purchase	\$200	\$200 On notification of funding approval and required invoicing, applicant failed to pursue grant allocation
Libbie Ross	Creation of new work - Partial funding to support equipment purchase	\$500	



APPLICANT	DESCRIPTION OF PROJECT	FUNDING AWARDED	FUNDING RETURNED TO OPERATIONAL BUDGET
Melanie Muddle	Creation of new work	\$1500	
Monique Vincent	Creation of new work - Partial funding to support work creation	\$1000	
Reid McManus	Professional development - Partial funding to support equipment purchase	\$265	
Sarah Maine	Professional development - Partial funding to support equipment purchase	\$750	
Sarah Neilson	Professional development - Partial funding to support equipment purchase	\$750	
Swansea Community Cottage	Creation of new work	\$1500	
Tara Guilbert	Professional development - Partial funding to support equipment purchase	\$200	\$200 On notification of funding approval and required invoicing, applicant declined the grant
Total		\$13,595	\$400

INNOVATOR SUPPORT PROGRAM

The 2021 inaugural Innovator Support Program grant demonstrates Council's support and leadership in propelling local innovation. It aligns with Council's Innovators Support Roadmap, which seeks to grow a smart and innovative city with a resilient, diverse economy by investing in, nurturing, retaining and attracting the innovators of today and tomorrow.

The grant provides an opportunity for individuals and/or businesses to develop their ideas and test if there is a business opportunity, foster local innovation and provide benefits to the Lake Macquarie community.

Applicants were required to meet the following grant assessment criteria:

- address a local community challenge/problem
- provide a potential benefit to the community of Lake Macquarie
- align to one or more values in Council's Community Strategic Plan
- align to one or more of the United Nations Sustainable Development Goals
- be unique or innovative for Lake Macquarie.

In 2020-2021, \$14,470 was awarded to three applicants.

APPLICANT	PROJECT	FUNDING AWARDED
Printstream Newcastle Pty Ltd	Plastic Recycling System: Maximising Polymer Recovery and Reducing Lake Macquarie Waste	\$5000
Bridget Whitehead	Creative Ageing Roving Gallery	\$4920
Renee Tuxford	Marine Sustainability Program: Fishing Waste Initiative	\$4550
TOTAL		\$14,470

COVID-19 ASSISTANCE

During 2020-2021, Council continued to provide a diverse range of financial assistance for residents, the community and businesses affected by the COVID-19 pandemic.

In total, the financial support provided to these groups for COVID-19 during 2020-2021 amounts to about \$1,042,400.

Residential Support

FINANCIAL SUPPORT PROVIDED	NUMBER OF BENEFICIARIES	VALUE
One-month payment extension for all ratepayers (31 August 2020 delayed to 30 September 2020)	About 86,000 ratepayers	About \$80,000 interest income not earned
Waived credit card transaction fee (1 July 2020-31 December 2020)	8842 transactions	\$31,641
Waived direct debit dishonour fee (1 July 2020-4 January 2021)	435 transactions	\$54,375
Waived cheque dishonour fee (1 July 2020-4 January 2021)	4 transactions	\$172
COVID-19 Community Funding Program 2020-2021 (more information provided on pages 150-151)	27 community groups	\$99,963

In addition, we did not charge interest on overdue rates from 1 July 2020-31 December 2020. Based on 2019 actuals, this is estimated to be worth about \$135,000.

We also waived Merchant Service fees from 1 July 2020-30 November 2020. Based on 2019 actuals, this is estimated to be worth about \$10,000.

Community support

FINANCIAL SUPPORT PROVIDED	NUMBER OF BENEFICIARIES	VALUE
Rent abatement - community tenants	15	\$39,571
Winter sport fee waiver	Winter 2019-2020 season for all football codes, netball and baseball in Lake Macquarie	\$216,000
Family Day Care – delayed fee increases	74 educators 640 children	\$9720
Other fee waivers	2	\$4040

Business support

FINANCIAL SUPPORT PROVIDED	NUMBER OF BENEFICIARIES	VALUE
Rent abatement - commercial tenants	72	\$361,918





COVID-19 COMMUNITY FUNDING PROGRAM

The COVID-19 Community Funding Program was developed to assist local community organisations to respond to the COVID-19 pandemic. The funding program enabled direct service providers to support the increased number of vulnerable and at-risk communities during the COVID-19 pandemic and through the recovery phase. The program funded projects that directly supported the physical health and mental wellbeing, social connection and safety of vulnerable and at-risk groups within Lake Macquarie City.

The program provided a total of \$99,963 in funding, with individual grants limited to \$5000 per application.

APPLICANT	DESCRIPTION OF PROJECT	FUNDING AWARDED
1st Swansea Scout Group (The Scout Association of Australia, NSW Branch)	Purchase of computer laptop and modem/router to maintain documentation and facilitate training of members	\$2500
Baptistcare Hopetreet	Purchase of beanies, hygiene and sanitary products, food and food vouchers for distribution	\$5000
Belmont Community Care	Purchase of freezer and other equipment to assist with increased food distribution	\$5000
Belmont Community Child Care Centre	16-week program to enhance the mental health and wellbeing of children displaying anxieties as a result of COVID-19	\$5000
Blackalls Park Preschool	Yoga/mindfulness program for children displaying anxieties as a result of COVID-19	\$1726
The Canopy Inc.	Hand sanitisers, sneeze guards, other safety measures and video conferencing equipment	\$2585
Catholic Care Social Services Hunter-Manning	Provision of meals to those who are socially isolated and marginalised	\$2500
Community Activities Lake Macquarie Inc.	Provision of food vouchers and prepaid data to families receiving support to help reduce some of the financial strain as a result of COVID-19	\$5000
Dress for Success Sydney (Newcastle Team)	Provision of a 'pack and send' virtual styling service for women seeking employment (unable to provide their face-to-face styling service)	\$5000
Eastlakes U3A Inc.	Purchase of laptops to deliver classes for isolated seniors who are currently unable to attend U3A classes due to COVID-19 restrictions	\$5000
Families Supporting Families Inc.	A special event to encourage social connections for families with children living with disability/ additional needs during the October 2020 school holidays	\$800

APPLICANT	DESCRIPTION OF PROJECT	FUNDING AWARDED
Gateway Care	Shelving and equipment to enable increased food distribution	\$4750
Home-Start National Inc. (Home-Start Family Services)	Training of new volunteers to assist with delivering their program in response to increased need	\$5000
JobQuest-Penrith Skills for Jobs	Tablets to enable home preschool program to be delivered electronically, rather than paper-based	\$5000
Lifeline Direct	Supervision support for counselling volunteers – higher demand on service due to COVID-19	\$1800
Lions Club of Warners Bay	Purchase of device to enable contactless donations to be received	\$900
Newcastle Meals on Wheels	Funding to cover additional volunteer costs in delivering meals - fuel/transport and PPE	\$5000
Nova for Women and Children	Emergency assistance (including removalist costs), Opal cards and food vouchers for the increased number of clients they are working with	\$5000
Redhead Bowling Club Co-Op Limited	Purchase of various social distancing equipment - barriers/screens and hand sanitising stations	\$4177
Scout Association of Australia 1st Warners Bay Group	Computer and internet to enable programs to be delivered electronically, rather than paper-based	\$3990
Southlake Community Services Inc.	Food and hygiene products for the vulnerable	\$5000
Southlake Marketplace	Purchase of two large freezers to cater for increased meal distribution	\$3110
Sugar Valley Neighbourhood Centre	Purchase of low-cost laptops and tablets for loan for families, and food hampers to supplement existing supplies	\$4985
Swansea Community Cottage Inc.	Provision of counselling sessions for clients dealing with anxieties and other issues relating to COVID-19	\$3360
Uniting Preschool Caves Beach	20-week Yoga Wellbeing Program for children to address stress and anxieties	\$1780
Variety - the Children's Charity NSW/ACT	Laptops for children ('vulnerable' or in a 'high risk' category) who are unable to attend school	\$5000
Wangi Peter Pan Preschool	Family connection/celebration event to bring people back together	\$1000
Total		\$99,963



COMPANION ANIMALS

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(f), and the *Companion Animals Guidelines*, the report must include a detailed statement of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1988 (CA Act)* and the *Companion Animal Regulation 2018*.

OUR ROLE

Council Rangers are responsible for enforcing NSW companion animal legislation. Rangers promote and facilitate responsible ownership of dogs, cats and general animal welfare by focusing on the legitimate needs of pets and their owners, while respecting the rights of other members of the community and protecting the environment.

REVENUE

Council received \$277,959 in companion animal revenue in 2020-2021, which includes companion animal registrations, infringement notices for breaches under the *Companion Animals Act 1988*, and annual permits for non-desexed cats and dangerous dogs.

There has been a reduction in revenue received due to a significant increase in failure to pay for companion animal related infringements, with nearly 75 per cent outstanding.

Council's expenditure for the year included contract payments to the RSPCA as our pound provider, and wages for two Council staff members who form the dog response team, and for administration staff at Council who assist with companion animal data entry, communications with animal owners and payment processes. General duties Rangers also assist with animal impounding and seizures of stray and roaming dogs. The figure for all companion animal-related duties and equipment exceeds \$400,000.

IMPOUNDED ANIMALS

Council Rangers impounded 899 companion animals during 2020-2021.

Council Rangers returned 180 pets to their owners, and 719 were transported to the RSPCA.

When a Council Officer collects an animal, it is checked for identification and returned to the owner as of the first option. If the owner cannot be identified, a Ranger will take the animal to the RSPCA pound at Rutherford, where it is held, pending the owner's claim. If the animal is not claimed, Council's pound agent, the RSPCA, will assess the animal's suitability for rehoming.

DOG ATTACKS

Over the past year, there were 370 dog attack reports. Of these, 218 involved other animals and 152 involved people.

Council Rangers investigate all matters reported to Council. Some dog owners are issued with infringement notices and some may be issued with a control order to ensure public safety.

RESPONSIBLE PET OWNERSHIP EDUCATION

Information online at lakemac.com.au educates people about their responsibilities as pet owners and actively promotes the importance of de-sexing dogs and cats in the city.

Signage at Council parks, beaches and reserves informs residents of their responsibilities with their companion animals in public. The signage targets issues like keeping dogs on a leash, keeping animals away from children's play areas, and promoting all of our 'dogs off-leash' areas.

Council recently started a resident mailout to inform all companion animal owners of their responsibilities and obligations under the *Companion Animals Act 1988* to obtain annual permits and to ensure they register their dogs and cats. By improving registration rates and delivering targeted education, Council aims to increase the number of pets returned to their owners and reduce the number of animals taken to the RSPCA.

Council Rangers had to reduce some of the planned face-to-face education programs at dog parks, reserves and ovals in Lake Macquarie City this year due to the continuing COVID-19 restrictions.

ALTERNATIVES TO EUTHANASIA FOR UNCLAIMED ANIMALS

Lake Macquarie City Council and the RSPCA have established relationships with various companion animal welfare groups to increase the number of animals being re-homed in the community.

OFF-LEASH AREAS FOR DOGS

Council provides off-leash areas for dogs at:

- Barnsley
- Belmont North
- Blackalls Park
- Blacksmiths
- Bolton Point
- Bonnells Bay
- Booragul
- Buttaba
- Cardiff
- Caves Beach
- Charlestown
- Coal Point
- Croudace Bay
- Dora Creek
- Gateshead
- Marks Point
- Morisset
- Rathmines
- Redhead
- Redhead Beach
- Speers Point
- Swansea
- Toronto
- Valentine
- West Wallsend
- Windale
- Wyee.

For details of off-leash areas, visit lakemac.com.au.

CONTROLLING INTERESTS AND SERVICE CHARGES

CONTROLLING INTERESTS IN COMPANIES

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a7), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which council held a controlling interest.

Council holds no controlling interests in companies.

STORMWATER MANAGEMENT CHARGE

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(e), the report must include a statement detailing the stormwater management services provided (if levied).

Council does not administer an annual charge for stormwater management services.

COASTAL PROTECTION SERVICES CHARGE

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(e1), the report must include a statement detailing the coast protection services provided (if levied).

Council does not administer an annual charge for coastal protection services.

INSPECTIONS OF PRIVATE SWIMMING POOLS

In accordance with the *Swimming Pools Act 1992*, section 22F(2), and the *Swimming Pools Regulation 2018*, clause 23, the report must include details of inspections of private swimming pools.

Council performs inspections of swimming pools in the city, in accordance with the *Swimming Pools Act 1992* and the *Swimming Pools Regulation 2018*.

Inspections of tourist and visitor accommodation	17
Inspections of premises on which there were more than two dwellings	6
Number of properties issued with a certificate of compliance	1520
Number of properties issued with a certificate of non-compliance	70



PUBLIC INTEREST DISCLOSURES

In accordance with the *Public Interest Disclosures Act 1994*, section 31, and the *Public Interest Disclosures Regulation 2011*, clause 4, Council must provide information on its public interest disclosure activity as part of the Annual Report.

Council strives to act in the best interests of the community by upholding the principles of honesty, integrity and transparency in the administration of Council funds and assets.

In conjunction with Council's Fraud and Corruption Prevention Policy and its Codes of Conduct, the Public Interest Disclosures (PID) Internal Reporting Policy is committed to the aims and objectives of the *Public Interest Disclosures Act 1994* (the PID Act), recognising the value and importance of public officials (Councillors, staff and contractors) who report wrongdoing.

Council has distributed policies to employees through Code of Conduct training and Council's

intranet. New employees receive information at induction training.

For the reporting period, one disclosure was made in relation to one matter that met the definition

of being a public interest disclosure under the PID Act. The matter was finalised during the reporting period. One disclosure from a previous reporting period was also finalised during the period.

	MADE BY PUBLIC OFFICIALS PERFORMING THEIR DAY-TO-DAY FUNCTIONS	UNDER A STATUTORY OR OTHER LEGAL OBLIGATION	ALL OTHER PIDS
Number of public officials who made PIDs directly	1		
Number of PIDs received	1		
Of PIDs received, number primarily about:			
• Corrupt conduct	1		
• Maladministration			
• Serious and substantial waste			
• Government information contravention			
• Local government pecuniary interest contravention			
Number of PIDs finalised	2*		
Have you established an internal reporting policy?	Yes		
Has the head of your public authority acted to meet their staff awareness obligations?	Yes		

*One from a previous reporting period.

PUBLIC ACCESS TO INFORMATION

In accordance with the *Government Information (Public Access) Act 2009*, section 125(1) and the *Government Information (Public Access) Regulation 2018* clause 8, schedule 2, the report must include information on government information public access activity.

The main purpose of the *Government Information (Public Access) Act 2009* (GIPA Act) is to provide the public with access to as much relevant information held by local government agencies as possible, in the circumstances of each request.

The benefit of this legislation is to provide more open, accountable and transparent government. Council provides information to the community in three key ways:

- open access to information that is readily available
- access to information that can be disclosed to the public by informal release, for example, where no third party personal information is involved

- access to information that requires a formal access application, for example, where consultation with a third party is required.

OPEN ACCESS TO INFORMATION

Council releases a wide variety of information for open access through its website, including policies, planning documents, development application information, Council business papers and Council meeting minutes.

PROACTIVE RELEASE OF INFORMATION

Council is committed to the proactive release of information on its website, via media releases and various social media platforms.

In 2020-2021, Council continued to use social media platforms Facebook, LinkedIn, Twitter, Instagram and YouTube to distribute information to the community.

Each year, Council conducts a review, as required under section 7 of the GIPA Act, to identify further information it will proactively release through its website, social media and other publications.

Council's program for proactive release of information involves reviewing formal and informal

access applications received to determine the kind of information the community is seeking. Customer Service Centre staff are regularly consulted about the types of requests they receive through telephone calls, emails and at the service counter.

In the last financial year, more than 251 media releases and news stories were distributed to the community, along with four print editions of the Your City newsletter, which was sent to every household in the city. In addition, the Your City e-newsletter was issued to more than 9655 subscribers, with 24 e-newsletter editions sent last financial year.

COVID-19 RESPONSE

During 2020 and 2021, life in Lake Macquarie changed as a result of the evolving situation with the COVID-19 pandemic. During this difficult and changing time, we developed a special COVID-19 section on Council's website to assist the community and distribute information freely and effectively. Council is particularly mindful of those people in our community who are most vulnerable and socially isolated. This section on the website helps our community to stay connected and access the services and information they need.

As the COVID-19 situation evolved, a city-wide summer safe campaign was developed to raise awareness about the need to maintain social distancing and hygiene measures during the holiday period. This further helped mitigate the risk of spread at our beaches, parks and public areas.

The COVID-19 page provided community support information including:

- 2020-2021 rates notice schedule
- financial hardship assistance
- support for local sporting clubs
- Community Connections and well-being directory
- cyber security
- news for carers and care recipients
- seniors helpline contacts
- disability information helpline contacts.

The section provided residents with up-to-date changes to Council services and facilities in accordance with the Public Health Order. This included changes to the operations of our front-facing services, such as our waste management facility, libraries, holiday parks and other critical services. It also provided a list of our sporting and recreation facilities across the city, advising whether they were open and if any restrictions were in place. These pages attracted 40,255 views.

The COVID-19 pandemic has also heavily impacted our local businesses. The local business support page, which was created last financial year, continued to provide information to the local business community on how to access advice, financial support and practical resources.

SHAPE LAKE MAC

Council's online engagement portal has continued to provide information to the community. In the last 12 months, there were more than 103,000 visits to the online portal across 50 active projects. Projects included providing thoughts on the proposed route, design and other elements of the Fernleigh Awabakal Shared Track (FAST) and providing feedback to help develop draft long-term strategies for the city including the Lake Activation Strategy and Parks and Play Strategy.

The portal provides detailed information on current projects and allows residents to provide feedback and comment. Residents can register and are notified via email when new projects are seeking community feedback. There are more than 4550 'active participants' using the Shape Lake Mac online engagement portal.

Despite COVID-19, Council engaged with about 550 community members at pop-up consultation stalls and workshops. Additionally, there were more than 18,000 visits to Council's online interactive mapping tool, Social Pinpoint.

COUNCIL WEBSITE

Council continually reviews the content available on its website to ensure it is transparent, accurate and informative. During 2020-2021, Council's website had 4,246,260 views and 1,768,212 sessions.

Most frequently visited pages



HOMEPAGE VIEWS

488,056



BULK WASTE COLLECTION DATES BY SUBURB VIEWS

132,946



WHEN ARE YOUR BINS COLLECTED VIEWS

95,798



BULK WASTE VIEWS

84,886

During 2020-2021, we continued to make improvements to Council's website, including improved online access to information and services:

- **Web chat** – We introduced a web chat integration on a selection of webpages to allow visitors to directly communicate with us while on our website.
- **Community portal** – We continued to roll out our new service-based website streamlining our services online.
- **Digitisation of services** – We continued to transform services online, converting PDF forms to digital forms. We received 22,662 online form submissions during the 2020-2021 financial year.
- **General enquiry documents** – We continued to review and improve access to information available on the website.

FORMAL ACCESS REQUESTS

In addition to open access and proactive release of information, Council provides information to the community in response to formal information requests under the GIPA Act. A full report on Council's compliance with the Act is available upon request.

132

NUMBER OF ACCESS TO INFORMATION REQUESTS RECEIVED

Council received 132 formal access applications (including withdrawn applications, but not invalid applications).

1

NUMBER OF ACCESS TO INFORMATION REQUESTS DECLARED INVALID

128

TIMELINESS OF (VALID) APPLICATIONS

Council made decisions on 128* applications within the statutory timeframe (20 days plus any extensions).

Three applications were decided after 35 days by agreement with the applicant.

One application was not decided within time (deemed refusal).

*This figure may include applications received in the previous reporting year, but processed in the statutory timeframe.

4

NUMBER OF APPLICATIONS IN WHICH ACCESS TO INFORMATION WAS REFUSED EITHER WHOLLY OR PARTLY DUE TO LEGAL PROFESSIONAL PRIVILEGE

Council partly refused three applications and one application was wholly refused as the applications were for the disclosure of information referred to in Schedule 1 of the GIPA Act (information for which there is conclusive presumption of overriding public interest against disclosure).

REASONS INFORMATION WAS NOT DISCLOSED

REASONS AGAINST DISCLOSURE (CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE)*	NUMBER OF TIMES CONSIDERATION USED
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Legal professional privilege	4
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REASONS AGAINST DISCLOSURE (OTHER PUBLIC INTEREST CONSIDERATIONS)*	NUMBER OF TIMES CONSIDERATION USED
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Responsible and effective government	18
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Law enforcement and security	3
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Individual rights, judicial processes and natural justice	28
---	----

Business interests of agencies and other persons	7
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OUTCOME OF FORMAL APPLICATIONS RECEIVED*	NUMBER OF TIMES CONSIDERATION USED
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Access granted in full

Private sector business	29
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Not-for-profit organisations or community groups	1
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Members of the public (application by legal representative)	22
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Members of the public (other)	36
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Access granted in part

Members of the public (application by legal representative)	4
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Members of the public (other)	11
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OUTCOME OF FORMAL APPLICATIONS RECEIVED*	NUMBER OF TIMES CONSIDERATION USED
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Access refused in full

Members of the public (application by legal representative)	4
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Members of the public (other)	16
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Information not held

Members of the public (application by legal representative)	1
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Members of the public (other)	5
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Information already available

Private sector business	1
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Members of the public (application by legal representative)	3
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Members of the public (other)	2
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Refuse to deal with application

Members of the public (other)	1
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Application withdrawn

Private sector business	3
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Members of the public (other)	5
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*More than one decision can be made in respect of a particular access application.



DISABILITY INCLUSION ACTION PLAN

In accordance with the *Disability Inclusion Act 2014*, section 13(1), the report must include information on the implementation of Council's Disability Inclusion Action Plan.

Council made progress in the following four focus areas of its Disability Inclusion Action Plan 2017-2021.

SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

To support access to meaningful employment, we:

- reviewed the Hiring Managers Guide for Employing People with Disability
- held internal discussions regarding an identified trainee role to work within our Arts, Culture and Tourism and Customer Experience departments
- organised a work experience program, including suitable tasks for high school students under the special education program, resulting in a placement from Warners Bay High School

- facilitated an information session on working with people with disability for staff who would be working with the work experience student from the Warners Bay High School support unit
- met with disability provider Clear Sky to discuss possible collaboration for work experience in Council's outdoor/parks areas
- participated in Council's Equal Employment Opportunity and Diversity Working Group meeting
- participated in regular meetings to develop a Volunteer Portal, which has been identified in the draft Volunteering Strategy.

CREATING LIVEABLE COMMUNITIES

To create more liveable communities, we:

- completed 17 non-discriminatory referrals for Council master plans and development applications for recreation facilities
- investigated Tovertafel, an interactive light project game designed for people with dementia and people with cognitive disabilities, with a view to implement a trial with a local disability provider

- investigated the Zero Barriers project, an initiative developed by Multicultural Network Sydney, which provides support and guidance to businesses and assists with addressing barriers for customers with disability
- represented the needs of the target group through participating in the following internal strategy consultations:
 - Lake Activation Strategy
 - Parks and Play Strategy
 - Public Amenities Strategy
 - Sports Strategy
- participated in reviews/attended meetings to stay abreast of changes in legislation, including:
 - review of the Design and Place state policy
 - review of the Disability (Access to Premises-Buildings) Standards 2010
 - Understanding and Applying Specialist Disability Accommodation design standard training hosted by the Association of Consultants in Access Australia (ACAA)

- People and Transport webinar as part of Universal Design Conference 2020 to update knowledge of Disability Standards for Accessible Public Transport
- Building Code of Australia to include accessibility requirements for Class 2 buildings, hosted by ACAA (the changes will be introduced in 2022)
- continued to advocate for more inclusive and accessible events and programs when developing a program of activities for Children's Week events and NSW Seniors Festival
- developed an Accessibility Plan as part of a funding application for Float Your Boat 2021
- evaluated the Open Studios event held in 2020, with recommendations made to improve accessibility and inclusiveness for the 2021 program (access features of venues/exhibitions were included in promotional materials for the 2021 program)
- attended the Australian Deaf Games 2022 'one year to go' launch at Newcastle Museum

- participated in Australian Deaf Games 2022 working party meetings focusing on deaf awareness and Auslan training requirements for staff, tourism providers, businesses and volunteers in preparation for the games.

BUILDING POSITIVE ATTITUDES

To build positive attitudes about disability, we:

- developed the draft Disability Inclusion Action Plan (DIAP) 2021-2025 in consultation with the community
- continued to build networks and skills of participants through the Me2 program. The Me2 program provides free, inclusive activities for people of all abilities. Twenty-six sessions were organised, covering a range of topics including chair yoga, cricket, African drumming and lawn bowls. In total, 259 participants attended and were supported by care workers.
- prepared and distributed six newsletters to 960 individuals and service providers
- hosted two sensory photo shoots with Santa at Blacksmiths Beach and viewing platform

- continued to monitor the supply of free master locksmith access keys to eligible residents, with a total of 140 keys allocated
- resolved seven access enquiries from the community
- attended relevant networks and forums, including Hunter Future Choices Expo (an annual school-leavers expo for children transitioning to disability programs and employment)
- participated in five Hunter Central Coast Ageing and Disability Collaborative meetings
- held a World Elder Abuse Day event at Charlestown Square on 18 June 2021
- facilitated six meetings of Council's Ageing and Disability Advisory Panel.

ACCESSIBLE SYSTEMS, INFORMATION OR PROCESSES

To create accessible systems, information and processes, we:

- continued to update Council's website to include information for people with disability regarding COVID-19 and service alterations
- updated accessible facilities information on Council's website.

FAIR AND EQUAL EMPLOYMENT

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a9)(v), the report must include a statement of activities to implement Council's Equal Employment Opportunity (EEO) and Diversity Management Plan.

Council's EEO and Diversity Management Plan 2019-2022 provides a range of strategies ensuring Council operates with the principles of fairness and equity.

The plan reflects Council's commitment to achieving our vision of being a vibrant regional city of opportunity, prosperity and diversity. It continues our commitment to fostering a workplace culture that is inclusive, respectful, promotes diversity and embraces the unique skills and qualities of our people. This commitment is core to our day-to-day work at Council and is reflected in our organisational values.

The plan includes ongoing strategies, as well as a number of new initiatives to be implemented throughout its four-year lifespan.

Council implemented several strategies over the past 12 months to support equity and diversity objectives.

During 2020-2021, we:

- worked in partnership with external experts to assist with supporting people with disability to apply for roles
- engaged with agencies and networks for support and advice for increasing applications from Aboriginal and Torres Strait Islander people
- received recruitment exemptions from Anti-Discrimination NSW for 10 Trainee Works Assistant roles (five female and five Aboriginal and Torres Strait Islander exemptions) and are awaiting approval for one further Aboriginal and Torres Strait Islander Trainee position
- became the first NSW local government body to partner with the Veterans Employment Program, a program initiated by the NSW Government to raise awareness of the values and experience of our veterans
- partnered with not-for-profit organisations to support culturally diverse people in our community
- worked to implement a Commonwealth-funded Indigenous employment mentoring program
- developed a fortnightly newsletter to agencies and support organisations to assist and support applicants from our target EEO groups
- updated our website careers page to include diversity and inclusion information on how people can request adjustments through the recruitment process
- reviewed our merit-based recruitment process to raise awareness and experience of recruitment panel members in shortlisting and assessing applicants from our diverse target groups
- started reporting the number of applicants and new starters within our diversity target groups, which has seen 18 Aboriginal people, nine people from culturally diverse backgrounds, three people with disability and two veterans begin employment during 2020-2021



- provided accessibility support for employees with disability to help them acclimatise to the new work environment as part of our Administrative Centre refit
- delivered the Inclusive Leadership program to our Executive, managers and nominated staff to grow our inclusive leadership awareness and capability
- delivered EEO and diversity sessions for leaders to educate, engage and determine diversity and EEO actions at the department level
- incorporated diversity in teams and unconscious bias training into staff development training, Future Leaders Program and Selection on Merit training
- exhibited at virtual career fairs and expos, promoting Council as a great place to work and encouraging people from many industries and fields to consider a career in Council
- continued our ongoing Education to Employment (E2E) program, which is a framework to build the number of trainees, apprentices and cadets employed directly by Council
- worked in partnership with the University of Newcastle to place an international student to develop an international marketing strategy for our tourism team
- continued to support employees to plan and achieve their career goals
- continued to support carers through initiatives under the Carers' Leave provisions of our 2018 Enterprise Agreement. Increased access to extended leave recognises the additional responsibilities of carers within the community and our workplace.

WORKFORCE DIVERSITY

56%

MALE

44%

FEMALE

2.4%

**ABORIGINAL OR TORRES
STRAIT ISLANDER**

0.5%

EMPLOYEES WITH DISABILITY

VOLUNTARY PLANNING AGREEMENTS

In accordance with the *Environmental Planning and Assessment Act 1979*, section 7.5(5), the report must include particulars of compliance with, and the effect of, planning agreements in force during the year.

A voluntary planning agreement is an agreement entered into by a planning authority, such as Lake Macquarie City Council, and a developer. Under the agreement, a developer agrees to provide or fund public amenities and public services, affordable housing, transport and/or other infrastructure. Contributions can be made through dedication of land, monetary contributions, construction of infrastructure or provision of material public benefit.

AGREEMENTS IN FORCE

Council is required to report annually on planning agreements that were in force during the year. Five planning agreements were in force during 2020-2021, as outlined below.

DEVELOPMENT	AGREEMENT DETAILS	DATE MADE
JOHNSON PROPERTY GROUP LTD Rezoning of land at North Cooranbong - Residential land subdivision	<p>The agreement prescribes a range of public benefits in the form of land dedication, capital works and cash contributions that include:</p> <ul style="list-style-type: none"> • open space land • recreation facilities • community facilities land and capital works • road works. <p>It also prescribes the dedication of 119.24ha of conservation land and payment of endowment fund monies of about \$1 million (plus indexation) relating to this environmental corridor.</p> <p>The developer will be required to prepare a rehabilitation and maintenance plan for the environmental area, and provide a maintenance schedule for five years for the following facilities, once completed:</p> <ul style="list-style-type: none"> • on-site neighbourhood park • on-site sports facility and dog exercise park • north and south local parks • town common neighbourhood park and sports facility area • multi-purpose centre. 	26 November 2008* *most recent revision, 7 June 2021

	DEVELOPMENT	AGREEMENT DETAILS	DATE MADE
STANNIC SECURITIES PTY LTD	Rezoning of land at Bonnells Bay	The agreement provides for Stannic Securities Pty Ltd to dedicate conservation land to Council at no cost. The developer will also prepare a management plan for the conservation land, to provide for the rehabilitation and maintenance of the land over a three-year period by the developer at their cost.	3 March 2009
HYDROX NOMINEES PTY LTD	Employment generating development at Windale	<p>The agreement provides for the developer to:</p> <ul style="list-style-type: none"> • acquire and transfer to Council various unformed roads land (4.35ha) • undertake maintenance works on the proposed environmental conservation land, which includes the preparation of a vegetation management plan for a minimum of three years, or until the land reaches a stable state (as defined in the planning agreement) • assist Council in the preparation of a plan of management for the offset site • pay an endowment fund of \$429,000 (plus indexation) to Council to support the ongoing management of the biodiversity offset lands. <p>Under the agreement, Council is required to reclassify the roads land (once it has been transferred to Council) from operational land to community land, to support its proposed end use as a biodiversity offset.</p>	21 January 2015
METROMIX PTY LTD	Quarry extension at Teralba	The developer is to pay a haulage contribution to Council for the renewal and repair of parts of Rhondda Road, Wakefield Road, Northville Drive, Railway Street, William Street, Short Street, York Street and Toronto Road, Teralba. The haulage contribution paid to Council is at a rate of \$0.066 (plus indexation) per tonne per kilometre of materials hauled.	6 February 2017
HAMMERSMITH MANAGEMENT PTY LTD	Rezoning of land at George Booth Drive, Edgeworth	The agreement requires the landowner to improve or maintain the biodiversity values of the offset land for a period of 10 years (or as otherwise agreed between the parties) from the date a construction certificate is granted for subdivision work on the land. Once that maintenance period is complete, the landowner will dedicate the offset land to Council. When the land is dedicated to Council, the landowner will pay a monetary contribution to Council for the maintenance in perpetuity of the offset land from the date it is dedicated. The landowner has also agreed to register a BioBanking agreement for land within Lot 2 DP 1050996 and to acquire and retire biodiversity credits in connection with the development of the land.	13 August 2018

CONTRACTS AWARDED

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a2)(i),(ii), the report must include details of each contract awarded (whether as a result of tender or otherwise) (other than employment contracts and contracts less than \$150,000).

The below is a list of new contracts, or renewals of existing contracts, entered into for the financial year 2020-2021. Contracts are listed from highest to lowest spend.

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Asphaltic concrete and bitumen emulsion services*	Accurate Road Repairs Pty Ltd	Schedule of rates
	Boral Construction Materials	
	Colas New South Wales Pty Ltd	Estimated spend of the panel contract \$20,000,000
	Downer Edi Works	
Heavy and small plant and truck hire*	Fulton Hogan Industries Pty Ltd	Schedule of rates
	Allscho Bulldozer Hire Pty Ltd	
	Australian Catchment Management Pty Ltd	Estimated spend of the panel contract \$8,600,000
	Australian Civil & Environmental Services Pty Ltd	
	B & N Excavations Pty Ltd	
	Barneys (NSW) Pty Ltd	
	Base Course Management NSW Pty Ltd	
	Bruces Water Cartage	

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Heavy and small plant and truck hire (continued)*	Conplant Pty Ltd	
	Cramps Earthmoving Pty Ltd	
	Dannenberg Earthmoving Pty Ltd	
	Excom Civil Pty Ltd	
	Fenech Group Pty Ltd	
	Fluren Pty Ltd	
	Glenn Anderson Earthmoving	
	Ian Rich Asphalt Pty Ltd	
	John E Hogan Pty Ltd	
	JP Civilworx	
	Julestan Pty Ltd	
	Kennards Hire Pty Ltd	
	Lawcon Plant Hire	
	Mason Earthmoving	
	MR Diggitt Pty Ltd	
	Newcastle Car & Truck Rental-Carljohn Pty Ltd	
	Noraville Earthmovers	
	Premiair Hire	
	Pryor Plant Hire Pty Ltd	
	T & N Earthworks Pty Ltd	
	T A T S Downunder Pty Ltd	
	The Excavation Specialists	
	Tutt Bryant Hire Pty Ltd	
	Wilson Lift (NSW) Pty Ltd	

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Creating Spaces - Administrative Centre workspace refit	Built Pty Limited	\$8,207,817
Facilities management*	Agility Professional Tree Service Pty Ltd	Schedule of rates Estimated spend of the panel contract \$7,300,000
	Air Conditioning Industries	
	Amalgamated Steam & Heating	
	Atf Services Pty Ltd	
	BB Memorials & Cemetery Services	
	Bulls Mowing & Yard Services	
	Chubb Fire & Security Ltd	
	Collaborative Construction Solutions	
	Combined Safety Services	
	E Turf Pty Ltd	
	Garter Electrical Services Pty Ltd	
	GB Electrical Contractors Pty Ltd	
	Hunter Tech Services Group Pty Ltd	
	Kane Millerd Pest Control	
	Kone Elevators Pty Ltd	
	Kurri Kurri Community Services Ltd	
	Mark Leatham Painting	
	Mat Brown Building Pty Ltd	
	Matt Ferry Carpentry Pty Ltd	
	Mullane Maintenance Pty Ltd	
	Nac Services	

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Facilities management (continued)*	O'Brien Electrical Cardiff	Schedule of rates Estimated spend of the panel contract \$3,000,000
	Quantic Security Pty Ltd	
	Remondis	
	Robson Turf	
	RTC Facilities Maintenance Pty Ltd	
	SB Glass & Glazing - S & R Blakey Pty Ltd	
	SLR Consulting Australia	
	SNK Group Pty Ltd	
	Squeaky Group	
	Stowe Australia Pty Ltd	
	Sweeneys Pumps & Irrigation	
	Terry Keelan Plumbing	
	Tim Batt Water Solutions Pty Ltd	
	Total Earth Care Pty Ltd	
	Treeserve Pty Ltd	
Construction of Thomas H. Halton Park	Tenite Pty Ltd trading as B&K Revegetation & Landscaping	\$3,432,676
Traffic control and management*	Watchout Training & Traffic Control	Schedule of rates
	Workforce Road Services Pty Ltd	Estimated spend of the panel contract \$3,000,000



GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Construction of Multi Arts Pavilion	Lloyd Group	\$2,467,089
Skate Lake Mac	Convic Pty Ltd	\$2,389,051
Landcare and Sustainability Resource Centre	Think Projects Group Pty Ltd	\$2,147,736
Pearson Street Pedestrian Mall upgrade	Collaborative Construction Solutions Pty Ltd	\$1,652,006
Supply and delivery of four 20m ³ side load garbage trucks	Gilbert and Roach	\$1,574,161
Edgeworth Senior Soccer amenities and car park upgrade works	Collaborative Construction Solutions Pty Limited	\$1,521,043
Supply and delivery of bulk fuel and diesel exhaust fluid	Ampol Limited	\$1,500,000
Ready mixed concrete*	Boral Construction Materials	Schedule of rates
	Daracrete Pty Limited	
	Entire Concrete Pty Ltd	
	Hanson Construction Materials Pty Ltd	Estimated spend of the panel contract \$1,500,000
	Holcim (Australia) Pty Ltd	
	Hunter Ready Mixed Concrete Pty Ltd	
	Hymix Australia Pty Ltd	
	Premier Concrete (NSW) Barrett Barkey Pty Ltd	
	Redicrete Pty Ltd	

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Green compostable bin liners and kitchen caddies	Source Separation Systems Pty Ltd	\$1,250,000
Bituminous spray seal*	Boral Construction Materials	Schedule of rates
	Colas New South Wales Pty Ltd	Estimated spend of the panel contract \$1,200,000
	Fulton Hogan Industries Pty Ltd	
City-wide modular toilet replacements (Stage 2)	Pureablue	\$1,197,069
Aggregates, glass sand and pavement materials	Boral Construction Materials	Schedule of rates
	Concrush Pty Ltd	
	Daracon Quarries	
	Hanson Construction Materials Pty Ltd	Estimated spend of the panel contract \$993,000
	Metromix Quarries	
	Great Lakes Aggregates trading as GL Concrete	
Leachate tankering services	Karuah East Quarry Pty Ltd	\$800,000
	Rico Enterprises Pty Ltd as trustee for the Rico Family Trust trading as Solo Resource Recovery	
Awaba Waste Transfer Station roof construction	ENGIE Mechanical Services Australia Pty Ltd	\$752,510
Park and playground upgrades	Moduplay	\$736,000
Sports field lighting (Pelican, Windale and Rathmines)	Rees Electrical	\$639,510

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Croudace Bay Sport Field lighting	Rees Electrical	\$625,900
Production press replacement	Viatek/Xerox Business Centre Pty Ltd	\$617,275
Creating Spaces - audio visual	Star Electrical Co Pty Ltd	\$585,797
Cooranbong Bridge upgrade and strengthening work	Fortec Australia Pty Ltd	\$581,962
Garden Suburb Community Hall upgrade	JNA Developments Pty Ltd	\$530,933
Swansea Centre HVAC and BMS upgrade	ENGIE Mechanical Services Australia Pty Ltd	\$523,520
Road and line marking*	Combined Traffic Management Pty Ltd	Schedule of rates
	Oz Linemarking NSW Pty Ltd	Estimated spend of the panel contract \$500,000
	Whiteline Road Services (Hunter)	
Jetty replacement - Belmont Street, Swansea	Hunter Wharf & Barge	\$449,910
Design and construct play structure - Variety Playground, Speers Point Park	Mat Brown Building Pty Limited	\$323,800
Wangi Wangi Creative Hub upgrade	RTC Construction NSW Pty Limited	\$271,712
Cameron Park Rural Fire Service Command upgrades	Mat Brown Building Pty Limited	\$269,680

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
Fernleigh Awabakal Shared Track (FAST) - Southern section - watermain relocation and conduit works	Mullane Construction Plumbing Pty Ltd	\$261,430
Energy storage system and electric vehicle provisioning at Swansea Multi-purpose Centre	Solar Power Australia Pty Ltd	\$242,450
Provision of legal services*	Bartier Perry Pty Limited	Schedule of rates
	Holding Redlich	
	Local Government Legal	Estimated spend of the panel contract \$225,000
	Maddocks Lawyers - Office Accounts	
	Matthews Folbigg Pty Ltd – Parramatta	
	Moray & Agnew – Newcastle	
Reay Park multicourt and toilet replacement	Mat Brown Building Pty Ltd	\$224,160
Excelsior Parade embankment stabilisation	TOISCH PTY LTD	\$220,000
ASP 1 electrical relocation works	Giant Electrical Pty Ltd	\$219,000
Multi-Arts Pavilion, mima, audio-visual technical supply - design and installation	Datascene Pty Limited	\$216,889
Pontoon Jetty - Balcolyn Boat Ramp	Hunter Wharf and Barge Pty Ltd	\$212,080

GOODS OR SERVICES	CONTRACTOR	AMOUNT (EX GST)
New door and roof awning at Lake Macquarie City Council Depot, Boolaroo	Mat Brown Building Pty Ltd	\$211,117
Thomas Street, Cardiff, watermain relocation	H L Mullane & Son Pty Ltd	\$209,606
Lake Macquarie City Council Lake Aquatic Strategy 2020-2030	Umwelt Pty Ltd	\$200,410
Design and construct croquet facility, Pelican	Renworx Pty Ltd	\$191,970
Warners Bay Theatre technical systems upgrade	The P.A. People	\$187,435
Rathmines Music Hall subfloor asbestos removal	Nac Services	\$181,520
Neegulbah Park, Macquarie Hills	CRS Creative Recreation Solutions Pty Ltd	\$170,000
Landcare Resource Centre design	Thrive Architecture	\$163,053
Munibung Hill Management Plan	Umwelt Pty Ltd	\$155,925
Civil construction waste material recycling*	Boral Construction Materials	Schedule of rates
	Concrush Pty Ltd	Estimated spend of the panel contract \$150,000

*Supplier panels with estimated expenditure value. Schedule of Rates refers to 'do and charge', with contracts of estimated value to be in excess of \$150,000.

PRIVATE WORKS

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a4) and the *Local Government Act 1993* section 67 and 67(2)(b), the report must include resolutions made concerning work carried out on private land.

Council did not make any resolutions concerning work carried out on private land under section 67 of the *Local Government Act 1993* in 2020-2021.

RATES AND CHARGES WRITTEN OFF

In accordance with the *Local Government (General) Regulation 2005*, clause 132, the report must outline the amount of rates and charges written off during the year.

Council wrote off a total of \$12,297 in rates and charges during the year.



EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a6), the report must include a statement of all external bodies that exercised functions delegated by council.

Hunter Resource Recovery Pty Ltd

Hunter Resource Recovery Pty Ltd provides Council's kerbside recycling service and is jointly owned and operated by Lake Macquarie, Cessnock, Maitland and Singleton councils.

Hunter Resource Recovery manages the kerbside recycling collection services contract with Solo Resource Recovery, as well as services to allow residents to properly dispose of eWaste and other household items.

Hunter Integrated Resources Pty Ltd

Hunter Integrated Resources Pty Ltd (HIR), was established to administer the Hunter Region Waste Project on behalf of the member councils: Lake Macquarie, Cessnock, Maitland and Newcastle.

The Waste Project was terminated in 2009, however, the Hunter Integrated Resources company structure was retained as a potential vehicle for other activities in the future.

During 2019-2020, it was determined by the member councils that HIR would no longer be required, and the cost of maintaining the company did not represent value for money. HIR was formally deregistered with the Australian Securities and Investments Commission (ASIC) on 26 August 2020.

Delegated authority to external bodies

Council delegates authority to external groups to manage and operate public facilities. This arrangement is more efficient for Council and gives the community greater ownership of public facilities, such as sporting and recreation facilities and community halls and centres.

Council also delegates authority for certain functions through its membership of the Hunter Joint Organisation group. Arrow Collaborative Services Limited and Hunter Councils Legal Services Limited operate as part of Hunter Joint Organisation's current enterprise offering. Screen Hunter is a division of these companies which, under delegation from member councils, licences film production on council-owned and controlled land. The Regional Policy and Programs Division delivers on the strategic priorities of the Hunter JO, including the Hunter and Central Coast Regional Environment Program (HCCREMS), on behalf of both Hunter JO member councils and Central Coast Council.

THE CARE, CONTROL AND MANAGEMENT OF COMMUNITY FACILITIES

FACILITY	EXTERNAL BODY
Holmesville Community Garden	Holmesville Community Garden Operating Committee
Holmesville Community Hall	Holmesville Community Hall Operating Committee
Nords Wharf Community Hall	Nords Wharf Community Hall Operating Committee
Redhead Community Library	Redhead Community Library Operating Committee
Ulinga Park Community Hall	Ulinga Park Community Hall Operating Committee
Windale Community Hall	Windale Community Hall Operating Committee
Wyee Community Hall	Wyee Community Hall Operating Committee

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES

FACILITY	EXTERNAL BODY
Aitchison Reserve, Pelican	Belmont Swansea Junior Soccer Club Inc.
Auston Oval and Bernie Goodwin Reserve, Morisset	Morisset United Football Club Inc.
Awaba Oval	Awaba Oval Community Operating Committee
Balcomb Field, Dudley	Balcomb Field Community Operating Committee
Baxter Field, Marks Point	Baxter Field Community Operating Committee
Belmont North Netball Courts	Belmont North Netball Club Inc.
Belmont Ovals (Cahill, Miller, Barton and Lumsden Ovals)	Belmont Ovals Community Operating Committee
Bill Bower Oval, Glendale	Glendale Junior Rugby League Club Inc.
Blackalls Park (Finnan, Waterboard, Croft and Todd Street Ovals)	Blackalls Park Ovals Community Operating Committee

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES (CONTINUED)

Blacksmiths Oval	Belmont Swansea United Football Club Inc.	Fred Wright, Harold Knight Ovals and Mick Middleton Field, Gateshead	Kahibah Football Club Inc.
Blacksmiths Tennis Courts	Blacksmiths Tennis Club Inc.		
Bolton Point Tennis Courts	Bolton Point Tennis Club Inc.		
Bonnells Bay Netball Courts	Morisset Netball Club Inc.	Gateshead Ovals (Allen Davis and Ernie Calland Fields)	Gateshead Ovals Community Operating Committee
Cardiff Ovals (No. 1, 2 and 3 Ovals)	Cardiff Ovals Community Operating Committee	Gibson Field, Morisset	Southern Lakes Rugby Union Club Inc.
Cardiff Park Tennis Courts	Cardiff Park Tennis Community Operating Committee	Gregory Park, West Wallsend (Les Wakeman Field)	Gregory Park Community Operating Committee
Caves Beach Netball Courts	Caves Beach Netball Inc.	Hillsborough Oval	Warners Bay Football Club Inc.
Caves Beach Tennis Courts	Caves Beach Tennis Club Inc.	Hillsborough Tennis Courts	Hillsborough Tennis Club Inc.
Chapman Oval, Swansea	Swansea Football Club Inc.	Holford Oval, Mount Hutton	Valentine Eleebana Football Club Inc.
Charlestown Oval	Charlestown Junior Football Club Inc.	Jack Stewart Netball Courts, Charlestown	Charlestown Netball Association Inc.
Cooranbong Recreation and Equestrian Reserve	Cooranbong Recreation and Equestrian Reserve Community Operating Committee	John Street Field, Warners Bay	Warners Bay Football Club Inc.
Croudace Bay Sports Complex	Valentine Eleebana Netball Inc., Valentine Eleebana JRLFC Inc. and Valentine Eleebana Football Club Inc.	Johnston Park, West Wallsend	West Wallsend Senior Soccer Club Ltd
Dora Creek Ovals (Douglass Street Ovals)	Dora Creek Ovals Community Operating Committee	Kahibah Oval and Andy Bird Field, Kahibah	Kahibah Ovals Community Operating Committee
Edgeworth Junior Football	Edgeworth Junior Soccer Club Inc.	Keith Barry Oval, Toronto West	Macquarie Sub Junior Rugby League Club Inc.
Edgeworth Little Athletics	Edgeworth and District Little Athletics Centre Inc.	Kevin Evans Oval, Holmesville	West Wallsend Senior Soccer Club Ltd
Edgeworth Netball	Sugar Valley Netball Club Inc.	Kindyerra Reserve, Argenton (Jack Edwards Fields)	Argenton United Junior Soccer Club Inc.
Eleebana Oval	Valentine Eleebana Soccer Club Inc.	Lakelands Oval	Warners Bay Football Club Inc.
Evans Park, Cardiff	Evans Park Community Operating Committee	Lakelands Tennis Courts	Lakelands Tennis Club Inc.
Fassifern Oval	Westlakes Archers Inc.	Lance York Field, Garden Suburb	Garden Suburb Soccer Club Inc.
Feighan Oval, Warners Bay	Feighan Oval Community Operating Committee	Lenaghan Oval, Belmont North	Belmont North Junior Rugby League Club Inc.
Fishburn Fields, Rathmines	Westlakes Wildcats Junior Football Club Inc.	Liles Oval, Redhead	Liles Ovals Community Operating Committee
		Lisle Carr Field, Whitebridge	Charlestown City Blues Football Club Inc.

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES (CONTINUED)

Lydon Field, Dudley	Dudley Redhead United Soccer Club Inc.	Ron Hill Oval, Toronto	Ron Hill Oval Community Operating Committee
Macquarie Field, Speers Point	Lake Macquarie City Football Club Inc.	St John Oval, Charlestown	St John Oval Community Operating Committee
Marks Oval, Floraville	Belmont Football Club Ltd	Swansea Equestrian Ground	Swansea Horse and Riders Club Inc.
Marks Oval Tennis Courts, Floraville	Marks Oval Tennis Community Operating Committee	Swansea South Tennis Courts	Swansea South Tennis Club Inc.
Martinsville Oval	Martinsville Oval Community Operating Committee	Taylor Park, Barnsley	Taylor Park Community Operating Committee
Molly Smith Netball Courts, Belmont	Lakeside Netball Association Inc.	Tulkaba Park, Teralba	Lake Macquarie Australian Football Club Inc.
Morisset Showground	Morisset Showground Operating Committee	Ulinga Park (Jack Neave Fields), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Mount Hutton Tennis Courts	Mount Hutton Tennis Club Inc.	Ulinga Park (Netball), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Nancy Dwyer and Ken Booth Netball Courts, Cardiff	Cardiff Netball Club Inc.	Ulinga Park (Tennis), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Neegulbah Park, Macquarie Hills	Cardiff and District Little Athletics Centre Inc.	Walters Park, Speers Point	Lake Macquarie Rugby Club Inc.
New Tredinnick Fields, Speers Point	Lake Macquarie Football Club Inc.	Wangi Wangi Netball Courts	Westlakes District Netball Association Inc.
Parbury Park, Swansea	Parbury Park Community Operating Committee	Wangi Wangi Oval	Wangi Oval Community Operating Committee
Pasterfield Sports Complex, Cameron Park	Pasterfield Sports Complex Community Operating Committee	Warners Bay Netball Courts	Warners Bay Netball Inc.
Peacock Field, Toronto Ovals	Toronto Ovals Community Operating Committee	West Wallsend Tennis Courts	West Wallsend Tennis Club Inc.
Pendlebury Oval, Bolton Point	Lakers Baseball Club Inc.	Windale Netball Courts	Atuka Netball Club Inc.
Pickering Oval, Adamstown Heights	Pickering Oval Community Operating Committee	Windale Ovals (Hunter Barnett and Michael Bird Fields)	Windale Ovals Community Operating Committee
Rathmines Tennis Courts	Rathmines Tennis Club Inc.	Windsor Park, Gateshead	Phoenix Charlestown Baseball Club Inc.
Redhead Tennis Courts	Redhead Tennis Club Inc.	Woodrising Netball Courts	Bolton Point Fennell Bay Netball Club Inc.
		Wyee Community Tennis Courts	Wyee Community Hall Community Operating Committee

LEGAL PROCEEDINGS

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a3), the report must include a summary of the amounts incurred by the council in relation to legal proceedings.

During 2020-2021, Lake Macquarie City Council was involved in legal proceedings in the Local Court, Land and Environment Court, and Supreme Court.

Local Court

Council's involvement in legal proceedings in the Local Court over 2020-2021 was for three main reasons. These were Court Elections in respect of Penalty Infringement Notices (PINs), debt recovery proceedings and environmental protection offences.

Court Elections in response to PINs issued by Council can be for a range of offences, including traffic and parking infringements, companion animal offences, failure to obtain or comply with an approval, or non-compliance with Council orders and notices. Debt recovery proceedings by Council are generally focused on the recovery of unpaid rates or sundry debts. An environmental protection offence relates to a breach of environmental law, for example illegal dumping.

Court Elections for PINs

Council was involved in 38 Court Elections in 2020-2021 in relation to PINs. Of these, 24 related to traffic and parking offences, 12 related to companion animals, one concerned an offence relating to failure to comply with Council orders, and one related to unlawful transport of waste.

Court Elections relating to traffic and parking PINs are generally managed by Council with support from NSW Police. Over the reporting period, Council did not incur any legal expenses in relation to these matters.

Of the 24 appeals:

- four had convictions recorded and/or fines imposed by the Court
- nine were found proven and the Court either did not record a conviction, or recorded a conviction without further penalty
- six were withdrawn by Council prior to hearing
- three were dismissed by the Court
- two were ongoing at the end of the reporting period.

Of the 12 companion animal matters:

- three were withdrawn prior to hearing
- three had convictions recorded and/or fines imposed by the Court
- three were found proven and the Court either did not record a conviction, or recorded a conviction without further penalty
- three were ongoing at the end of the reporting period.

Council incurred expenses of \$1000, excluding GST, in relation to these matters.

One matter related to failure to comply with a Council Order, which was withdrawn by Council prior to hearing. Another related to unlawful transport of waste, which the Court determined to dismiss. Council did not incur any expenses.

Debt recovery

Due to COVID-19, Council did not commence any proceedings in the Local Court to recover rates or other debts by way of Statement of Claim during 2020-2021.

One Judgment was entered by agreement, with costs of \$194 incurred by Council.

Council was involved in one application to set aside Default Judgment. The matter was resolved by agreement and Council did not incur any legal expenses.

Other Local Court matters

There were proceedings commenced by Council in relation to 11 illegal dumping offences committed under the *Protection of the Environment Operations Act 1997*, in which fines were imposed by the Court. Council did not incur any expenses.

There was also one application made to the Court appealing a dangerous dog declaration made by Council. Control orders were negotiated and the matter was resolved. Council did not incur any expenses.

Land and Environment Court

Class 1 and Class 4 proceedings

Land and Environment Court litigation that Council is involved in is primarily in Classes 1 and 4. Class 1 proceedings relate to environmental planning and protection appeals. Class 4 proceedings generally relate to enforcement of environmental planning and protection laws and development consent conditions.

During 2020-2021, Council was involved in:

- seven Class 1 proceedings with a total cost of \$291,772, excluding GST. Of those, one of the appeals was resolved by agreement with consent conditions imposed. One was resolved by agreement and discontinued prior to hearing. The Court made a determination in Council's favour for one appeal and dismissed the matter. Four appeals are ongoing.

- three Class 1 applications for appeals against Emergency Orders issued by Council. One was resolved by agreement and the proceedings were discontinued. Two were withdrawn prior to hearing. Council did not incur any expenses.
- one Class 4 proceeding which was resolved by agreement. Council did not incur any expenses.

Supreme Court

Council was involved in two proceedings in the Supreme Court in 2020-2021. These proceedings relate to relief claimed for property damage. Legal expenses of \$607,000, excluding GST, have been incurred by Council. One of those matters has been resolved and the other is ongoing.

Further information regarding legal proceedings

Further information regarding legal expenses incurred by Council during 2020-2021, including the legal proceedings set out above, is included in Council's Financial Statements. Workers compensation and other employment matters, as well as public liability and professional indemnity claims, are disclosed separately in Council's annual and financial reports, and are not included in the summary above.

PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a8), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

In accordance with the *Local Government Act 1993*, section 54P(1), this must include particulars of any environmental upgrade agreements entered into by Council.

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
Alternative Water Supply	Hunter Water Corporation	A collaboration with Hunter Water to identify opportunities for use of recycled water from water treatment plants in Council operations.
Awesome Lake Mac	Community Activities Lake Macquarie (CALM) Lake Mac residents from a range of industries such as not-for-profit organisations, state government departments and small business owners	Delivering micro-grants of \$1000 to support community initiatives every second month, created by donations of volunteer participants. In 2020-2021, \$5000 was allocated to this program.
Backyard and Beyond (including Explore our Great Outdoors)	Geological Society of NSW Great Southern Bioblitz Hunter Bird Observers Club Newcastle Disc Golf	Council partners with a range of stakeholders to raise residents' awareness of the importance of our natural environment. The program encourages residents to connect with natural areas, modify their behaviours, and actively participate in citizen science and community programs.
Backyard Habitat for Wildlife	Hunter Indigenous Plants Morisset Nursery Newcastle Wildflower Nursery Poppy's Garden Centre Riverdene Nurseries Trees in Newcastle	Participating nurseries offer native plants at a discounted rate to Backyard Habitat for Wildlife program members.
Be Ready, Be Safe	Red Cross Resilience NSW State Emergency Services	Council partners with stakeholders to raise residents' awareness of the importance of being prepared for, and able to respond to, natural disasters. The program encourages residents to build resilience and networks so they are better able to respond in the event of a natural disaster.

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
Charlestown Stakeholder Group	Allambi Youth Services Department of Education Eastlake Youth Centre GPT Charlestown McDonalds Charlestown NSW Police Force NSW Transport The Place: Charlestown Community Centre	This collaborative stakeholder group works to reduce instances of anti-social behaviour or crime and increase legitimate use of public places and space in the Charlestown central business and recreational area.
Chemical CleanOut	Belmont TAFE Cleanaway (waste contractor) Department of Planning, Industry and Environment (DPIE) NSW Department Industry	Residents are encouraged to drop-off their household chemical waste on two designated Saturdays each year. This year, Council partnered with Belmont TAFE for one drop-off location, in addition to hosting a second event at Rathmines Boat Ramp.
Clean Up Australia Day	Belmont Wetlands State Park Trust Cardiff Citizens Alliance Church groups Keep Australia Beautiful NSW Lake Macquarie SES Landcare groups Lions and Rotary Clubs Local businesses NSW SES Sports clubs Sustainable Neighbourhood groups	Council coordinates local branches of Clean Up Australia Day and works with communities to clean up and conserve our environment.
Clean Up the Lake	Bahtabah Local Aboriginal Land Council	Partnership to facilitate removal and monitoring of litter in aquatic environments of Lake Macquarie.
Community development activities	Various community organisations, government departments and agencies	Council's Community Partnerships department works with a range of community and government stakeholders to deliver policies and programs for the social services in our city. This includes crime prevention and service programs for young people, Aboriginal people, people with disability, older people, children and families, and people from culturally and linguistically diverse backgrounds.
Community Recycling Centre	Cleanaway DPIE	Household problem wastes are collected for free and processed by Cleanaway, including light globes, batteries, paints, oils, gas cylinders, fire extinguishers, smoke alarms and polystyrene.
Dantia	The Lake Macquarie Economic Development Company Ltd	Dantia works with business, government, the community and partners to advance the sustainable economic prosperity of Lake Macquarie City.

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
Eco Angel program	Church youth groups Hunter Valley Paddlesport Club Southlakes Community Services Sustainable Neighbourhood groups (Charlestown, Warners Bay, Toronto, Rathmines and Pelican) Tangaroa Blue Toronto Rotary Club	Local groups and businesses participate in the program and encourage residents to take pride in their place. Tangaroa Blue coordinate the Australian Marine Debris Database, in which data collected from Eco Angel activities is stored and available for public access.
Environmental upgrade agreements	Clean Energy Finance Corporation DPIE	A service provided by Council to help commercial building owners enhance the environmental performance and operational costs of their buildings. DPIE provides ongoing coordination support to a group of councils providing the innovative finance product.
Graffiti Hotspot program	Department of Communities and Justice - Juvenile Justice NSW	This program involves engaging offenders to remove graffiti from private property, commercial premises and other locations around the city that are not Council's responsibility to maintain.
Greater Newcastle Multicultural Action Group	City of Newcastle Community managed organisations Maitland City Council	This group is involved in networking, information sharing, collection action and advocacy.
Harmony Day and Refugee Week	Various community organisations, government departments and agencies	A partnership to raise community awareness and deliver events to celebrate Harmony Day and Refugee Week.
Hunter-Central Coast Regional Illegal Dumping (RID) Squad	Central Coast Council Cessnock City Council City of Newcastle Dungog Shire Council Hunter Development Corporation (HDC) Maitland City Council Muswellbrook Shire Council NSW Environment Protection Authority (NSW EPA) NSW National Parks and Wildlife Service (NSW NPWS) Singleton Council Upper Hunter Shire Council	Council entered into a partnership agreement in June 2014 to commence planning and operation of a regional illegal dumping squad. The RID Squad is a partnership between nine local councils and NSW EPA. The squad is hosted by Lake Macquarie City Council and provides RID investigators at Lake Macquarie, Cessnock, Central Coast and Maitland to tackle illegal dumping across the region. The RID Squad has completed joint on-ground operations with NSW EPA, NSW NPWS and HDC in the past financial year.
Hunter Councils Social Planners and Community Development Network	Social planning roles with councils in the Hunter region, including Mid Coast Council and Central Coast Council	This network is involved in information sharing, networking and identifying social and community needs/strengths across local government areas for the Hunter Region.

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
Hunter Homelessness Connect Day	Hunter Homeless Connect Committee Various community organisations, government departments and agencies, and private businesses	An annual event that links people to vital services such as accommodation and housing providers, health and wellbeing, legal and financial assistance, employment, study, and general support to people who are experiencing homelessness, doing it tough and/or are at risk of homelessness. Hunter Homeless Connect Day was postponed for 2020 and 2021 due to COVID-19.
Hunter Joint Organisation	Cessnock City Council City of Newcastle Dungog Shire Council Maitland City Council MidCoast Council Muswellbrook Shire Council Port Stephens Council Singleton Council Upper Hunter Shire Council	<p>The Hunter Joint Organisation (JO), and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over 60 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing. Participating councils include: Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council.</p> <p>There are four key entities that operate as part of the current enterprise offering:</p> <ul style="list-style-type: none"> • Hunter Joint Organisation – a statutory body under the <i>Local Government Act 1993</i> (NSW), established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter Joint Organisation's statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and community. • Arrow Collaborative Services (and its wholly owned subsidiary, Hunter Councils Legal Services Limited) – are companies limited by guarantee under the <i>Corporations Act 2001</i> and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through five divisions: Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Regional Policy and Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program (HCCREMS), on behalf of both Hunter JO member councils and Central Coast Council). • Hunter Councils Incorporated – an incorporated association under the <i>Associations Incorporation Act 2009</i> that holds property assets for the Hunter Joint Organisation group. <p>Lake Macquarie City Council has representation on each entity's Board, and shares ownership and governance of the entities with the other nine councils of the Hunter Region.</p>

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
Hunter Multicultural Expo	City of Newcastle Multicultural Neighbourhood Centre Northern Settlement Services TAFE NSW Various community organisations	A partnership to deliver an expo promoting services to the region's multicultural community.
Hunter Region Sports Centre	Hunter Region Sports Centre (HRSC)	The Hunter Region Sports Centre is owned by Council but managed by Hunter Region Sports Centre Inc. The Board of HRSC Inc. consists of community representatives, Councillors, and the CEO or delegate.
Hunter Resource Recovery (HRR)	Cessnock City Council Maitland City Council Singleton Council	Hunter Resource Recovery (HRR) is an incorporated not-for-profit joint venture company limited by guarantee, for the purpose of administering recycling waste management services on behalf of its four member councils. HRR is a delegate of these member councils and has also been appointed as a trustee of the member councils' recycling collection fund. HRR facilitates collection and processing of domestic and commercial dry recyclables, and collection and processing of electronic waste in Lake Macquarie.
Lake Macquarie Community Safety Precinct Committee	Business sector representatives Community organisations Local MP representatives NSW Police Force Resident groups	This is a police-convened committee to update the community regarding crime and crime prevention initiatives and programming.
Lake Macquarie Domestic Violence Committee	Community Corrections Department of Human Services Domestic Violence Court Advocacy Service Nova Women's Accommodation and Support Service NSW Department of Family and Community Services NSW Police Southlakes Refuge Staying Home Leaving Violence project Toronto Youth Service	A partnership to raise awareness in the community about domestic and family violence. Council works in partnership with this committee to deliver events such as the 16 Days of Activism campaign and the Reclaim the Night march.
Lake Macquarie Family Day Care (FDC) – TAFE Children's Playsession	TAFE NSW – Hunter Institute (Glendale Campus)	Lake Macquarie FDC Educators work with Hunter TAFE children's services staff and students to facilitate vocational training and professional development, by delivering a Playsession for children at a purpose-built early education and care environment at the Glendale Campus.
Lake Macquarie Landcare program	Lake Macquarie Landcare Volunteer Network Inc.	Collaborative delivery of support program to a network of almost 200 groups in Lake Macquarie that volunteer to restore natural areas through weeding, planting and other actions.

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
Lake Macquarie Youth Council	Community Activities Lake Macquarie	A partnership to resource and support the ongoing operations of Lake Macquarie Youth Council.
Lifeline Hot Spot Project	Lifeline	This project involves investigating and implementing help-seeking signage at Redhead.
Local Government Community Safety and Crime Prevention Network NSW (LGCSCP)	Local government agencies across NSW Local Government NSW	The LGCSCP acts as a peak organisation for local government across NSW regarding community safety and crime prevention work undertaken by local government.
Local Government Multicultural Network	Councils across NSW	Meetings for advocacy, shared information and upskilling.
Me2 Program	Various community organisations including Dementia Australia, Heart Foundation, Cricket NSW and Sport NSW	This is a free program of activities for people with disability to build skills and social networks.
Mental Health Professionals Network (MHPN)	MHPN not-for-profit organisation	This network involves coordinating four meetings a year with guest speakers to an audience of mental health professionals across Greater Newcastle.
NAIDOC Week	Various community organisations, schools, government departments and agencies	A partnership to deliver events to celebrate NAIDOC Week, as well as providing funding to community organisations and schools to undertake activities.
National Youth Week	Various community organisations and educational institutions	Council provided funding and worked with various community organisations to deliver events and activities to celebrate National Youth Week.
North Lake Macquarie Stakeholder Group	Allambi Youth Services Cameron Park Plaza The Canopy Cardiff Business Chamber Department of Communities and Justice – Juvenile Justice Department of Education Glendale High School Northlake Youth Service/Edgeworth Neighbourhood Centre NSW Police Force Premier Youth Housing Stockland Glendale Sugar Valley Neighbourhood Centre West Wallsend High School	This collaborative stakeholder group works to reduce instances of anti-social behaviour or crime and increase legitimate use of public places and space across the northern area of Lake Macquarie from Cardiff to West Wallsend.
Over 55s Program	Various community organisations including Service NSW, Anglican Care, Heart Foundation and Dementia Australia	This is a free program for residents aged 55 years and over, which focuses on health, safety and wellbeing.

PROGRAM NAME	PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL	DESCRIPTION
The Place: Charlestown Community Centre	Charlestown Youth and Community Centre Inc GPT Group	The Place: Charlestown Community Centre is a positive investment in the community's future, particularly for Charlestown and surrounding areas. The management model for the facility is a governing Board comprising Council's CEO, Mayor, Councillors, GPT Group, as well as general community and youth representatives. The Board employs a Centre Manager responsible for delivering the Centre strategic plan.
Regional Capacity Building Program for Contaminated Land	Hunter councils	An advisory group for contaminated land management, and policy and procedure development for local government.
Share the Dignity campaign	Share the Dignity community managed organisation	Council hosted two donation points for community members to donate sanitary products to Share the Dignity for women experiencing domestic violence, at risk of homelessness or other social impacts.
Tree Cities of the World	The Arbor Day Foundation	An international recognition and awareness raising program for urban tree management.
Welcoming Cities Network	Partnership between not-for-profit organisations, councils and other government departments Australia-wide	This network involves attending the annual conference and meetings, and sharing information and resources. It also includes liaison and advice support to Council (optional).
You're Kidding Me Program	ATUNE BEAM Health Centre Clio Badenhorst Yoga Early Start Speech Pathology Family Chiropractic Centre Charlestown Julie Logan Music LifeWise Centre	Offering families access to free workshops and clinics to support their child's development.

SPECIAL RATE VARIATION

In accordance with the Special Rate Variation Guidelines 7.1, Council must report on activities funded via a special rate variation of general income.

Council did not have a special rate variation in 2020-2021.

Sustainability and Environmental Levy

In 2009, the Minister for Local Government approved a special rate variation to increase general rates income for sustainability and environmental projects. This funding has helped Council to carry out on-ground works to protect and improve the health of Lake Macquarie and its catchment, and improve the environmental sustainability of the city, focusing on:

- water
- energy
- transport
- waste
- ecosystem enhancement
- climate changes adaptation
- natural disaster risk minimisation
- monitoring and reporting of environmental performance
- community engagement.

The special variation expired in June 2014. At that time, \$555,495 of special variation funds remained unspent, and additional income in 2014-2015 of \$62,564 brought the balance of unspent funds to \$618,059. These remaining funds have been spent in subsequent years, as follows:

YEAR	FUNDS AVAILABLE AT 1 JULY	FUNDS SPENT	FUNDS REMAINING AT 30 JUNE
2014-2015	\$618,059	\$176,720	\$441,339
2015-2016	\$441,339	\$178,876	\$262,463
2016-2017	\$262,463	\$88,401	\$174,062
2017-2018	\$174,062	\$120,187	\$53,875
2018-2019	\$53,875	\$51,316	\$2559
2019-2020	\$2559	Nil	\$2559
2020-2021	\$2559	Nil	\$2559

No project areas were funded by the special rate variation in 2020-2021.

The remaining amount of special variation funding of \$2559 has been allocated to environmental improvement activities programmed for 2021-2022.

COUNCILLORS' AND MAYOR'S EXPENSES

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a1) (i),(ii),(iii),(iv),(v),(vi),(vii),(viii), the report must include the total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions (as paid by the Council, reimbursed to the Councillor or reconciled with the Councillor).

EXPENDITURE ITEM

	AMOUNT
Mayoral allowance	\$88,600
Councillors' allowance	\$395,325
Provision of dedicated office equipment (leased laptop computers, tablets, faxes, mobile phones and accessories)	\$6491
Telephone calls and communications (including phone allowance)	\$16,963
Councillors' attendance at conferences/seminars, including transport and accommodation	\$21,547
Training of Councillors	\$6537
Child care	Nil
Spouse, partner or other person attendance costs	Nil
Overseas visits including transport and accommodation (excluding conferences)	Nil
Interstate visits including transport and accommodation (excluding conferences)	Nil
Meeting expenses	\$17,478
Motor vehicle for Mayor	\$24,858
Motor vehicle for Councillors	\$21,158
Mayoral secretarial services	\$108,250
Councillor support service (one day a week)	\$19,900
Mayoral office expenses	\$9429
Councillors' vehicle allowance (for use of their own private vehicles/taxis)	\$1846
TOTAL	\$738,382

COUNCILLOR PROFESSIONAL DEVELOPMENT

In accordance with the *Local Government (General) Regulation 2005, clause 186, the report must include information about induction training and ongoing professional development for Councillors.*

Council supports ongoing professional development for the Mayor and Councillors to ensure they can fulfil their statutory roles and responsibilities.

As part of an ongoing program of professional development, a minimum of 11 formal conferences, training or workshop events were delivered, along with 19 briefing sessions.

The Mayor and all Councillors undertook ongoing professional development during 2020-2021. The program was extended to reflect the current Council term continuing after the local government elections were postponed.

Neither the Mayor nor Councillors completed any induction training courses, induction refresher courses or supplementary induction courses during the year, as this is only required within six months of election/re-election.

In 2020-2021, Council supported the Mayor and Councillors to attend the following external professional development activities:

- Cycling and Walking Conference
- Visitor and Destination Economy Conference
- LGNSW Annual Conference
- Special National Local Roads and Transport Congress
- National General Assembly of Local Government and Regional Forum.

Council continued to provide experiential and structured internal professional development activities for Councillors including:

- strategic briefing sessions
- Councillor workshops

- independently-conducted conflict of interest training
- a targeted session about risk and governance for Councillors facilitated by the Australian Institute of Company Directors.

Council introduced a new software platform for Councillor content to move toward a 'digital first' approach to Council services. Councillors were supported to increase their digital capability through group and individual training opportunities for this new software. In addition, a professional development library and resources are available on the new software platform, including documents directly related to professional development areas nominated by Councillors.

OVERSEAS VISITS

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(a), the report must include details, including purpose, of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations).

There were no overseas visits by Councillors or Council staff in 2020-2021.

CEO AND SENIOR STAFF REMUNERATION

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(b)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration package of the General Manager (GM).

In accordance with the *Local Government (General) Regulation 2005*, clause 217(1)(c)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration packages of all senior staff members (other than the GM), expressed as the total (not of the individual members).

Council employed four senior staff and the CEO as at 30 June 2021. The total money payable in respect to the employment of senior staff members during 2020-2021, including money payable for salary, the provision of fringe benefits, and all other costs associated with their employment, was \$1,817,292.

Contract employment conditions for senior staff are in accordance with the *Local Government Act 1993*, section 338.

TOTAL REMUNERATION PACKAGES

Chief Executive Officer	\$398,064
Other senior staff	\$1,345,662
Fringe benefits tax payable for any non-cash benefits	\$73,566

CARERS RECOGNITION

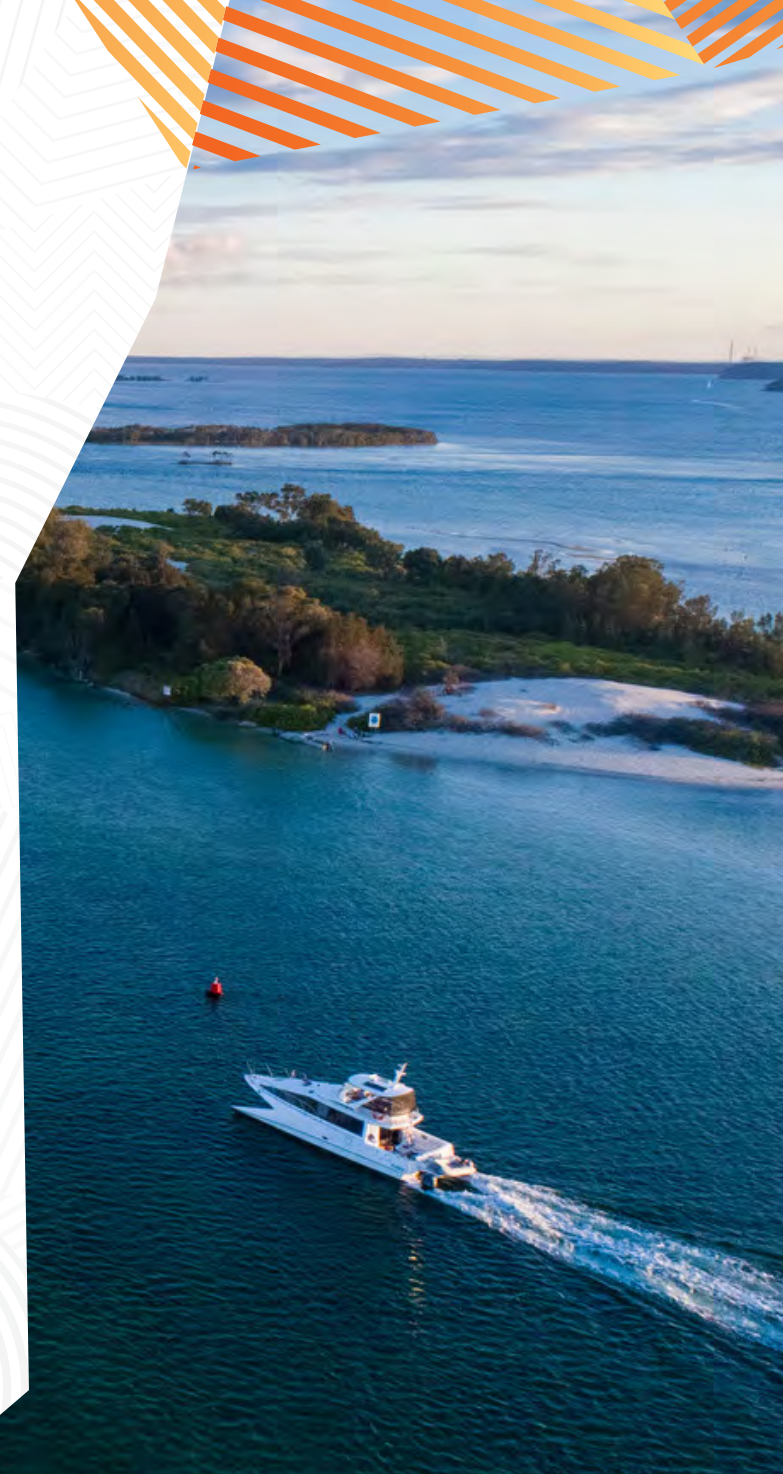
Under the *Carers Recognition Act 2010*, section 8(2), councils considered to be 'human service agencies' must report on compliance with the Act for the reporting period.

Council is not considered to be a 'human services agency' under the *Carers Recognition Act 2010*.

RECOVERY AND THREAT ABATEMENT PLANS

Under the *Fisheries Management Act 1994*, section 220ZT(2), councils identified in a recovery and threat abatement plan as responsible for implementation of measures included in the plan, must report on actions taken to implement measures as to the state of the environment in its area.

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.





FINANCIAL POSITION



OUR FINANCIAL PERFORMANCE

The following section provides an overview of Council's financial position at 30 June 2021.

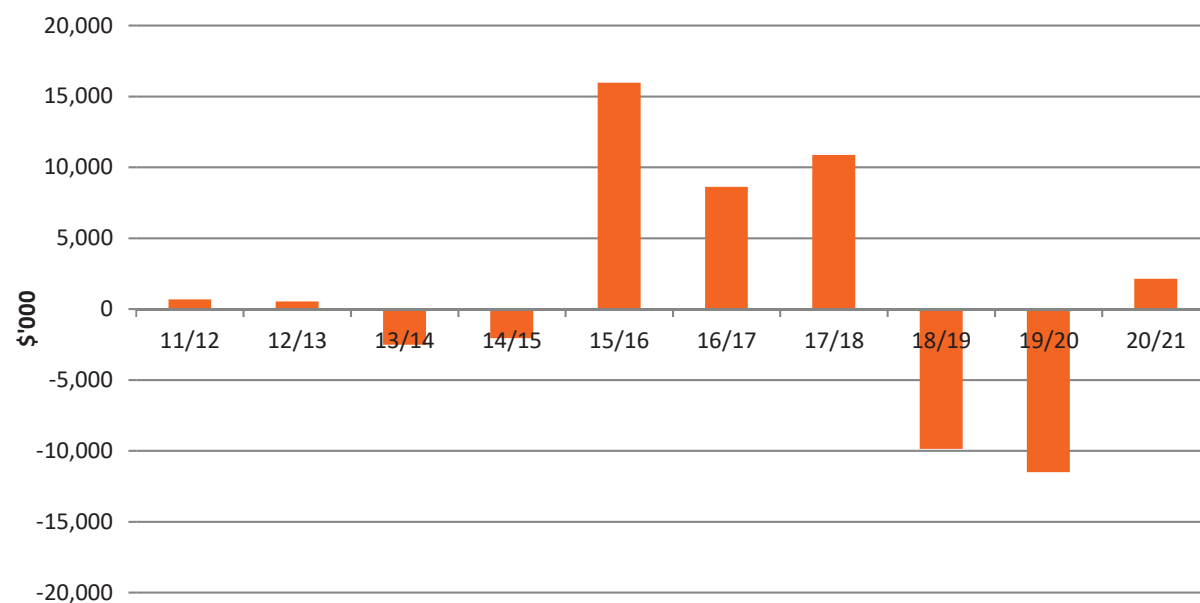
A complete version of the audited Annual Financial Statements 2020-2021 is published as a separate volume of this Annual Report and is available at **lakemac.com.au** or by phoning Council's Customer Service Centre on 4921 0333.

An easy-to-read summary of Council's financial performance is also provided on pages 24-27 of this report

OPERATING RESULT BEFORE CAPITAL

Council has reported an operating surplus before capital revenue of \$2.1 million. Key factors affecting our annual result were increases in rates and annual charges, as well as rental income and investment revenue after the impact of the COVID-19 pandemic in the previous financial year. Another key factor was the recognition of a fair value increase in investment properties.

Council will continue to build on its position through strong financial management and continuous improvement. The challenge for Council in the future will be to deliver the expected services and capital works to the community with restricted rates revenue increases.

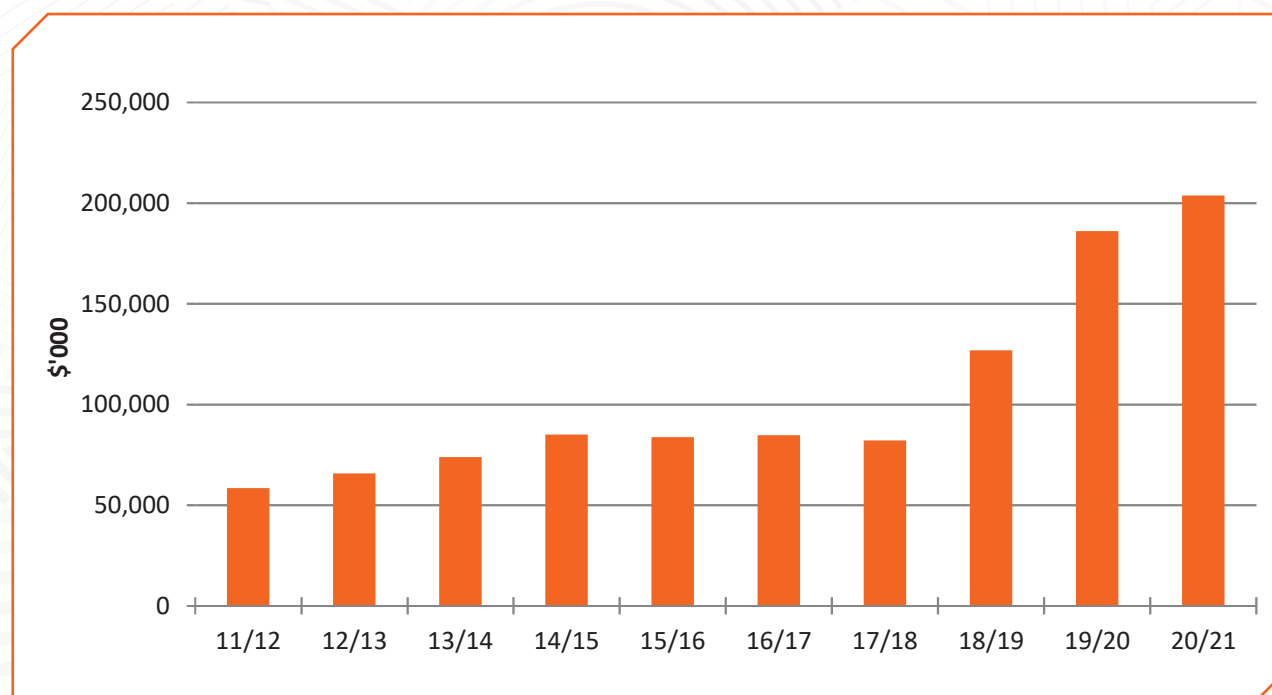


GROSS OUTSTANDING DEBT

The amount of gross outstanding debt remains manageable and affordable, with total outstanding debt now at \$203.7 million. There were new external borrowings in 2021 of \$25.1 million.

The level of debt remains affordable, with Council's debt service ratio remaining strong and within an acceptable range.

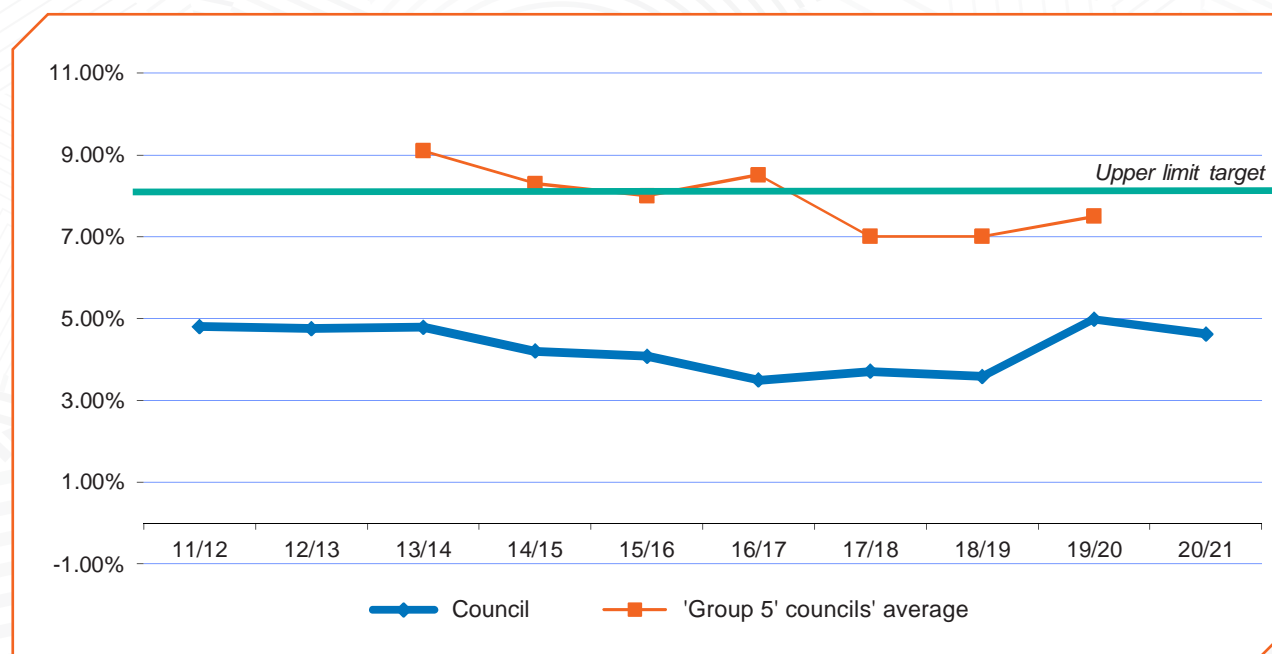
Our loan funds are used for construction and acquisition of infrastructure and other capital items. The terms of the loans support the life cycle of these assets. This action also supports the principle of inter-generational equity, which attempts to ensure that future ratepayers pay for the use of capital initiatives by way of future loan payments.



DEBT SERVICE RATIO

The debt service ratio compares the net debt service cost (including principal repayments and interest) to operating revenue and is a relevant indicator of the affordability of an organisation's debt position.

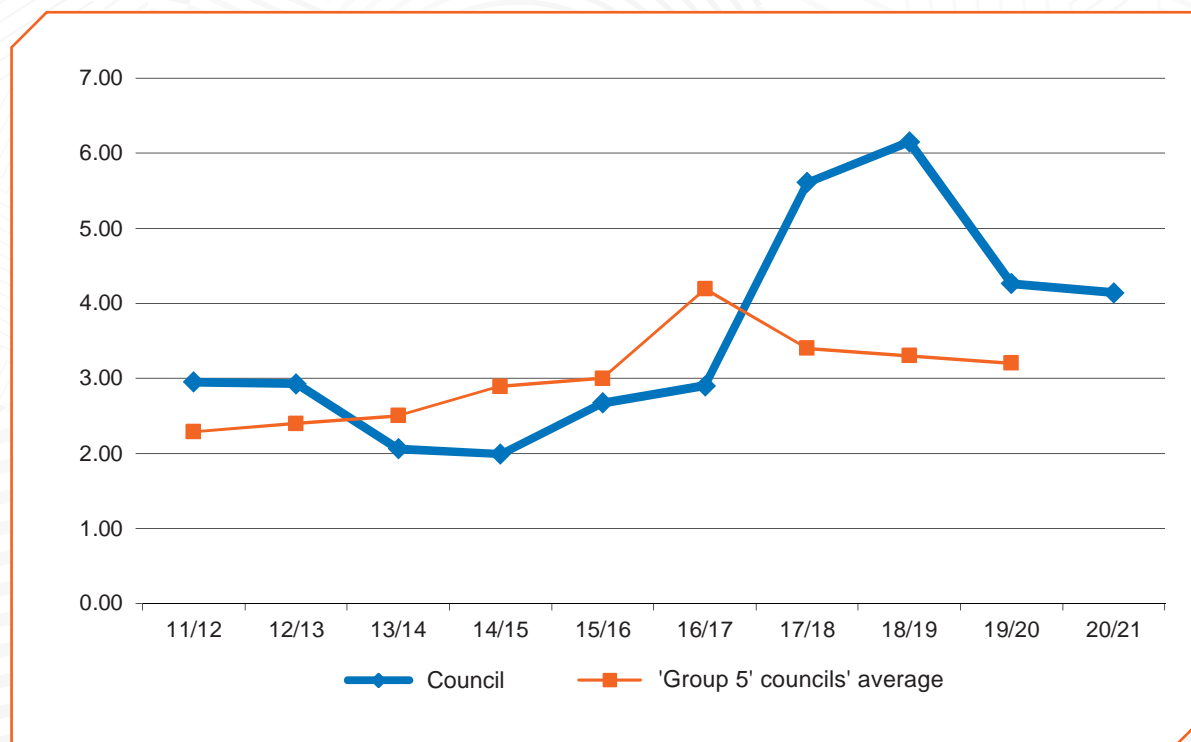
The debt service ratio for 2020-2021 is 4.62 per cent and, as can be seen from the graph, remains well below the average for comparable NSW councils, indicating that current levels of debt remain manageable. Lake Macquarie City Council is in the Office of Local Government's 'Group 5' grouping of comparable councils.



UNRESTRICTED CURRENT RATIO

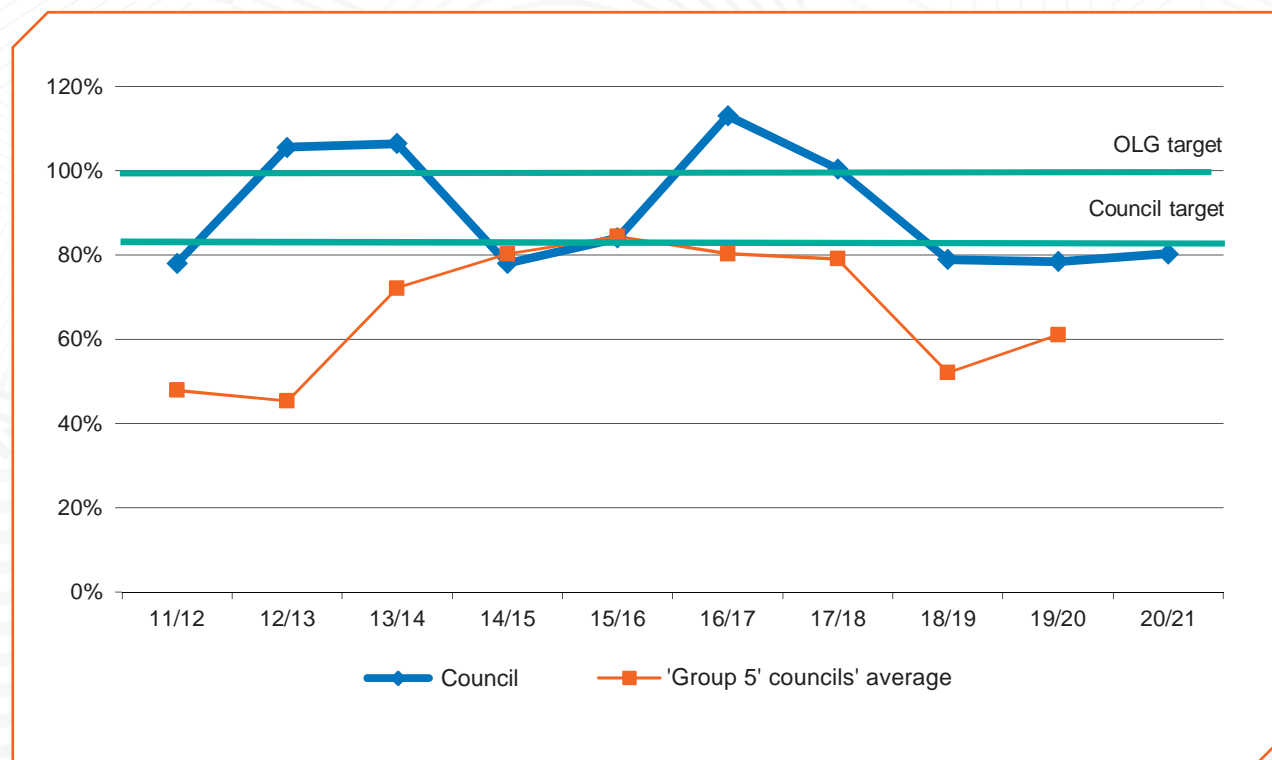
The unrestricted current ratio is a measure of the ability to satisfy financial obligations in the short term and is a ratio of current assets, less externally-restricted assets, divided by current liabilities, less specific purpose liabilities.

The unrestricted current ratio for 2020-2021 was 4.14:1, which is considered satisfactory and indicates Council has no problem in meeting all payments when they fall due.



BUILDING AND INFRASTRUCTURE RENEWALS RATIO

The building and infrastructure renewal ratio was 80.27 per cent for 2020-2021 and was determined by dividing total asset renewals (building and infrastructure) by the depreciation charge. The Office of Local Government target ratio (OLG target) is a ratio of one or greater (100 per cent). Historically, Council's target has been greater than 85 per cent. We are currently implementing sophisticated Asset Management Plans to ensure we get an optimal return on each and every dollar we expend on asset maintenance and renewal. Over time, this strategy should see the trend improve.



RESTRICTED CASH

This graph shows the amounts of internally restricted, externally restricted and unrestricted cash held by Council over the past 10 years. Funds are invested in accordance with Council's Investment Policy until the expenditure is required.

INTERNALLY RESTRICTED CASH

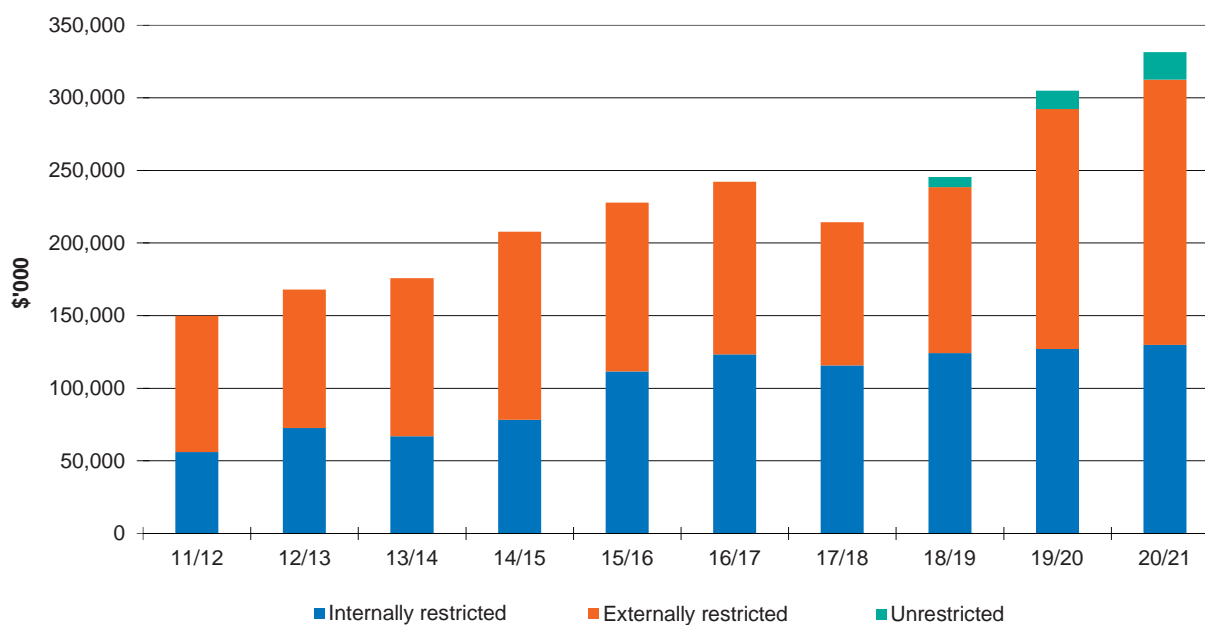
Internally restricted cash is funds held by Council for specific future purposes as determined by Council. Each balance of internally restricted cash supports a number of different projects that have been approved by Council, which are, for various reasons, awaiting commencement at some time in the future.

EXTERNALLY RESTRICTED CASH

Externally restricted cash includes items such as Developer Contributions made under section 7.11, specific purpose grant funding and domestic waste management.

UNRESTRICTED CASH

Unrestricted cash is any surplus cash Council holds that isn't restricted for a specific purpose.





ATTACHMENTS



ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

In accordance with the *Local Government Act 1993*, section 428(4)(a), a copy of Council's audited financial reports, prepared in accordance with the *Local Government Code of Accounting Practice and Financial Reporting*, are published as a separate attachment on Council's website.

END OF TERM REPORT 2017-2021

In accordance with the *Local Government Act 1993*, section 428(2), a copy of Council's End of Term Report, outlining Council's achievements in implementing the Community Strategic Plan over the previous Council term, is published as a separate attachment on Council's website.

For more information



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