

LAKE
MACQUARIE
CITY

ANNUAL REPORT 2022-2023

A city on the move

ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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

Lake Macquarie City Council recognises that many cultures reside within our city. This includes the Awabakal people and many other Aboriginal and Torres Strait Islander people from across the nation. We are committed to acknowledging the vital importance and contribution of Aboriginal and Torres Strait Islander people to strengthening and enriching our city and region. We respect and are dedicated to conserving Aboriginal and Torres Strait Islander cultural practices, traditional sites and significant places.

Initiatives to support reconciliation in 2022-2023:

- Council supported the Uluru Statement from the Heart and Voice to Parliament.
- Mayor and Chief Executive Officer hosted a National Sorry Day breakfast on 30 May 2023.
- The Lake Macquarie NAIDOC Week 2023 Grant Program distributed \$15,000 to 18 applicants for NAIDOC Week celebrations.
- NAIDOC flag-raising ceremony held at Lake Macquarie City Council on 5 July 2022 with more than 200 attendees.
- Council's traineeship program provided employment opportunities for five Aboriginal and Torres Strait Islander people within entry level roles in construction, infrastructure and garden maintenance, and one in arts, culture and tourism.
- Two Aboriginal cultural awareness training sessions were held for Council staff and service providers who engage with the Aboriginal community.
- Continued dual naming of Council's community and cultural centres in Awabakal and English.

Cover image shows Terence, 10, testing the new Redhead pump track



Aunty Daniella Chedzey and Uncle Alex Nean during Council's NAIDOC Week smoking ceremony





CONTENTS

6 INTRODUCTION

- 7 About this report
- 8 Mayor's message
- 9 CEO's message
- 10 Our vision and values
- 12 Planning, reporting and accountability

14 OUR YEAR IN REVIEW

- 15 Council's performance
- 16 Unique landscape
- 18 Our commitment to sustainability
- 22 Lifestyle and wellbeing
- 24 Our events
- 26 Mobility and accessibility
- 30 Diverse economy
- 34 Connected communities
- 38 Creativity
- 40 Shared decision-making
- 42 Organisational support
- 44 Service reviews
- 47 How we spend your rates
- 48 Community financial report

52 OUR LAKE MAC

- 53 About our city
- 54 Lake Mac snapshot
- 56 Our Council
- 58 Our wards and Councillors
- 66 Committee membership

68 OUR ORGANISATION

- 70 Our people
- 78 Organisational development
- 81 Asset management improvement
- 83 Council's cultural centres

Community members walk along the rock platform at Dudley as part of Council's 'Explore our Great Outdoors' program

INTRODUCTION

An aerial photograph of Elizabeth Island in the Swansea Channel. The island features a large, light-colored sandy beach in the foreground, bordered by dense green vegetation and trees. The water around the island is a clear, vibrant green, transitioning to a deeper blue further out. In the background, a small town is visible on a distant shore, and rolling hills are under a blue sky with scattered white clouds. A small boat is visible in the lower right corner of the water.

Elizabeth Island in the Swansea Channel forms
a stunning part of our lake system



ABOUT THIS REPORT

Our Annual Report is one of the key ways Lake Macquarie City Council demonstrates accountability to the community. In this report, we document Council's performance against our four-year Delivery Program and the annual targets set in our Operational Plan 2022-2023. It also includes our audited financial statements for year ended 30 June 2023.

This Annual Report is a legislative requirement under the *Local Government Act 1993*, but it also gives the community an overview of our strategic priorities, and confidence we are delivering on our plans. Our demonstrated commitment to transparency, accountability and strong governance builds trust with our key stakeholders. By acknowledging our achievements in 2022-2023, we recognise the hard work of our staff and position Council as an employer of choice.

This report is made up of three volumes:

Community Report

to summarise our achievements for the year and give a snapshot of our organisation, including:

2022-2023 – Our year in review: a summary of our performance against our plans, where your rates were spent and our community financial report

Our Lake Mac – About our city: an overview of our city, its governance and elected Council

Our organisation: Council's workforce, structure, commitment to diversity and workplace health and safety, and our continuous improvement initiatives.

Detailed Progress Report

of the actions we committed to, and which were delivered.

Statutory Report

as required by the *Local Government (General) Regulation 2021* and other legislation.

The Annual Report is published alongside our financial statements for the year ended 30 June 2023.

We hope this report helps you understand Council's role in Lake Macquarie City. We welcome your feedback so we can keep improving our reporting to residents and other stakeholders.

Please contact our Customer Service Centre at council@lakemac.nsw.gov.au. 

MAYOR'S MESSAGE



It is an honour to serve as Lake Macquarie's Mayor, particularly in a 12-month period as productive and successful as the 2022-2023 financial year.

After the storm of COVID-19, it is wonderful to see our city navigating the relatively calmer waters that have followed the pandemic, albeit with new challenges on the horizon.

The cost-of-living crunch has hit local government, just as it has hit Lake Mac households and the community, yet I'm proud of what we have achieved across all departments of Council.

There have been major improvements and additions to the city's infrastructure, such as the opening of Sugar Valley Library Museum, kirantakamyari – the first of its type in the Hunter region and a showcase of the rich history of West Wallsend and its surrounds.

We completed the southern section of the landmark Fernleigh Awabakal Shared Track, and finalised planning for the remaining stages of the project, which will provide the missing link for a 27km continuous active transport route from Adamstown in Newcastle to Murrays Beach in southern Lake Macquarie.

Extreme and frequent weather events have placed enormous pressure on our roads and drainage in the past two years.

The volume of work undertaken by our road maintenance crews reflects that.

In the past financial year, crews have filled in more than 14,500 potholes, more than four times the annual average. Over the past three years, we've spent almost \$40 million on patching, pothole repairs and resurfacing across the city.

The NSW Government has earmarked Morisset and surrounding suburbs as the most important growth zone in the Hunter and Central Coast in years to come, and we accordingly sought community input on a Morisset Place Strategy discussion paper.

The strategy will help guide development in the area, so it's imperative we listen to the community and strive to balance demands for growth with the needs of existing residents.

Community input we receive into strategies like this shows how engaged and passionate Lake Mac residents are about where they live, and the enviable lifestyle we all hold so dear.

Another indicator of community engagement is the number of people participating in our cultural events.

In 2022-2023, we welcomed more than 920,000 participants in Council-run cultural activities, from our groundbreaking Living Smart Festival to the fascinating History Illuminated suite of events.

The Museum of Art and Culture, yapang, alone saw more than 232,000 visitors pass through its doors, with numbers boosted by the Archibald Prize Regional Tour.

I'm equally proud of some of our work behind the scenes at Council.

We offered a record number of jobs for apprentices, graduates, trainees and cadets through our Education to Employment program in 2022-2023, including positions aimed at attracting female employees into non-traditional roles, and dedicated traineeships for Aboriginal and Torres Strait Islander people.

We also expanded a work experience program aimed at students with disability.

I was fortunate to see first-hand the myriad benefits this program provides, not just in terms of developing career pathways for the students who participate, but for the Council teams who mentor them. It really is a win-win initiative.

I invite you to read this Annual Report and reflect on what we have achieved, and how we have progressed over these 12 months.

There is always more to do, but I know that we as a Council, and the 1300 staff who form part of our organisation, will continue to strive to make it a better place for everyone.

Councillor Kay Fraser
Mayor

CEO'S MESSAGE



Council and the city continued to demonstrate adaptability and strength in 2022-2023 and this has brought me a great deal of pride when reflecting on what has been a challenging, yet constructive, year.

As we continued to face the challenges that come from operating a large organisation post-pandemic, it was fantastic to see Council roll out a range of projects, events, plans and initiatives.

While visiting different locations around our city during the last financial year, I've enjoyed seeing so many people taking advantage of the projects we've worked hard to deliver for the community.

An example is the new Redhead Pump Track, which opened to the public in June. The open-air BMX pump track is great for bikes, scooters and skateboards. Crews also installed shaded seating, a bubbler and a bike repair station.

Other significant infrastructure projects that came to fruition included The Weir Bridge, southern section of the Fernleigh Awabakal Shared Track project and the new splash park at Swansea Lakeside Holiday Park. We began working on intersection upgrades at Alton Road, Cooranbong, and our outdoor crews continued the important ongoing task of road repair, filling more than 14,500 potholes - up on the annual average of 3500.

In the tech space, we worked with the University of Newcastle and Dantia to establish the Circular Economy Living Lab (CELL) – Australia's first Living Lab dedicated to the circular economy. One exciting project on the go is exploring different building materials we may be able to reuse in our roads, such as glass and tyres.

Alongside the delivery of infrastructure, the organisation's performance remained strong, and we delivered both financially and operationally.

We successfully achieved 94 per cent of the actions set out in our 2022-2023 Operational Plan, and were able to deliver \$99.6 million in capital works.

We also continued the shift to more online and digital services, streamlining more than 185,000 customer enquiries and installing a new ticketing machine at our Customer Service Centre to simplify the face-to-face service we provide to

our community. Staff also implemented several technology solutions to improve efficiencies and reduce the manual handling of Council records.

We are aiming to deliver \$118.8m in capital works in 2023-2024, which will include continued upgrades on the Hunter Sports Centre, more than \$30 million on roads and transport, and significant upgrades of community facilities and local playgrounds. We are a growing city so it's important we keep up with this growth to continue to meet community needs and expectations.

I extend my thanks and appreciation to the Council staff for their continued hard work to make Lake Mac a great place to live and work.

I would also like to thank our Mayor and Councillors for their leadership, support and advocacy for the Lake Macquarie community. Your efforts as leaders and representatives leaves me assured that we are in great hands moving forward.

Finally, to everyone living and working in Lake Mac, we have you to thank for everything you have done in shaping the future of our city. I'm excited to embrace what comes next.

Morven Cameron
Chief Executive Officer

OUR VISION AND VALUES

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.

This is our community's vision for Lake Macquarie, developed in 2016.

Our vision is supported by seven values that reflect the priorities of the Lake Macquarie residents for the place they live. The vision and values guide the decisions Council makes every day, the plans we put in place for the future and the policies we develop to respond to the challenges of change and growth.

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.

Creativity



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

Connected communities



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

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.

Diverse economy



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

Shared decision-making



Lake Macquarie communities continue shared responsibility for governance.

Visitors interact with the displays at the Sugar Valley Library Museum, Kirantakamyari during its opening in April 2023



PLANNING, REPORTING AND ACCOUNTABILITY

Lake Macquarie City Council's strategic direction and day-to-day planning are guided by our Integrated Planning and Reporting Framework. The elements of this framework are reviewed and adopted by the elected Council and then actioned by Council staff.

10-year Community Strategic Plan

The key document in the framework is our 10-year Community Strategic Plan, which is reviewed at the beginning of each new Council term. Council initiates, develops and maintains this plan on behalf of, and with input from, the community. It identifies the community's main priorities for the future and how they can be achieved, given the issues and pressures that may affect the community and the resources available.

The seven values identified by the Lake Macquarie community in 2016 (see page 10) are the key focus areas for the Community Strategic Plan. These key focus areas align Council's strategy with its long-term, mid-term and annual planning and reporting.

Resourcing Strategy

The Resourcing Strategy details the time, money, assets and people we will need over the long-term to achieve the community's goals as identified in the Community Strategic Plan. The Resourcing Strategy is also reviewed at the beginning of each new Council term.

Four-year Delivery Program

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 the Resourcing Strategy and ask what we can achieve in our focus areas over the coming term to bring us closer to the community's vision and values. It is reviewed annually to ensure our long-term planning is responsive to change and remains consistent with current and future community needs.

One-year Operational Plan

The Operational Plan outlines the actions we will take during the year to achieve the Delivery Program strategies under each key focus area and how these actions will be funded. Our organisational departments are responsible for delivering the Operational Plan and report their progress quarterly to the elected Council.

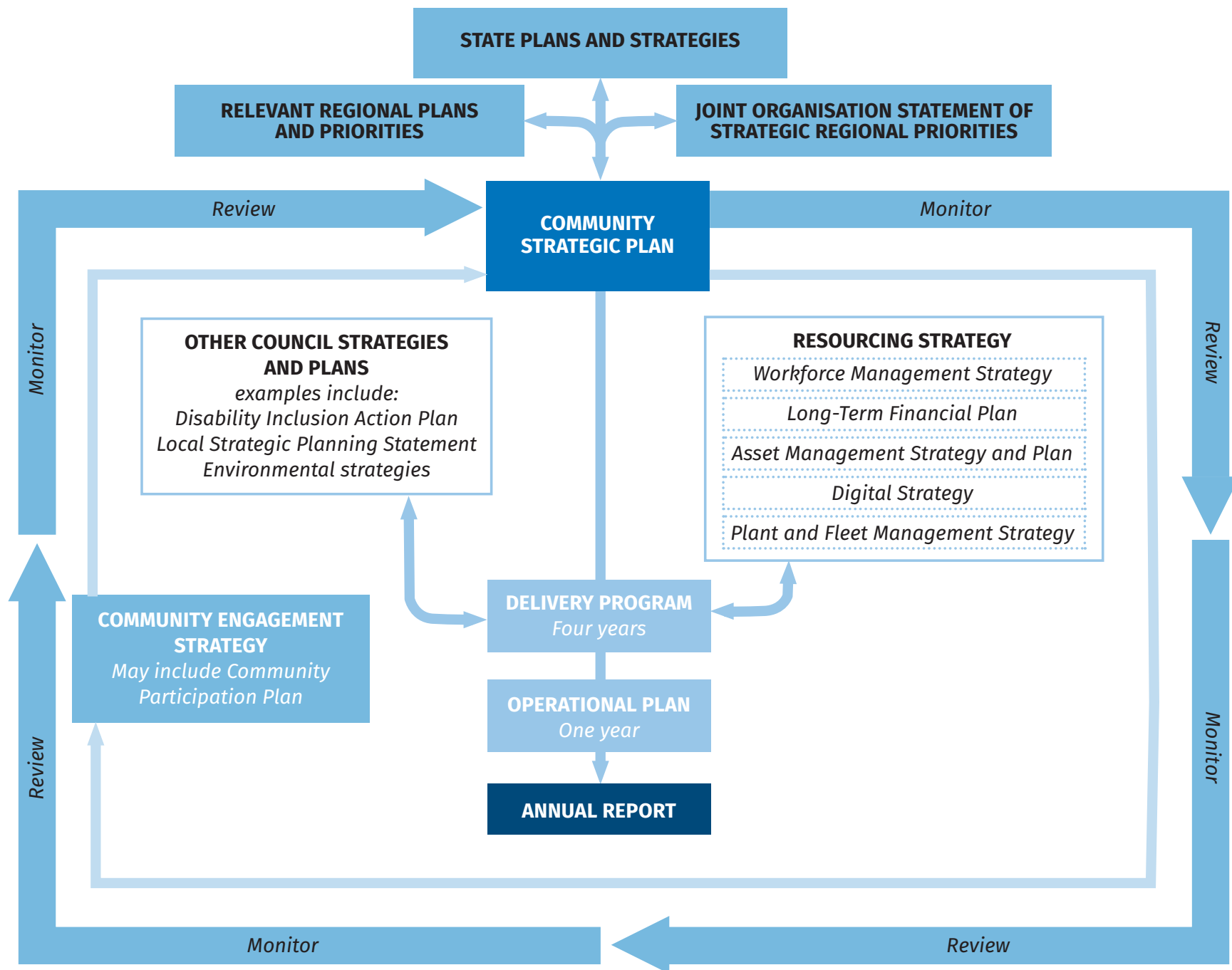
All these elements of our Integrated Planning and Reporting Framework, including quarterly and annual reports, are available at lakemac.com.au.

Community Engagement Strategy

Community engagement, and the feedback people provide, influences every part of what we do, including our day-to-day activities and overarching goals and strategies. We ask for community input around the plans and strategies that make up our Integrated Planning and Reporting Framework, as well as individual projects and initiatives. While community engagement does not replace final decision-making of the elected Council, it plays an important role, ensuring the final recommendations made by staff are equitable and well-informed.

Our engagement approach can vary depending on the need and impact of the project. We are committed to providing best practice engagement based on our principles of engagement and guided by the International Association for Public Participation, as well as planning legislation and the *Local Government Act 1993*.

In 2023-2024, we will start consulting with the community to prepare the next suite of Integrated Planning and Reporting documents.



OUR YEAR IN REVIEW

What you will find in this section

- A snapshot of our performance against our Delivery Program 2022-2026 strategies and Operational Plan 2022-2023 actions for each key focus area.
- Each action in the Operational Plan is reported as being either achieved or not achieved. If all the actions for a Delivery Program strategy are achieved, that strategy will also be taken as achieved for the year. If there are any actions for a strategy that are not achieved, that strategy will also be taken as not achieved for the year.
- Key facts and figures about Council's services and facilities, as well as highlights for the year, linked to our key focus areas.
- A preview of our plans for 2023-2024.
- How we progressed on the service reviews we committed to undertake in 2022-2023.
- A summary of where your rates go and our Community Financial Report, with concise and clear information about our financial performance.

For a comprehensive list of our achievements against actions, please go to Appendix 1: Detailed Progress Report.

You will find our financial statements for the 2022-2023 financial year in Appendix 3.

Community Assets Delivery Coordinator, Brent, on the new rugby league field at Croudace Bay Sports Complex

COUNCIL'S PERFORMANCE

Under our Operational Plan for 2022-2023, Council committed to deliver 485 actions across our seven strategic focus areas, plus an eighth category of 'Organisational support'.

We achieved 94 per cent of these actions within the year, which is an improvement on our 2021-2022 result of 92 per cent, and on our 2020-2021 result of 90 per cent.

We achieved this result despite delays in advice from external parties/authorities, resource unavailability and competing priorities. Other issues impacting our achievement of actions this year included geotechnical issues, design delays, construction issues, industry changes, wet weather and environmental constraints.

Of the 31 actions not achieved in 2022-2023, 17 are expected to be achieved in the first quarter of 2023-2024, with a further 10 expected to be achieved during 2023-2024.

Continued improvements in our operating performance over the past four years demonstrates our resilience as a city as we adapt to such challenges.

Financially, we achieved a favourable operating surplus of \$9 million against the revised March budget of a \$1.8 million deficit. This was largely due to better-than-expected returns on our investment portfolio, prudent management of

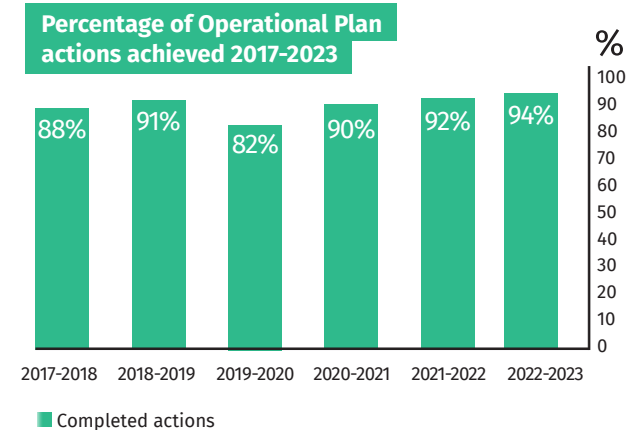
Council's operational expenditure and the one-off unexpected benefit of receiving 100 per cent of the Financial Assistance Grant in advance. Capital expenditure was slightly above budget at \$99.6 million compared to \$97.5 million budgeted.

Quadruple Bottom Line (QBL)

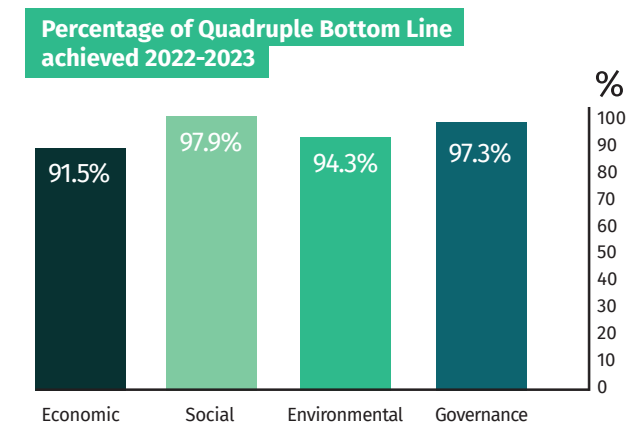
Council's Sustainability Policy outlines our commitment to the four pillars of sustainability (economic sustainability, environmental sustainability, social sustainability and sustainable governance) to ensure decision-making considers the needs of current and future generations of Lake Macquarie City.

These four pillars of sustainability are aligned to the components of the Quadruple Bottom Line (QBL): economic, environmental, social and civic leadership/governance. We map our actions to the QBL to show how they contribute to resolving the social, environmental, economic and civic leadership/governance issues facing our community. We report our progress against the QBL by reviewing how many actions were achieved for each component of the QBL.

In 2022-2023, we achieved more than 90 per cent of the actions in each component of the QBL.



Beyond this quantitative result, we reaffirm our commitment to contributing to all aspects of sustainability and the QBL for the organisation and the city.



UNIQUE LANDSCAPE

Council cares for 4000 hectares of natural area across our city. As well as maintaining and improving our beautiful coast, lake and bushland areas, we work to ensure stormwater and drainage systems keep surface water and flooding to a minimum.

We manage 726km of stormwater pipes, 107km of open drains and more than 30,000 storm water pits, inlets and outlets.

In 2022-2023, we collected more than 91,000 tonnes of kerbside waste, with 58 per cent diverted from landfill. When combined with bulky waste, commercial waste and infrastructure projects, this equates to more than 214,000 tonnes of waste managed, with 70 per cent diverted from landfill.

Our Operational Plan for 2022-2023 committed to 56 actions to protect and enhance our unique landscape. We achieved 51 of these actions. Five were not achieved.

Through these actions, we progressed towards eight out of 11 strategies from our Delivery Program 2022-2026.



53,768 native plants propagated in the Landcare nursery (up from 38,845 last year)



15.13 hectares of natural reserve weeded (up from 9.76 hectares last year)



710 hours of on-ground support to Landcare groups



38,300 tonnes of food and garden organics collected from green bins



104 tonnes of e-waste recycled (up 70 per cent from last year)



\$45,125 granted under the Community Environment Grant Program

Project Officer, Reece disposing eWaste items
at our Community Recycling Centre



Bulky waste transformation

We completed a service review of our bulky waste system, resulting in a change to a more flexible, bookable system.

Households will still be entitled to two collections a year, but now they can choose between drop-off vouchers to take bulky waste to the Awaba Waste Management Facility, or to have their bulky waste collected when it's most convenient for them.

The bookable system will create tidier streets and neighbourhoods, as the verge of entire suburbs won't be full at the same time.

The switch is expected to reduce bulky waste operating costs by about \$5 million over 10 years, once it's introduced.

Bookings will open in February 2024.

Foreshore restoration

We moved more than 900 tonnes of sand that was building up at Redhead Beach and First Creek, to improve access and amenities at these popular coastal destinations.

The sand was building up around the shower, bike racks and bins, making it difficult for our community to access and use these facilities.

We've put measures in place to slow the movement of the dunes, and stabilise them in the longer term, including placing hay bales to reduce windblown sand movement.

We also completed foreshore stabilisation works at Swansea Foreshore, Salts Bay and Wyee.

Backyard and beyond

The Backyard Habitat for Wildlife program had 187 new households join in 2022-2023, bringing the total number of households registered to 3796. Participants in this program are supported through workshops and walks throughout the year, covering a range of topics.

The Lake Mac's Backyards for Wildlife Facebook group celebrated its third birthday and welcomed their 1000th member. The group provides a space for members to share their observations and questions.

The Native Plant Giveaway in September 2022 resulted in 2922 plants being distributed to households through sites at Belmont, Morisset and Speers Point. Plans are underway to include Cameron Park in the 2023 event.

Floodplain risk management

We implemented five priority actions from our floodplain risk management plans, including automation of flood certificate applications, a review of existing water level gauges, and development of a web application for collecting resident information.

We also presented a report to the Lake Macquarie Coastal Zone Management Committee on the status of existing flood studies and floodplain risk management plans in the city.

Our plans for 2023-2024

Eastlakes Community Recycling Centre

We are planning to open a new Community Recycling Centre at Floraville Road, Belmont North. The centre will provide a permanent, free drop-off location for problem waste, such as paints, oils, gas bottles, fluoro lights, smoke detectors and batteries.

North Creek Flood Study, Warners Bay

Council will research flood behaviour in the North Creek catchment including flood levels, velocities and flows that might occur under a range of flood events. We will produce flood hazard mapping that will help to define flood planning levels for new and existing development around Warners Bay.

Please see Appendix 1 for a detailed report of our performance in the key focus area Unique landscape.

OUR COMMITMENT TO SUSTAINABILITY

Council has made steady progress during 2022-2023 to implement the Lake Macquarie City Environmental Sustainability Strategy and Action Plan 2020-2027 (ESSAP 2020-2027). Here, we outline some of the year's highlights, the challenges we have faced and our plans for 2023-2024.

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 ESSAP 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 visions and community values. There are five priority SDGs reflecting the areas we believe Lake Macquarie City Council is currently best placed to contribute.

Protecting and enhancing our natural landscapes



Coastal Management Program

The Lake Macquarie Coastal Management Program (CMP) provides the strategic direction for the management of Lake Macquarie's coastal zone for the next 10 years. It addresses the complex issues raised by a diverse coastal landscape, including the largest coastal lake in NSW with 174km of foreshore, areas of significant ecological value and high biological diversity.

It has been developed to fulfil an extensive list of mandatory requirements as specified in the *Coastal Management Act 2016* and NSW Coastal Manual. The CMP was adopted by Council 23 June 2023, and has been provided to the NSW Government for certification.

The CMP aims to preserve and enhance the environmental value of the coastline, estuary and channel amid increased visitation and pressure from urban development across the city, and the ever-increasing impacts of a changing climate.

Natural areas restoration works

Weed inspections were completed at 200 high-risk sites, 320 urban property sites, 100 peri-urban property sites and 11 rural property sites. Of these, 16 high-risk site inspections, 26 peri-urban property inspections and 50 urban property inspections were completed through the NSW Government funded Hunter Weeds Action Program. Targeted treatments for Rattlepod, Pampas Grass, Chinese Violet and Bitou bush were completed across the city.

Stabilisation and associated vegetation works were completed at Swansea foreshore, Jewells, Salts Bay and Wyee. In 2023-2024, we will be focusing on high-priority sites including Swansea, Morisset, Buttaba and Nords Wharf.

Landcare program

Through the Lake Macquarie Landcare program, our community is empowered to restore our local environment through community projects and bushland rehabilitation. Almost 200 Landcare groups work in reserves across the city and, this year, members weeded more than 15 hectares and planted more than 3500 native species to regenerate habitat. Landcare volunteers have contributed more than 14,000 hours at local sites and in our Landcare nursery.

Supporting resilient communities



FloodSmart

Almost a third of Lake Mac's 90 suburbs and nearly 20,000 properties are potentially affected by flooding and inundation. A strategic priority for Council is to reduce the impact of flooding and flood liability, including losses for individual owners, while realising the benefits from using and developing flood-affected land.

The FloodSmart hub leverages Council's significant investment in flood research and planning to give residents, emergency services and other key stakeholders the tools they need to prepare for flooding events. Easy to access online, FloodSmart is a one-stop shop providing a comprehensive guide to flood management in Lake Macquarie, as well as free information to assess flooding risks for individual properties.

Flood adaptation

Council has made significant progress towards a strategic, coordinated and long-term approach to help our community live with flood and tidal inundation, completing critical research projects around two potential adaptation concepts.

Following a pilot program to install three tidal gates at Swansea in 2021, Council has used these results to investigate how tidal gates could be implemented and managed across the city as sea levels continue to rise.

'Raise and fill' strategies have been promoted by our community as a way to remain in-place as sea levels rise. This year we analysed potential approaches to raise and fill low-lying suburbs in a coordinated and strategic way and assessed two case study sites using these concepts.

We also commenced climate change adaption and resilience planning with the Teralba to Toronto communities, once again using a community co-design approach.

Bush fire management and community awareness

Council has completed all asset protection zone scheduled works in line with the Central Coast Bush Fire Management Plan. Council is continuing to work with the Central Coast Bush Fire Management Committee to establish a new regional risk management plan.

We continued to promote bush fire awareness with our community including a 'Let's Build Resilience and Get Emergency Ready' presentation to Eastlakes Dementia Carers' Group, 'Get Ready in Five Steps' promotion at the Living Smart Festival, and digital simulation demonstrations focused on fire risk at Speers Point, Toronto and Booragul.

Nursery Apprentice, Steph, shows Ted, 4, how to plant seedlings at the Landcare and Sustainable Living Centre, umali barai-ku



Creating a sustainable city



Landcare and Sustainable Living Centre, umali barai-ku

The \$2 million Landcare and Sustainable Living Centre, umali barai-ku, is a state-of-the-art facility for sustainability and environmental engagement across Lake Macquarie City. The centre is a partnership between engaged community groups, including the Lake Macquarie Landcare Volunteer Network, the Lake Macquarie Sustainable Neighbourhood Alliance and Council.

The centre is a one-stop shop for our community to gather and learn about sustainable living, environmental stewardship, resilience to climate change, preparing for disaster and community empowerment. Opened in February 2023, following an 18-month construction period, more than 800 people attended a series of events held to celebrate Landcare and sustainability. It is home to one of the largest Landcare volunteer networks in Australia. The centre also includes a Landcare nursery that produced 53,768 native plants in 2022-2023, supporting the work of Landcare groups and Council projects across the city.

The centre showcases best-practice sustainable building practices and materials, including rainwater harvesting, solar panels, a green wall for managing building temperature and features to reduce energy consumption. Stormwater from the site is filtered through wetland before returning to the lake.

Sustainable neighbourhoods

Council supported 11 active Sustainable Neighbourhood groups to deliver 68 public events attended by more than 2400 people including repair cafes, tiny forest and greening projects, car boot sales and community workshops.

Energy resilience

Lake Macquarie City Council's Energy Resilience Program has delivered more than \$5.5 million worth of renewable energy infrastructure projects, with an average return on investment of nine per cent, realising an annual energy saving of \$450,000 to Council. Our CO2 emissions have reduced by 31 per cent from gas and 33 per cent from electricity since 2007.

With solar photovoltaics (PV) now installed at 44 Council facilities, Council is well on the path to its net zero destination. We have an electricity generation capacity of 2.1 MWh, which generates just under 3000 MWh a year. The installation of solar PV, battery storage and diesel generation systems at critical emergency response facilities to enable microgrid capabilities and resilience against disasters, as well as new initiatives to promote the use of electric vehicles, have been key projects for 2022-2023.

In addition to hosting an electric vehicle open day for our community in May 2023, Council delivered an energy wise campaign, suggesting ways residents can save power and money on their electricity and water bills.

Active transport infrastructure

Council continues to make major investments in active transport infrastructure. This year, we completed the southern section of the Fernleigh Awabakal Shared Track (FAST), with the middle section underway. Planning approval for award of contract for the final, northern section is expected in July 2023, with construction to commence in the first quarter of 2023-2024.

Two route options for a shared path to link FAST with Belmont foreshore have been identified. Community consultation will occur during 2023-2024 to finalise a preferred route for a future design stage.

Survey and geotechnical investigations for the Frederick Street section of the shared path from Charlestown to Whitebridge are nearing completion, and the project is moving into the design stage in 2023-2024.

New footpaths were designed for Hillsborough Road, Warners Bay, Henry Street, Belmont and Pelican Street, Swansea, as well as planning and feasibility for shared path connections and kerb adjustments at Gray, Peggy, and Bowman streets at Swansea.

Shared pathway construction from Fifth Street to Wilkinson Park, Cardiff continues. Constraints on site, along with delays in design progress, have resulted in project completion pushing into the first quarter of 2023-2024.

Responsible consumption and production



Sustainable waste management

In 2022-2023, Council collected 214,000 tonnes of waste from kerbside, commercial and infrastructure projects, of which 70 per cent was diverted from landfill. Given the drier year and consequent reduction in garden waste, our food and garden organics collections were slightly less this year, at 38,300 tonnes.

Increased community awareness of the problem of e-waste recycling, as well as more e-products in circulation, accounted for a 70 per cent increase in e-waste recycling. We also saw a 50 per cent increase in problem waste recycling such as paint, oil and batteries, with 1300 cars attending our Chemical CleanOut events.

In 2023-2024, we will continue to drive sustainability in this area through reviewing and updating Council's Waste Strategy.

Circular economy

Council has commenced several trials to promote a circular economy. We began a trial to collect plastic so it can be turned into new products. Council will collect soft plastics, washing baskets, CD cases, nurseypots, confluence signage and car bumper bars to send to a local remanufacturer, which turns the materials into bollards, fence posts, car park stoppers and bench seats for use around the city. Council has committed to buy back these products to close the loop of materials. So far, Council has purchased 40 bollards and five park benches made from 1015kg of plastic.

Council worked with a contractor and the University of Newcastle to trial and test various concrete mixes including ash in concrete mix (power station waste material) for a section of footpath within the Macquarie Field footballing complex.

We also trialled a flexible and porous pavement material created from recycled tyres for footpaths. The product allows for tree root movement without cracking the surface unlike a traditional concrete footpath. Its permeable nature also reduces pooling of water by allowing water to seep through the pores of the rubber.

Council has invested in Life Cycle Analysis (LCA) tools to develop and analyse scenarios of circular trial product use in projects from a carbon, energy, greenhouse gas and circular perspective. Council has created scenarios for infrastructure projects this financial year.

Council continues to support the Circular Economy Living Lab (CELL) as a vehicle to accelerate product trials in the region to increase circularity in the region.

Challenges

Design of foreshore stabilisation works at Belmont Street, Swansea have been delayed following the discovery of potential habitat for White's Seahorse populations at the site. Dive surveys are underway and a mesh banner has been installed on-site to improve aesthetics of the temporary fencing. Monthly monitoring of the seawall movement will continue.

Council will be closely monitoring urban heat and bush fire risks as we anticipate the return of El Nino conditions in 2023, exacerbated by climate change.

Increasing volumes of plastic and e-waste, and the limited recycling options available, continue to cause challenges. Council is working with soft plastic recyclers to trial solutions and will continue to promote the dangers of disposing of e-waste incorrectly.

With the high demand for housing in our city, balancing the need for consistent and available supply of housing and the impact of clearing of native vegetation due to urban development continues to be challenging. Council is addressing loss of habitat, ecosystem connectivity and reductions in downstream water quality associated with land clearing by supporting increased housing density and infill development.

LIFESTYLE AND WELLBEING

Council supports the health and wellbeing of our community by providing recreational facilities, parks and playgrounds so our residents can exercise, participate in outdoor activities and entertain their families.

We maintain and manage 126 playgrounds, 109 sporting facilities, 11 skate parks, six aquatic centres, 33 jetties and 32 boat ramps. We host and support a diverse range of festivals and events to raise the profile of Lake Macquarie and stimulate our night-time economy. We also run a network of family day care services and support a range of initiatives to help vulnerable members of our community.

Our Operational Plan for 2022-2023 committed to 110 actions to support community lifestyle and wellbeing. We achieved 100 of these actions, with 10 not achieved.

Through these actions, we progressed towards seven out of 10 strategies from our Delivery Program 2022-2026.



831,000 visits to the city's four patrolled beaches (up from 785,000 last year)



375,056 visits to our Lake Mac Swim Centres (target was 300,000)



1077 food and other regulated premises inspected (up from 927 last year)



67 free events provided to the over 55s community on health, safety and wellbeing



245 participants and 50 carers attended the new IncludingYOU program

Residents enjoy a group fitness class at the West Wallsend Swim Centre



Sprinting towards world-class status

We started work on a \$42 million Hunter Sports Centre expansion, set to make the Glendale facility a nationally significant sporting venue.

We completed a new athlete warm-up area as part of stage one, with a testing facility due for completion in the second half of 2023.

Stages two and three will include a three-storey sport and community centre, as well as Australia's only Trampoline Centre of Excellence.

The expansion is expected to be completed by late 2024 and will welcome almost 600,000 visitors a year.

The project is jointly funded by the Australian Government, the NSW Government and Council.

Female-friendly grants

We upgraded 26 changerooms within 12 sportsground amenities buildings across the city to help women and girls feel more welcome and included in community sport.

Simple changes like installing partitioned showers in changerooms will allow young girls and women to feel more at ease and help them perform at their best on game day.

Council received grant funding for this project from Round Four of the NSW Government's Stronger Country Communities Fund.

Lake Mac lifeguards raise flags for longer

Data from our Smart Beaches program led us to patrol Lake Mac beaches for an extra two hours a day through December 2022-January 2023.

Monitoring of beach visitation over the past two years showed an influx of people heading to the coast before and after work. We were able to use this data to extend patrol hours from 9am-5pm, to 8am-6pm, so people can swim safely outside the midday heat.

And once we pulled the flags down at the end of summer, our lifeguards still didn't clock off. They taught swim safety to school students during the off-season, ensuring the next generation can safely use our lake, oceans and pools.

As part of our Water Safety Education program, 217 sessions were presented across 74 schools to students in kindergarten, and years three, six and seven.

Redhead pumping with new track

We completed construction of a new \$450,000 outdoor pump track at Redhead Beach. The facility opened on 30 June 2023, providing a new active recreation opportunity for people of all ages and skill levels.

Community consultation helped shape the track's design, including rollers and jumps with multiple lines for progression of riding abilities.

The track is suitable for bikes, scooters and skateboards. The facility also includes shaded seating, a bubbler and a bike repair station.

Funding for the pump track came from development contribution funds.

Our plans for 2023-2024

Hunter Sports Centre expansion, Glendale

Council will continue a \$42 million expansion of the Hunter Sports Centre. Following the opening of a new warm-up track in February 2023, additional facilities to be delivered include a new athlete testing facility, sport and community centre and NSW Trampoline Centre of Excellence. The upgrade is expected to create 100 direct and indirect jobs during construction, and generate \$16 million in flow-on benefits to the local economy.

Playground upgrade and new youth hub, Rathmines Park

We are upgrading the current children's playground area in Rathmines Park, based on community consultation. While the existing playground will be retained, new facilities will increase accessibility and incorporate fitness equipment, nature and adventure play areas, and a Catalina-themed learn to ride area on the existing historic aircraft stores concrete pad.

Located across the road from Rathmines Theatre and next to the Parade Ground, Rathmines Youth Hub will replace the existing skate bowl infrastructure with an upgraded skate park and pump track.

Please see Appendix 1 for a detailed report of our performance in key focus area Lifestyle and wellbeing.

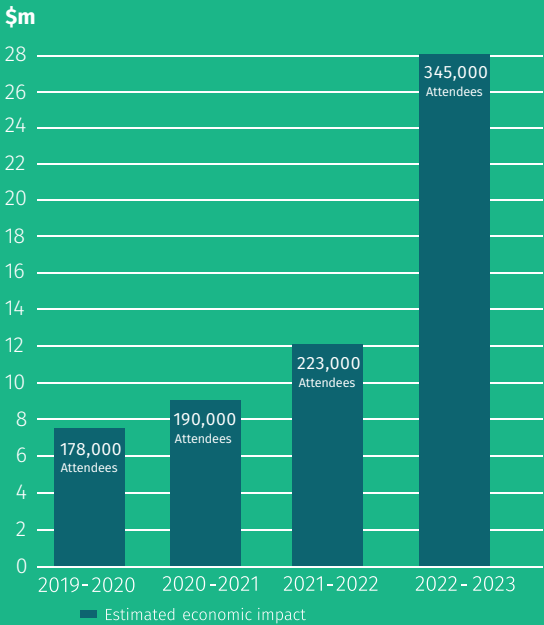
OUR EVENTS

In 2022-2023, Council provided a vibrant and diverse program of events for our community. In addition to regular programs such as Lake Mac Grows crop swaps, we organised live music, sports competitions, family festivals, cultural events and markets.

In total, 345,000 people attended 406 key events.

We also granted \$192,202 in funding and sponsorship for community organisations to run local events and celebrations, community events and sponsored events and festivals. Please see Appendix 2: Statutory Report for details of our event funding program.

Estimated economic impact of Council's events program





Lake Mac Carols



Living Together Festival



Lake Mac Women in Sport Festival with tennis great Jelena Dokic



Archibald Prize touring exhibition at the Museum of Art and Culture, yapang

MOBILITY AND ACCESSIBILITY

In the 2023 Australian Liveability Census, you told us walking, jogging and bike paths that connect housing to community amenities were a priority for Council. We use a rolling program of maintenance and identified improvement projects to keep motorists moving and pedestrians safe.

Our Operational Plan for 2022-2023 committed to 104 actions to improve community mobility and accessibility. We achieved 96 of these actions. Eight were not achieved.

Through these actions, we progressed towards one out of four strategies from our Delivery Program 2022-2026.



500,000 sqm of asphalt patching, pothole repairs and road resurfacing jobs – equivalent to an 83km continuous stretch of road



\$17.6 million spent on patching, pothole repairs and resurfacing



14 electric vehicle (EV) public charging stations



2.8km of shared pathways and footpaths constructed, with another 5.1km dedicated to Council as part of subdivision developments

Council's electric vehicles were showcased during our electric vehicle open day in May 2023



Connecting our city

We undertook several high-priority road infrastructure projects to make it more convenient to move around our growing city, including completing construction of a bridge upgrade at Wilton Road, Awaba, with the bridge now open to traffic.

We also opened the \$8.6 million The Weir Bridge at Barnsley. The new bridge is dual-lane, and includes a 3m-wide shared pathway on the northern side of the bridge. The old weir crossing was only single-lane and prone to flooding before it was permanently closed to traffic in early 2021 due to storm damage.

We began construction works at the intersection of Alton Road, Central Road and Freemans Drive, Cooranbong. Works at this location are on track to be completed by the end of 2023.

Construction works commenced on the underpass lights at Fassifern Road and Greenway Parkway, Fassifern. As part of this project, we also completed feasibility and planning for footpath improvements at Fassifern Road.

Supporting electric vehicle surges

We hosted the Hunter's first local government electric vehicle (EV) open day, showcasing the latest EVs and EV technology.

The open day offered test rides in Council's fleet of Nissan Leaf EVs, and showcased electric motorbikes, go-karts and e-mobility devices, to help educate community members considering swapping to an EV.

In addition, EV charging stations have been installed and are operating at Speers Point Park, the Landcare and Sustainable Living Centre, umali barai-ku, and Swansea Lakeside and Blacksmiths Beach Holiday Parks.

Road repairs

Pothole repairs across Lake Macquarie have more than tripled in the last two years, as Council crews worked overtime to fix roads hit by heavy rain and flooding.

In 2022-2023, crews filled more than 14,500 potholes, up on the long-term annual average of about 3500 pothole repairs.

We spent \$17.6 million on patching, pothole repairs and resurfacing over the past 12 months, up from \$10.5 million in 2021-2022, and \$10.8 million in 2020-2021.

Pothole repairs are prioritised across the city, based on traffic volumes and the risk they pose to road users.

FAST southern section complete

We passed the halfway milestone of the landmark Fernleigh Awabakal Shared Track project, with the opening of the 1.6km southern section of the shared pathway.

The stretch from Hilda Street, Belmont South to Awabakal Avenue, Blacksmiths joins an existing path that connects to Swansea and beyond.

The southern section includes a 3m-wide shared path, three upgraded bus stops with new shelters, and associated landscaping, fencing and drainage.

The northern section, which takes in Belmont Lagoon before crossing Cold Tea Creek, is expected to be completed by April 2024.

Please see Appendix 1 for a detailed report of our performance in key focus area Mobility and accessibility.

Our plans for 2023-2024

FAST finish line

Council will complete the final northern section of the Fernleigh Awabakal Shared Track (FAST), creating the longest active transport route in the Hunter region. The northern section will include a landmark viewing platform and 400m of wetland boardwalk, a spectacular new bridge over Cold Tea Creek and shared pathway from the end of the existing Fernleigh Track to the start of the southern section at Belmont South.

Intersection improvements at Alton Road, University Drive and Freemans Drive, Cooranbong

We will complete construction of signalised intersections at Alton Road and Freemans Drive, and University Drive and Freemans Drive, Cooranbong. The works will include signalised pedestrian crossings, median islands, additional lanes, drainage improvement works, footpaths and kerb ramps. This project will improve safety for motorists, pedestrians and cyclists, and improve travel times and connectivity.

Bridge replacement program

We will ensure safe travel around our city by replacing two old vehicle bridges - one on Owens Road, Cooranbong and one on Pointers Road, Martinsville.

Works underway in 2023-2024

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

- Road rehabilitation on Harper Avenue between Sedgwick Avenue and Neilson Street, Edgeworth
- New underpass lights at Fassifern Road and Greenway Parkway, Fassifern
- Intersection improvements at Alton Road, Central Road and Freemans Drive, Cooranbong
- Road rehabilitation on Piriwal Street from Karoburra Street to Makoro Street, Pelican
- New shared pathway at Main Road, Edgeworth along Cocked Hat Creek
- New footpath at Henry Street, Belmont
- Footpath on Pelican Street, Swansea
- High pedestrian activity area improvements at Charlestown
- New footpath connection at Hillsborough Road from the access road to pedestrian lights, Warners Bay.

A comprehensive list of projects is included in the Operational Plan and Budget 2023-2024, including revised Delivery Program 2022-2026, available at lakemac.com.au.

You can also view an interactive map of capital works planned for 2023-2024 at lakemac.com.au/Our-Council/Our-projects.

An aerial view of the Watagan Park residential development at Cooranbong, an important growth area for the city





DIVERSE ECONOMY

Lake Macquarie City is competitively positioned to attract visitors and investment, thanks to its proximity to Sydney, its thriving base of small and medium businesses and its enviable lifestyle and natural beauty. Council works to encourage tourism and supports our local economy to be adaptable, diverse and responsive to new technology. We also manage assets, including our land holdings, to maximise return for the community.

Our Operational Plan for 2022-2023 committed to 65 actions to promote a diverse economy in Lake Macquarie. We achieved 59 of these actions. Six were not achieved.

Through these actions, we progressed towards 12 out of 15 strategies from our Delivery Program 2022-2026.



97 applications received for the Lake Macquarie Business Excellence Awards



16.5 million reach across Museum of Art and Culture, yapang, Lake Mac Libraries, Lake Mac Tourism and Lake Mac Arts social media



450+ sessions by members of the digital Fabrication Lab (Fab Lab)



\$28 million estimated economic impact of events and festivals (up from \$12 million in 2021-2022)

Fab Lab Lead Claire uses the 3D printer



Swansea splash park makes waves

We opened a new splash park, boasting two large waterslides and a 200-litre tipping bucket, at Council's Swansea Lakeside Holiday Park.

The splash park has been one factor contributing to the significant increase in demand at the park. The park attracted an additional 8000 site nights in 2022-2023 compared to 2021-2022, and more than 2000 additional site nights compared to 2020-2021. The 8000 site nights represent a boost of \$4.3 million to the city's economy, compared to 2021-2022.

Stage one of the \$950,000 project included two water 'cannons', a shade sail and accessible features. Paths and ramps throughout the splash park allow people with disability to use the park to their full potential.

Stage two of the splash park was completed in September 2022, involving construction of a toddler slide, spinning splashers and mini-tipping buckets, to ensure the park can cater for all ages in a fun and safe way.

Imagine the future of Morisset

We asked for community input on a Morisset Place Strategy discussion paper to help guide the future of Morisset.

Morisset is one of the fastest growing suburbs in the Hunter Region, tipped to be home to an extra 14,000+ residents and 3700+ new jobs within 20 years. It is also identified as a regionally significant growth area in the Hunter Regional Plan 2041.

The consultation will contribute to a Morisset Place Strategy to guide future development and growth, while protecting and enhancing what people already love about Morisset.

Work on the Morisset Place Strategy will continue in 2023-2024, with a draft to be prepared for consultation with NSW Government agencies.

Visitor information kiosk

Two new mobile visitor information kiosks, the first of their kind in NSW, are an industry-leading development in place of the traditional static visitor information centre. The mobile kiosks ensure visitor services are more accessible around the lake, supporting the city's \$550 million visitor economy.

Launched in March 2023, the kiosks pop up at key visitor hotspots and events around Lake Macquarie each weekend, manned by a roster of enthusiastic and engaging volunteers.

The new approach with the kiosks ensures greater distribution of printed tourism collateral across the city and improved access to tourism brochures and guides at Council venues and facilities.

Megan and James McGregor from The Blue Tribe Company won Excellence in Innovation at the Lake Macquarie Business Excellence Awards 2022



Circular Economy Living Lab

We worked with Dantia and the University of Newcastle to establish the Circular Economy Living Lab (CELL) – Australia’s first Living Lab dedicated to the circular economy.

Living Labs aim to integrate research and innovative processes into real-life communities and settings.

CELL is an independent, not-for-profit organisation that seeks to accelerate innovation, build capacity and provide leadership for the decarbonisation of the economy.

One CELL project is exploring different building materials we may be able to use in our roads, such as glass, tyres and ash from coal-fired power stations.

Please see Appendix 1 for a detailed report of our performance in key focus area Diverse economy.

Our plans for 2023-2024

Place strategies

Council will continue to work on place strategies for Morisset and the North West Catalyst Area. The place strategies will bring together commercial interests, community groups and relevant NSW Government departments to consider what transport, housing and other infrastructure these areas will need in the future to fulfill their economic potential.

Supporting the cultural economy

Council will develop entrepreneurial programs to grow employment in the creative and cultural industries. We will support local designers with their emerging businesses through the FabLab, and continue to grow the Open Studios program, which facilitates opportunities for artists to sell directly to new customers.

Morisset is identified as a regionally significant growth area in the Hunter Regional Plan 2041





CONNECTED COMMUNITIES

Council plays a critical role in connecting people in our region. From providing exciting spaces where people want to gather, offering creative learning and cultural experiences and ensuring everyone, regardless of background, age or ability, can participate in community life, Council works to bring people together. We celebrate and preserve our local heritage, including Awabakal culture. We are focused on helping our community meet the future challenges of a changing climate. Council manages 25 community halls.

Our Operational Plan for 2022-2023 committed to 69 actions to create community connections across Lake Macquarie City. We achieved 67 of these actions. Two were not achieved.

Through these actions, we progressed towards eight out of 10 strategies from our Delivery Program 2022-2026.



232,629 downloads of online loans (audiobooks, e-books, etc) through Lake Mac Libraries



791 programs for Aboriginal and Torres Strait Islander, early childhood, families, LGBTQI+ and over 55s communities



5000+ views of Council's NAIDOC Week flag-raising ceremony live stream



83,000 digital reach of the Sustainable Neighbourhoods program (up 199 per cent from 2019-2020)



7918 streetlights replaced with energy efficient LEDs, in partnerships with Ausgrid

Council celebrated NAIDOC Week with members of the local Aboriginal and Torres Strait Islander community



Disability Inclusion Action Plan

Council's Disability Inclusion Action Plan covers four areas: access to meaningful employment, creating liveable communities, building positive attitudes, and making systems, information and processes accessible.

The Access and Inclusion Panel is a reference committee that represents the interests of older people, carers and people with disability. In 2022-2023, the panel met five times to inform and advise on Council's plans and initiatives to promote non-discriminatory access.

To create accessible and liveable communities for all residents, Council completed seven non-discriminatory referrals for master plans and development applications for recreation facilities, as well as 131 non-discriminatory access referrals for general development applications. We also promoted the Zero Barriers project to educate businesses on accessibility and inclusivity.

Our IncludingYOU tent supported families with sensory needs who attended several Council events, including the Lake Mac Carols and Lake Mac Festival. Sensory Santa met children who could be overwhelmed by noise and crowds in a relaxed outdoor setting.

To build positive attitudes to disability, we trained staff on access and inclusion and ensured our visitor guide included accessibility features of new tourism partners. We also conducted customer experience audits of Lake Mac Libraries, which identified recommendations to improve the visitor experience for people with disability.

We continued to build networks and skills of participants through the IncludingYOU program, which provides free, inclusive activities for people of all abilities. In partnership with Sport NSW, we hosted an Activate Inclusion Sports Day that gave 180 students with disability from 11 local schools the opportunity to participate in eight different sports. We also partnered with a local gym to introduce a four-week program attended by 15 participants, resulting in ongoing community participation.

We expanded our school work experience program to five students from support unit classes at Glendale High School across four Council departments.

We continued to provide free master locksmith access keys (MLAK) for accessible changing facilities to eligible residents, with a total of 246 keys allocated.

Please see Our people – equal opportunity and diversity on page 72 for information about our actions to provide access to meaningful employment.

Region-first library museum

We opened the Sugar Valley Library Museum, kirantakamyari, offering visitors a glimpse into the rich history of West Wallsend and its surrounds.

We saw 1071 people walk through the doors on the first day. In the first three months, more than 15,495 visited, 683 new members joined and 66 programs were held, exceeding all expectations.

A first for the Hunter region, the library museum houses a contemporary community library alongside historical exhibitions. It uses immersive technology like virtual reality to tell stories that engage and entertain visitors.

Council works closely with the West Wallsend District Heritage Group to capture and highlight the area's compelling history. The building has the capacity to safely store up to 7000 heritage items.

Youth outreach success

Council partnered with Arise Community Support to deliver a youth outreach engagement program on Thursday evenings across the Charlestown shopping and recreation precinct.

Youth workers contacted 1539 young people (aged 12-22 years) to prevent their involvement in anti-social behaviour.

This intervention resulted in 747 young people being diverted away from public areas to participate in centre-based programs.

As a result, about 15 per cent of the young people received assistance such as mental health support, re-engagement with education, employment skills and work placements, or help with homelessness, domestic violence and anti-social behaviours.

Low impact living

More than 15,000 people attended the Living Smart Festival that promotes ways to live more sustainability. The festival featured Logie-winning Gardening Australia host Costa Georgiadis, along with 36 other presenters, and a native plant giveaway to encourage residents to create local biodiversity in their gardens.

More than 450 people attended the opening of the Landcare and Sustainable Living Centre, umali barai-ku celebrations. Umali barai-ku means 'to do for the earth' in Awabakal language and the centre is a one-stop shop for the community to learn about sustainable living.

Council delivered our monthly Crop Swap event and partnered with Repair It Lake Mac to deliver regular workshops and repair cafes. The Repair Cafe is a place to socialise, learn new skills and give broken items a new lease on life, and is run entirely by volunteers.

Waste Warrior workshops were held with 1407 students across 31 schools, teaching them how to reduce the waste they create and how to recycle right at school and at home. Meanwhile, 13 tours of the Organics Resource Recovery Facility at Awaba reached 286 residents.

Please see Appendix 1 for a detailed report of our performance in key focus area Connected communities.

Please see Appendix 2: Statutory report for details of the grants we awarded to community organisations in 2022-2023.

Our plans for 2023-2024

Self-access libraries

With the growing addition of self-access services, delivered through integrated hardware and software, library users will have greater flexibility to use our services at convenient times. Shift workers, students and cultural groups who typically don't align with traditional operating hours will benefit from an increase in access times.

Disability inclusion and access

The IncludingYOU Program will continue to provide information and free activities to help people with disability build networks, increase social participation and learn new skills.

Council's program of bus stop upgrades will deliver wheelchair users and people with visual impairment, accessible bus stop facilities to make boarding easier and safer.

Aki uses the self-service facilities at Charlestown Library, walyamay



CREATIVITY

Council is committed to investing in and promoting Lake Macquarie City's cultural and creative assets. We aim to provide creative and cultural leadership, ensure the public has access to a range of cultural experiences, and support the sector to generate revenue. Our six libraries, two creative hubs, library museum, two galleries and two theatres offer our community a dynamic program of creative participation, learning and cultural experiences with a focus on innovation.

Our Operational Plan for 2022-2023 committed to 14 actions to stimulate creativity in Lake Macquarie City. We achieved all 14 of these actions.

Through these actions, we progressed towards five out of five strategies from our Delivery Program 2022-2026.



554,069 visits to Council's cultural venues, up from 70,000 visits in 2021-2022



\$48,000 of artwork sold by 86 artists at the November 2022 and June 2023 Open Studios program



476 Lake Mac creative professionals commissioned



57 exhibitions across all Council venues

Country singer Amber Lawrence performed at Rathmines Theatre as part of Live Music Lake Mac



Dobell anniversary celebrated

There was extra reason to celebrate the annual Dobell Festival this year, as we marked 80 years since the acclaimed artist won the 1943 Archibald Prize.

The festival was celebrated across June, with workshops, presentations and exhibitions addressing various aspects of Dobell's life and work.

Dobell House, Rathmines Theatre, Sugar Valley Library Museum, Wangi Library Creative Hub and the Museum of Art and Culture, all hosted events as part of the festival, with a total attendance of 34,490.

The Dobell Festival is supported by the NSW Government through Create NSW.

Almost a million people participate in cultural events

We saw 989,630 people participate in a cultural activity at libraries, galleries, performing arts centres and events across our city.

We engaged 476 creatives as part of a performing arts and live music program for the city.

History Illuminated was held from 2-12 September 2022, with 39 programs and exhibitions enjoyed by 3133 people. This is a 200 per cent increase in the number of people who attended the festival events and exhibitions in 2021-2022 (COVID affected).

Growth in creative industries

The Museum of Art and Culture (MAC), yapang hosted the Archibald Prize Regional Tour. Lake Macquarie was one of just six cities to host the tour nationally. One of the most significant and publicised exhibitions to be held at MAC to date, the exhibition attracted 17,060 visitors, with 56 per cent of attendees coming from outside Lake Macquarie City. The exhibition delivered an estimated economic impact of more than \$1.7 million.

This year's Open Studios program was a success, with 86 artists featured, attracting nearly 8000 attendees and \$48,000 in sales. The combined economic impact for the year is \$485,000. With less than \$15,000 cost to Council, this program represents a sustainable and growing commitment to the development of creative practice in the city.

We saw 232,560 visitors attend 55 exhibitions across the Museum of Art and Culture, yapang, Multi-Arts Pavilions, mima, SEEN@Swansea and other Launchpad@Lake Mac Libraries spaces.

Please see Appendix 1 for a detailed report of our performance in key focus area Creativity.

Hollie, 3, checks out an exhibition at the Sugar Valley Library Museum, kirantakamyari

Our plans for 2023-2024

Cultural programs

Council will continue to host flagship cultural programs, including the annual Dobell Festival for creative arts, History Illuminated heritage festival and Write Here, Write Now literacy festival. Each of these cultural festivals draw on all areas of the arts and are designed to provide a broad range of quality learning experiences for the community.

Morisset Community and Cultural Hub

Council will undertake planning and feasibility for the Morisset Community and Cultural Hub, a landmark building that will support lifelong learning and encourage use by non-traditional library users. The hub will be a focus for a variety of cultural, learning and recreational opportunities, with space for quiet study and information seeking, along with multifunction spaces for storytelling and children's activities.



SHARED DECISION- MAKING

Council is committed to developing strong relationships with stakeholders including government and business to influence decisions and create partnerships that benefit our city.

Our Operational Plan for 2022-2023 committed to 13 actions to share decision-making with our stakeholders. We achieved all 13 of these actions.

Through these actions, we progressed towards five out of five strategies from our Delivery Program 2022-2026.



670,000 people reached through a localised marketing plan to promote our city identity to Lake Mac residents



77,700 visits to Shape Lake Mac, our online engagement portal



36 key engagement projects



185,000+ calls, emails, over-the counter transactions and social media enquiries handled by our Customer Service Centre

Community Engagement Specialist, Karena, works with participants at a community engagement session



New strategy for engagement

With feedback from a community summit, community drop-in session, an online survey and online forums, we developed a new Community Engagement Strategy.

Feedback centred on the need for engagement to be meaningful and transparent, with outcomes reported back to the people engaged throughout the process.

The Let's Shape Lake Mac Community Engagement Strategy was adopted by Council in November 2022.

Regional advocacy

Council had regular and constructive engagement with peak industry and community organisations throughout the year, including the Committee for the Hunter, Hunter Joint Organisation, Business Hunter, University of Newcastle, Property Council Hunter chapter and Urban Development Institute of Australia.

We continued to contribute to the Hunter Planning Alliance, liaising directly with Transport for NSW and the Department of Planning and Environment to advocate for improved delivery of enabling infrastructure in the city and region.

We have also supported the development of the Port of Newcastle's Clean Energy Precinct as a memorandum of understanding partner.

Customer service wins

We installed a new ticketing machine at our Customer Service Centre. The machine offers enhanced queue routing, creating a better experience for our customers.

Staff also implemented several technology solutions to improve efficiencies and reduce the manual handling of Council records.

We exceeded expectations on our targets for development processing times. Fast track developments were processed in half the timeframe allocated (10 days, instead of 20), while general, medium and major developments were also processed quicker than targeted.

Our plans for 2023-2024

Customer service improvements

In response to Council's 2022-2023 review of customer service transactions, we will work on several of our high-volume transaction types to improve our processes. Aiming to deal with customer queries more quickly and seamlessly, we will identify opportunities to increase efficiencies and reduce handling time.

2024 Local Government election

As Lake Macquarie City's population continues to grow, particularly in the west of the city, Council needs to review its ward boundaries to ensure the number of electors in each Ward remains within the statutory threshold of 10 per cent. Council will consult the community and work with the NSW Electoral Commission to ensure this process is rigorous and fair, and that residents are aware of any changes to their ward details before the 2024 election.

Please see Appendix 1 for a detailed report of our performance in key focus area Shared decision-making.

ORGANISATIONAL SUPPORT

We're committed to achieving great things for our city and its people. Our Resourcing Strategy outlines how we will help achieve our community's goals in terms of time, money, assets and people. Effective resource planning ensures focus on both the short-term and long-term goals for the city.

Our Operational Plan for 2022-2023 committed to 54 actions to support our organisation in achieving our goals. We achieved all 54 of these actions.

Through these actions, we progressed towards 15 out of 15 strategies from our Delivery Program 2022-2026.



One additional accessible evacuation chair installed in Administrative Centre



Three service reviews completed, with two others ongoing



26 Education to Employment (E2E) positions filled

Project Officer, Chris, and E2E Project Officer, Tahlia, on site at Hunter Sports Centre



Record E2E intake

We offered a record number of jobs for apprentices, trainees, cadets and graduates through our Education to Employment (E2E) program. We filled 26 positions, including:

- five female-only Trainee Works Assistants
- one female-only Cadet Civil Engineer
- five Trainee Works Assistant positions and one Trainee Arts, Culture and Tourism position designated for Aboriginal and Torres Strait Islander people.

Council participates in a rigorous process to establish these positions as targeted employment opportunities for specific sectors of the community.

The program provides on-the-job experiences while participants study for a formal qualification.

Work experience builds ability

Council has a dedicated work experience program for students with disability, which was developed with two local high schools. The program is now in its third year, with increasing numbers each year building on success. Five students from Glendale High School support unit classes participated in a work experience program at Council in 2022-2023.

We are also partnering with the University of Newcastle to implement Work Integrated Learning (WIL) at Council, by providing a streamlined process for WIL placements.

Maturing enterprise risk management

We updated our Risk Management Framework, implemented regular risk reporting and updated our enterprise risk register, to improve Council's approach to risk management.

Further work has been identified to mature and embed risk-based decision-making across Council, with a new Integrity and Risk team established in May 2023.

Our plans for 2023-2024

Focus on financial sustainability

Council's financial strategy aims to return the financial operating result to surplus over the course of the Delivery Program 2022-2026, which we achieved in 2022-2023. To ensure ongoing financial sustainability, it is important Council maintains a conservative approach to financial planning in the year to come.

Workforce planning for the future

Our vision is to be an organisation of 'empowered people working together to create an even better Lake Macquarie City'. Key initiatives to help us achieve this vision in 2023-2024 include implementing our Diversity and Inclusion Management Plan to better realise the benefit of our community's diversity, and exploring future workforce needs to prepare for changing roles now and in the future.

Whole-of-life asset management

Council's Asset Management Policy recognises that effective asset management is a whole-of-organisation responsibility and should be implemented across whole-of-asset lifecycle. Our priority areas of focus for 2023-2024 are asset planning and asset improvement.

We will develop asset management plans for Awaba Waste Management Facility and Hunter Sports Centre. We will also implement an Asset Management Maturity Plan and improve organisation-wide asset management literacy.

Improving digital capability

We will improve risk and injury management software to support administrative processes and enhance improved decision-making, and work to strengthen Council's position in preventing cyber security threats and incidents, to ensure the protection of data.

Please see Appendix 1 for a detailed report of our performance in key focus area Organisational support.



SERVICE REVIEWS

Our service review program uses evidence-based processes to monitor and adjust our service levels and resources to ensure our services are sustainable, relevant, contemporary, affordable and aligned with community expectations and values. The service review program builds on our strong continuous improvement and customer-centric culture, engaging team members to contribute their subject matter expertise to help improve the efficiency and effectiveness of the services they deliver.

Community and stakeholder engagement is critical to the success of the service review program. Meaningful engagement helps shape the strategic direction of our city, as well as informing the various policies, plans and programs that support this vision. The review process uses information from recent community and stakeholder engagement activities, including our 2021 Community Satisfaction Survey results. We are committed to providing best practice engagement based on our principles of engagement and guided by the International Association of Public Participation.

City Works crew hard at work repairing potholes

In 2022-2023, we reviewed our operations for asphalt patching, vegetation maintenance, duty planning services, sports fields maintenance and facilities presentation.

Service reviewed	Status of review	Results of review	Changes made after the review
Asphalt patching	Complete	<p>In 2021, Council undertook community engagement to identify residents' priorities about providing new assets/maintaining existing assets across 18 asset categories. One of the areas recommended for further investment was local sealed roads (excluding major roads).</p> <p>An operational review was conducted identifying opportunities to improve this service, including reducing the customer request backlog relating to asphalt patching.</p>	<p>The review recommended changes to how we structure our maintenance team, as well as the introduction of modified techniques that allow potholes to be filled during wet weather with a superior mix and changes to supporting plant.</p> <p>The changes have resulted in an average operational saving of \$241,000 a year, which is equivalent to \$2.8 million saving on Council's Long-Term Financial Plan over 10 years.</p> <p>We have also seen an efficiency increase from about eight tonnes to 12 tonnes a day of heavy patching.</p>
Vegetation maintenance	Complete	<p>In 2021, Council undertook community engagement to identify residents' priorities about providing new assets/maintaining existing assets across 18 asset categories. The 400 respondents who completed both the phone and online surveys rated 'Facilities and condition of parks and reserves' among three asset classes needing 'more investment'.</p> <p>The review also considered the recommendations within Council's Parks and Play Strategy 2021.</p> <p>The review identified opportunities to improve the efficiency of Council staff operations by addressing staffing levels, enhancing equipment and technology, simplifying procedures, and investing in staff training and development.</p>	<p>A recommended two-year investment plan ensures the necessary assets and personnel are in place to meet current service level requirements.</p> <p>The changes have resulted in improvements to the useability and presentation of our parks, roadsides and open spaces, with an average additional 25,000sqm per day maintained.</p> <p>Council has also seen a reduction in customer requests and complaints about vegetation maintenance.</p>
Duty planning services	Complete	<p>Duty planning is a free service that provides written and verbal advice to customers for development and planning related enquiries. The duty planning service review included a quality assurance survey of customers in March 2023.</p> <p>The outcomes of this engagement were positive, with customers reporting it was easy to deal with our Duty Planners, the Duty Planner understood their needs, and they were overall satisfied with the service.</p> <p>The review identified an opportunity to implement updated support systems and processes to ensure the service remains efficient in the continued provision of high-level customer satisfaction.</p>	<p>Changes identified included the development of administrative support tools and updated customer-facing content across a range of channels, including Council's website.</p> <p>It is anticipated that these changes will improve and maintain customer experience satisfaction levels with this service.</p>

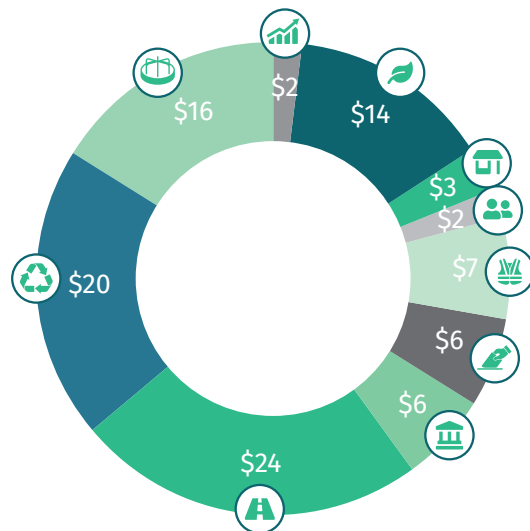
Service reviewed	Status of review	Results of review	Changes made after the review
Sports field maintenance	Ongoing	<p>In 2021, Council undertook community engagement to identify residents' priorities about providing new assets/maintaining existing assets across 18 asset categories. Outdoor sporting facilities were in a group with the highest-rated satisfaction level.</p> <p>The review also considered the Lake Macquarie Sports Strategy 2021-2031 community engagement process, where respondents provided insights into the facilities commonly used for playing or training, and prioritised areas for improvement.</p> <p>Council operates its sport facilities through two models:</p> <ul style="list-style-type: none"> • Community operating committees with delegated authority, governed by section 355 of the <i>Local Government Act 1993</i>, to manage facilities with shared use among several user groups. • Incorporated clubs and associations manage facilities that are majority used by them/the one club/association. <p>Council has 29 community operating committees and 62 incorporated clubs/associations with delegated authority to manage sport facilities on behalf of Council.</p> <p>The review identified a desire to maintain the community-led approach as the primary management model for Council sports fields.</p>	<p>Council's community-led management of sport facilities is not uncommon across NSW, with numerous councils using similar models. This approach helps create a sense of pride and ownership. It can also assist with Council resourcing through the management of bookings, line-marking, facilitating ground closures, conducting facility inspections, basic maintenance and reporting illegal use, damage, etc.</p> <p>Council has an online facility management operation manual for volunteers that manage community halls and sport facilities owned/controlled by Council. The Lake Mac Facility Manager Operational Manual identifies some key areas of volunteer responsibilities including:</p> <ul style="list-style-type: none"> • ground closures • line marking • turf management such as mowing, irrigation and top dressing • removal of goal posts. <p>No changes are proposed to this management practice after the initial service review.</p> <p>A further operational review of Council support operations in this area will be undertaken in 2023-2024.</p>
Facilities presentation	Ongoing	<p>The preparation of the Public Amenities Strategy drew upon a comprehensive community engagement plan to inform the service standards. The plan identified that the community values the provision of public amenities and would like to see cleaner, safer and more modern amenities with improved maintenance.</p> <p>Future priorities indicated improved cleaning and safety were higher priorities than additional facilities, along with the need to upgrade older facilities. The highest priority for action was increased cleaning of public amenities.</p> <p>The review identified opportunity to focus on improvements to cleaning frequency and standards.</p>	<p>This review is ongoing. In 2023-2024, Council will review existing resources and explore efficiencies that result in an increased level of satisfaction for this service.</p>

HOW WE SPEND YOUR RATES

Council is responsible for making sure many aspects of everyday life run smoothly. From waste management to street lighting, beach safety to roads, parks, playgrounds, drains, sports fields and, of course, looking after our beautiful lake and coastal foreshore, we understand our community expects us to provide the facilities and services that make Lake Macquarie City such a fantastic place to live, work and play.

You may be interested to know how much we spend on some of these things. Here is the annual cost of maintaining and improving the services our community used throughout 2022-2023 with some specific examples of expenditure in different categories. Your rates contributed 40 per cent of Council's overall income in 2022-2023.

For every \$100 of rates received, we spent:



Roads, street lighting and pathways \$57.7m

\$4.9m on street lights
\$550,000 on footpaths and cycleways



Waste and recycling \$47.6m

\$150,000 on illegal dumping



Parks, playgrounds and sporting facilities \$38.2m

\$2.8m on beach and lifeguard services
\$1.8m on maintaining public toilets



City, lake and coast conservation and revitalisation \$32.3m

\$3.6m on rehabilitating and maintaining
the lake foreshore and natural areas
\$350,000 on controlling noxious weeds



Community health, safety and emergency management \$17.7m

\$3.5m on Rangers



Governance \$15.1m

\$350,000 on the capital works program



Cultural facilities, libraries and events \$13.4m

\$4.8m on libraries



Community facilities \$8.2m

\$600,000 on public cemeteries



Aboriginal, youth and over 55s programs \$4.3m

\$300,000 on programs for older people



Business and economic development \$4.1m

\$1.5m on marketing Lake Macquarie
as a visitor destination



COMMUNITY FINANCIAL REPORT

This section provides a high-level summary of Council's 2022-2023 financial performance.

The full audited Annual Financial Statements 2022-2023 is published as a separate volume of this Annual Report (Appendix 3) and is available online at lakemac.com.au or by phoning Council's Customer Service Centre on 4921 0333.

Financial performance

Council receives income from rates, user charges and fees, government grants, development contributions, interest on investments, and Council's own business activities.

We use these funds to maintain and improve the city, by constructing and maintaining infrastructure and facilities, while delivering quality services to the community, such as waste management and library services.

Despite economic uncertainty due to rising inflation, Council's financial position improved during 2022-2023 showing a strong overall result. This was largely due to better-than-expected returns on

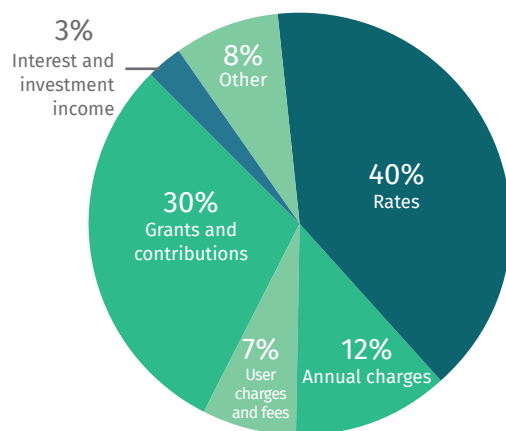
our investment portfolio, prudent management of Council's operational expenditure and the one-off unexpected benefit of receiving 100 per cent of the Financial Assistance Grant in advance. Though receipt of this grant in 2022-2023 will make it difficult to achieve a surplus in 2023-2024, Council remains in a sound position to meet its commitments under 2023-2024 Operational Plan and to continue to operate efficiently and responsibly.

In 2022-2023, Council's operating result from continuing operations, including capital revenue, was a \$80.8 million surplus. Council's operating result before capital revenue was a \$9 million surplus, with Council returning a surplus a year earlier than planned against a budget forecast of \$1.8 million loss.

During 2022-2023, Council delivered a \$99.6 million capital works program, which was above budget by \$2.1 million due to projects being brought forward. Council's capital works program was tightly managed to ensure the overall result was above budget, despite ongoing challenges due to increased demand for contractors and high cost of materials and supplies.

People of all ages can enjoy active transport on shared pathways around our city

Council income 2022-2023



Income

Rates

Council's main source of income was ordinary rates, consisting of four categories: farmland, residential, mining and business. Total ordinary rates were \$151.4 million, accounting for 40 per cent of total income in 2022-2023, an increase of \$4.6 million from 2021-2022. This increase is due to the rate peg increase and also reflects supplementary rates levied on new lots created by subdivision development.

Annual charges

An annual charge for domestic waste management services is made for each parcel of rateable land for which the service is available. Domestic waste management increased by \$2.7 million to \$45.5 million, representing 12 per cent of total income in 2022-2023.

Grants and contributions

Grants and contributions are classified as either operating or capital depending on the purpose for which they were received. Grants and contributions were \$112.3 million, or 30 per cent of total income in 2022-2023. This includes \$41 million in operating grants and contributions, an increase of \$5.6 million from 2021-2022. Grants and contributions for capital purposes were \$71.8 million, a slight decrease of \$14,000 from the 2021-2022 financial year.

User charges and fees

User charges and fees consists of fees and charges in relation to statutory and regulatory functions such as development assessments, gate fees at Awaba Waste Management Facility and public works assessments. It also includes other user charges for swim centres and holiday parks. In 2022-2023, user fees and charges received were \$25.9 million, an increase in revenue of \$2.6 million from 2021-2022. The increase was due to a growth in holiday park fees stemming from strong demand for tourist sites in the region.

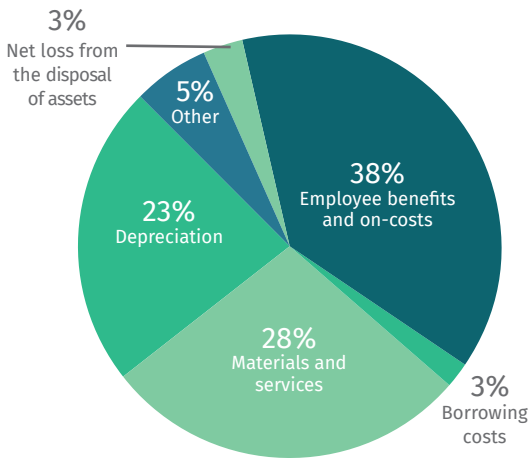
Interest and investment revenue

Interest and investment revenue received was \$11.4 million in 2022-2023, which was \$7.1 million greater than 2021-2022. The increase was due to positive returns on Council's investment portfolio.

Other

Council has various other income streams from external works performed, fines, rental income, fair value increments on investments and various other categories. Rental income was \$5.7 million, an increase of \$383,000 from 2021-2022. The fair value increment on investment was \$4.7 million in 2022-2023, compared to the decrement of \$8.2 million from 2021-2022. This was due to improved market conditions after the impacts of the COVID-19 pandemic.

Council expenses 2022-2023



Expenses

Employee benefits and on-costs

Employee benefits are all forms of consideration given by Council in exchange for services rendered by its employees. Employee costs were \$111.7 million, an increase of \$12.9 million compared to the 2021-2022 financial year. The increase is largely due to a planned annual wage increase and the filling of vacant and additional positions post COVID-19.

Borrowing costs

Borrowing costs mostly consist of interest on loans and leases. In 2022-2023, these costs were \$7.6 million, an increase of \$3.5 million on the previous year.

Materials and services

Materials and services are the expenses incurred in the day-to-day operations of councils that are not included in employee costs or depreciation. Materials and services costs for 2022-2023 were \$83.1 million, or 28 per cent of operating expenses. This was an increase of \$9.2 million on 2021-2022, due to an increase in costs associated with external contractors, raw materials and consumables.

Depreciation

Depreciation expenses allocate the cost of an asset over its useful life. Depreciation costs totalled \$67 million, a decrease of \$4 million from 2021-2022. This was primarily due to a review in useful lives of roads and stormwater drainage assets.

Net loss from disposal of assets

Gains and losses on disposals are the difference between the 'book value' on disposal and the proceeds from disposal. This is calculated when the asset is no longer in use and has been disposed, sold, decommissioned or replaced.

The net loss from the disposal of assets was \$9.5 million, which increased by \$3 million from 2021- 2022. This was driven by increased upgrades across sports and recreation facilities, roads, and stormwater drainage across the city.

Other expenses

Other expenses comprise around six per cent of Council's total expenditure. During 2022-2023, this was about \$16 million and is predominantly made up of Council's contributions to other levels of government, such as Environment Protection Authority contributions and the Emergency Services levy.



OUR LAKE MAC

This year, we consulted our community to help develop a draft Active Recreation Strategy, which will be presented to Council for public exhibition in 2024

ABOUT OUR CITY



Located on the east coast of Australia in the lower Hunter region, Lake Macquarie is the third largest regional city in NSW by population. Lake Macquarie City extends across the traditional lands of the Awabakal people.

Lake Macquarie City has an area of 648km² and is bound by Newcastle to the north-east, the Central Coast to the south, the Pacific Ocean to the east and Cessnock to the west and north-west.

Lake Macquarie City straddles much of the foreshore of Lake Macquarie, one of the largest salt water lakes in Australia, with a circumference of 174km. Our lake is about twice the size of Sydney Harbour. To the east, our city boasts 32km of stunning coastline with beaches, spectacular cliffs, sea caves, sand dunes and coastal wetlands. To the west is a narrow strip

of rich agricultural land, bordered by the rugged Watagan Mountains, made up of 13 forests.

Lake Macquarie City is home to more than 217,000 people, spread across 95 communities. This is an increase of almost 19,000 people since 2012, reflecting our lifestyle appeal for potential residents. Our city is expected to grow to more than 250,000 people by 2041.

Easily accessible in under 90 minutes from Sydney and the Central Coast, just 10 minutes from Newcastle and 30 minutes from growth corridors in Cessnock and Maitland, Lake Macquarie City is connected to important economic centres and transport hubs.

More than 14,000 small to medium businesses are based in Lake Macquarie City, working in a wide range of industries including construction, manufacturing, retail, health care and social assistance, and education and training. As coal mining and coal-fired power generation declines, the city is focused on growing the knowledge and creative industries and tourism sectors.

Why we love Lake Mac



81 per cent of our community are satisfied with the liveability of Lake Macquarie

Strongest contributors to liveability in Lake Macquarie City*



Elements of our natural environment including beaches, lakes, bush and wildlife



Access to neighbourhood amenities and locally owned and operated businesses



Sense of belonging and safety in the community

*Results of 2023 Australian Liveability Census

LAKE MAC SNAPSHOT

OUR ECONOMY

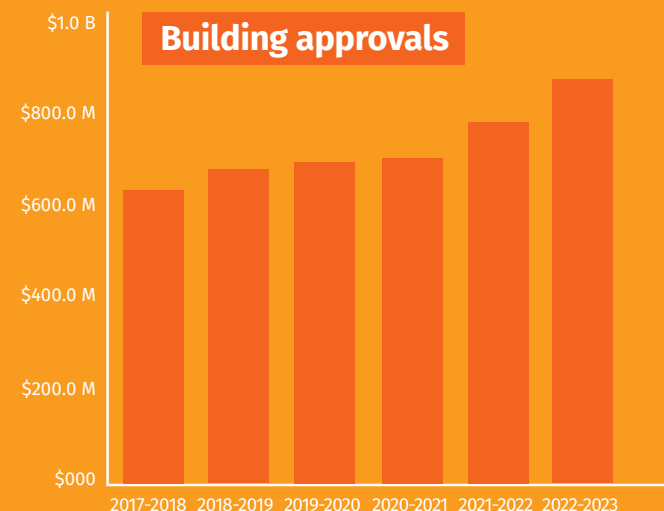
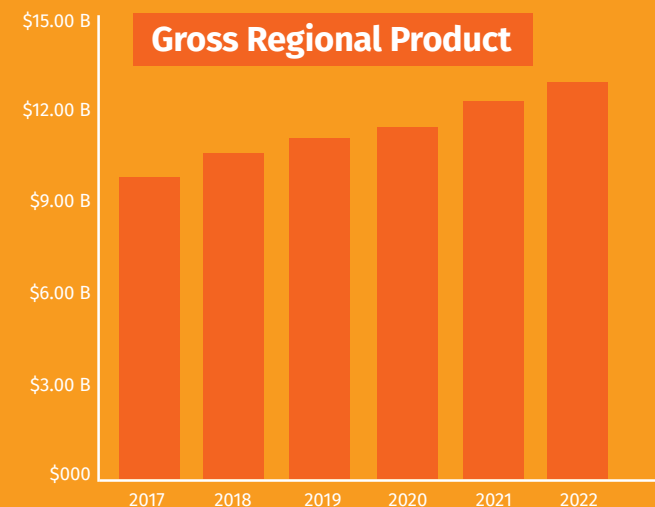
Lake Macquarie generates \$26.1 billion in economic output (total revenue) annually, accounting for 19.6 per cent of the Hunter region's output (2022).

There are 73,233 jobs based in Lake Macquarie City, with the health care and social assistance industry being the region's largest employer (20.7 per cent of total employment).

Streamlining development processes and stimulating the construction sector through investment attraction has accelerated construction in the region. For the last five financial years, Lake Macquarie City Council has approved development applications and modifications worth more than \$1 billion annually.

Building approvals alone have increased for the sixth year in a row, up to \$881.2 million in 2022-2023, from \$788.6 million in 2021-2022.

We have seen a steady increase in Gross Regional Product (the net wealth generated in Lake Macquarie) over the last six years, up \$3.07 billion from 2017-2022. This is a 6.18 per cent annual growth rate, ahead of NSW (4.18 per cent) and the rest of the Hunter region (5.97 per cent).



Data source: REMPLAN Economy

OUR COMMUNITY

Lake Macquarie City is home to more than 217,000 people, with a steadily growing population projected to be more than 250,000 by 2041.

Lake Macquarie City's median age is 42 years.

18.1 per cent of our residents are 14 and under.

34.8 per cent of our residents are 55 and over.

14.5 per cent of residents are born overseas.

5.5 per cent of our residents are Aboriginal or Torres Strait Islander.

7.2 per cent of our residents speak a language other than English at home.

Lennon 7, enjoys Cooranbong Park



OUR COUNCIL

Lake Macquarie City Council comprises a governing body and an administrative body.

The governing body is made up of a Mayor and 12 Councillors, democratically elected by the community. Lake Macquarie City is divided into three wards: North, East and West. Each ward is represented by four Councillors.

The governing body of elected Councillors is responsible for:

- setting Council's strategy
- providing a policy framework
- monitoring performance
- approving budget and resource allocation.

The administrative body is Council's CEO and staff who:

- advise Council on strategies and required resources
- implement strategy, policy and other elected Council decisions
- deliver services and facilities to the city
- ensure compliance with legislation and other regulations
- report to Council on activities and outcomes.

The CEO is appointed by and reports to the elected Council.

Democratic governance

Local councils are governed by principles outlined in the *Local Government Act 1993*, which guides the way they exercise their functions, decision-making, community participation, financial management and integrated planning and reporting. These governance principles ensure:

- individual roles and responsibilities are clear
- Council is accountable to internal and external stakeholders
- the community has appropriate access to decision-making
- the community has appropriate access to information about Council's activities.

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 conducting citizenship ceremonies.

A Councillor's role as an elected representative is to provide an essential link between the community and Council, and make decisions in the best interest of the community and the environment. They represent residents and ratepayers, provide leadership and guidance to the community, and facilitate communication between the community and the Council.

Council elections

Under the *Local Government Act 1993*, council elections are held on the second Saturday in September every four years. The next council election is scheduled for 14 September 2024.

Council meetings

Council normally meets on the second and fourth Monday of each month from February to December each year. The meeting schedule is available at lakemac.com.au.

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

The Standing Committees are:

- **Organisational Services Standing Committee**
Considers matters broadly associated with property transactions, Council's holiday parks, governance and policy issues as they pertain to the elected governing body of Council, and customer experience and customer service standards.
- **Development and Planning Standing Committee**
Considers matters broadly associated with the exercise of functions under the *Environmental Planning and Assessment Act 1979*, the exercise of functions under Chapter 7 of the *Local Government Act 1993*, and land use planning.
- **Service Delivery Standing Committee**
Considers matters broadly associated with delivery of services to our community, strategy development, provision of grants and external partnerships.
- **Planning for the Future Standing Committee**
Considers matters broadly associated with the financial health of the Council and the city, projects, the future state of the city and the Council and long-term implications for the city and the Council.

- **Built and Natural Assets Standing Committee**
Considers matters broadly associated with sustainability policy and programs, asset policy for community and infrastructure assets, and City Works' service delivery and performance.
- **General Business Standing Committee**
Considers matters raised by Councillors, but not matters where a notice of motion or service request would be more appropriate, or where items would take an extended period of time to implement.

Meetings are held in the Council Chamber at the Administrative Centre. The public can attend in person (with the exception of confidential items) or have the option to watch the live stream proceedings, as well as view past meetings, via Council's website.

Council meetings are held in accordance with our Code of Meeting Practice. As an effective aid for good governance, the code ensures meetings of Council and its committees are conducted in an orderly, consistent and efficient manner, according to the principles of procedural fairness and due process. The code applies to all meetings of Council and committees of Council of which all the members are Councillors. The code was updated in October 2022 to reflect updated provisions of the Office of Local Government's Model Code of Meeting Practice, and other matters.

The Code of Meeting Practice outlines that all Councillors must disclose and manage any conflict of interests they may have in matters being considered at Council meetings in accordance with Council's Code of Conduct. All declarations

of conflicts of interest and how the conflict of interest was managed by the person who made the declaration is recorded in the meeting minutes.

Audit, Risk and Improvement Committee

Council has operated an Audit, Risk and Improvement Committee since 2016, in accordance with section 428A of the *Local Government Act 1993*. The committee monitors the activities of our external and internal auditors and provides independent advice on appropriate accounting, auditing, internal control, risk management, compliance and reporting systems and practices.

The committee met five times during 2022-2023 and considered reports on our:

- risk profile
- financial and investment reports and statement of annual accounts
- workplace health and safety risks
- information technology risks
- fraud and corruption risks
- legal action reports
- internal and external audit reports
- business improvement initiatives.

Our Audit, Risk and Improvement Committee comprises one Council representative and three independent members. In 2022-2023, the independent members were: Dianne Allen (Chair), Andrew Gill, Rosanna Martinelli and Denis Byron. The Councillor representative was Councillor Jason Pauling.

OUR WARDS AND COUNCILLORS

Lake Macquarie City is divided into three wards: East, North and West. Each ward elects four Councillors, plus a popularly elected Mayor resulting in 13 Councillors.

Mayor

Councillor Kay Fraser (ALP)

Councillor Fraser has proudly served as Mayor of Lake Macquarie since 2016, and has represented the city's East Ward as a Councillor since 2004.

An experienced director and manager of both private and public sector organisations, Councillor Fraser has overseen the transformation of Lake Macquarie into a regional powerhouse in NSW.

Councillor Fraser is committed to championing the community she represents, working with people across a range of professional, cultural and social backgrounds to deliver the best outcomes possible.

Born in Wellington in Central Western NSW, Councillor Fraser has lived in Lake Macquarie for more than 40 years. She has a husband, Carey, twin boys Steven and Peter, and a pet Maltese terrier/poodle Archie.

In her spare time, she enjoys travel, reading and exercise, as well as connecting with local community groups.

Contact Mayor Fraser

kfraser@lakemac.nsw.gov.au
02 4921 0223

Deputy Mayor

Councillor Jason Pauling

Elected from 10 January 2022 to 26 September 2022.

Councillor Adam Shultz

Elected from 26 September 2022 to 25 September 2023.





Mayor Kay Fraser stands on a newly opened section of the Fernleigh Awabakal Shared Track

NORTH WARD

SUBURBS

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



**Councillor Brian
Adamthwaite (ALP)**

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

Councillor 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 that Council planning optimises the strengths of the built and natural environment to protect our environment and enhance our unique lifestyle.

Councillor Adamthwaite is committed to expanding economic opportunities through the development of strategies that improve employment prospects and support local business to start up and expand.

Contact Councillor Adamthwaite
badamthwaite@lakemac.nsw.gov.au
0417 061 433



**Councillor Jack
Antcliff (LIB)**

Councillor Antcliff is the owner of a small, local business and has a passion for youth engagement and future-focused decision-making.

He is a former Chairperson of the Lake Macquarie Youth Advisory Council and was a founding member of mental health awareness initiative, The Bright Minds Project. Councillor Antcliff was elected to Lake Macquarie's North Ward in December 2021.

Professionally, Councillor Antcliff has worked across an array of sectors, including media and communications, events and marketing, and operations. He also spent time as a Board Director at Lake Macquarie Business and The Place Charlestown Youth and Community Centre.

Contact Councillor Antcliff

jantcliff@lakemac.nsw.gov.au
0407 062 987



**Councillor Keara Conroy
(ALP)**

Councillor Conroy is a registered nurse who has worked in both the public and private sectors, caring for people in both hospital and community settings. She has been involved in campaigns to deliver better services for the last 20 years. As a mum of two young children, Councillor Conroy understands the need for quality services for our community, including recreational and cultural amenities.

Councillor Conroy is committed to a council that facilitates economic development while maintaining the natural environment. She believes that a key focus of Council must be improving service delivery for all community members.

Furthermore, Councillor Conroy recognises that the growth of Lake Macquarie must be accompanied by greater community facilities to be enjoyed by all.

Contact Councillor Conroy

kconroy@lakemac.nsw.gov.au
0407 134 485



**Councillor Colin Grigg
(LMIND)**

Councillor Grigg has spent most of his working life in the ministry, feeding the hungry and supporting those in need locally, nationally and internationally. He is currently serving his second term on Council, and hopes to use his professional knowledge and life experience 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 both personally and collectively in a variety of ways.

Councillor Grigg aims to encourage positive development and innovation in the areas of the environment, affordable housing, the arts, sports and tourism. Councillor Grigg's vision is to see the city enhance its lifestyle, and harness its full potential.

Contact Councillor Grigg

cgrigg@lakemac.nsw.gov.au
0429 908 747

WEST WARD

SUBURBS

- Arcadia Vale
- Argenton
- Awaba
- Balcolyn
- Balmoral
- Blackalls Park
- Bolton Point
- Bonnells Bay
- Boolaroo
- Booragul
- Brightwaters
- Buttaba
- Cardiff
- 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



**Councillor David
Belcher (ALP)**

A second-term councillor, Councillor 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 Councillor Belcher unique insight and skills in identifying the needs of those within our community.

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

Contact Councillor Belcher
dbelcher@lakemac.nsw.gov.au
0429 914 623



Councillor Jason Pauling (LIB)

Councillor Pauling is serving his third term on Council. In his professional life, Councillor Pauling has maintained a strong career in the private sector, holding degree qualifications in Science, Law, Management, Industrial Relations and the Environment.

In his role, Councillor Pauling strives to support residents in their interactions with Council and provide a representative voice within local government. He is committed to the most basic freedoms of democracy – the freedoms of thought, worship, speech and association.

The community advocate believes his ‘hands-on’ experience across 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.

Contact Councillor Pauling

jpauling@lakemac.nsw.gov.au
0417 416 577



Councillor Luke Cubis (LMIND)

Councillor Cubis is married to his wife, Kylie, and they have four children. He is a director of software companies It'sFound and Employs Au.

The second-term Councillor and former Deputy Mayor also has an educational background, with a Bachelor of Teaching/Bachelor of Arts double degree and a Master of Education degree.

Councillor Cubis views Lake Macquarie as a wonderful city to live and work in.

Councillor Cubis resigned as a Councillor on 28 July 2023.



Councillor Madeline Bishop (ALP)

Councillor Bishop was raised in Lake Macquarie and wants to be a voice for her local area, seeing positive growth to benefit future generations. In her professional life, Councillor Bishop works as an educator for young people and those living with disability.

Councillor Bishop is a member of the Australian Labor Party and is the co-Women's Contact for her union in the workplace. She has also served on the Lake Mac Awards Committee for the last three years and previously volunteered her time at Parents and Citizens Association meetings and sporting clubs, where she held executive positions. Since 2008, she has raised awareness and funds for brain cancer research and made submissions to the Select Senate Committee Inquiry into low survival cancers.

Councillor Bishop has a strong interest in environmental issues, the arts sector, education and healthcare. She wants to see accessible public spaces and sustainable development in the city. She believes the unique landscape should be maintained as the local economy grows.

Contact Councillor Bishop

mbishop@lakemac.nsw.gov.au
0407 157 901

EAST WARD

SUBURBS

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



**Councillor Adam
Shultz (ALP)**

Deputy Mayor Councillor 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 Masters of Public Policy from the University of Sydney.

Councillor Shultz is serving his second term on Council and wants to use 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.

Contact Councillor Shultz
ashultz@lakemac.nsw.gov.au
0429 931 044



**Councillor Nick Jones
(LIB)**

Councillor 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.

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

Contact Councillor Jones

njones@lakemac.nsw.gov.au
0429 889 781



**Councillor Christine
Buckley (ALP)**

Councillor Buckley was elected to Council in 2016 and held the position of Deputy Mayor from September 2020 to December 2021. Councillor Buckley feels that local government should be working toward a sustainable future for our young people and encourages new business opportunities that will provide future employment for our residents.

Councillor Buckley has an interest in the provision of affordable housing in our community, as well as services that support those at risk.

In her professional life, Councillor Buckley worked in management and coordination roles in the public sector in areas of employment and disability services and financial literacy. As well as her duties in local government, Councillor Buckley is a member of the Management Committee at The Place Charlestown. She is also a committee member of Lake Macquarie Women in Business Network.

Contact Councillor Buckley

cbuckley@lakemac.nsw.gov.au
0428 546 549



**Councillor Kate Warner
(LMIND)**

Councillor Warner is a practicing solicitor with 16 years' experience working in the public sector. She also holds a Bachelor Law/Arts degree from the University of Newcastle. As a long-term resident of Lake Macquarie, she has proudly raised her own young family in the city.

Councillor Warner has served as a volunteer on boards for not-for-profit organisations and been involved in a number of community events in Lake Macquarie. Furthermore, she has experience in leadership and advocacy and is passionate about matters of social justice.

As a career-driven woman and mother, Councillor Warner wants to ensure there is diversity when it comes to decision-making in local government. She is committed to building a city that sees all people thrive in their career, community and family life.

Contact Councillor Warner

kwarner@lakemac.nsw.gov.au
0407 132 022

COMMITTEE MEMBERSHIP

In accordance with our Community-centred Council Committee Framework, Council has several committees that provide insight or expertise on our activities, assess grant applications, make formal recommendations on strategic priorities or make binding decisions about award recipients.

This table summarises the elected Councillors that sit on these committees alongside Council staff, external organisations and community members.

In November 2022, a new accessible boardwalk on Pirrita Island opened, inviting visitors to explore the island's north-west with its stunning views across Lake Macquarie



	Cr Fraser	Cr Adamthwaite	Cr Antcliff	Cr Conroy	Cr Grigg	Cr Belcher	Cr Pauling	Cr Cubis	Cr Bishop	Cr Shultz	Cr Jones	Cr Buckley	Cr Warner
Aboriginal Grants Committee													
Access and Inclusion Advisory Panel													
Aquatic Services Committee													
Central Coast Bush Fire Management Committee													
Chain Valley/Manning Community Consultative Committee													
Community Environmental Grants Committee													
Cultural Collections Consultative Committee													
Environmental Research Grants Committee													
Events Funding Grants Assessment Committee													
Heritage Committee													
Hunter and Central Coast Regional Planning Panel												*	
Hunter Sports Centre													
Hunter Water Customer and Community Advisory Group (CCAG)												*	
International Children's Games (ICG) Reference Committee													
Lake Mac Awards Committee													
Lake Macquarie Business Excellence Awards Committee													
Lake Macquarie City Council and Rural Fire Service Liaison Committee													
Lake Macquarie Coastal Zone Management Committee													
Lake Macquarie Youth Council													
Macquarie Coal Colliery Community Consultative Committee													
Mandalong Colliery Community Consultative Committee													
Metromix Teralba Quarry Community Consultative Committee													
Myuna Colliery Community Consultative Committee													
Newstan Colliery Community Consultative Committee													
NSW Public Libraries Association													
The Place													
Property Advisory Panel													
Traffic Facilities and Road Safety Committee			*				*						*
Wyee Paper Subdivision Reference Committee													
Youth Week Grants Assessment Committee													

Committee memberships from February 2022.

* alternate

OUR ORGANISATION



Senior Projects and Technical Officer, Matthew,
plants a mast tree at Glendale

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 Macquarie community and is a capable partner for government and other stakeholders.

The organisation employs more than 1200 people across an extensive range of occupations.

We are transforming the way we deliver key services through innovation, technology and collaboration.

Executive team

Led by the CEO, Council's Executive team provides strategic and operational leadership within the organisation and ensures the organisational strategy is executed effectively and efficiently.

The Executive team is responsible for our five business areas.



Chief Executive Officer

Morven Cameron

Council's CEO works closely with the elected Council to set the long-term direction of the organisation, and is responsible for leading employees to implement these plans.

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

The CEO appoints all other staff, including the Executive.

- Integrity, Risk and Audit
- Service Innovation and Adaption



Planning for the Future

Tony Farrell, Deputy CEO

- City Projects
- Financial Services
- Major Projects and Strategies



Built and Natural Assets

David Hughes, Director

- Asset Management
- City Works
- Environmental Systems



Development, Planning and Regulation

David Antcliff, Director

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



Organisational Services

Melissa Rowe, Director

- Business Information and Technology Solutions
- Communications and Corporate Strategy
- Customer Experience
- People and Culture
- Property and Business Development



Service Delivery

John Ferguson, Director









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

OUR PEOPLE

Council employs people from diverse occupations to deliver a broad range of services to the community. Our workforce has been responsive to the city's changing needs, adapting to industry challenges and extreme weather events to maintain our service delivery standards.

Council offers a supportive and flexible working culture that allows employees to balance work with their family commitments or other interests. Employees have access to flexible working conditions, long service leave after five years, 12 per cent superannuation, four weeks paid annual leave, plus the ability to purchase up to two weeks additional leave.

OUR WORKFORCE SNAPSHOT:

-  1291 employees
-  51 Education to Employment (E2E) employees (apprentice/trainee/cadet)
-  54.4 per cent male
-  45.5 per cent female
-  0.1 per cent undefined
-  Average employee age 44 years
-  Average years of service 9.6 years
-  Turnover rate 15.3 per cent

Workforce Management Strategy

Our Workforce Management Strategy is a proactive plan that shapes the capacity and capability of our workforce to achieve Council's strategic goals and objectives.

It identifies how future staffing and skills requirements will be met and resourced in conjunction with our Long-Term Financial Plan, Asset Management Framework and Digital Strategy.

2022-2023 was the first year of our Workforce Management Strategy 2022-2025, which has five strategic workforce goals:

1. attract and retain quality staff
2. develop a high-performing workforce
3. provide a healthy and safe work environment for our staff
4. empower, engage and support our staff to be an employer of choice
5. grow our future workforce.

Key highlights achieved during the year

EVOLVE AND EMBED OUR EMPLOYER BRAND TO ATTRACT AND RETAIN HIGH-PERFORMING STAFF

During 2022-2023, we implemented refreshed Employee Value Proposition branding to showcase the best of Council. This included updated employer brand videos, a dedicated bank of images, videos, perks tiles, recruitment advertisements and social media posts to support the attraction of high-performing staff to Council.

IMPLEMENT TOOLS AND STRATEGIES TO REDUCE INJURIES AND STRENGTHEN OUR SAFETY CULTURE

Council launched an early intervention injury prevention program, which aims to reduce the impact and extent of an emerging injury or illness by promoting preventative strategies and treatments.

CONTINUE TO IMPROVE SYSTEMS AND TOOLS FOR ROBUST CAREER PROGRESSION CONVERSATIONS BETWEEN LEADERS AND STAFF

A review of the performance review and pay step progression process was completed with the review of the salary system policy. The performance and development plan process has been streamlined significantly to support leaders to have more meaningful performance conversations with employees.

ESTABLISH NETWORKS OF INTEREST FOR STAFF TO SUPPORT PEERS TO COLLABORATE AROUND SHARED INTERESTS AND REDUCE OUR RELIANCE ON HIERARCHIES FOR SMART PROBLEM-SOLVING

Supporting tools for collaboration have been developed and are now available. There are eight networks of interest, with support provided to the groups.

INVESTIGATE A FLEXIBLE WORKING FRAMEWORK TO SUPPORT NEW WAYS OF WORKING ACROSS COUNCIL

A leaders' toolkit was released to support flexible working at Council. Council's 'Ways of Working' has been updated and further opportunities for flexible working across Council are being explored.

Learning and development

Council supports employees in their career development through delivery of internal and external training options and dedicated performance and development plans.

We have established and continue to support opportunities for staff to learn and develop through collaboration and networking programs as well as leadership development. This year, 20 staff participated in our Straight Ahead Into Leadership (SAIL) Emerging Leaders Program, a bespoke six-month intensive development program to build leadership capability across Council, aligned to our organisational values.

Equal opportunities and diversity

During 2022-2023, we continued with initiatives identified from our 2019-2022 Equal Employment Opportunity (EEO) and Diversity Management Plan:

- Continued the roll out of accredited Mental Health First Aid training to staff.
- Hosted a range of equity and diversity events to celebrate or acknowledge diversity at Council including International Women's Day, Harmony Week, Sorry Day and NAIDOC Week celebrations.
- Received recruitment exemptions from Anti-Discrimination NSW for an additional two positions: Aboriginal Community Development Officer and Arts Project Officer.
- Developed a partnership with HunterWISE to support and promote females in science technology engineering and mathematics careers.
- Worked with the Australian Network on Disability to review our recruitment process and remove barriers for people with disability to apply for roles, which has resulted in practical changes such as moving away from contracts in PDF format, that can't be read by accessibility technology.
- Continued to partner with the Veterans Employment Program, a NSW Government initiative to raise awareness of the values and experience of our veterans.
- Delivered our work experience program to provide opportunities for students with disability.

In October 2022, we conducted a staff survey on diversity and inclusion that was completed by 357 people. The results were used to develop our Diversity, Inclusion and Belonging Strategy 2023-2025, which supports our vision to build a culture where we celebrate the diversity in our organisation and community, by having a workforce that reflects our community and where staff feel they belong.

Four strategic priorities have been identified for the three-year plan:

1. INCLUSIVE WORKPLACE CULTURE

Build a culture of diversity and belonging where all employees feel respected, supported and engaged; feel they have a voice and are encouraged to be themselves at work.

2. DIVERSE, VIBRANT TEAMS

Create diverse, vibrant teams where all members feel psychologically safe, experience transparent decision-making, encourage different perspectives and focus on continuously improving.

3. ORGANISATIONAL SYSTEMS AND PROCESSES

Design organisational systems and processes that align with diversity and equity throughout the employee lifecycle, including recruitment, onboarding and induction, performance management, development and remuneration.

4. INCLUSIVE LEADERSHIP

Develop leaders who enable inclusion and a sense of belonging by promoting and advocating for the value of diversity within the organisation while consistently and consciously role-modelling inclusive behaviours.

Health and wellbeing

Council has a range of policies and programs to support our employees' health and wellbeing. We recognise that workplace health and wellbeing activities can lead to positive outcomes such as improved employee work performance and productivity.

We offer our employees a corporate fitness program, social club, three days health and wellbeing leave and an employee assistance program for access to mental health support. Mental Health First Aid training has now been provided to staff from every department.

A healthy and safe workplace is one that is free from bullying and harassment, where all staff are treated with respect. Council provides a work environment that fosters fairness, equity and respect for diversity, and is free from discrimination, harassment and bullying.

All staff undertake 'Your Behaviour At Work', a mandatory online training module. We also provide regular in-house training to staff on professional workplaces with respect, which include real deidentified examples.

Workplace health and safety

Council continued to improve our workplace health and safety performance and culture in 2022-2023, with the delivery of key safety improvement projects.

Eight safety 'I statements' that reflect our safety culture were developed in consultation with stakeholders from across the organisation and launched as part of Safe Work Month in October 2022.

Shaping our future

Planning now to be safe in the future:

- I prioritise safety knowing my decisions can have immediate and long-term impacts.
- I take time to assess risks before starting work.
- I inspire future safety leaders through the example I set.

Leading at all levels

Keeping safe by being courageous:

- I model safe behaviours that strengthen our culture.
- I take action when I witness an unsafe act and speak up when I have a safety question or concern.
- I own the actions that keep me and my team safe and share learnings so we don't repeat mistakes.

Working together

Keeping safe by caring for myself and others:

- I look out for my team by checking in with my workmates on their wellbeing.
- I understand that my decisions affect people at work and home so I speak up and take action if I have a safety concern.

We also simplified our workplace health and safety documents and processes to ensure our staff can better understand the safety obligations and commitments at all levels of the organisation.

Injury performance

The number of injuries resulting in lost time decreased from 23 in 2021-2022 to 21 in 2022-2023.

Medical treatment injuries and first aid injuries were higher than the previous year, with 31 and 89 in 2022-2023, compared to 26 and 33 in 2021-2022. The increase in first aid injuries year-on-year is due to a change in legislative reporting requirements from the State Insurance Regulatory Authority, which came into effect in January 2023.

Council continues to promote timely notification of incidents and injuries to ensure early intervention practices can be applied and root cause analysis is undertaken to prevent similar instances from occurring.

Safely delivering complex projects on difficult sites

MACQUARIE ROAD, FASSIFERN

The project involved the replacement of a large box culvert, which runs underneath the width of the road.

A substantial cofferdam (a temporary structure allowing water to be drained from the work site) and a water bypass pipe were installed prior to work starting, so work could be carried out safely in a dry environment without the risk of inundation.

Deep excavations were needed to do the replacement work. This was made more difficult by a nearby overpass putting a restriction on the extent of digging along the road, so that benching or battering were not options. These deep excavations were made safe to work in by the installation of sheet piling.

Traffic had to be directed around the live job site, as there was no alternative route, with the added complications of a narrow road and road reserve, and a deep excavation alongside the travel path. This was managed through carefully planned and staged works, with robust traffic control measures.

GOULBURN STREET, DUDLEY

Work was needed to restore a section of existing road after it was undermined by subsurface water and eroded by a landslide.

A steep exposed rock face rising along one side of the road and on the other side, past the guardrail, is an 80m drop off to the beach below. The eroded section extended into the road a few metres in front of the guardrail.

The narrow access road was widened as much as possible on the rock side to give safer passage for the construction trucks and plant. Careful planning of vehicle and plant movements, including purposeful selection of machinery, allowed the drainage and complex geotechnical measures to be installed safely within the small working area and with the limited turning space.





Our crews filled in more than 14,500 potholes in 2022-2023 - more than four times the annual average

Commitment to fraud and corruption control

Council strives to create and maintain an organisational culture that conducts business honestly and ethically, and where our staff are confident and comfortable identifying and reporting suspected fraud and corruption.

Council continues to have a zero tolerance to fraud. We are committed to minimising fraud through the identification and management of fraud risks and the development, implementation and review of fraud prevention and detection strategies.

Our Fraud Control Framework (FCF) outlines our approach to managing fraud and corruption risks and recognises the important fraud control role that is undertaken by everyone who works at Council. The FCF is reviewed every two years and details staff fraud control responsibilities, our fraud prevention initiatives and controls, and Council's detection and response strategies to fraud and corruption.

A rolling two-year program of fraud risk assessments helps to ensure our fraud controls remain proportionate, contemporary and effective, and promote ongoing communication to team members about expectations, fraud prevention initiatives, ways to report suspicions and potential consequences.

Council's Executive and Audit, Risk and Improvement Committee continue to provide fraud risk oversight, considering regular fraud risk reports, revisions to integrity policies and relevant legislative updates.

Council encourages all staff and stakeholders to report concerns. Our fraud control policy, Public Interest Disclosures Policy and Business Ethics Policy encourage our staff and stakeholders to engage with Council to report concerns, working with us to maintain confidence in Lake Macquarie City Council.

A fraud health assessment was completed in the reporting period, identifying Council's overall fraud health performance at 84 per cent – up from 75 per cent in 2018. The strongest fraud health attributes were identified as Council's leadership, ethical framework, responsibility structures, fraud control policy and investigation systems. The Leadership attribute which recognises the role of Council's senior leaders in setting the ethical tone and fostering a culture of fraud awareness and prevention strengthened to 94 per cent, a 23 per cent improvement on 2018 (71 per cent).

Internal Ombudsman and Internal Auditor

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

The Internal Auditor audits, monitors and reviews Council's systems and control procedures and recommends improvements to systems and processes.

The Internal Ombudsman works to promote a high standard of ethical conduct and decision-making, and ensures Council is acting fairly, with integrity and in the community's best interest. The Internal Ombudsman deals with complaints and identifies ways Council can improve administrative conduct and service delivery as well as improvements in Council's governance framework.

Guiding this work are the Internal Audit Charter, Internal Ombudsman Governance Charter and Council's Integrity Framework. The framework aligns Council's vision on integrity management, and the activities and responsibilities that support ethical behaviour and good governance, to our organisation values.

Awards

AWARDS WON

2022 Ministers' Awards for Women in Local Government

Young Achievers Award (regional/rural) – Trainee Administration Officer, Shannon MacKenzie

2022 Local Government NSW Excellence in the Environment Awards

Sustainable Infrastructure – Designing sustainable energy ecosystems for Council facilities

2022 Australian Admin Awards

Community Admin Advocate – Business Support Team Leader, Courtney Sullings

2023 Australasian Reporting Awards

Silver Award – Lake Macquarie City Council Annual Report 2021-2022

2023 NSW Local Government Excellence Awards

Asset and Infrastructure (over \$1.5 million) – The Weir Bridge

HIGHLY COMMENDED

2022 Hunter Business Awards

Kristen Keegan Young Business Leader – Chief Information Officer, Kiraley Martin

2022 National Local Government Customer Service Network Awards

Customer Service Individual of the Year – Customer Service Concierge, Brad Barker

2022 NSW Public Libraries Association Awards

Innovation in Outreach Services Award – Preschool Early and Family Literacy Support Program

2023 NSW Local Government Excellence Awards

Innovative Leadership – SAIL: Emerging Leaders Program

COMMENDATION

2022 NSW Awards for Planning Excellence

Strategic Planning Project – Walking, Cycling and Better Streets Strategy

FINALISTS

2022 AMI Awards for Marketing Excellence

Public Sector Marketing – Humble Heroes

2022 National Awards for Local Government

Productivity Through Infrastructure – The Weir Bridge

2022 Internal Talent Awards

Corporate Talent Team of the Year – Talent Acquisition team

2022 Urban Development Institute of Australia NSW

Women in Leadership Award for Excellence – Manager Property and Business Development, Elizabeth Lambert

2022 Australian Admin Awards

Visionary Achiever – Amber Murray

2023 National Awards for Local Government

Women in Local Government – Morven Cameron

2023 NSW Local Government Excellence Awards

Asset and Infrastructure (under \$1.5 million) – Ken and Audrey Owens Walkway

Asset and Infrastructure (over \$1.5 million) – Swansea Boardwalk

Customer Experience – Certification relationship management

Environmental Leadership – Landcare and Sustainable Living Centre, umali barai-ku

Special Project Initiative – Beach lifeguard service hours extension

Risk Management – Hoarding and squalor: a compassionate approach





The Weir Bridge won the award for Asset and Infrastructure (over \$1.5 million) at the 2023 NSW Local Government Excellence Awards

Volunteers supporting Council

As we emerge from the challenging events of recent years, volunteers continue to play a pivotal role in supporting and enhancing Council's services and initiatives. Throughout 2022-2023, Council engaged with more than 1000 volunteers, contributing more than 56,000 hours of voluntary work in areas such as environmental conservation, community facility management, event delivery, training and education, cultural tours and disaster preparedness – just to name a few.

Volunteers played a significant part in the delivery of the Archibald Prize touring exhibition at the Museum of Art and Culture, yapang, in early 2023, providing guided tours and enhancing the visitor experience. Our museum and heritage volunteers supported the preparation of the museum collection and content for the opening of the Sugar Valley Library Museum, kirantakamyari, and continue to provide guided tours for visitors. The arrival of two mobile tourism kiosks in late 2022 saw the development of a tourism ambassador program – a team of volunteers who support visitors and residents alike to make the most of their time in Lake Macquarie and enjoy the many attractions of our city.

The opening of the Landcare and Sustainable Living Centre, umali barai-ku, in February provided a state-of-the-art facility for volunteers to collaborate and learn about sustainability practices and will provide a hub for all volunteers to engage with a range of Council programs.

Volunteer-led clean ups contributed to sizable waste removal efforts. Ninety-three community members participated in 10 Eco Angel activities across Lake Macquarie, removing more than 883kg of waste from our natural environment. A record 113 Clean Up Australia Day activities were also held with 8976 participants helping to remove more than 14 tonnes of rubbish from natural environments and ecosystems. This included 160kg of recovered recyclable materials and 229 tyres taken for recycling. The Lake Macquarie community continues to record the highest volunteer participation rates for this program in the Hunter region.

The impact of our volunteers' efforts extends beyond the significant amount of time they have generously contributed, resulting in cost savings for Council of more than \$2.6 million, and bolstering the social capital and resilience of our local communities.

ORGANISATIONAL DEVELOPMENT

As our community grows, it's important for Council to grow too. Over the last year, Council staff continued to work together to transform our organisation, bringing together our purpose, organisational values and new ways of working to empower people to achieve the best for our community, today and in the future.

The Lake Mac Way 2021-2023+

Our Lake Mac Way Organisational Roadmap imagined how we can achieve even better service delivery if we continue to innovate and collaborate as individuals, in our teams and as an organisation.

The roadmap comprised a range of change projects that support our organisational values: Leading at all levels, Working together and Shaping our future. The projects aimed to unleash the potential of our organisation and our city by:

- being mindful of and working to improve our personal impact and effectiveness
- fostering and creating effective work networks
- making sure we can practice good governance and good government
- bringing the best of the world to Lake Mac and the best of Lake Mac to the world.

In this section we highlight some of the projects completed in the final year of this roadmap.

Sugar Valley Library Museum Leader, Priya, in front of the new Sugar Valley Library Museum, Kirantakamyari, at Cameron Park



Improving customer service

Serving the Lake Macquarie community is Council's number one priority. 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 establish timeframes for delivery of a range of services, along with response times in relation to customer requests.

In 2022-2023, our Customer Service Centre managed more than 185,000 calls, emails, over-the-counter transactions and social media enquiries – an average of more than 700 enquiries each business day.

Key initiatives to improve our customer service this year included:

- implementing software and tools to support administrative processes and decision-making in areas such as project and portfolio management, risk, injury and health management, and customer request management
- establishing a data governance team to build and manage data ownership and reporting governance across the organisation
- enhancing the reliability and speed of our IT infrastructure, empowering staff to efficiently deliver services to our community.

Building business improvement capability

Council has a strong commitment to making improvements to the way we work. It is recognised that at Lake Mac, business improvement is everyone's job.

We continue to support all staff in making improvements through regular training in business improvement. Council recently established a Business Improvement network of interest where passionate staff meet each quarter to learn and network on business improvement.

In 2022-2023, some of the improvements our Business Improvement team worked on for external and internal customers included:

- our project management processes and software
- the way we review our fees and charges
- the process of applying for a street stall
- our assessment and approval of traffic management
- asset inspection data collection and decision-making.

Unlocking Lake Mac

Various sensors were deployed at amenities, marine effluent pump-out facilities and Stormwater Quality Improvement Devices across the city to provide insight into Council operational improvement opportunities.

Smart patronage counting was also completed at Naru Point, Pelican and Veronica Place, Cardiff, to inform future capital investment and project reporting.

Project management governance

To ensure consistency and transparency for Council projects, we rolled out a new project management system for our Infrastructure, Community and Natural Assets Portfolio. The PMO365 application was built in line with Council's Project Management Framework (PMF) to ensure projects are managed based on best practice standards to maximise value for the community.

With easy access to project management tools and templates, clear workflows and better integration with other internal systems, the PMO365 application provides visibility and governance, ensuring the projects we undertake align to our strategic plans, and have the appropriate resourcing.

The focus for 2023-2024 is to extend the roll out of this system to all remaining portfolios, providing a single source of truth and solid governance to all projects delivered by Council.

Maturing enterprise risk management

Risk management is an integral part of Council's governance and risk framework. Risk management practices create and protect value, and are an integral part of Council's business activities, functions and processes to ensure Council meets its responsibilities and objectives in serving our community. Risk understanding, assessment and determination of appetite for risk are key considerations in decision-making and management practices.

Council has a strong risk culture to enable us to deliver our vision and purpose, with all staff being responsible for the identification, escalation and management of risk. Risk owners and managers are our first line of defence, as they own and manage the risks and are responsible for internal controls. We have a dedicated second line, providing a governance and risk oversight function on behalf of the CEO and Executive. Internal Audit is Council's third line, providing an independent risk assurance function.

Further work has been identified to mature and embed risk-based decision-making across Council, with a new second line Integrity and Risk team established in May 2023. Council's approach to risk is to continue to align to the Australian Standards for Risk Management, ensuring risk is integrated into our core business and part of 'doing business', reflected in discussions and questions about activities and initiatives, and embedded within planning and decision-making processes.

Community members take in the views over Dudley



ASSET MANAGEMENT IMPROVEMENT

Providing infrastructure that meets community needs and expectations is fundamental to the economic, social and cultural vibrancy of Lake Macquarie City. The challenge is to maintain our existing assets while continuing to provide new infrastructure for our growing city.

Council invests in capital renewal, to restore an existing asset to its original condition, and maintenance, the regular ongoing work necessary to keep assets operating so they provide the required levels of service to our community.

Lifecycle management

Council has continued to make significant improvements to its asset base and asset management capabilities.

In 2022-2023, we undertook activities identified in our Asset Management Improvement Plans including:

- implementing a project management governance tool to improve the efficiency of capital project delivery
- reviewing the useful lives of infrastructure assets to improve alignment of asset management practices to the state of our assets
- implementing asset renewal targets in the capital works program to ensure asset renewal rates align with defined levels of services and desirable useful lives
- introducing in-field technology for asset data collection to provide more accurate and timely asset knowledge.

Council's asset management practices address the whole lifecycle of an asset. We consider what we will need to manage our assets across the phases of acquisition, operation, maintenance, renewal and disposal. We assess the costs required to manage Council's assets throughout their operating life so funding requirements are identified over the long-term and we can set appropriate budgets.

Aerial view of the newly opened Fernleigh Awabakal Shared Track southern section



Maintenance

It is critical we maintain the community's assets across their planned lifecycle to ensure they do not require premature replacement. Our planned maintenance funding considers the impact of rising costs associated with the growing size and age of our infrastructure base, changing standards and increasing community expectations.

Staff regularly maintain assets and infrastructure across the city, like this repair work completed on the Fernleigh Track in March 2023

Capital renewal

Council has a program of projects to build new community assets, rehabilitate or replace ageing facilities or upgrade existing assets to improve their functionality. This year, Council invested \$99.6 million in capital projects comprising \$42.7 million in new assets and \$56.9 million on replacements and upgrades.

Program	New	Replacement
Road infrastructure including bridges, pedestrian improvements, road rehabilitation and sealing, stormwater and drainage, traffic and transport upgrades	\$6.3m	\$33.5m
Recreation facilities including beach, aquatic, parks and playgrounds, swim centres and sporting facilities	\$14.8m	\$10.1m
Cycling facilities	\$5.3m	\$0.4m
Environmental enhancement	\$1.6m	\$1.4m
Business supporting projects and holiday parks	\$2.8m	\$8.8m
Community buildings, libraries and cultural facilities	\$7.4m	\$1.2m
Property and other projects	\$4.2m	\$1.4m
Emergency services supporting projects	\$0.3m	\$0.1m
Total	\$42.7m	\$56.9m

Expenditure on infrastructure maintenance during 2022-2023	\$'000
Buildings	\$3,514
Drainage/stormwater	\$3,038
Natural areas	\$2,449
Parks and reserves	\$15,310
Roads and bridges	\$9,220
Traffic and transportation	\$1,382
Total	\$34,913

COUNCIL'S CULTURAL CENTRES

Facility	Awabakal name	Meaning
Rathmines Theatre	<i>nawayiba</i>	Canoe place
Warners Bay Theatre	<i>baramayiba</i>	Cockle place
Museum of Art and Culture	<i>yapang</i>	Journey or pathway
Multi-Arts Pavilion	<i>mima</i>	Cause to stay
Speers Point Library	<i>milyaba</i>	Fun place
Cardiff Library	<i>kuram</i>	Winding creek
Charlestown Library	<i>walyamayi</i>	Top camp
Redhead Library	<i>bunjibanyal</i>	Sunrise
Toronto Library	<i>tirrabiayangba</i>	Fathers tooth place
Belmont Library	<i>ngarrabangba</i>	Change place
Wangi Library Creative Hub	<i>wanji wanji</i>	The traditional name for the area
Swansea Library	<i>kariyawangba</i>	Southwards
Morisset Library	<i>bawarramalang</i>	The traditional name for the area
Sugar Valley Library Museum	<i>kirantakamyari</i>	North creek
Windale Hub	<i>bilyabayi</i>	Valley

LAKE
MACQUARIE
CITY



DETAILED PROGRESS REPORT

2022-2023

Contents

Unique landscape	3
Lifestyle and wellbeing	19
Mobility and accessibility	48
Diverse economy	75
Connected communities	98
Creativity	121
Shared decision-making	126
Organisational support	131

KEY TO SYMBOLS



Action completed in 2022-2023








Action not completed in 2022-2023

Unique landscape


OBJECTIVE: NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED

Strategy: Provide the community with opportunities to participate in improving and maintaining our environment





Action	Progress comment	Status
1.1.1.1 Commence a review of our existing bushland tracks and trails to inform ongoing management	A review of our existing bushland tracks and trails to inform ongoing management was trialled at Green Point Foreshore Reserve tracks. This data will inform the review of the Green Point Plan of Management in 2023-2024.	
1.1.1.2 Coordinate the Community Environment Grant Program for community organisations	Two community environment grant rounds were delivered in 2022-2023. Council endorsed 16 of 18 projects, dispersing \$45,125 for community initiated environmental sustainability projects. When combined with the applicant contributions, these projects will deliver community benefit of \$192,687.	
1.1.1.3 Deliver two citizen science programs and explore collaborative citizen science partnerships	Council collaborated to deliver three citizen science programs including Birdlife Australia, Tangaroa Blue and iNaturalist. These programs are updated with observations by residents and have data that is accessible for Council to utilise and share with our community.	


Action	Progress comment	Status
1.1.1.4 Develop and deliver the Backyard and Beyond campaign to improve urban habitat	The Backyard Habitat for Wildlife program had 187 new households join for the year bringing the total households registered to 3796. Participants in this program are supported through workshops and walks, with several held throughout the year covering a range of topics. The Lake Mac's Backyards for Wildlife Facebook group continues to provide an opportunity for members to share their observations and questions. This year the group celebrated its third birthday and welcomed their 1000th member. At the end of the year, there were 1103 members. The Native Plant Giveaway in September 2022 resulted in 2922 plants being distributed to households through sites at Belmont, Morisset and Speers Point.	
1.1.1.5 Regenerate eight hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities	There has been 15.13 hectares of natural area weeded for regeneration and 3675 plantings.	

Strategy: Identify, manage and monitor weed species in accordance with the regional Weed Action Program



Action	Progress comment	Status
1.1.2.1 Implement the Hunter Weeds Action Program	Hunter Weeds Action Program weed inspections was completed at 16 high-risk sites, 26 peri-urban property sites and 50 urban property sites. Bitou bush treatments completed in biosecurity eradication zones. Targeted treatments for Rattlepod, Pampas Grass and Chinese Violet were completed across the city. Total inspection numbers include 200 high-risk sites, 320 urban property sites, 100 peri-urban property sites and 11 rural property sites.	

Strategy: Sustainably manage Council-controlled natural areas to protect and enhance the environment





Action	Progress comment	Status
1.1.3.1 Complete acquisition of land from NSW Crown Land, Belmont	Searches complete and application is being prepared for submission. Delay in completion due to external authority timeframes on application. Action will continue into 2023-2024, dependent on responses from external authorities.	
1.1.3.2 Complete acquisition of open space reserve at Skye Point Road, Coal Point	Negotiations with three landowners are at various stages of the purchasing process. One vendor is no longer proceeding with partial sale and, without their agreement, this action will not be achieved.	
1.1.3.4 Complete toilet demolition at Sugarloaf Mountain, West Wallsend	Toilet demolition at Sugarloaf Mountain, West Wallsend has been completed and the site remediated.	
1.1.3.5 Provide resources and support to Landcare groups engaged in on-ground activities across the city	Council staff supported 710 paid hours of direct, on-ground support to Landcare groups. The Landcare nursery produced 53,768 native plants with \$117,600 value in support provided to community groups.	


Action	Progress comment	Status
1.1.3.6 Review prioritisation criteria for natural areas management to inform the future works program	The natural area strategic works program has been finalised and restoration works have been issued to inform the future works program.	

Strategy: Review the quarry rehabilitation program to confirm and prioritise future works



Action	Progress comment	Status
1.1.4.1 Continue to review and manage the quarry rehabilitation program	The 2022-2023 quarry rehabilitation program activities have been completed.	
1.1.4.2 Implement the rehabilitation of the Oakdale Quarry site at Redhead	Remediation works continue with 39,000 tonnes of certified spoil material received of an estimated 98,000 tonnes required to complete the works. The works are predicted to extend over the next three to four years with the length of time affected by the variability of material quantities generated by Council's road rehabilitation projects.	



Strategy: Protect and enhance the health of the lake, coast and waterways

Action	Progress comment	Status
1.1.6.1 Complete foreshore stabilisation works at Swansea Foreshore	Foreshore stabilisation works at Swansea Foreshore were completed.	
1.1.6.2 Design foreshore stabilisation works at Belmont Street, Swansea	Design has been delayed until the first quarter of 2023-2024 because of environmental constraints. Dive surveys to confirm White's Seahorse populations were completed in June 2023. White's Seahorse is listed as endangered under both Commonwealth and State legislation. No seahorses were recorded but a second dive survey may be required. Communication engagement material for local community and dive groups has been distributed. A mesh banner has been installed on-site to improve aesthetics of the temporary fencing. Monthly monitoring of the seawall movement will continue.	
1.1.6.4 Implement creek stabilisation and riparian vegetation works, city-wide	Implementation of creek stabilisation and riparian vegetation works at Jewells were completed.	
1.1.6.5 Implement foreshore stabilisation and wetland vegetation works, city-wide	Implementation of foreshore stabilisation and wetland vegetation works completed at Salts Bay and Wyee.	


Action	Progress comment	Status
1.1.6.6 Finalise and exhibit waterway development guidelines and associated planning controls	Finalisation and exhibition of the waterway development guidelines and associated planning controls has been delayed to allow for further consultation with Department of Primary Industries, Fisheries and Crown Lands. Council will consider a report in October 2023.	


Strategy: Provide waste management services that meet community needs and expectations

Action	Progress comment	Status
1.1.7.1 Administer a financial subsidy program to provide additional garbage and recycling collection services to residents with an ongoing medical condition that results in a higher volume of waste	A total of 90 new and renewed additional garbage and recycling collection services were approved this financial year.	
1.1.7.2 Administer a financial subsidy program to provide an additional domestic green waste bin to groups or individuals who elect to maintain a parcel of Council owned or Council managed land	There were seven new and five renewal applications received in 2022-2023. The assessment process found that four of the new applications and all the renewal applications were ineligible due to the proposed maintenance activities conflicting with the ecological conservation limitations of the particular locations. Three applications are on hold pending legal advice on permissible activities at the associated sites.	


Action	Progress comment	Status
1.1.7.3 Assess 100 per cent of illegal dumping reports and deploy resources to matters of significant impact, risk or likelihood of identifying an offender within seven days of being reported	Staff received 940 illegal dumping requests for the 2022-2023 financial year of which 100 per cent were investigated within seven days of being reported.	
1.1.7.4 Complete Bulk Waste service review	Council approved the Bulky Waste service review on 27 March 2023 to transition the way the bulky waste service is delivered, moving from the current scheduled service to a more flexible bookable service.	

Strategy: Undertake Awaba Waste Management Facility long-term management planning

Action	Progress comment	Status
1.1.8.1 Implement leachate management solution works at Awaba Waste Management Facility	The Awaba Waste Management Facility Expansion Stage 2 Project Control Group has been established and meetings scheduled monthly. The design brief request for quote will be released to market during July 2023.	


Action	Progress comment	Status
1.1.8.2 Implement the Eastlake Community Recycling Centre	Council received a \$1.1 million grant from the Department of Regional NSW Resources for Regions Round 9 funding program. This financial year the design was finalised and ground conditions have been addressed on site, with construction to continue into 2023-2024.	





Strategy: Review and update Council's Waste Strategy



Action	Progress comment	Status
1.1.9.1 Commence a review of Council's Waste Strategy, incorporating circular economy principles	Council staff further developed proposed priority action areas for the Draft Waste Strategy, considering alignment with the Hunter Central Coast Regional Waste Strategy priority action areas. Focus areas include emergency waste management planning, a regional reuse and repair network, supporting improved recycling infrastructure capabilities through regional Circular Economy Hubs and a new regional recycling facility, diversion of problem wastes through product stewardship schemes, and long-term master planning for the future of the Awaba Waste Management Facility.	





OBJECTIVE: STORMWATER THROUGHOUT OUR CITY IS WELL-MANAGED AND MAINTAINED





Strategy: Provide stormwater, drainage and kerb and channel to enhance Council's infrastructure and mitigate environmental impacts




Action	Progress comment	Status
1.2.1.1 Complete drainage and embankment investigation at Lakeview Street, Boolaroo	Practical completion of drainage and embankment investigations at Lakeview Street, Boolaroo was achieved in December 2022 with construction works finished in February 2023.	
1.2.1.2 Complete drainage improvements at Reynolds Street, Blackalls Park	Construction works at Reynolds Street, Blackalls Park were completed in the first quarter of 2022-2023.	
1.2.1.3 Complete drainage improvements at Stratton Road, Edgeworth	Drainage improvement works for Stratton Road, Edgeworth were completed in June 2023.	
1.2.1.4 Complete drainage investigation at Elbrook Drive, Rankin Park	Construction works at Elbrook Drive, Rankin Park were undertaken in the third quarter of 2022-2023 with the project reaching practical completion in late March 2023.	





Action	Progress comment	Status
1.2.1.5 Design drainage improvements at Lake Road, Argenton	Final design of drainage improvements at Lake Road, Argenton was completed in June 2023.	
1.2.1.6 Implement drainage replacement at Park Avenue, Argenton	Drainage improvement works for Park Avenue, Argenton commenced on site in June 2023 and will be completed in 2023-2024.	
1.2.1.7 Implement minor drainage works replacement program in the city's east	Minor drainage replacement is a reactive program which is now complete.	
1.2.1.8 Implement minor drainage works replacement program in the city's west	Minor drainage replacement is now complete.	

Action	Progress comment	Status
1.2.1.9 Design new stormwater treatment devices, city-wide	Designs completed for new stormwater treatment devices at Mulbinga Street, Charlestown and Jarrett Street, Toronto. Stakeholder meeting held the Stormwater Quality Improvement Device at Mulbinga Street, Charlestown.	
1.2.1.10 Implement replacement works for stormwater quality improvement devices, city-wide	Replacement program for stormwater quality improvement devices (SQIDs) was not achieved, as these funds were required to undertake unplanned, high-priority new SQID works at Toronto and Charlestown.	
1.2.1.11 Design detention basin improvements at Cupania Crescent, Garden Suburb	The trash rack design at Cupania Crescent, Garden Suburb was completed in the second quarter of 2022-2023.	
1.2.1.12 Design drainage improvements at Excelsior Parade, Toronto	Feasibility investigations for drainage upgrades at Excelsior Parade, Toronto require further road rehabilitation investigations before design can be finalised. Design will continue in 2023-2024.	

Action	Progress comment	Status
1.2.1.13 Design drainage improvements at Hawkins Creek and Leyton Street, Speers Point	Design for drainage improvements at Hawkins Creek Leyton Street, Speers Point have been completed. Construction will commence in 2023-2024.	
1.2.1.14 Design drainage improvements at Victory Parade, Toronto	Design of drainage improvements for Victory Parade, Toronto was completed in the first quarter of 2022-2023.	
1.2.1.15 Design drainage improvements at Yoorala Road, Yarrawonga Park	Design and construction were completed in the second quarter of 2022-2023.	
1.2.1.16 Design drainage replacement at Macquarie Grove, Caves Beach	Design for drainage improvements at Macquarie Grove, Caves Beach have progressed. External consultant has been engaged to undertake specialist flood modelling, model outputs expected in early in the new year. Design will continue in 2023-2024.	




Action	Progress comment	Status
1.2.1.17 Design drainage upgrade at Maitland Avenue, Waterside Avenue and Norma Avenue, Sunshine	Design of drainage upgrades at Maitland Avenue, Waterside Avenue and Norma Avenue, Sunshine has been completed. Construction commenced ahead of schedule and works were completed in March 2023.	
1.2.1.18 Undertake feasibility and planning for drainage improvements at Coronation Street, Warners Bay	Design for drainage improvements at Coronation Street, Warners Bay was completed ahead of time issued for construction. Construction commenced in March 2023 and works were completed in June 2023.	
1.2.1.19 Undertake feasibility and planning for kerb and channel improvements at Wallsend Road from 254 Wallsend Road to Main Road, Cardiff Heights	Feasibility and planning for kerb and channel improvements at Wallsend Road, Cardiff Heights have been completed. This project will be incorporated into adjacent intersection and road rehabilitation projects in 2023-2024.	
1.2.1.20 Undertake feasibility and planning for drainage improvements at Atherton Close, Rankin Park	Initial geotechnical assessment has been completed. Requirement for further detailed geotechnical assessment was identified and an external provider has been engaged to undertake additional work. Hydraulic assessment and video investigations of existing stormwater infrastructure has been completed. An options report will be prepared by 30 September 2023 at which time design will commence.	

Action	Progress comment	Status
1.2.1.21 Undertake feasibility and planning for drainage improvements at Currawong Road, New Lambton Heights	Site investigations including survey and geotechnical assessment at Currawong Road, New Lambton Heights has been completed. Project scope has been amended to include road rehabilitation and drainage upgrades. Project planning report has been finalised and design will commence in 2023-2024.	
1.2.1.22 Undertake feasibility and planning for drainage improvements at Lake View Road, Wangi Wangi	Feasibility and planning for drainage improvements at Lake View Road, Wangi Wangi have been completed. Design will commence in 2023-2024.	
1.2.1.23 Undertake feasibility and planning for drainage improvements at Ryhope Street, Mount Hutton	Feasibility and planning for drainage improvements at Ryhope Street, Mount Hutton have been completed. Design has been completed ahead of schedule.	
1.2.1.24 Undertake feasibility and planning for drainage improvements at Seacourt Avenue, Dudley	Feasibility and planning for drainage improvements at Seacourt Avenue, Dudley have been completed. Design scheduled to commence in 2023-2024.	

Action	Progress comment	Status
1.2.1.25 Undertake feasibility and planning for drainage improvements at Tennent Road, Mount Hutton	Feasibility and planning for drainage improvements at Tennent Road, Mount Hutton have been completed. Scope of project to be finalised following further consultation with stakeholders.	
1.2.1.26 Undertake feasibility and planning for drainage improvements at The Broadway, Killingworth	Feasibility investigations for drainage upgrades at The Broadway, Killingworth have been completed.	
1.2.1.27 Undertake feasibility and planning for road rehabilitation at Beach Road between house number 43 and the drainage channel replacement at 73c Beach Road, Silverwater	Feasibility investigations for road rehabilitation and drainage upgrades at Beach Road, Silverwater have been completed. Project planning report has been completed.	
1.2.1.28 Investigate and consult with our community on a stormwater management services charge to support improvements to the drainage system	Investigations were undertaken, with a decision made not to proceed with consultation.	

OBJECTIVE: WE MITIGATE THE IMPACTS OF ADVERSE ENVIRONMENTAL CONDITIONS




Strategy: Reduce the impacts of flooding on community safety and prosperity





Action	Progress comment	Status
1.3.1.1 Seek grant funding for North Creek Flood Study and Floodplain Risk Management Study and Plan	Council was successful in obtaining a grant offer of \$54,000 received from NSW Department of Planning and Environment to undertake North Creek Warners Bay Flood Study which is scheduled to be delivered in 2023-2024.	
1.3.1.2 Implement a minimum of three priority management actions from Council's approved floodplain risk management plans	Implementation of five priority actions from Council's floodplain risk management plans was completed. Actions included review of existing water level gauges, automation of flood certificate applications, review of development consent conditions related to electrical safety and the development of a web application for collection of information by residents.	
1.3.1.3 Report to the Lake Macquarie Coastal Zone Management Committee on the status of existing flood studies and floodplain risk management plans	A presentation and report were delivered to the Lake Macquarie Coastal Zone Management Committee on the status of existing flood studies and floodplain risk management plans in April 2023.	





Lifestyle and wellbeing





OBJECTIVE: OUR COMMUNITY HAS ACCESS TO ADAPTABLE AND INCLUSIVE COMMUNITY, HEALTH AND WELLBEING SERVICES





Strategy: Support and continue to promote community health, safety and wellbeing



Action	Progress comment	Status
2.1.1.1 Achieve 60,000 program attendances at Council-managed swim centres to promote being more active, more often	For 2022-2023, 113,196 program attendances were recorded across our network of Lake Mac Swim Centres, exceeding the target of 60,000.	
2.1.1.2 Commence the preparation of an Active Lifestyles Strategy	The background paper and engagement report for the now named, Active Recreation Strategy, have been finalised. Meetings have been arranged with relevant Council departments and site visits to key active recreation spaces and facilities, to further inform the analysis stage of the project. A Councillor briefing which will outline the scope of the project and findings to date is scheduled for July 2023. This project will continue throughout 2023-2024 with a draft strategy to be presented to Council for public exhibition in May 2024.	
2.1.1.3 Deliver 200 community water safety education programs	Council's professional beach lifeguards commenced delivery of the 2023 Water Safety Education program to primary schools in May 2023. For the 2022-2023 year, 217 programs have been presented across 74 schools to students in kindergarten, year three, six and seven. Six assisted Learn to Swim programs were held with Wiripaang Public School at Charlestown Swim Centre and beach lifeguards delivered four community first aid and water safety education sessions.	

Action	Progress comment	Status
2.1.1.4 Deliver an education campaign to residents to reduce their risk of becoming victims of fraud, including the delivery of three education sessions to seniors groups about identity theft and scams	Throughout the 2022-2023 financial year, five fraud and scam prevention education sessions were delivered to 225 members of seniors groups including seniors living facilities and probus clubs. Ninety-nine households received fraud prevention education materials along with a range of other crime prevention education resources such as anti-fraud, vehicle security, home security checklists and police reporting brochures.	
2.1.1.5 Develop a guide of services supporting children aged zero to eight years	A services guide was developed and distributed to families at the You're Kidding Me Expo in May 2023.	
2.1.1.6 Develop a pop-up play session program to connect families and provide new play opportunities for children	Confident Kids was developed to support children, families and teachers in developing connections with services that support development of resilience. Thirty-three programs were delivered across Lake Macquarie City, supporting 1836 individuals. Later focus of the program resulted in 84 teachers receiving training by family support services, leading to future collaborations between schools and family services.	
2.1.1.7 Deliver 10 workshops as part of the You're Kidding Me Program for children and families, offering a mix of face to face, online and video mediums	Fifteen child development workshops were delivered to more than 200 registered families and children. Topics included speech and language development, play based learning, supporting healthy emotional development, music and movement, and meeting milestones. The program was updated in February 2023 to include child participation in a new monthly program, and this has resulted in multiple families returning each month.	

Action	Progress comment	Status
2.1.1.8 Inspect all food businesses and other regulated premises in accordance with NSW Food Regulation Partnership and other legislative requirements	Staff inspected 1077 food business and other regulated premises during 2022-2023.	
2.1.1.9 Maintain and improve rapid response to incidence of damage through partnership with other government agencies and community-based programs for the timely removal of graffiti on public utilities, commercial and private properties	Throughout 2022-2023, 185 incidents of graffiti were resolved through partnership with NSW Youth Justice – Graffiti Hotspot Program. This included 15 requests from the community to assist with resolution of graffiti incidents on private property.	
2.1.1.10 Operate Lake Macquarie Family Day Care to meet or exceed the seven education and care services national quality standards	Lake Macquarie Family Day Care has maintained a rating of 'Meeting national quality standard' as assessed by the regulatory authority, NSW Department of Education, in April 2023. An average of 150 equivalent full-time childcare placements have been filled during 2022-2023.	
2.1.1.11 Produce and supply information and point of sale materials to businesses to reduce PayWave and credit card fraud	PayWave and credit card fraud point of sale crime prevention resources were produced and promoted to interested business groups including General Property Trust Charlestown, Cameron Park Plaza and Stockland Glendale.	


Action	Progress comment	Status
2.1.1.12 Provide a minimum of 60 free events to over 55s to improve health, safety and wellbeing, including an activity to celebrate NSW Seniors Festival	Council provided 67 free events with 2513 participants to the over 55s community to improve health, safety and wellbeing. Activities included two senior concerts to celebrate NSW Seniors Festival. Other activities included workshops at the over 55s Hub, community stalls, probus presentations, and expos. Twelve e-newsletters were sent out to 1544 subscribers, with 168 new subscribers in the year to date and with an average open rate 60.81 per cent.	
2.1.1.13 Provide initial response to reports of urgent dog attacks within 24 hours	Staff received 288 dog attack requests in 2022-2023 and 100 per cent were acknowledged within 24 hours.	
2.1.1.14 Raise awareness in the community of child protection during Child Protection Week	Child protection awareness posters were created to build awareness for reporting potential abuse. These were distributed and displayed throughout Council facilities during Child Protection Week in September 2022. The posters will be utilised as part of the package of resources for Council's child safe program in 2023-2024 to support the implementation of child safe standards.	
2.1.1.15 Rebrand the Me2 program and continue to offer free inclusive programs to the target group	The Me2 Program was successfully rebranded to the IncludingYOU program. The IncludingYOU program held 11 free inclusive activities including the Lake Macquarie Activate Inclusion Sports Day and a four-week introduction to the gym program, with 245 participants and 50 carers.	

Action	Progress comment	Status
2.1.1.16 Report to Council for adoption the updated Ageing Population Plan, and implement high priority actions	The Ageing Population Plan 2022-2026 was adopted by Council with high-priority actions being implemented throughout the year. Highlights were the intergenerational community event, celebrating Grandparents Day 2022 and the community outcomes from four meetings with stakeholders focused on developing volunteering roles and implementing emergency preparedness plans.	
2.1.1.17 Support and deliver an event to recognise and promote the Reclaim the Night campaign	Reclaim the Night was held on 28 October 2022 at Warners Bay Foreshore, with approximately 150 participants.	
2.1.1.18 Support the Lake Macquarie Domestic Violence Committee to deliver key initiatives and develop resources and campaigns	Council supported the Lake Macquarie Domestic Violence Committee to deliver key initiatives including a domestic violence dinner panel discussion in partnership with Zonta Hunter Newcastle, a Hunter regional forum for services on contemporary challenges in domestic and family violence, and an online workshop on primary prevention practices for frontline services.	
2.1.1.19 Undertake 12 education and awareness programs including microchipping days and pet responsibility programs	Staff undertook 24 education programs during 2022-2023. Staff educated the public on responsible animal ownership by conducting patrols at various beaches and parks, conducted a mailout program for unregistered companion animals, a vet education program to assist with registration of companion animals and created new public signage with QR codes for easy reference and conducted microchipping days.	


Action	Progress comment	Status
2.1.1.20 Undertake a community education campaign aimed at improving understanding of homelessness for residents, in consultation with specialists in homelessness	A community education campaign was undertaken as part of Hunter Homeless Connect Day in August 2022. Utilising media channels and social media, the causes of homelessness, and services available to assist people experiencing homelessness were promoted. A further online community education program is currently being developed, with draft content prepared, and further consultation with homelessness services to be undertaken prior to its release.	
2.1.1.21 Work with community stakeholders to ensure local services are updated and working together following the NSW Protocol for Homeless People in Public Places review	The Homelessness Action Project was launched in October 2022, which included over 30 stakeholders in housing and homelessness, in order to improve working relationships and information sharing between service providers. A further meeting was held in March 2023 to undertake further work on priority projects including improved data collection and developing service hubs, as well as a presentation on the updated NSW Protocol for Homeless People in Public Places. Working groups have been formed to continue to work on these priority issues. The Homelessness Action Project will reconvene in July to receive updates on progress from the working groups and to progress priorities.	

OBJECTIVE: OUR OPEN AND SHARED SPACES ARE INCLUSIVE AND HELP US TO LIVE A HEALTHY AND SAFER SOCIAL LIFESTYLE



Strategy: Implement actions from the Bush Fire Risk Management Plan to protect the community, assets and the environment

Action	Progress comment	Status
2.2.1.1 Undertake bush fire mitigation measures to manage Council's bush fire risk, in line with the Central Coast Bush Fire Risk Management Plan	Council has completed all asset protection zone scheduled works in line with the Central Coast Bush Fire Management Plan. The NSW Rural Fire Service Rural Fire Fighting Fund for asset protection zone maintenance was acquitted to the amount of \$1.046 million for 2022-2023. Council is continuing to work with the Central Coast Bush Fire Management Committee to establish a new regional risk management plan.	





Strategy: Reduce impacts of land contamination on the health, wellbeing and prosperity of the community





Action	Progress comment	Status
2.2.2.1 Report to Council on implementation of the Addressing Legacy Lead Contamination in the Lake Macquarie Local Government Area project	A report to Council on the progress and implementation of the Addressing Legacy Lead Contamination in the Lake Macquarie Local Government Area project was received and noted by Council as an Information Report to the Ordinary Council Meeting on 26 June 2023.	





Strategy: Enhance sport, leisure and recreation infrastructure for community use





Action	Progress comment	Status
2.2.3.1 Complete beach access replacement at Caves Beach carpark	Remediation works for the Caves Beach access tracks have been completed. The works involved installation of recycled plastic boardwalk and fencing to formalise damaged access tracks.	
2.2.3.2 Complete climbing tower net replacement at Lake Macquarie All Abilities Playground	The climbing tower net replacement was completed at the Lake Macquarie All Abilities Playground.	





Action	Progress comment	Status
2.2.3.5 Complete fence replacement at Belmont South Foreshore Reserve	The fence replacement at Belmont South Foreshore Reserve has been completed.	
2.2.3.6 Complete fence replacement at Cardiff No. 1 Oval	The replacement of the fence at Cardiff No. 1 Oval has been completed.	
2.2.3.7 Complete floodlighting upgrade at Douglass Street Playing Fields, Dora Creek	New sports field lighting completed and operational at Douglass Street Playing Fields, Dora Creek.	
2.2.3.8 Complete floodlighting upgrade at Finnan Oval, Blackalls Park	New sports field lighting completed and operational at Finnan Oval, Blackalls Park.	





Action	Progress comment	Status
2.2.3.9 Complete floodlighting upgrade at Lenaghan Oval, Belmont North	New sports field lighting completed and operational at Lenaghan Oval, Belmont North.	
2.2.3.10 Complete new accessible toilet at Rathmines Park	New accessible toilet at Rathmines Park has not yet been completed due to delays with receiving Heritage NSW approval of a precast modular toilet. The new toilet has been ordered however due to manufacturing lead times, the installation will not occur until the end of the first quarter 2023-2024.	
2.2.3.11 Implement new BMX facility, Redhead	The Redhead BMX pump track facility was opened for public use on 30 June 2023. An official opening was held on 6 July 2023.	
2.2.3.12 Complete new multicourt, Killingworth	New multi-court at Killingworth including a tennis hit wall, half-court basketball court, drinking fountain, seats and accessible footpath has been completed.	



Action	Progress comment	Status
2.2.3.13 Complete new sports lighting at Town Common, Cooranbong	New sports field lighting installed and operational at Town Common, Cooranbong.	
2.2.3.14 Complete park seating replacement program, city-wide	Several recycled plastic seats, made from a local recycled plastic product Plasmar, were purchased as part of a circular economy initiative. The seats have been placed at several different sites across the city to compare the performance of the product in different settings.	
2.2.3.15 Complete playground replacement at Arcadia Reserve, Arcadia Vale	New playground, including accessible parking is complete at Arcadia Reserve, Arcadia Vale.	
2.2.3.16 Complete playground replacement at 42 Chartley Street, Warners Bay	Playground replacement works were completed at 42 Chartley Street, Warners Bay and opened to the public in December 2022.	





Action	Progress comment	Status
2.2.3.17 Complete playground replacement at Sylvia Grodanovski Park, Gateshead	Playground replacement works were completed at Sylvia Grodanovski Park, Gateshead and opened to the public in December 2022.	
2.2.3.18 Complete replacement of fence at Marks Oval Tennis Courts, Floraville	Replacement of fence at Marks Oval Tennis Courts, Floraville has been completed.	
2.2.3.19 Complete retaining wall replacement at Jack Edwards Oval, Argenton	Following consultation with user groups, the retaining wall at Jack Edwards Oval, Argenton has been removed and replaced with an earthen grassed batter.	
2.2.3.20 Complete signage upgrade at Blacksmiths Surf Life Saving Club	Signage audit and installation of upgraded signage is complete.	





Action	Progress comment	Status
2.2.3.21 Complete signage upgrade at Caves Beach Surf Life Saving Club	Signage audit and installation of upgraded signage is complete.	
2.2.3.22 Complete signage upgrade at Charlestown Swim Centre	Signage audit complete, however installation of upgraded signage is outstanding due to a delay with the signage service provider. These works are scheduled for completion in the first quarter of 2023-2024.	
2.2.3.23 Complete signage upgrade at Redhead Surf Life Saving Club	Signage audit and installation of upgraded signage is complete.	
2.2.3.24 Complete signage upgrade at Speers Point Swim Centre	Signage audit complete, however installation of upgraded signage is outstanding due to a delay with the signage service provider. These works are scheduled for completion in the first quarter of 2023-2024.	





Action	Progress comment	Status
2.2.3.25 Complete signage upgrade at Swansea Swim Centre	Signage audit and installation of upgraded signage is complete.	
2.2.3.26 Complete signage upgrade at West Wallsend Swim Centre	Signage audit complete, however installation of upgraded signage is outstanding with works unable to be completed prior to the end of June 2023. These works will be scheduled for completion in July 2023.	
2.2.3.27 Complete table replacement at Lions Park, Morisset	The table replacement at the Lions Park, Morisset has been completed.	
2.2.3.28 Complete the female-friendly change rooms program at priority locations, city-wide	Modification of 26 changerooms within 12 sportsground amenities buildings has been completed under the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program.	





Action	Progress comment	Status
2.2.3.29 Complete western foreshore boardwalk, car park upgrade and wayfinding signage, Swansea	The new western foreshore boardwalk and car park are complete and opened for public use. Other associated works are still underway with the wayfinding signage being manufactured and due for installation in the first quarter of 2023-2024.	
2.2.3.31 Implement the playground upgrade at Rathmines Park	Final detailed design and construction documentation is still being finalised, resulting in construction not commencing. Delays were a combination of awaiting Heritage NSW approvals and site contamination issues. A request for quote for construction is expected to go to the market in the first quarter of 2023-2024.	
2.2.3.32 Implement car park upgrades in association with the new BMX track, Redhead	Car park upgrades have been completed and associated replacement trees installed in association with the BMX track, Redhead.	
2.2.3.33 Implement improvements at Croudace Bay Sporting Complex	All works to the rugby league fields at Croudace Bay Sports Complex are complete and being used by the club, including eastern and western car park upgrade works.	

Action	Progress comment	Status
2.2.3.34 Implement improvements at Toronto Foreshore in accordance with the master plan	The town common and carpark of the Toronto Foreshore Master Plan implementation project were completed. Concept designs for the remaining precincts Wharf Road, The Terraces, Bath Street and Goffett Park were completed. Approval of an Aboriginal Heritage Impact Permit to allow test digging has been received with excavation due to occur at the start of first quarter 2023-2024. Geotechnical investigations have also occurred on site with information on contamination being used to help develop the detailed design.	
2.2.3.35 Implement minor asset replacement works at parks, city-wide	Minor asset replacement works across parks building assets is complete.	
2.2.3.36 Implement minor asset replacement works at swim centres, city-wide	Review of required minor asset replacement works has been undertaken and identified works completed.	
2.2.3.37 Implement new minor works at Hunter Sports Centre, Glendale	Planned commitments at Hunter Sports Centre, Glendale have been completed.	


Action	Progress comment	Status
2.2.3.38 Implement new park and playground at Murrays Beach	The new playground at Murrays Beach is complete and officially opened in July 2023 and includes a tennis hit wall, half-court basketball court, various play equipment, shelters, seating, drinking fountain and new public amenities.	
2.2.3.39 Implement new pontoon jetty at Lions Park, Toronto	Changes within the marine insurance industry meant that Council was unable to engage a contractor to undertake the design and construction activities for the new pontoon at Lions Park, Toronto, resulting in the action not being achieved. A request for quote has been released to the market for design work only. After a design has been finalised then a separate request for quote to construct the new pontoon will go out to the market. The new pontoon is scheduled to be installed onto the existing boat ramp by the end of the second quarter of 2023-2024.	
2.2.3.40 Implement new warm up track and athletics testing facilities at Hunter Sports Centre, Glendale	Construction of the warm-up facility is now completed and the athletics testing facility works commenced.	
2.2.3.41 Implement 50m plant room and pool liner replacement at Swansea Swim Centre	The electrical kiosk substation has been installed at Swansea Swim Centre. The main switchboard is being manufactured with installation to occur in the first quarter of 2023-2024. Project completion date is anticipated for the first quarter of 2023-2024.	

Action	Progress comment	Status
2.2.3.42 Implement replacement program works at Hunter Sports Centre, Glendale	Planned commitments at Hunter Sports Centre, Glendale have been completed.	
2.2.3.43 Implement the equipment replacement program at Charlestown Swim Centre	Replacement program review is complete and recommended replacements have been implemented.	
2.2.3.44 Implement the equipment replacement program at Swansea Swim Centre	Replacement program review is complete and recommended replacements have been implemented.	
2.2.3.45 Implement the Lake Macquarie Croquet Centre at Lake Road, Glendale	A contractor has been engaged for the construction of the new building and croquet fields at the Lake Macquarie Croquet Centre at Lake Road, Glendale. Site works are due to start in the first quarter of 2023-2024.	




Action	Progress comment	Status
2.2.3.46 Implement the parks improvement program, city-wide	Ten projects were completed under the 2022-2023 parks improvement program. Projects included construction of accessible pathways and park landscaping to new playground at Chapman Oval, Swansea, construction of a new picnic shelter and park seat at Hillsborough Oval, Hillsborough and installation of a new bubbler and picnic shelter at Shingle Splitters Park, Balcolyn.	
2.2.3.47 Design the Youth Hub at Rathmines Park	Development application and heritage applications have been lodged for the Youth Hub at Rathmines Park, with detailed design to progress upon receipt of approvals.	
2.2.3.48 Implement upgrades at Harold Knight Oval, Gateshead	ew field lighting has been completed including testing and commissioning. Construction works for the new building and playing fields are expected to commence late in the first quarter of 2023-2024.	
2.2.3.49 Implement new fields for Barton No. 2 and Lumsden Oval, Belmont	Construction underway at the new fields for Barton No. 2 and Lumsden Oval, Belmont. Irrigation to the field and construction of new tank complete. Building designs have been updated to include feedback from the club consultation, with detailed design of the two new amenities buildings underway.	





Action	Progress comment	Status
2.2.3.50 Design replacement boat ramp, Croudace Bay	Final design and construction documentation has been received for the replacement boat ramp at Croudace Bay.	
2.2.3.51 Design the Hunter Sports Centre extension, Glendale	Design works were completed, a contract was awarded and construction commenced.	
2.2.3.52 Design walking trails at Munibung Hill, Boolaroo	Designs for stage one of the trail network on Council-owned land have been completed. Discussions with private landowners regarding the acquisition of easements to deliver the entire network will be undertaken throughout 2023-2024.	
2.2.3.53 Design wharf replacement at Brooks Parade public wharf, Belmont	Aquatic Habitat Survey and Review of Environmental Factors are complete. Detailed design is 95 per cent complete. Awaiting final geotechnical investigation report with the final construction package, expected in the first quarter of 2023-2024. Construction of the replacement public wharf at Brooks Parade, Belmont, is scheduled for the third quarter of 2023-2024.	

Action	Progress comment	Status
2.2.3.54 Undertake feasibility and planning for recreation trails near Bargoed House, Swansea	The Vegetation Management Plan and Flora and Fauna Assessment for the proposed extended trail near Bargoed House have been completed. Both studies will inform the future design of the proposed walking trail which will progress during 2024-2025.	
2.2.3.55 Undertake feasibility and planning for Green Point Foreshore Reserve	The Contamination Preliminary Investigation Study has been completed, including final recommendations for potential future works. The draft Preliminary Heritage Study is currently being reviewed by the identified local Aboriginal groups and will be finalised in July 2023. Both studies will inform the future development of a new site master plan and updated plan of management for Green Point Foreshore Reserve.	
2.2.3.56 Undertake routine vegetation maintenance in accordance with schedules and available resources	Routine vegetation maintenance was completed which included spraying, planting, pruning, mulching, mowing of parks and reserves, roadsides, sports field surrounds and stormwater systems in accordance with schedule and available resources. Additional services were undertaken to enhance the presentation of the city for special events such as Living Smart Festival, Bradman Cup, Sip and Savour and Carols by Candlelight.	
2.2.3.59 Present a final draft of revised the Community Land Plan of Management to the Department of Planning and Environment for review and approval	The Community Land Plan of Management, Speers Point Plan of Management and Warners Bay Foreshore Plan of Management, were forwarded to the NSW Department Primary Industries and Environment on 23 December 2022 for approval to place on public exhibition. Council is currently waiting to receive this approval.	


Action	Progress comment	Status
2.2.3.60 Present a final draft of the city-wide dog off-leash strategy to council	The Dogs in Open Space Strategy and Policy was adopted by Council on 26 March 2023.	

Strategy: Provide attractive and accessible beaches and foreshores for our community and visitors

Action	Progress comment	Status
2.2.4.1 Complete new recreational fishing platform at Bolton Point Reserve	Substructure of fishing platform rebuilt at Bolton Point Reserve. A geotechnical issue identified with the headwall area is waiting on a redesign and will require piling. This has caused a delay resulting in the action not being achieved. A new accessible car park has been poured, with the remaining works waiting on the headwall reconstruction. It is anticipated the new fishing platform will be completed and available for use late in the first quarter of 2023-2024.	
2.2.4.2 Complete signage upgrade at Catherine Hill Bay Surf Life Saving Club	Signage audit and installation of upgraded signage is complete.	
2.2.4.3 Implement the equipment replacement program for our beach lifeguard services, city-wide	Replacement program review is complete and recommended replacements have been implemented.	


Action	Progress comment	Status
2.2.4.4 Implement the Swansea Crown Reserve Program to improve the Swansea foreshore	Works on the Swansea foreshore completed in the second quarter of 2022-2023. Funding from this program was used to install the new fitness trail along Swansea Channel and carry out vegetation management activities.	
2.2.4.5 Complete emergency signage audit at Council-managed beaches	Signage audit and installation of upgraded signage is complete.	
2.2.4.6 Implement equipment replacement program for beach lifeguard and Lake Mac Swim Centres, city-wide	Equipment replacement program review is complete and recommended replacements have been implemented.	
2.2.4.7 Implement Smart Beaches data collection to assist in future service provision decisions	Smart beaches data collection and analysis in 2022-2023 has informed decision around peak period service provision during this season. Data analysis indicated high beach visitations outside of traditional patrol times. A patrol time extension was trialled during December and January where patrols were extended for two hours per day at all lifeguard locations. The extended hours accommodated significant public usage with the extended hours trial doubling as a four-day work week trial within the lifeguard team.	




Strategy: Ensure our development contributions plans are contemporary

Action	Progress comment	Status
2.2.5.1 Complete the review of our development contributions system and commence implementation of recommendations	The review of Council's development contribution system has been completed. Drafting of a new Development Contributions Plan for the city is scheduled for completion in October 2023.	

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





Strategy: Provide a diverse range of activities and events for our community





Action	Progress comment	Status
2.3.1.1 Connect people to nature through programs and activities designed to foster enhanced social resilience, health and wellbeing and environmental stewardship	<p>Several programs and activities were held throughout the year designed to connect people with nature.</p> <p>The Explore Our Great Outdoors program saw more than 740 people attend low-cost and free events, where experts connected them with their local environment, flora and fauna.</p> <p>The opening of the umali barai-ku Landcare and Sustainable Living Centre included workshops and citizen science activities, supporting environmental stewardship.</p> <p>Biodiversity workshops reached more than 250 primary students throughout the year, and record amounts of waste were diverted from nature through Clean Up Australia Day and the Eco Angel program.</p>	




Action	Progress comment	Status
2.3.1.2 Implement 20 major events for the city that raise the profile of Lake Macquarie, including at least three that will stimulate the night-time economy	<p>In June 2023, Council hosted the successful Dobell Festival, Open Studios and Float Your Boat events where there were over 20,000 attendees.</p> <p>In 2022-2023 there has been 23 major events successfully presented in the city. The total attendees recorded, for the 406 event licensed events that were issued was 345,000 people.</p>	
2.3.1.3 Present a final draft of the Aquatic Facilities Strategy (pool service delivery model) to Council	The Aquatic Facilities Strategy was adopted at the Ordinary Council meeting on 24 April 2023.	
2.3.1.4 Present a final draft Morisset Showground Master Plan and Plan of Management to Council	Morisset Showground Master Plan and Plan of Management were adopted by Council on 12 September 2022.	

OBJECTIVE: WE HAVE BUILDINGS AND FACILITIES FOR A RANGE OF ACTIVITIES AND RECREATION


Strategy: Undertake community buildings projects in accordance with the capital works program

Action	Progress comment	Status
2.4.1.1 Complete lift replacement at Redhead Surf Life Saving Club	The new lift has been installed and is operational at Redhead Surf Life Saving Club.	
2.4.1.2 Complete staff toilet replacement at Speers Point Library	Staff toilet replacement at Speers Point Library is complete and staff amenities are in use.	
2.4.1.3 Complete timber floor replacement at Bolton Point Community Hall	Flooring replacement at Bolton Point Community Hall has been completed.	
2.4.1.4 Implement refurbishment works at Rathmines Music Hall	Delays in receiving the construction certificate approval for refurbishment works at Rathmines Music Hall has delayed refurbishment works. A quotation request for construction is likely to go to market in the first quarter of 2023-2024.	

Action	Progress comment	Status
2.4.1.5 Implement minor asset replacement works at community buildings, city-wide	Minor asset replacement works across community building assets is complete.	
2.4.1.6 Implement pump house replacement at Redhead Surf Life Saving Club	New pump, septic tanks have been installed and commissioned at Redhead Surf Life Saving Club.	
2.4.1.7 Design amenities replacement at Macquarie Field, Speers Point	Concept design for Macquarie Field, Speers Point has been completed and consultation with the facility user has occurred.	
2.4.1.8 Design observation tower replacement at Blacksmiths Surf Life Saving Club	Detailed design has been completed. A request for quote for construction is under evaluation, with the contractor expected to be engaged ready to start construction in the first quarter of 2023-2024.	




Action	Progress comment	Status
2.4.1.9 Design relocation and upgrade of Warners Bay Child Care	The design for a new childcare centre at Yorston Street, Warners Bay was completed with a development application lodged with Council in June 2023.	
2.4.1.10 Undertake feasibility and planning for toilet replacement at Cahill Oval, Belmont	Feasibility and planning identified no replacement is required and the toilet at Cahill Oval, Belmont has been removed and the site remediated.	
2.4.1.11 Complete upgrade to Landcare Resource Centre, Teralba	The building works are complete, and the Landcare and Sustainable Living Centre, umali barai-ku at Teralba is open and operating with community workshops occurring regularly. The new car park is complete, and the overflow parking area has been sealed.	





Strategy: Investigate technologies that support sustainable and innovative buildings and facilities

Action	Progress comment	Status
2.4.2.1 Implement updates to Council-managed swim centres' entry management system	Practical implementation of a new Entry Management System took place in July 2022 and data migration from previous system is complete. Customer use of the online enrolment and payment functions is continuing with success.	

Action	Progress comment	Status
2.4.2.4 Investigate the feasibility options of solar photovoltaic systems and batteries at various community facilities	Feasibility investigations were completed for implementing a microgrid and thermal battery storage option at Council's Administration Building. Specification was completed to re-establish a preferred supplier panel for installing solar photovoltaic panels, batteries, and microgrid installations at Council sites. Council will seek responses from suppliers during 2023-2024.	

Strategy: Manage existing community facilities to meet the needs of the community




Action	Progress comment	Status
2.4.3.1 Complete sporting amenities replacement at Waterboard Oval, Blackalls Park	Replacement of sporting amenities building at Waterboard Oval, Blackalls Park has been completed and handed over to the clubs for use.	
2.4.3.2 Complete the football amenities building replacement at Croudace Bay Sportsground	Football amenities building replacement at Croudace Bay Sportsground is complete and has been handed over to the user groups.	
2.4.3.3 Complete the junior rugby amenities building replacement at Croudace Bay Sportsground	Rugby league amenities building replacement at Croudace Bay Sportsground is complete and has been handed over to the Rugby League club for use.	





Action	Progress comment	Status
2.4.3.4 Implement replacement works at public cemeteries, city-wide	New beam installed in Toronto and Belmont cemeteries. Replacement beams installed in Whitebridge and Belmont cemeteries. New ashes walls installed at Whitebridge, Catherine Hill Bay and Belmont cemeteries.	
2.4.3.5 Undertake feasibility and planning for Catherine Hill Bay Sportsground and Surf Life Saving Club	The detailed contamination, geotechnical assessment and Aboriginal archaeological due diligence assessment reports for the community hub site have been finalised. Site survey has been completed and legal advice is being finalised. These feasibility investigations will inform the detailed design of the community hub which will be undertaken throughout 2023-2024.	
2.4.3.6 Attract more than 300,000 visits to Lake Mac Swim Centres	In 2022-2023, there were 375,056 visits to our Lake Mac Swim Centres with 113,196 being for programs. Both attendance figures have exceeded the annual targets.	
2.4.3.7 Provide ocean lifeguard services at patrolled locations seven days a week for seven months of the year	Ocean lifeguard patrols concluded their patrol season on 26 April 2023. For the 2022-2023 season, there were 831,000 visits to our beaches with lifeguards performing 1567 preventative actions, 104 rescues and 922 first aid treatments across the season. Beaches required closure 104 times during the six-month patrol period due to storm activity, dangerous rips, hazardous surf conditions and shark sightings.	





Mobility and accessibility

OBJECTIVE: IT IS SAFER AND EASIER TO GET AROUND OUR CITY TO CONNECT WITH OTHERS





Strategy: Provide and maintain roads, bridges and other road infrastructure to allow safe and easy movement around our city





Action	Progress comment	Status
3.1.1.1 Complete bridge upgrade at Wilton Road, Awaba	Construction works are complete and bridge is open to traffic.	
3.1.1.2 Complete car park replacement at Waterboard Oval, Blackalls Park	Car park replacement and access road at Waterboard Oval complete. Site has been handed back over to clubs.	
3.1.1.3 Complete gravel road sealing at Salt Bay Track, Swansea Heads	Sealing of gravel road at Salt Bay Track, Swansea Heads was completed in the second quarter of 2022-2023.	


Action	Progress comment	Status
3.1.1.4 Complete new bridge at The Weir Road, Barnsley	Construction has been completed. Official opening held 8 July 2022.	
3.1.1.5 Complete rail bridge and barrier improvements at Racecourse Road, Teralba	Rail bridge barrier improvements at Racecourse Road, Teralba were completed in April 2023.	
3.1.1.6 Complete road rehabilitation on E K Avenue, between Trent Street and Targo Street, Charlestown	Road rehabilitation works on E K Avenue, between Trent Street and Targo Street, Charlestown were completed in the second quarter of 2022-2023.	
3.1.1.7 Complete road rehabilitation on Sedgewick Avenue from Minmi Road to Neilson Street, Edgeworth	Road rehabilitation work at Sedgewick Avenue from Minmi Road to Neilson Street, Edgeworth was completed in June 2023.	

Action	Progress comment	Status
3.1.1.8 Complete road widening and improvements at Silverwater Road and Beach Road, Silverwater	Road widening and safety improvement works at Silverwater Road, Silverwater were completed in June 2023.	
3.1.1.9 Implement bus infrastructure upgrades at priority sites, city-wide	Bus stop accessibility upgrades including level boarding points and tactile indicators have been completed at Caves Beach, Belmont North, Warners Bay, Bolton Point, Woodrising, Edgeworth, Holmesville and Booragul. Bus shelters have been installed at two sites on Lake Road, Argenton, and at Main Road, Edgeworth.	
3.1.1.10 Implement intersection improvements at Alton Road, Central Road and Freemans Drive, Cooranbong	Construction works underway and on track for completion by the end of 2023.	
3.1.1.11 Implement intersection improvements at Bayview Street, Dunkley Parade and Warners Bay Road, Mount Hutton	Due to the complexity of the design, environmental approval and acquisitions required, construction work was not able to commence on the intersection improvement works at Bayview Street, Dunkley Parade and Warners Bay Road, Mount Hutton during 2022-2023.	

Action	Progress comment	Status
3.1.1.12 Implement minor asset replacement works at bus shelters, city-wide	Minor asset replacement works at bus shelters, city-wide have been completed for the 2022-2023 financial year. Additional sites have been identified for 2023-2024.	
3.1.1.13 Implement minor road asset replacement works, city-wide	Minor road asset replacement works are reactive and now completed. Requests are at an acceptable level.	
3.1.1.14 Implement minor road works, city-wide	Minor drainage, minor road asset and minor traffic facility replacement works were delivered city-wide.	
3.1.1.15 Implement road rehabilitation at Minmi Road, Cameron Park, from Northlakes Drive to Newcastle Link Road	Road rehabilitation construction works at Minmi Road, Cameron Park, from Northlakes Drive to Newcastle Link Road were completed in April 2023.	

Action	Progress comment	Status
3.1.1.16 Implement minor traffic works replacement program in the city's west	Minor traffic asset replacement works have been completed.	
3.1.1.17 Implement minor traffic works replacement program in the city's east.	Minor traffic asset replacement works have been completed.	
3.1.1.18 Implement reactive infrastructure works, city-wide.	The backlog of customer requests continues to steadily decrease. Resources are now being more evenly spread across infrastructure assets as pothole and heavy patching returns to expected levels.	
3.1.1.19 Implement road rehabilitation on Harper Avenue between Sedgewick Avenue and Neilson Street, Edgeworth	Implemented road rehabilitation works for Harper Avenue between Sedgewick Avenue and Neilson Street, Edgeworth in May 2023.	





Action	Progress comment	Status
3.1.1.20 Implement stage 2 road rehabilitation on Watkins Road between Crescent Road and Wangi Lakeside Caravan Park, Wangi Wangi	Road rehabilitation construction on Watkins Road between Crescent Road and Wangi Lakeside Caravan Park, Wangi Wangi will continue into 2023-2024.	
3.1.1.21 Implement the road heavy patching program in the city's east	The heavy patching program is back on track after the wet weather events earlier in 2022-2023.	
3.1.1.22 Implement the road heavy patching program in the city's west.	Works have been prioritised based on the risk. Programming is complete with a significant reduction in heavy patch requests achieved by the end of 2022-2023.	
3.1.1.23 Implement the road resurfacing program, city-wide	The asphalt component of the program is 95 per cent complete. The sealing component is 65 per cent complete. Wet weather in the second quarter 2022-2023, precoated gravel availability and contractor availability contributed to delays. This work will continue into 2023-2024.	

Action	Progress comment	Status
3.1.1.24 Implement the road spray seal program, city-wide	The program was disrupted and delayed due to precoated gravel availability and contractor availability. In addition, road sealing can only be undertaken in dry, warm weather, typically between November and March. The wet weather in the second quarter of 2022-2023 disrupted this program. The work will continue into 2023-2024.	
3.1.1.25 Implement the Roads to Recovery grant program, city-wide	The Roads to Recovery grant program included the road rehabilitation at Sedgwick Avenue from Minmi Road to Neilson Street, Edgeworth where construction has been completed. The grant has been finalised.	
3.1.1.26 Implement underpass lights at Fassifern Road and Greenway Parkway, Fassifern	Due to the complex nature of the project and associated external approval processes, the completion of the design was initially delayed, however, construction works commenced during the third quarter of 2023-2024 to achieve this action.	
3.1.1.27 Implement vehicle control program at priority sites, city-wide	Four fencing projects were completed in 2022-2023 at Toronto, Edgeworth, and two at Charlestown.	



Action	Progress comment	Status
3.1.1.28 Implement road rehabilitation on Thompson Road, Speers Point	Watermain relocation on Thompson Road, Speers Point was completed in the second quarter of 2022-2023 with road works to be completed in 2023-2024.	
3.1.1.29 Design kerb and channel improvements at Park Street, Arcadia Vale	The design for kerb and channel improvements at Park Street, Arcadia Vale did not commence in 2022-2023 due to competing projects. The design will be undertaken in 2023-2024.	
3.1.1.30 Design two bridge replacements at Owens Road, Martinsville	Project is on track with pre-construction design complete, planning is near complete and issue for tender is imminent.	
3.1.1.33 Design road rehabilitation on Bridge Street from Yambo Street to Newcastle Street, Morisset	Design works for road rehabilitation on Bridge Street from Yambo Street to Newcastle Street, Morisset have been progressed to detailed design and will be finalised in the first quarter of 2023-2024.	





Action	Progress comment	Status
3.1.1.34 Design road rehabilitation on Dunkley Parade from Bayview Street to Dunkley Parade, Mount Hutton	Road rehabilitation design on Dunkley Parade from Bayview Street to Dunkley Parade, Mount Hutton was completed in the second quarter of 2022-2023.	
3.1.1.35 Design road rehabilitation on Floraville Road from Park Street to Pacific Highway, Belmont North	Detailed design for the road rehabilitation on Floraville Road from Park Street to the Pacific Highway, Belmont North has been completed with final deliverables to be received in the first quarter of 2023-2024.	
3.1.1.36 Design road rehabilitation on Grand Parade from Princes Street to Macquarie Street, Bonnells Bay	Road rehabilitation design on Grand Parade from Princes Street to Macquarie Street, Bonnells Bay was completed in June 2023.	
3.1.1.38 Design road rehabilitation on Middle Point Road from 28 Middle Point Road to Bay Road, Bolton Point	Road rehabilitation design for Middle Point Road from 28 Middle Point Road to Bay Road, Bolton Point commenced in the second quarter of 2022-2023 and will be completed in the first quarter of 2023-2024.	

Action	Progress comment	Status
3.1.1.39 Design road rehabilitation on Piriwal Street from Karoburra Street to Makoro Street, Pelican	Road rehabilitation design on Piriwal Street from Karoburra Street to Makoro Street, Pelican was completed in the second quarter of 2022-2023.	
3.1.1.40 Design road rehabilitation on South Parade from Centre Avenue to Todd Street, Blackalls Park	Road rehabilitation design for South Parade from Centre Avenue to Todd Street, Blackalls Park commenced in the third quarter of 2022-2023 and is due for finalisation in the first quarter of 2023-2024.	
3.1.1.41 Design road rehabilitation on Woodlands Avenue and Kingsland Avenue, Balmoral	Road rehabilitation design on Woodlands Avenue and Kingsland Avenue, Balmoral was completed in the third quarter of 2022-2023.	
3.1.1.42 Undertake feasibility and planning for road rehabilitation on Glover Street from Ernest Street to Gibson Street, Belmont	Feasibility and planning for road rehabilitation on Glover Street from Ernest Street to Gibson Street, Belmont has been completed.	





Action	Progress comment	Status
3.1.1.43 Undertake feasibility and planning for traffic safety improvements at Miller Road, Fassifern	Feasibility, including concept plans and estimates, for traffic safety improvements at Miller Road, Fassifern have been completed.	
3.1.1.44 Undertake feasibility and planning for embankment stabilisation on the Fernleigh Track, between Burwood Road and Station Street, Whitebridge	The geotechnical investigations completed in June 2023 provided concept designs to stabilise the embankments along the Fernleigh Track.	
3.1.1.45 Undertake feasibility and planning for pavement replacement works on Bayview Street, Warners Bay	Feasibility and planning for pavement replacement works on Bayview Street, Warners Bay has been completed.	
3.1.1.46 Undertake feasibility and planning for pavement replacement works on Dobell Drive, Wangi Wangi	Feasibility and planning for pavement replacement works on Dobell Drive, Wangi Wangi has been completed.	




Action	Progress comment	Status
3.1.1.47 Undertake feasibility and planning for pavement replacement works on Main Road, Boolaroo	Feasibility and planning have been deferred to incorporate this project into the rehabilitation of Main Road, Speers Point from First Street to Park Road.	
3.1.1.48 Undertake feasibility and planning for pavement replacement works on Munibung Road, Cardiff	Feasibility and planning for pavement replacement works on Munibung Road, Cardiff has been completed.	
3.1.1.49 Undertake feasibility and planning for rehabilitation of Speers Point Park car park	Feasibility and planning for rehabilitation of Speers Point Park car park has been completed.	
3.1.1.50 Undertake feasibility and planning for replacement of timber retaining wall at Hillsborough Road, Warners Bay	Feasibility and planning investigations to replace the retaining wall at Hillsborough Road, Warners Bay have been undertaken. Options report and project planning report have been completed.	


Action	Progress comment	Status
3.1.1.51 Undertake feasibility and planning for road rehabilitation at George Street, Dudley	Feasibility and planning for road rehabilitation at George Street, Dudley has been completed.	
3.1.1.52 Undertake feasibility and planning for gravel road sealing on Mannings Road, Cooranbong	Feasibility and planning for gravel road sealing on Mannings Road, Cooranbong has been completed.	
3.1.1.53 Undertake feasibility and planning for kerb and channel improvements at Balcolyn Street, Balcolyn	Feasibility and planning for kerb and channel improvements at Balcolyn Street, Balcolyn have been completed.	
3.1.1.54 Undertake feasibility and planning for kerb and channel improvements at Helena Street, Balcolyn	Feasibility and planning for kerb and channel improvements at Helena Street, Balcolyn have been completed.	

Action	Progress comment	Status
3.1.1.55 Undertake feasibility and planning for road rehabilitation on Aroona Street, Edgeworth	Feasibility and planning for road rehabilitation on Aroona Street, Edgeworth has been completed.	
3.1.1.56 Undertake feasibility and planning for road rehabilitation on Burleigh Street, Toronto	Feasibility and planning for road rehabilitation on Burleigh Street, Toronto has been completed.	
3.1.1.57 Undertake feasibility and planning for road rehabilitation on Durham Drive from Dunbar Road to Main Road, Edgeworth	Feasibility and planning for road rehabilitation on Durham Drive from Dunbar Road to Main Road requires further geotechnical investigations and assessment. Feasibility and planning phase to continue in 2023-2024.	
3.1.1.58 Undertake feasibility and planning for road rehabilitation on Edith Street, Marks Point	Feasibility and planning for road rehabilitation on Edith Street, Marks Point has been completed.	



Action	Progress comment	Status
3.1.1.59 Undertake feasibility and planning for road rehabilitation on Gardiner Road from Minnie Street to Gradwells Road, Dora Creek	Feasibility and planning for road rehabilitation on Gardiner Road from Minnie Street to Gradwells Road, Dora Creek has been completed.	
3.1.1.60 Undertake feasibility and planning for road rehabilitation on Johnson Avenue, Barnsley	Feasibility and planning for road rehabilitation on Johnson Avenue, Barnsley has been completed.	
3.1.1.61 Undertake feasibility and planning for road rehabilitation on Lake Road from Macquarie Street to The Esplanade, Swansea	Feasibility and planning for road rehabilitation on Lake Road from Macquarie Street to The Esplanade, Swansea has been completed.	
3.1.1.62 Undertake feasibility and planning for road rehabilitation on Oakdale Road from Pacific Highway to 52 Oakdale Road, Gateshead	Feasibility and planning for road rehabilitation on Oakdale Road from Pacific Highway to 52 Oakdale Road, Gateshead has been completed.	





Action	Progress comment	Status
3.1.1.63 Undertake feasibility and planning for road rehabilitation on Shade Lane from South Street to Lake Street, Windale	Feasibility and planning for road rehabilitation on Shade Lane from South Street to Lake Street, Windale has been completed.	
3.1.1.64 Undertake feasibility and planning for road rehabilitation on St Johns Drive from Valentine Pool to Macquarie Road, Croudace Bay	Feasibility and planning for road rehabilitation on St Johns Drive from Valentine Pool to Macquarie Road, Croudace Bay has been completed.	
3.1.1.65 Undertake feasibility and planning for kerb and channel improvements on Wyee Road from Hue Hue Road to Summerhays Road, Wyee	Feasibility and planning for kerb and channel improvements at Wyee Road, Wyee has been completed.	
3.1.1.66 Undertake feasibility and planning for road repairs from 42 Main Road to Wallsend Road, Cardiff Heights	Feasibility and planning for road repairs from 42 Main Road to Wallsend Road, Cardiff Heights has been completed.	

Action	Progress comment	Status
3.1.1.67 Undertake feasibility and planning for roundabout and safety improvements at John Street, Warners Bay	Initial feasibility investigations identified significant infrastructure improvement requirements. Scope is being redefined and a future project will be developed.	
3.1.1.68 Undertake feasibility and planning for sealing of Frost Road, Cooranbong	Completed feasibility and planning for sealing of Frost Road, Cooranbong in February 2023.	
3.1.1.69 Undertake feasibility and planning for sealing of Manhire Road, Wyee	Completed feasibility and planning for sealing of Manhire Road, Wyee in February 2023.	
3.1.1.70 Undertake feasibility and planning for sealing of Pantowarra Street, Balcolyn	Completed feasibility and planning for sealing of Pantowarra Street, Balcolyn in February 2023.	




Action	Progress comment	Status
3.1.1.71 Undertake feasibility and planning for sealing of Taylors Road, Cooranbong	Completed feasibility and planning for sealing of Taylors Road, Cooranbong in February 2023.	




Strategy: Increase and enhance access to active transport throughout the city by managing existing and planning for new footpaths, shared pathways and supporting facilities




Action	Progress comment	Status
3.1.2.2 Complete Walking and Cycling Participation Survey 2022	Walking and cycling participation survey has been completed.	
3.1.2.3 Complete shared pathway from Fifth Street to Wilkinson Park, Cardiff	Shared pathway construction from Fifth Street to Wilkinson Park, Cardiff continues. Constraints on site along with delays in design progress from third party consultants have resulted in project completion pushing into the first quarter of 2023-2024.	

Action	Progress comment	Status
3.1.2.4 Complete Fernleigh Awabakal Shared Track (FAST) Southern Section from Hilda Street Belmont South to Awabakal Avenue Blacksmiths	The Fernleigh Awabakal Shared Track (FAST) southern section from Hilda Street, Belmont South to Awabakal Avenue, Blacksmiths has now been completed.	
3.1.2.5 Implement Fernleigh Awabakal Shared Track (FAST) Middle section from Ocean Park Road to Hilda Street Belmont South	The Fernleigh Awabakal Shared Track (FAST) middle section from Ocean Park Road to Hilda Street, Belmont South is under construction and on track.	
3.1.2.6 Implement the footway and cycleway replacement program in the city's east	Footway and cycleway asset replacement program has been completed for 2022-2023.	
3.1.2.7 Implement the footway and cycleway replacement program	Footway and cycleway asset replacement is a reactive program and complete for 2022-2023.	




Action	Progress comment	Status
3.1.2.8 Design new footpath connection at Hillsborough Road from access road to pedestrian lights, Warners Bay	Design for a new footpath connection at Hillsborough Road, Warners Bay from the access road to the pedestrian lights is complete.	
3.1.2.9 Design footpath at Henry Street, Belmont	Design for the new footpath at Henry Street, Belmont was completed. Construction is scheduled to commence in the second quarter of 2023-2024.	
3.1.2.10 Design footpath on Pelican Street from house number 68 to Rawson Street, Swansea	Footpath design on Pelican Street from house number 68 to Rawson Street, Swansea was completed in the third quarter of 2022-2023.	
3.1.2.11 Undertake feasibility and planning for pedestrian and cycling improvements at intersections on the Pacific Highway, between Maneela Street and Ungala Road, Blacksmiths	Traffic investigations including intersection counts have been completed. Options have been developed to determine potential intersection treatments based on analysis of the intersection data. Community consultation scheduled for 2023-2024.	

Action	Progress comment	Status
3.1.2.12 Undertake feasibility and planning for footpath connection to pedestrian refuge at Old Pacific Highway, Swansea	Concept designs for a footpath connection to pedestrian refuge at Old Pacific Highway, Swansea were completed in third quarter of 2022-2023.	
3.1.2.13 Undertake feasibility and planning for footpath improvements at Channel Street, Swansea	Completed feasibility and planning for footpath improvements at Channel Street, Swansea in the first quarter of 2022-2023.	
3.1.2.14 Undertake feasibility and planning for footpath improvements at Fassifern Road, Fassifern	Feasibility and planning for footpath improvements at Fassifern Road, Fassifern has been completed. The design will be incorporated into traffic light upgrades at the Fassifern Underpass.	
3.1.2.15 Undertake feasibility and planning for footpath improvements at High Street, Belmont	Completed feasibility and planning for footpath improvements at High Street, Belmont in the first quarter of 2022-2023.	


Action	Progress comment	Status
3.1.2.16 Undertake feasibility and planning for footpath improvements at Marks Street, Belmont	Completed feasibility and planning for footpath improvements at Marks Street, Belmont in the first quarter of 2022-2023.	
3.1.2.17 Undertake feasibility and planning for footpath replacement at Kenley Close, Blackalls Park	Feasibility and planning for replacement of the footpath at Kenley Close has been completed. Works will be scheduled when funding is available.	
3.1.2.18 Undertake feasibility and planning for footpath replacement at Wyee Road, Wyee	Completed feasibility and planning for footpath replacement at Wyee Road, Wyee in the first quarter of 2022-2023.	
3.1.2.19 Undertake feasibility and planning for footpath replacement from 36 Wymeera Circuit to Halwin Close, Wyee Point	Completed feasibility and planning for footpath replacement from 36 Wymeera Circuit to Halwin Close, Wyee Point in the first quarter of 2022-2023.	





Action	Progress comment	Status
3.1.2.20 Undertake feasibility and planning for footpath replacement from 68 to 74 Carrington Street, West Wallsend	Completed feasibility and planning for footpath replacement from 68 to 74 Carrington Street, West Wallsend in the first quarter of 2022-2023.	
3.1.2.21 Undertake feasibility and planning for footpath replacement from 70 Laidley Street to Wilson Road, West Wallsend	Completed feasibility and planning for footpath replacement from 70 Laidley Street to Wilson Road, West Wallsend in the first quarter of 2022-2023.	
3.1.2.22 Undertake feasibility and planning for footpath replacement from Logan Close to Kenley Crescent, Macquarie Hills	Feasibility and planning for replacement of the footpath at Logan Close, Macquarie Hills has been completed. Works will be scheduled when funding is available.	
3.1.2.23 Undertake feasibility and planning for new footpath at Excelsior Parade, Toronto	Scheduled project planning investigations for this year completed. Planning to continue in 2023-2024 with further investigations required to direct the development of concept sketches and community engagement.	


Action	Progress comment	Status
3.1.2.24 Undertake feasibility and planning for pedestrian and cycling improvements at Pacific Highway from Awabakal Avenue to Swansea	Completed planning and feasibility for pedestrian and cycling improvements at Pacific Highway from Awabakal Avenue to Swansea. Community consultation scheduled for 2023-2024.	
3.1.2.25 Undertake feasibility and planning for shared path from Charlestown to Whitebridge	Concept plans have commenced for the Frederick Street section of the shared path from Charlestown to Whitebridge. Survey and geotechnical investigations are nearing completion, and the project is moving into the design stage in 2023-2024.	
3.1.2.26 Undertake feasibility and planning for shared path from Fernleigh Track to Belmont Foreshore	Two key route options for the shared path from Fernleigh Track to Belmont Foreshore have been identified. Community consultation is to occur during 2023-2024 to finalise a preferred route for a future design stage.	
3.1.2.27 Undertake feasibility and planning for shared path connections and kerb adjustments at Gray Street, Peggy Street, and Bowman Street, Swansea	Planning and feasibility for shared path connections and kerb adjustments at Gray Street, Peggy Street, and Bowman Street, Swansea were completed in the third quarter of 2022-2023.	

Action	Progress comment	Status
3.1.2.28 Review shared path signage and investigate opportunities for improvements such as encouraging shared path etiquette	The audit of shared path signage on key routes has been completed.	
3.1.2.29 Implement Fernleigh Awabakal Shared Track (FAST) Northern section from existing Fernleigh Track, Belmont to Ocean Park Road, Belmont South	The Fernleigh Awabakal Shared Track (FAST) northern section from the existing Fernleigh Track, Belmont to Ocean Park Road, Belmont South is awaiting archaeological approval for award of contract to commence construction. Approval is expected in July 2023 with construction to commence in the first quarter of 2023-2024.	
3.1.2.30 Design intersection upgrade and footpath at Main Road and Wallsend Road, Cardiff	Concept design for the intersection upgrade and footpath at Main Road and Wallsend Road, Cardiff has commenced and forwarded to Transport for NSW for review.	

Strategy: Provide transportation infrastructure that is safe and accessible for all people


Action	Progress comment	Status
3.1.3.1 Complete footpath at Glendale Drive, Graham Street and Pandel Avenue, Glendale	Footpath construction works at Glendale Drive, Graham Street and Pandel Avenue, Glendale were completed in the second quarter of 2022-2023.	

Action	Progress comment	Status
3.1.3.2 Complete High Pedestrian Activity Area improvements, Windale	Design for High Pedestrian Activity Area improvements in Windale were delayed due to external approvals and was only able to be presented to the Traffic Facilities Committee in April 2023. Construction was unable to commence in June 2023 and is due for completion in August 2023.	
3.1.3.3 Design High Pedestrian Activity Area improvements, Charlestown	Detailed design for the Charlestown High Pedestrian Activity Area improvements, Charlestown was completed in June 2023. Construction is scheduled for the second quarter 2023-2024.	
3.1.3.4 Undertake feasibility and planning for guardrail and shoulder widening at Fishery Point Road, Bonnells Bay	Project pre-planning for guardrail and shoulder widening at Fishery Point Road, Bonnells Bay has been completed. Survey and geotechnical investigations will occur in 2023-2024 to prepare the project for a grant funding submission.	
3.1.3.5 Undertake feasibility and planning for High Pedestrian Activity Area improvements, Boolaroo	Investigations are ongoing to direct an integrated staged approach within other road projects for implementation of a High Pedestrian Activity Area in Boolaroo. A holistic program of works will be developed and delivered in future years.	

Action	Progress comment	Status
3.1.3.6 Investigate an integrated approach to planning and prioritising local area traffic management interventions to better align with pedestrian and cyclist safety issues and priorities	An investigations checklist has been created to ensure an integrated approach occurs during transport investigations and program development.	

OBJECTIVE: NEW TECHNOLOGY SUPPORTS SUSTAINABLE TRANSPORT CHOICES




Strategy: Investigate and promote new and emerging technologies to support sustainable transport and mobility options



Action	Progress comment	Status
3.2.1.1 Trial smart and sustainable public electric vehicle charging infrastructure in priority locations	Electrical vehicle (EV) charging stations have been installed and are operating at Speers Point Park, Landcare and Sustainable Living Centre, umali barai-ku, Swansea and Blacksmiths Holiday Parks. These installations increase the Council network of EV charging spaces available to the public to 14. Investigations for future site feasibility have commenced to inform grant funding opportunities in 2023 and beyond.	

Diverse economy





OBJECTIVE: OUR CITY IS A VIBRANT DESTINATION THAT REFLECTS THE LIFESTYLE, CULTURE AND NATURAL ENVIRONMENT THAT MAKE IT SPECIAL





Strategy: Implement our city's brand identity

Action	Progress comment	Status
4.1.1.1 Deliver the annual Lake Macquarie Business Excellence Awards	The Lake Macquarie Business Excellence Awards gala evening was successfully held on 29 July 2022 with approximately 200 people attending. There were 97 applications received across 13 categories for the 2022 awards, which is the highest number Council has received since managing the awards in 2019. Winners for the 13 categories, as well as our Lake Macquarie Business of the Year, were announced at the gala dinner. Eleven businesses and/or business people proceeded to the Hunter Business Awards.	
4.1.1.2 Develop and trial four projects and products that grow the creative and cultural economy	This year, the team completed four projects: Open Studios, Lake Mac Awards commission for a local creative, the 2023 GLAM professional development symposiums, and fabrication of the West Wallsend merchandise - catalogue, children's activity kits and Walking Trail brochure. These programs have provided income for the creative community.	
4.1.1.3 Profile four of the city's strategic centres and promote them as liveable, distinctive and vibrant to audiences in New South Wales	We delivered four marketing and public relations campaigns targeting millennials in Sydney to build brand awareness of Lake Macquarie and convince Sydneysiders to relocate. They profiled the liveability of four strategic centres and generated 10.3 million impressions, a 20 per cent increase from 2021-2022. This included articles in national publications such as realestate.com.au, domain.com.au and news.com.au. Cinema advertising, catch-up TV and out-of-home advertising was also used to achieve this result.	


Action	Progress comment	Status
4.1.1.4 Review and implement contemporary Visitor Centre services to extend tourism assistance across Council's arts, culture and tourism facilities and locations	<p>Council has two mobile Visitor Information Kiosks operational and wrapped in VisitLakeMac branding. An expression of interest to engage local businesses to promote their business collateral within the kiosks, as they did at our Visitor Information Centre, has been sent out and operator brochures are being distributed within the kiosks.</p> <p>A free industry development program called the Lake Macquarie Tourism Ambassador Education Program has been developed. This program provides education within the industry and allows Lake Macquarie residents to provide tourism information to the public from our mobile Visitor Information Kiosk.</p> <p>The team has recruited a number of volunteers who have undergone the Tourism Ambassador program and work at our kiosks.</p> <p>The kiosks launched with four key activation dates aligned with visitor-targeted events within Lake Macquarie and surrounds:</p> <p>Activation one: Lake Mac Pro Junior Surfest – 25-26 February 2023 – Redhead Beach</p> <p>Activation two: Women in Sport Festival – 5 March 2023 – Speers Point Park</p> <p>Activation three: Music in the Podium – 17 March 2023 – Warners Bay Foreshore</p> <p>Activation four: Surfest - 25-26 March 2023 – one trailer at Merewether Beach and one at Speers Point Sailing Club.</p>	
4.1.1.5 Showcase two Council initiatives or projects to demonstrate leadership and innovation	<p>Two innovative projects were showcased to the Hunter region and Greater Sydney area, including the opening of Fab Lab in August 2022 and the inaugural Community Electric Vehicle Open Day in May 2023. Both projects achieved a high engagement rate on LinkedIn and generated 28 media mentions with a reach of 239,617.</p>	

Strategy: Continually improve facilities and tourism offerings at Holiday Parks



Action	Progress comment	Status
4.1.2.1 Complete central amenities refurbishment at Blacksmiths Beachside Holiday Park	The final scope and schedules for the refurbishment were received in November 2022. Onsite demand at all holiday parks meant capital projects could not start until mid-May 2023 and resource shortages resulted in further delays. The amenities will be completed in the first quarter of 2023-2024.	
4.1.2.2 Complete entrance road reconstruction at Belmont Lakeside Holiday Park	Stage one of the reconstruction was completed in September 2022, with stage two completed in November 2022.	
4.1.2.3 Complete photovoltaic system at Swansea Lakeside Holiday Park	A grant funding application was successful and four publicly available electric vehicle charging points have been installed in the carpark adjacent to the holiday park entrance.	
4.1.2.4 Complete road resealing at Swansea Lakeside Holiday Park	Road construction and sealing was completed in November 2022.	





Action	Progress comment	Status
4.1.2.5 Complete splash park at Swansea Lakeside Holiday Park	Stage two of the splash park and surrounding landscaping was completed in September 2022. This stage involved the construction of a small toddlers and access slide along with mini-tipping buckets and sprayers. The splash park continues to be a hit for tourists visiting the caravan park and one of the factors that contributed to the significant increase in demand at the park in 2022-2023.	
4.1.2.6 Complete installation of accessible accommodation at Sails Holiday Park, Belmont	<p>The following projects were completed in 2022-2023:</p> <ul style="list-style-type: none"> - a three-bedroom accessible cabin - safari tents including one accessible tent - accessible amenities - accessible barbecue and new shelter - construction of footpaths to central recreational precinct and amenities, camp kitchen and barbecue shelter. 	
4.1.2.7 Complete construction of a multiple-purpose recreation room for Sails Holiday Park, Belmont	<p>The camp kitchen has been upgraded with installation of windows, television and furnishings for use as the multi-purpose recreational room for the west side of park. Fit out of the east side male and female amenities is complete.</p> <p>An accessible recreational barbecue shelter and accessible barbecue has been installed and is operational.</p>	
4.1.2.8 Implement new capital works at Belmont Lakeside Holiday Park	Four new concrete slabs and power heads were installed in July 2022. Construction of the boat ramp road and turning bay was completed in November 2022. A further four slabs were completed in June 2023.	



Action	Progress comment	Status
4.1.2.9 Implement new capital works at Blacksmiths Beachside Holiday Park	Kitchen replacements were completed for three cabins in July 2022. Two new slabs were installed to powered sites in June 2023.	
4.1.2.10 Implement new capital works at Sails Holiday Park, Belmont	The capital works at Sails Holiday Park included accessibility upgrades to the main internal road, central footpath and a footpath to amenities, the camp kitchen and central recreation precinct. Three caravan site concrete slabs, a two-bedroom cabin, a three-bedroom accessible cabin and new safari tents were installed at the holiday park.	
4.1.2.11 Implement replacement works program at Swansea Lakeside Holiday Park	The managers and assistant managers residence and road sealing across waterfront sites was completed. Seven caravan slabs were constructed and two sewer pump stations were upgraded.	
4.1.2.12 Implement replacement works program at Wangi Point Holiday Park, Wangi Wangi	Several cabins at Wangi Point Holiday Park were repaired, including replacing the deck and weatherboards as well as repairs to the laundry wall and floor at the holiday park.	




Action	Progress comment	Status
4.1.2.13 Maintain holiday park facilities at Swansea, Blacksmiths and Belmont Holiday Parks at a minimum of four stars in the NSW Business Chamber star rating system	<p>The holiday parks at Swansea, Blacksmiths and Belmont maintained a four-star rating.</p> <p>Park facilities continue to be improved. The ongoing improvement program will maintain or improve the parks' star rating. Year-to-date upgrades include cabin refurbishments, road improvements and site upgrades. The playground at Belmont was replaced with a new playground with accessible spinner. Additional concrete slabs were installed at Swansea, Blacksmiths and Belmont to cater for ongoing caravan demand. Sewer upgrades are complete at Swansea Lakeside.</p> <p>Internal roads in Sails Holiday Park are planned for repairs in 2023-2024.</p>	

Strategy: Raise the city's profile as a desirable visitor destination

Action	Progress comment	Status
4.1.3.1 Design the revitalisation of Awaba House	The construction certificate approval was received in June 2023. Construction tender documentation was finalised and the tender was released to the market in June 2023.	
4.1.3.2 Implement an accessible eco-tourism facility at Cooranbong	Onsite works in 2022-2023 included test hole drilling, surveying and studies for flora, fauna, bushfire and geotechnical investigations. A track was also implemented to get machinery into the site. Development consent for the new facility was received in March 2023. Conditions on the determination required further redesign on the cabins. A second development consent for cabins and amenities was approved on 20 June 2023. Approval has been received from the funding body for a 12-month extension for the project to be finalised by 30 June 2024.	

Action	Progress comment	Status
4.1.3.3 Advocate for investment in regionally significant sport and recreation facilities in Lake Macquarie	The NSW Office of Sport continues to work through the National Parks revocation process and examine alternative locations to the Morisset Peninsula for the relocation of the former Myuna Bay Sport and Recreation Camp.	
4.1.3.4 Build the 'Outdoor – Adventure – under 45 years' market through state-based marketing campaigns	<p>Council's tourism website, Visit Lake Mac, was launched with a new refreshed website that includes updated content and imagery targeting the under 45s adventure market. A paid social campaign was activated to promote current video content across Visit Lake Mac Instagram and Facebook channels. An adventure influencer campaign was delivered, with promotional activity taking place across YouTube, Instagram, Facebook and website blog.</p> <p>A photo and video shoot took place with We Are Explorers in May 2023, with a content partnership in market from July 2023. This campaign will be supported with targeted marketing activities to leverage the new assets and drive destination awareness and appeal for the winter and spring 2023 seasons.</p>	
4.1.3.5 Continue to leverage events and cultural programs to grow the regional day trip market, focusing on the shoulder and off-season periods	Council developed and executed marketing plans for Float Your Boat, the Dobell Festival, Living Smart Festival and Fast and Loud Festival, all of which occurred during the shoulder and off-season period. The events attracted a combined day-trip audience of 81,280. In addition, the Archibald Prize marketing activity resulted in more than 50 per cent of the audience coming from outside the region (15,183 people).	
4.1.3.6 Coordinate at least two activities with the tourism sector to build industry skills and capacity	<p>Council finalised and launched new volunteer tourism online videos, a visitor survey, and the Tourism Kiosk and Ambassador program in January 2023.</p> <p>The April 2023 Tourism breakfast hosted over 40 attendees, with the next breakfast scheduled for 31 August 2023.</p> <p>An online information session was held 21 June 2023 with tourism operators to educate and support the creation of itineraries for the cruise market and upcoming 2023-2024 season.</p>	

Action	Progress comment	Status
4.1.3.7 Develop feasibility and business cases for new cultural tourism products and assist in facilitating partnerships to implementation	<p>In 2022-2023, staff developed feasibility and business cases for major cultural projects and programs including the Lake Mac Tourism Partnership program, Arts, Culture and Tourism sustainability program, Destination Management Plan, Tourism Kiosk initiative, a Performing Arts Theatre and the FabLab.</p> <p>The Lake Mac Tourism Partnership program has been developed with over 100 local tourism providers and TAFE NSW. The FabLab has also partnered with International FabLab Academy (USA).</p>	
4.1.3.8 Initiate three tourism campaigns to grow the existing primary markets	<p>Completed campaigns this year include:</p> <ul style="list-style-type: none"> - a TV advertising campaign featuring the Visit Lake Mac ad, advertising Lake Macquarie to the Adelaide visitor, which delivered a reach of 2,273,800 people - the Snap Lake Mac campaign reached 46,544 on social media, generating 114,986 impressions and 1893 total clicks - the Today Show campaign, despite the rain, ended up securing national coverage for Lake Macquarie, featuring two of our cultural facilities (the Museum of Art and Culture, yapang and the Multi-Arts Pavilion, mima), and three of our operators/community groups (Speers Point Sailing Club, Luxe Lakeside and Skaties 80s) - five live TV crosses filmed from Lake Macquarie and syndicated across Australia, resulting in a total reach of 2,480,915, worth the equivalent of \$331,396. 	

Action	Progress comment	Status
4.1.3.9 Instigate a minimum of four partnerships for major event programs to position Lake Macquarie as a premier event destination	<p>Four partnership programs and initiatives have been completed:</p> <ul style="list-style-type: none"> - Coordinated funding rounds that have partnered with commercial event organisers with six major events that attract tourists to the city. - Successfully received partnership funding from state and federal governments under the Reconnecting Regional NSW - Community Events Program. The Mono Duo festival is supported by the Australia Council for the Arts Emerging and Experimental grant. - Council has started a partnership arrangement with Sports Marketing Australia to actively bring major state and national competitions and events to the city. This partnership is based on a fee-for-service model and if there are no suitable events successfully held in the city, there is no risk or cost to Council. - Established terms with significant regional organisations across the arts and tourism sector to develop the Tourism Ambassador program (Tourism Australia and the University of Newcastle). - Catapult, Tantrum, and Octopod to co-present programs within the city. 	
4.1.3.10 Seek funding opportunities to improve directional, facility and other tourism signage across the city	<p>A tourism signage audit has begun, to identify tourism signage gaps and opportunities across Lake Macquarie, with a particular focus on tourism entry points into the city. A project plan has been developed, with additional action to be taken to continue to update and replace existing signage and identify external funding opportunities.</p> <p>Council installed all directional signage in Speers Point Park for MAP, mima, as well as updated heritage signs at West Wallsend.</p>	
4.1.3.11 Reach over 12 million people across the combined online and social media activities from MAC (Museum of Art and Culture), Lake Mac Libraries, Lake Mac Tourism and Lake Mac Arts	For 2022-2023, the consolidated reach over all channels was 16,547,207.	

Strategy: Develop the Lake Arts Residency program

Action	Progress comment	Status
4.1.4.1 Lease the Lake House to creatives for a minimum of 100 nights	<p>There have been 134 nights where the Lake House has been used in 2022-2023.</p> <p>The Lake House Residency program was launched with 12 applications from across the arts spectrum. Artists that have stayed at the house include Wanjun Carpenter: Cathode Dream and Jen Valender: Broken Chord.</p>	
4.1.4.2 Run three national artist-in-residency programs	<p>Prior to the launch of the national artist-in-residency program, Council had hosted the following residencies through existing programming:</p> <ul style="list-style-type: none">- Jen Valender (Melbourne) – August 2022 – residency and exhibition- Joel Zika (Melbourne/Ohio) – January 2023 – residency <p>In April 2023, Council launched the finalised prospectus and offer into the market, and then hosted the following residencies:</p> <ul style="list-style-type: none">- Lina Buck (Melbourne) – May 2023 - residency- Upcoming and Alyson Bell – May 2023 - residency and exhibition- Luke Adams (Melbourne) – June 2023 - residency.	

OBJECTIVE: WE HAVE AN ADAPTABLE, DIVERSE, PROSPEROUS AND CIRCULAR ECONOMY



Strategy: Develop and implement Council's Circular Economy Framework


Action	Progress comment	Status
4.2.1.1 Educate and support teams to develop and implement their Circular Economy Action Plan	Several circular economy initiatives were developed, progressed or completed. One highlight includes the introduction of a soft-plastic recycling program where Council will be purchasing upcycled soft-plastic products as part of Council's street furniture replacement program.	
4.2.1.2 Work with Dantia to integrate Circular Economy into the development and delivery of the city's economic development plan, and to support businesses to build Circular Economy and new technology capabilities	Dantia's 2022-2023 Economic Development Strategy identified circular economy as a key strategic priority. During 2022-2023, Council has continued to work with Dantia as a project partner of the Circular Economy Living Lab (CELL) to integrate circular economy principles into projects and to progress economic development opportunities within the local government area and Hunter region. Council and Dantia organised key stakeholder events focused on activating circular economy in the Hunter region, fostering greater engagement and knowledge sharing, facilitated by Leyla Acaroglu, a well-known global circular economy leader. These events identified key barriers and opportunities to the circular economy transition, which the CELL will consider and drive.	

Strategy: Develop and implement initiatives to attract, nurture and retain innovators

Action	Progress comment	Status
4.2.2.1 Develop a variety of social enterprise and entrepreneurial programs within the cultural sector and implement when viable.	<p>Several commercial initiatives were developed to support cultural economies and creative practices.</p> <p>Council finalised the business case for the Tourism Operator Program and Kiosk with over 100 partners joining which is more than any other year. This entrepreneurial program generates revenue through our tourism partners and will be trialled in the summer of 2023-2024.</p> <p>The Lake Mac Arts membership and donations program ended the year with 150 members. This is a philanthropy program, where members pay an annual donation and in exchange receive discounts for tickets.</p> <p>Also, this year, Council continued to support local employment and economic spend by facilitating two cafe operators, alcohol and bar sales at events, commercial and corporate hire, and the Open Studios program, as income-generating initiatives.</p>	
4.2.2.2 Undertake a Community Innovation Program, including promoting and increasing membership at the Digital Fabrication Lab and holding events, workshops and professional development programs at the Fab Lab	The Digital Fabrication Lab (Fab Lab) opened in September 2022. There have been over 450 sessions by members since opening. Council hosted an Innovator Symposium, developing links to the Fab Lab and Innovation network. School holiday and term-based sessions have increased, as well as STEM and engineering courses.	


Strategy: Attract new investment and employment growth opportunities to the city by investing in tourism, knowledge, health and technology

Action	Progress comment	Status
4.2.3.1 Consider annual progress reports from Dantia to ensure continued alignment with the city vision	Councillors met with Dantia Board members on 19 June 2023. The next Dantia Briefing to Councillors is scheduled for September 2023.	
4.2.3.3 Continue to progress future city precincts	Staff have worked with key government, industry and private stakeholders to progress the planning and delivery of key future city precincts. Key highlights include a project team with Transport for NSW, with design works commencing on Mandalong Road, and a successful nomination to form a Place Delivery Group and commence Place Strategy preparation for the North West Lake Macquarie Catalyst Area.	





Action	Progress comment	Status
4.2.3.4 Develop education program for local providers in the creation of international tourism-ready products for the lake	<p>The Tourism Ambassador Program was launched, with more than 80 people completing the training. The following additional activities were delivered to support the local tourism industry:</p> <ul style="list-style-type: none"> - Trial for application of large event and visitor bus services. The successful use of the buses was held during the Fast and Loud event in October 2022 and is offered as part of other large event transport options. - Visitor Information Kiosk launched successfully and is being used at events and visitor locations each weekend. - Completion of the Museum of Art and Culture (MAC), yapang strategic plan, incorporating international tourism-ready products for Awaba House, the MAC sculpture park and e-bike/scooter inclusions. - Met with Newcastle Port Authority to identify and develop international-ready tours for the 2023-2024 cruise season. - Met with Newcastle Airport to discuss international terminal opening in late 2024 and collaborating on opportunities with the Visitor Information Kiosks. 	





OBJECTIVE: OUR GROWING POPULATION SUPPORTS A THRIVING LOCAL ECONOMY





Strategy: Investigate Community Wealth Building as an economic model to improve city resilience


Action	Progress comment	Status
4.3.1.1 Commence participation in community wealth building program	<p>Council entered into a partnership with Ethical Fields to participate in a Place Based Capital Program alongside 20 other program participants, made up of local government, not-for-profit and economic development organisations from different regions around Australia. The eight-month program will commence in July 2023, and will include training in community wealth building, and financial systems, capital and investment. Staff representatives will join a community representative for the program.</p>	

Strategy: Maximise development potential of Council's operational land assets including orderly divestment of scattered lots



Action	Progress comment	Status
4.3.2.1 Continue planning and design of land development, Killingworth	Hunter Water has approved the Review of Environmental Factors. Following Council approval to purchase 22 The Boulevarde, Killingworth, progress is being made towards exchange of contracts. Three of four landowner agreements for their contribution towards construction costs for servicing of the lots have been received by Council.	
4.3.2.2 Continue planning and design of new land development at Narara Road, Cooranbong	Work is continuing on the amendment to the Review of Environmental Factors. Investigations are continuing into the terms of the trust dedicating the land for open space for 21 Narara Road, Cooranbong.	
4.3.2.3 Design of land development at Toronto Road, Booragul	As part of the design, investigations are underway to determine whether the next step is sale or development due to an increase in construction costs. Final decision will be made in July 2023.	
4.3.2.4 Complete sale of scattered lots within the city	<p>The sale of 65 Wood Street, Bonnells Bay has settled and is now complete.</p> <p>The sale of 68C Beath Crescent, Kahibah is not complete due to contract delays. Contracts have now been exchanged, and settlement is due July 2023.</p>	

Action	Progress comment	Status
4.3.2.5 Implement minor capital improvements at Council's commercial holdings	During 2022-2023, one new capital project was completed, being the installation of emergency exit lighting at 295 Watkins Road, Wangi.	
4.3.2.8 Review the property portfolio to identify the priority land development program	Prioritisation of property projects is complete. The review will be presented to the October 2023 Property Advisory Panel meeting.	
4.3.2.9 Implement replacement works at commercial property, Charlestown	A section of the box guttering was replaced at 19 Smart Street, Charlestown, to rectify ongoing roof leaks.	
4.3.2.10 Implement replacement works at commercial property, Toronto	The replacement of tiles on the concourse at the property commenced in March 2023. The project was delayed due to an issue with waterproofing. Work is now progressing and is expected to be complete by September 2023.	



Action	Progress comment	Status
4.3.2.11 Implement replacement works at held development contribution properties, city-wide	There were six replacement capital projects completed during 2022-2023 on Council-owned residential properties funded by section 7.11 contributions. Projects included installation of new carpet and a new hot water system at 14 Cowper Avenue, Charlestown.	
4.3.2.12 Implement the replacement program for Council's commercial holdings	There were 21 replacement capital projects completed during 2022-2023 on Council-owned commercial properties. Projects included installation of two aluminium doors at 20 The Boulevard, Toronto and replacement of the air conditioner at 6/180 Main Road, Speers Point.	
4.3.2.13 Implement the replacement program for Council's residential holdings	There were 25 replacement capital projects completed during 2022-2023 on Council-owned residential properties. Projects included replacement of the bathroom at 3 Glover Street, Belmont and installation of new roofs at 30 Maude Street and 23 Ernest Street, Belmont.	
4.3.2.17 Complete acquisition of property as part of the section 7.11 Morisset Contribution Plan	The purchase of 26 Yambo Street, Morisset settled in May 2023. The Memorandum of Understanding for Morisset Community Hall was signed in April 2023.	


Action	Progress comment	Status
4.3.2.18 Complete acquisition of property as part of the section 7.11 Charlestown Contribution Plan	Contracts have been exchanged for the purchase of 32 Cowper Avenue, Charlestown. Settlement is set to occur in July 2023.	

Strategy: Identify appropriate locations for population growth and development

Action	Progress comment	Status
4.3.3.1 Establish an inter-agency steering group, complete a discussion paper and undertake preliminary community consultation for the preparation of the Morisset Place Strategy	<p>The NSW Department of Planning and Environment (DPE) Regional Urban Development Program Committee has endorsed a multi-agency Place Delivery Group to be formed to prepare the Morisset Place Strategy. Staff will work with relevant government agencies to identify funding for studies and prepare the Place Strategy.</p> <p>A discussion paper that forms the basis for preliminary community engagement and consultation is on exhibition from Monday 19 June to Monday 31 July 2023. Public engagements are scheduled at Morisset Markets on 1 July, and Morisset Library on 18 July.</p>	
4.3.3.2 Complete consultation with State agencies and prepare a draft North West Catalyst Area Place Strategy for review by the North West Catalyst Area Inter-agency steering group	<p>The draft North West Catalyst Area Place Strategy has been prepared. Council has also received the North West Lake Macquarie Transport Plan from Transport for NSW. The draft North West Catalyst Area Place Strategy is now undergoing internal and government agency review. This engagement period will conclude in July 2023.</p> <p>Staff nominated the North West Lake Macquarie Catalyst Area Place Strategy to be a priority for the Place Delivery Group Program run by the Department of Planning and Environment. The Regional Urban Development Program committee has endorsed a Place Delivery Group to be formed to finalise the North West Lake Macquarie Catalyst Area Place Strategy.</p>	


Strategy: Sustainably grow the arts, culture, community and tourism sector

Action	Progress comment	Status
4.3.4.1 Implement the urban and public art program, city-wide	<p>In 2022-2023, the urban and public art program included the following works:</p> <ul style="list-style-type: none"> - Artwork for the Sugar Valley Library Museum - Pit Pony (Tiger) by local artist Kelly Ann Lees. - Public art component for parklets for the Streets as Shared Spaces Program at Veronica Street, Cardiff delivered with imagery from artists Bridie Watt and David Jeisman. - Stingrays by Brian Anderson, through philanthropic funding, as part of the Creative Lake Art Trail. - Dilly Bags by Chris Edwards, through external funding, as part of the Creative Lake Art Trail. - Design work by Jasmine Craucan as part of the Fernleigh Awabakal Shared Track program. - A kinetic work commissioned by ceramicist Holly McDonald for Speers Point Park, in partnership with the Hunter Deaf Blind Group. <p>Works that are underway and will be installed in August 2023 include a commission by artist Sanne Mestrom at Multi-Arts Pavilion (MAP), mima and a series of painted panels on the Swansea Swim Centre fence by artist Jasmine Craucan.</p> <p>Work continues with the Museum of Art and Culture (MAC) yapang sculpture precinct, Awaba House renewal, and the Fernleigh Awabakal Shared Track (FAST) public art delivery. FAST northern section artwork has been cast in bronze and will be installed as part of the construction program.</p>	
4.3.4.2 Write the Creative Industry Economy Development Action Plan	<p>As of the end of 2022-2023, the Creative Industry Economy Development Action Plan (funded by the Art of Recovery - Black Summer Bushfire Recovery Grant) is nearing completion and will be completed with input from sector professionals at the symposium focused on the creative industry sector on 24 August 2023. Further work is needed to include recent NSW research in creative industries which was released on 14 July 2023.</p> <p>Several projects related to the action plan are already underway, including Lake Mac Open Studios, Dobell Festival, the Lake House residency program, the Writers Festival, the Fab Lab maker space and the One Act Play Festival.</p>	

Action	Progress comment	Status
4.3.4.3 Write the Museum of Art and Culture, yapang Business Plan, the Lake Arts Precinct Strategic Economic Plan and the Multi-Arts Pavilion, mima Operating Plan	The Lake Arts Precinct Strategic Plan was completed in the second quarter of 2022-2023, guiding the development of activities and initiatives. The Multi Arts Pavilion mima and the Museum of Art and Culture yapang began developing their operating and business plans. Due to competing priorities, the plans are expected to be finalised by the first quarter of 2023-2024.	




OBJECTIVE: WE HAVE VIBRANT ECONOMIC AND NEIGHBOURHOOD CENTRES

Strategy: Develop land use plans to encourage the co-location of jobs, housing, essential services, transport options and recreational activities




Action	Progress comment	Status
4.4.1.1 Report to Council for adoption Local Environmental Plan and Development Control Plan amendments to support growth and development of the Charlestown strategic economic centre.	Council adopted the Local Environmental Plan and Development Control Plan amendments on 26 June 2023.	

OBJECTIVE: NEW DEVELOPMENT AND GROWTH COMPLEMENT OUR UNIQUE CHARACTER AND SENSE OF PLACE, NOW AND INTO THE FUTURE


Strategy: Ensure buildings in our city meet best-practice standards

Action	Progress comment	Status
4.5.1.1 Implement the subdivision compliance program, city-wide	Inspections of assets continue. Over 1216 inspections were carried out in 2022-2023.	
4.5.1.2 Facilitate higher green building standards for new and retrofitted buildings to reduce city-wide energy, water and waste consumption	Ongoing advice and support provided to both new and existing Council building projects regarding increasing green building standards. Additional advice provided on concept designs for Warners Bay Early Childcare Centre, Hunter Regional Sports Centre and Swansea Meals on Wheels installing renewable energy supply. Ongoing engagement and support provided regarding new requirements in the National Construction Code 2022, NSW State Environmental Planning Policy, Sustainable Buildings 2022 and implications for Council's planning documents.	
4.5.1.3 Respond to 100 per cent of requests regarding unauthorised development and commence initial investigation within 21 days	Staff received 177 unauthorised private property development customer requests for the financial period of 2022-2023, of which 100 per cent were investigated within the correct timeframe.	

Strategy: Undertake urban greening initiatives to increase and improve green canopy cover for the city

Action	Progress comment	Status
4.5.2.1 Develop a quality control program to ensure the condition of stormwater basins, trees, natural drainage courses and other green assets are acceptable when dedicated to Council following completion of new urban development	Quality control program to ensure the condition of stormwater basins, trees, natural drainage courses and other green assets are acceptable when dedicated to Council following completion of new urban development has been completed.	
4.5.2.2 Develop an urban greening and tree planting prioritisation tool	An urban greening and tree planting prioritisation tool has been developed and incorporated into Council's project management delivery framework and street tree planting program.	
4.5.2.3 Implement the Tree Replacement Program	Fifty-two large, advanced trees have been planted across Lake Macquarie. Highlights include 18 Cooks Pines at Caves Beach, eight Cooks Pines in Eleebana and five Water Gums in Charlestown. Planning for next year's planting program and a tree planting trial of 21 climate-ready species at Glendale has been completed.	



Strategy: Plan for the changing housing needs of the city as it grows

Action	Progress comment	Status
4.5.3.1 Advocate to State and Federal Governments for funding and other assistance to deliver essential services and facilitate affordable housing solutions for the Wyee West Paper Subdivision	Landcom have advised their funding and delivery of the essential infrastructure is not considered feasible. Council staff continue to discuss changes or options that may make the development feasible for Landcom to undertake. Staff will investigate the options of the Wyee paper subdivision being part of the State Government's recent announcement for finding surplus state government owned land to be used to provide more housing, and if recent changes to the National Housing Infrastructure Facility (NHIF) could be used to fund the required infrastructure for the Wyee paper subdivision.	


Connected communities

OBJECTIVE: PUBLIC SPACES HELP CONNECT US WITH EACH OTHER


Strategy: Eliminate barriers to accessing information and services





Action	Progress comment	Status
5.1.1.1 Provide improved public access to relevant Council data sets and information	Staff continue to work on a data governance framework, including education for staff, which will facilitate public access to relevant Council data sets.	
5.1.1.2 Provide improved technology at our community facilities	The IT program of works has been successfully completed, enabling significantly enhanced network and IT infrastructure capabilities to handle business operations with greater effectiveness and reliability within our community facilities.	





Strategy: Enhance community spaces with urban and public art, place-making and place activation



Action	Progress comment	Status
5.1.2.1 Implement a minimum of four public and urban art and place activation projects for the city	<p>Seven commissions were created and coordinated:</p> <ul style="list-style-type: none">- Pearson Mall catenary.- 'Tiger' at the Sugar Valley Library Museum.- Cardiff public art project activations for Cardiff and community event program for 2023.- 'Sting Rays' by Brian Robinson.- Chris Edwards' 'Dillybags', as part of the creative lake trail.- Small art commissions for Float Your Boat, the creative lanterns for the Dobell Festival and the Swansea pool fence commission.- Installation of ceramic tile artwork by Holly MacDonald at Speers Point Park.	


Strategy: Enable meaningful creative learning and cultural experiences

Action	Progress comment	Status
5.1.3.1 Complete the Sugar Valley Library Museum, Cameron Park	<p>Sugar Valley Library Museum, kirantakamyari, opened to the public on 12 April 2023, with 1071 people walking through the doors on the first day. In its first three months, over 15,495 have visited, 683 new members have signed up and 66 programs have been held, exceeding all expectations.</p> <p>The museum, the first of its kind in Lake Macquarie, showcases the rich history of West Wallsend with the inaugural exhibition 'Westy: we built this history'. The library offers a contemporary service for visitors with a multimedia and tech space, a workshop area and a dedicated children's zone.</p>	

Action	Progress comment	Status
5.1.3.2 Implement the Windale Hub	Issues with design documentation resulted in delays in the ordering and fabrication of the steel frames. The steel frames arrived on-site in early May, and work to erect the framing is well underway. Blockwork will continue over the next couple of months, and roofing works are expected to be completed soon. However, the delays have impacted on the practical completion date, which is now expected to be in October 2023, with fit-out to occur after this.	
5.1.3.3 Implement public art on the Fernleigh Awabakal Shared Track (FAST) from Belmont South to Blacksmiths	The creative program has continued, with the site for mural treatment identified at Swansea. A canoe and hearth for the northern section of the track have been cast in bronze and will be installed as part of the track construction program. Signage design and content is now in review.	
5.1.3.4 Implement the cultural collections program	<p>Three public art commissions were acquired, as well as 30 acquisitions as part of the visual art collection. The West Wallsend Community Collection was accepted as a bulk donation held at the new Sugar Valley Library Museum.</p> <p>The value of the collection has increased by \$869,698 since 2022, with a current value of \$4,569,524 across all the collecting areas.</p> <p>These acquisitions were approved through the Cultural Collections Committee, which held four meetings.</p>	
5.1.3.5 Implement the digital library collection program	<p>A significant project to harvest and migrate all existing online content to be available via the Library App was completed.</p> <p>In 2022-2023, there were 232,629 downloads of online loans (audio books, etc), which is similar to 2021-2022.</p>	



Action	Progress comment	Status
5.1.3.6 Implement the library book stock program	Council signed contracts with suppliers for the annual delivery of library publications and subscriptions. The all-new collection for the Sugar Valley Library Museum, kirantakamyari, was restocked and prepared for the Windale Hub, bilyabayi. Council commenced sustainability actions as part of library supplier processing agreements, with the inclusion of biodegradable covers and reduced processing components.	
5.1.3.7 Actively engage at least 200 local creatives across music, literature and visual arts as part of Council's Arts, Heritage and Cultural Plan	In 2022-2023, Council engaged 372 local authors, performers, artists and presenters across lifelong learning, performing and visual arts events and programs.	
5.1.3.8 Attract more than 150,000 visitors and host a diverse exhibition program of more than 50 exhibitions across the city's exhibition spaces	In 2022-2023, 232,560 visitors attended 55 exhibitions across the Museum of Art and Culture, yapang (MAC), Multi-Arts Pavilion, mima (MAP), SEEN@Swansea and other Launchpad@LakeMac Libraries spaces. Some highlights included the 2022 Archibald prize tour at MAC, and the continued strong exposure for local amateur and emerging artists in the city's Launchpad at Lake Mac Libraries.	
5.1.3.9 Deliver and evaluate two Open Studios programs	<p>The November 2022 Open Studios event saw 55 artists featured, attracting a total of 4175 attendees and \$32,000 in sales. The June 2023 Open Studios program saw over \$16,000 in artworks sold, 30 artists involved and over 3000 people visiting these studios.</p> <p>The combined economic impact for the year is \$485,000 and nearly 8000 attendees.</p>	



Action	Progress comment	Status
5.1.3.10 Deliver the yapang Aboriginal Professional Development work experience program	<p>To address the challenge of attracting artists and creatives to this program, Council is collaborating with the University of Newcastle and Wollatuka to support a curator in residence who will engage in research and develop an exhibition from their collection for the Museum of Art and Culture (MAC) yapang in 2024.</p> <p>Jessica Meriki Tobin is a Dharug woman who has undertaken programs with young people, including a workshop and performance for Warners Bay High School at the Multi-Arts Pavilion, mima. She is assisting in the curation of a community gallery exhibition, the yapang Emerging Art Prize finalist exhibition, working with the judges Sebastian Goldspink and Toby Cedar, and in further developing the Sound Trails project at MAC yapang Sculpture Park.</p>	
5.1.3.11 Design, develop and deliver meaningful educational arts and cultural programs that engage with a minimum of 50,000 community members	A total of 2328 programs, workshops and events were delivered with a total of 54,190 attendees. This is, on average, six programs a day across 12 cultural facilities. The major programs included 'Write Here, Write Now', 'Dobell Festival', 'History Illuminated' and 'STEAM Week'. Each of these cultural festivals draw on all areas of the arts and are designed to provide a broad range of quality learning experiences for the community.	





Action	Progress comment	Status
5.1.3.12 Implement a minimum of 40 programs for Aboriginal and Torres Strait Islander, early childhood, families, LGBTI and aged communities	<p>In 2022-2023, Council implemented a total of 791 programs for Aboriginal and Torres Strait Islander, early childhood, families, LGBTQI+ and aged communities. These programs included:</p> <ul style="list-style-type: none"> - creation of an Online Storytime Series (early childhood) that featured presenters from diverse backgrounds including LGBTQI+ and First Nations people - delivery of read and rhyme, storytime and books and babies programs in libraries - school holiday programming for children and families across the year including LEGO Creative play at SEEN@Swansea, Press Play at the Multi Arts Pavilion (MAP), mima, and Hot Potato Band children's concert - a Reconciliation Day event at the Museum of Art and Culture (MAC), yapang, with local schools involving 400 students - Eurovision live screening, The Drag Supper Club at Rathmines Theatre and participation in Pride Week activities (LGBTQI+). 	





OBJECTIVE: WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY




Strategy: Create opportunities for people from all demographics and abilities to participate in our community





Action	Progress comment	Status
5.2.1.1 Implement accessibility improvements to community buildings, city-wide	<p>Actions to improve accessibility to community buildings during the year included:</p> <ul style="list-style-type: none">- new footpaths and a barbeque shelter at Sails Holiday Park- advice on hearing augmentation works at Council Chambers- proposed upgrades at Ulinga Sports Field and Community Centre- an accessible fishing platform at Bolton Point- ramp access to Belmont Baths- concept design and ramp options at Redhead Beach.	
5.2.1.2 Assist 10 service providers to deliver services in a culturally appropriate manner	<p>During the year, Council met with 10 service providers (such as neighbourhood centres and family support services) to discuss ways to deliver services in a culturally appropriate manner, and improvements they can make to more effectively deliver services to Aboriginal people. Council undertook a survey of service providers in April 2023 to find out what areas need improvement in servicing the Aboriginal community, to help inform future support and assistance.</p>	

Action	Progress comment	Status
5.2.1.3 Curate 10 targeted events and activities for focused audience groups, including youth, people with disability and culturally and linguistically diverse communities	<p>Across the 2022-2023 financial year, the following 10 targeted events and activities were delivered:</p> <ul style="list-style-type: none"> - Youth Development Program (including Youth Council attendance) - First Class Exhibition and Young Archie's (visual arts) - Tantrum Outpost (performing arts) - Head to Art Wellbeing program-research project (visual arts) - Bark Reading Program (library) - Children's University with University of Newcastle (Library) - Loudsky (adult wellbeing art program) - Creative Aging Program and Seniors Festival - Women in Sport Festival - Unfurl@MAP (LGBTQI+) Celebrating World Pride. 	
5.2.1.4 Deliver a minimum of four Aboriginal cultural awareness training sessions for Council staff, the community and service providers who engage with the Aboriginal community	Two cultural awareness training sessions were held in January 2023 (conducted by Speaking in Colour) with 38 participants, and a further two sessions were held in June 2023 (conducted by Awabakal Land Council) with 63 participants. Participants included Council staff and community service providers who engage with the Aboriginal community, with feedback from participants indicating improved knowledge and understanding of culture, and that this would add value to their personal and professional lives.	





Action	Progress comment	Status
5.2.1.5 Deliver Council's annual Youth Week grants program, making funding available to community organisations to undertake activities, events and programs	A total of nine activities/events were funded and delivered across Lake Macquarie to celebrate Youth Week 2023, including art programs, outdoor activities and a youth festival. Council delivered three youth skateboarding sessions where more than 50 per cent of the participation was young women. A total of 313 young people were engaged in the planning, delivery and participation of the activities throughout the week.	
5.2.1.6 Deliver the annual Lake Mac Awards to celebrate community groups and individuals	The Lake Mac Awards evening was successfully held on 11 March 2023. Winners were recognised across 12 categories, with pioneering childhood brain cancer researcher and fundraiser Associate Professor Matt Dun named Lake Macquarie's Ambassador of the Year for 2023.	
5.2.1.7 Engage with 10,000 visitors through our mobile literacy and tech van, The Rover	<p>During 2022-2023, The Rover has seen 8360 participants and 49 sites visited. This represents 83 per cent of the yearly target.</p> <p>The mobile library service didn't achieve its visitation target due to the impact of external influences and industry trends, as seen across the public libraries sector. The growing popularity of digital media and online platforms, coupled with the emergence of alternative community spaces and community habits, resulted in reduced demand and diversion of attention away from the mobile library service.</p> <p>Consultation on the community's use of The Rover was undertaken in the second half of the year.</p>	
5.2.1.8 Expand Council's school work experience program to include students from Support Unit Classes	Five students from Glendale High School Support Unit Classes participated in a work experience program.	





Action	Progress comment	Status
5.2.1.9 Facilitate a youth outreach program in Charlestown and other identified locations to engage young people whose risk behaviours result in negative outcomes for them and the community	Council partnered with Arise Community Support (formerly Eastlake Youth Centre) to deliver a youth outreach engagement program on Thursday evenings across the Charlestown shopping and recreation precinct. Youth workers contacted 1539 young people (aged 12–22 years) to prevent their involvement in anti-social behaviour. This intervention resulted in 747 young people being diverted away from public areas to participate in centre-based programs. As a result, approximately 15 per cent of young people received support such as mental health support, re-engagement with education, employment skills and work placement, homelessness, domestic violence and anti-social behaviours.	
5.2.1.10 Hold an event to welcome new residents to Lake Macquarie City including residents of a multicultural background	A Welcome to Lake Mac event took place on 22 June 2023 with 24 new residents participating, eight services from around Lake Macquarie in attendance and three Council employees who shared programs on offer. With the Mayor providing the welcome address and Councillors attending the evening, new residents engaged in a well-rounded meet and greet.	
5.2.1.11 Identify barriers to accessing employment and education for people from a multicultural background and facilitate a workshop to address identified barriers	A multicultural employment forum was held in collaboration with community partners from the Greater Newcastle Multicultural Action Group in January 2023. Further events have been highlighted to address actions raised, such as information on a pilot project to recognise prior skills and learning, processes to assess international qualifications against Australian thresholds, and working collaboratively with organisations to reduce transport barriers for multicultural participants seeking employment services.	
5.2.1.12 Work with multicultural communities to deliver events or activities to recognise significant cultural dates	Council has supported multicultural groups in understanding how to access community facilities, including an Eid (Muslim) celebration and Trongkar (Tibetan) celebration. The Living Together Planning Group has informed programming, design, and marketing for the Living Together Festival, planned for 17 September 2023.	




Action	Progress comment	Status
5.2.1.13 Introduce a disability awareness training program for new Council staff	<p>During the year, staff conducted Accessible Inclusive City online training for current and new tourism volunteers.</p> <p>Face-to-face and online discussions were held with identified staff regarding the School Work Experience program for students from Support Unit classes.</p> <p>A presentation on universal design and the built environment was given to internal staff.</p> <p>Staff conducted customer experience audits of five libraries and the Fab Lab to raise staff awareness of access considerations and make recommendations for minor internal layout changes and improvements to staff procedures to better meet the needs of customers with disability.</p> <p>Input was provided for a disability and inclusion awareness training program that will be available for all staff, in accordance with Council's Diversity Plan. This will build on the 'Inclusion in Action' training that was introduced for managers and coordinators.</p>	
5.2.1.14 Provide at least two training workshops for members of the Youth Council in areas of relevant interest, and promote the opportunity for any resident aged 12-24 years to attend	<p>Youth Council members and other young people participated in two training sessions including effective consultation with young people, and good practice in giving presentations. As part of the training and mentoring of young leaders, Council supported members of the Youth Council to prepare and deliver presentations to other young people and community members in a range of environments including educational institutions, expos, business forums and community presentations.</p>	
5.2.1.15 Recognise and promote International Day of People with Disability and other significant dates through Council's social media networks	<p>International Day of People with Disability was promoted on Council's Facebook on 3 December 2022, to increase public awareness, understanding and acceptance of people with disability. The post highlighted our beaches, parks, swim centres, playgrounds and amenities in Lake Macquarie City. Other significant dates such as Dementia Awareness Month and Social Inclusion Week were also recognised and promoted through Council's social media accounts throughout the year.</p>	

Action	Progress comment	Status
5.2.1.16 Showcase at least 20 children's voices and ideas around the city during Children's Week	<p>During Children's Week (22-30 October 2022) videos of 20 children were collected and collated into three videos shared to social media. These videos have had a combined reach of 7369 people on Facebook and Instagram, with 5237 engagements. Ideas raised by the children will be used to assist in planning for future activities and events.</p> <p>Four representatives from the Galgabba school group shared insight into engaging students in feedback on Council strategies. Their insight will be used to implement a plan for engaging children's voices in a meaningful manner, as is identified in the Child and Family Strategy and the Child Safe Standards.</p>	
5.2.1.17 Support the Youth Council to hold a minimum of 11 regular meetings, deliver annual planning and provide information to young people about the Youth Council	Council resourced and supported the delivery of 11 meetings of the Youth Council, with a total of 99 young people (aged 12-24 years) in attendance at these meetings. In addition, an annual planning day was held to review and update their annual work plan and for members to receive training, which was attended by 11 members. Throughout the year, five young people joined the Youth Council and three departed, who either aged-out or relocated for study or work.	
5.2.1.18 Undertake five initiatives with local services and communities to strengthen social connection and wellbeing, such as new events or activities that support emerging issues	Completed projects include Let's Lift Lake Mac wellbeing program, the delivery of the Mental Health Matters event in August 2022, hosting Awesome Lake Mac micro-grant chapter, hosting a signing event for the National Communications Charter in February 2023, the delivery of the Living Together Festival and a thank you presentation afternoon tea with performers, and the distribution of 8000 RAT kits for community organisations operating in Lake Macquarie City.	
5.2.1.19 Work with businesses to improve knowledge of disability and promote the benefits of making businesses more inclusive	Staff visited 62 businesses to introduce the Zero Barriers project, which educates and supports businesses to be more inclusive to customers with disability and raise awareness of their obligations under the Disability Discrimination Act 1992. This resulted in 39 businesses joining the project. Staff promoted the Lake Mac Business Awards 'Diversity and Inclusion' category to businesses registered with the Zero Barriers, resulting in two businesses nominating for the award.	


Strategy: Support volunteer and community groups to increase community resilience




Action	Progress comment	Status
5.2.2.1 Complete Rural Fire Service station, Mandalong	The new Mandalong station build remains under control of the Rural Fire Service (RFS). The build is 100 per cent funded by the RFS. All planning and approvals have been completed. The Department of Public Works are currently completing associated procurement and building contracts. As of June, no physical works have commenced, and this action will not be completed this financial year due to procurement and contractor availability.	
5.2.2.2 Implement all new and replacement works at State Emergency Services and Rural Fire Service sites	An asset replacement program has been implemented to record all new and replaced items and equipment for State Emergency Services and Rural Fire Services sites.	
5.2.2.4 Implement the essential service compliance program, city-wide	Assets replaced under this program included failing air conditioning units at seven sites across the city, being Dudley Senior Citizens Centre, Morisset Multi-Purpose Centre, Swansea Community Centre, Glendale Early Education Centre, Wangi Library, Toronto Child Care Centre and Cooranbong State Emergency Service. Upgrades were also undertaken to fire safety measures at a number of venues, city-wide.	
5.2.2.7 Deliver the Arts, Culture and Tourism volunteering program to include 100 active volunteers, with a 70 per cent retention rate	At year-end, there were 123 active volunteers, an increase of 83 per cent (56 volunteers) from 2021-2022. Council held bi-monthly information sessions and strategically recruited for positions. Volunteers played a significant part in the delivery of the Archibald Prize tour, the opening of the Sugar Valley Library Museum and the servicing of the tourism kiosks. The volunteer retention rate is 98 per cent, with only two active volunteers advising their withdrawal from the program. We managed the retention of volunteers by providing opportunities to work across multiple positions and areas, based on interest and our need for volunteers.	

Action	Progress comment	Status
5.2.2.8 Develop a volunteer-specific code of conduct and associated processes	A draft code of conduct has been developed by staff and will be implemented in 2023-2024.	
5.2.2.9 Explore links to educational institutions such as schools, the University of Newcastle and TAFE NSW to engage young people in volunteering and match students to community projects	Staff have had productive meetings with the University of Newcastle's Student Volunteering Officer to discuss project opportunities for the university's 640 registered student volunteers. A range of potential projects are being explored, including on-campus sustainability demonstration projects, activities for National Student Volunteering Week (7-13 August 2023), and other projects in the tourism and sustainability space. These and other partnership opportunities will continue to be implemented.	
5.2.2.10 Extend Council's business improvement program to volunteers to capture and develop innovative improvement ideas	A pathway has been developed for Business Improvement (BI) staff to host bi-annual training for staff to better engage with volunteers and host BI sessions. It will be a modified version of the internal BI Leadership Program, targeted for staff volunteer managers. The first session will be held in September 2023.	
5.2.2.12 Host six professional development workshops within the heritage and cultural industry and four museum-based training workshops	<p>There have been six professional workshops and programs for heritage professionals and volunteer groups this financial year. These have included conservation techniques, history tours, ceramic preservation and digitisation workshops. There have also been 17 museum tours by cultural volunteers.</p> <p>A grant through Heritage NSW was submitted to support 10 professional workshops within the new Sugar Valley Library Museum, kirantakamyari.</p>	

Action	Progress comment	Status
5.2.2.13 Implement an annual Council-wide volunteer 'Voice' survey and evaluation of volunteer-involving programs	Council designed and implemented an evaluation program for volunteer-involving projects, with the first annual Council-wide volunteer 'Voice' survey to be completed in August 2023.	
5.2.2.14 Implement replacement and upgrade of emergency services facilities across the city	The Emergency Operation Centre for Lake Macquarie at Cameron Park has had major upgrades implemented, including the installation of a new complete power back up system.	
5.2.2.15 Partner with the Lake Macquarie Landcare Network to deliver six events, including digital storytelling, aimed at building capacity in the Landcare community	Two digital engagement stories and six in-person events were delivered in 2022-2023. An additional series of 11 events were delivered during February to celebrate the opening of the new Landcare and Sustainable Living Centre, umali barai-ku.	


Strategy: Celebrate all cultures, including our Aboriginal and Torres Strait Islander culture




Action	Progress comment	Status
5.2.3.1 Coordinate Council's annual NAIDOC Week community funding program	The 2023 NAIDOC Week Grant Program opened in early February 2023 and closed in March 2023, offering grants to community organisations and schools to host activities to celebrate NAIDOC Week. The Grant Assessment Committee met to assess applications, and recommended funding 18 applications for a total of \$15,000. These were endorsed by Council in May 2023, and all applicants have been advised of the outcome of their applications.	

Action	Progress comment	Status
5.2.3.2 Create and distribute regular information through a range of accessible channels, including the Koori Grapevine newsletter	<p>Council continues to regularly distribute community information emails to approximately 350 recipients, containing information about upcoming programs, services and events.</p> <p>Two hardcopy editions of the Koori Grapevine were distributed to the community (in September 2022 and December 2022), as well as provided electronically, and in June 2023 a new digital version of the Koori Grapevine was developed and distributed to the community.</p>	
5.2.3.3 Hold a flag-raising ceremony at Council to celebrate and recognise NAIDOC Week	Council held a NAIDOC Week flag raising ceremony on 6 July 2022 with approximately 100 attendees in person. The ceremony was viewed online over 5000 times.	
5.2.3.4 Hold a minimum of two events to celebrate and recognise significant dates for the Aboriginal community, such as Close the Gap Day and Reconciliation Week	<p>An event was held on 25 May 2023 at the Landcare and Sustainable Living Centre, umali barai-ku to acknowledge National Sorry Day, with 80 people in attendance.</p> <p>A breakfast was held for Reconciliation Week on 30 May 2023.</p>	

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




Strategy: Recognise, protect and celebrate our heritage



Action	Progress comment	Status
5.3.1.1 Deliver 10 projects that interpret the city's history and heritage including school educational kits and online content that celebrate an element of our local history	<p>In 2022-2023, Council:</p> <ol style="list-style-type: none">1. hosted the 2022 History Illuminated festival where there were 38 programs with 1045 attendees2. installed the "Westy: We Built this City" exhibition as part of the opening museum exhibition for the Sugar Valley Library Museum3. created and designed a walking trail for West Wallsend4. hosted "Reflecting our Past" touring exhibition at SEEN@Swansea5. initiated the digitisation program of the West Wallsend collection including cataloguing of the collection (as at the end of financial year, over 780 items were digitised)6. consolidated a series of 1988 oral histories into an interactive game as part of the Sugar Valley Library Museum7. launched the new Heritage and Museum Strategy8. completed the heritage signage as part of the Swansea Boardwalk program9. installed a heritage art project which incorporated objects from the West Wallsend collection with iron to create a public artwork10. received funding through the Maritime Museum for the development of an Awabakal canoe exhibition.	

Action	Progress comment	Status
5.3.1.2 Report to Council for adoption the Lake Macquarie Heritage and Museum Action Plan 2022-2026, and implement actions for 2022-2023	The Museum and Heritage Strategy was endorsed and key actions for 2022-2023 were implemented.	
5.3.1.3 Report to Council for adoption a review of the Lake Macquarie Local Environmental Plan and Development Control Plan for the Teralba Heritage Conservation Area	The planning proposal and area plan were adopted by Council on 8 August 2022.	
5.3.1.4 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	The draft area plan, planning proposal and response to submissions was endorsed by Council on 22 May 2023. Council staff have now lodged documents to the Department of Planning and Environment to seek Gateway Determination.	


OBJECTIVE: OUR COMMUNITY RESPONDS AND ADAPTS TO CHANGE





Strategy: Empower our community to adopt sustainable behaviours





Action	Progress comment	Status
5.4.1.1 Deliver five activities designed to increase householder preparedness for natural disasters and climate change	<p>Five activities have been completed, including:</p> <ul style="list-style-type: none"> - a 'Let's Build resilience and Get Emergency Ready' presentation to Eastlakes Dementia Carers' Group - the sustainability stall at the Living Smart Festival, promoting 'Get Ready in Five Steps' to attendees - three 'Sim' table demonstrations focused on fire risk at Speers Point, Toronto and Booragul. 	
5.4.1.2 Develop and make available information, education and engagement programs to the community and businesses on accessible ways to live a low impact lifestyle	Over 15,000 people attended the Living Smart Festival, which featured Costa Georgiadis, 36 presenters, and a native plant giveaway. Survey results confirmed the festival continues to inspire attendees, and equip them with strategies to live more sustainably. The opening of the Landcare and Sustainable Living Centre, umalia barai-ku celebrations included a Community Open Day, with over 450 attendees. Council delivered the monthly Crop Swap, and partnered with community centres and Repair It Lake Mac to deliver regular workshops and Repair Cafes. The Eco Advocate was distributed fortnightly to over 6500 readers, and our Lake Mac Grows Facebook membership grew to 7487.	
5.4.1.3 Maintain and increase community engagement and participation in the Sustainable Neighbourhoods program from the 2019-2020 baseline	Sustainable Neighbourhood groups delivered 68 public events with attendance from more than 2400 people including Repair Cafe events, Tiny Forest and greening projects, car boot sales and community workshops. This is 33 per cent more events delivered than the 2019-2020 baseline. There are 11 active Sustainable Neighbourhood groups. This is fewer than the 2019-2020 baseline (14) because inactive groups have dissolved. Despite this, the number of email subscribers under the program has increased by 240 per cent, to 4881, and the digital reach of the program has increased by 199 per cent to 83,000.	



Action	Progress comment	Status
5.4.1.5 Promote programs to enable citizens to adopt energy efficiency and renewable energy technologies	Council hosted a Community Electric Vehicle Open Day in May 2023, which was a first for the region. Visitors had the opportunity to test ride in an electric vehicle (EV) and look at different electric car and bike models. Dealerships, charging providers, industry groups, advocacy groups and EV owners were on hand to provide insight and advice. Council delivered information sessions to community and business groups, focused on electric vehicles, and assistance to apply for NSW government grants to install EV chargers. An energy wise campaign commenced, with video assets on Council's social media and website inviting residents to strategise to save power and money in their electricity and water bills.	
5.4.1.6 Promote waste services through a city-wide education campaign and development of resources	<p>Waste Warrior workshops were held with 31 schools and 1407 students, and 13 tours to the Organics Resource Recovery Facility reached 286 residents.</p> <p>The city-wide waste campaign was rebranded to "Let's get it sorted", and supported with updated garbage truck livery and educational material. Sub-campaigns included the Scrap Together campaign to increase food recovery from the garbage bin to the green waste bin, a safe battery disposal campaign, and the launch of soft plastic collection for recycling.</p> <p>From early 2024, Council will change to a bookable bulky waste collective service. Hardcopy and video messaging was distributed to alert customers to the upcoming transition.</p>	

Strategy: Adapt our city to a changing climate

Action	Progress comment	Status
5.4.2.3 Implement the energy resilience program, city-wide	Council developed a Building Management System (BMS) specification to increase the efficiency of high energy-use facilities. A maintenance review and upgrade of West Wallsend Swim Centre's BMS was also completed. Council continues to monitor and investigate the performance of Council's sites to ensure improved energy outcomes.	

Action	Progress comment	Status
5.4.2.4 Commence stage 2 of Fennell, Edmunds and Kooroorra Bays Climate Resilience Plan, including a community options assessment	Stage two of the Teralba to Toronto Climate Resilience Plan (previously Fennell, Edmunds and Kooroorra Bays Climate Resilience Plan) commenced in January 2023. Key activities included community drop-ins, surveys and volunteer working group meetings to identify and assess climate resilience options in the nine lakeside suburbs between Teralba and Toronto.	
5.4.2.5 Develop a cooler materials specification document to enable improved built outcomes for Council facilities regarding urban heat	A sustainability specification document for internal construction referrals, incorporating cooler materials specifications, has been developed and will be used during stakeholder consultations to improve built outcomes for Council facilities regarding urban heat.	
5.4.2.6 Develop a tool to inform tree species selection considering future climate scenarios	A web-based tool to inform tree species selection considering future climate scenarios has been developed and is available for use by staff.	
5.4.2.7 Commence a Water Resilience Strategic program review for Council facilities	A water resilience strategic program review for Council facilities has commenced. A specialist consultant has been engaged to review and inform the scope to improve the water resilience program for Council facilities.	


Action	Progress comment	Status
5.4.2.8 Develop criteria and identify opportunities for installation of tidal gates in priority locations when considering future drainage works in Swansea and surrounds	Consultants were engaged to develop criteria and provide a report to Council that identifies and prioritises the installation of tidal gates across Lake Macquarie considering future drainage works based on impacts of climate change and sea level rise.	
5.4.2.9 Investigate opportunities for reducing Council's potable water consumption, including exploring alternative water sources	Sustainability audits of Council's holiday parks to identify opportunities for further potable water reductions and a review of water efficiency management plans for high-use water users, including holiday parks and sporting fields, were completed. Investigations for opportunities to increase use of recycled water across Council operations continued, with specific consultation and engagement on sourcing and using recycled water at a Cooranbong Sporting Facility and irrigation improvements to the Hunter Regional Sports Centre.	
5.4.2.10 Investigate opportunities to reduce city-wide greenhouse gas emissions	Investigations into a number of opportunities to reduce Council greenhouse gas emissions were completed. These included opportunities to integrate more low and no emission vehicles into the fleet, infrastructure to support this transition and opportunities for alternative energy sources, such as hydrogen to be produced and introduced into Council operations.	
5.4.2.11 Report on Council and the city's energy, water, waste and greenhouse gas emission targets	Council's progress towards its targets for energy, water, waste and greenhouse gas emissions were reported as part of Council's 2021-2022 Annual Report.	

Action	Progress comment	Status
5.4.2.12 Review the Energy Resilience Strategy for the city to identify opportunities for an energy resilient future	Completed review of industry best practice policies and strategies to identify opportunities for an energy resilient future for Council. A consultant was engaged through the NSW Government's Sustainability Advantage program to complete a review of Council's Energy Resilience Strategy and Action Plan, to determine the progress made on baseline emissions and assist in developing a pathway for further reducing Council's emissions.	
5.4.2.15 Support Ausgrid to install energy efficient street lighting	Ausgrid's street lighting replacement program is on track to replace existing streetlights with energy efficient LED streetlights throughout the local government area. Ausgrid have now replaced 7918 streetlights or 80 per cent of their engaged programs of work, which is ahead of the scheduled completion date of December 2023.	



Creativity

OBJECTIVE: CREATIVE THINKING DRIVES OUR CITY

Strategy: Develop and implement Smart Cities initiatives

Action	Progress comment	Status
6.1.1.1 Undertake the Let's Unlock Lake Mac: City Insights project	Various sensors were deployed at a number of amenities, marine effluent pump-out facilities and Stormwater Quality Improvement Devices across the city to provide insight into Council operational improvement opportunities. Smart patronage counting to inform future capital investment and project reporting was completed at Naru Point, Pelican and Veronica Place, Cardiff respectively. Further city insights opportunities will be trialled in the city in 2023.	




Strategy: Create opportunities and partnerships to develop the creative and cultural sector

Action	Progress comment	Status
6.1.2.1 Complete the five-year review of the Arts, Heritage and Cultural Plan 2017-2027 and update the creative industries audit	Review of the plan is complete, with all but one action realised from this Arts, Heritage and Cultural Plan. This review will prompt consultation to define the next strategic objectives for the sector in Lake Macquarie, programmed for 2024.	
6.1.2.2 Hold an Acquisitive Award Exhibition at the Museum of Art and Culture, yapang	<p>The Lake Art Prize, an acquisitive award exhibition, has been a huge success. The prize attracted nearly 400 entries and 65 were selected as finalists. The people's choice award attracted over 240 votes with the winner announced in December 2022.</p> <p>Three works were purchased with Council funds, including the winning artwork, and a fourth work was purchased by the Museum of Art and Culture (MAC) yapang society.</p>	


OBJECTIVE: OUR CITY HAS A STRONG CREATIVE INDUSTRY

Strategy: Develop the city's cultural facilities to grow the creative and cultural sector

Action	Progress comment	Status
6.2.1.1 Commence a concept plan for the Morisset Community and Cultural Hub	<p>In 2022-2023, staff completed the following actions to progress the Morisset Community and Cultural Hub:</p> <ul style="list-style-type: none">- Successful grant submission to develop a business case and feasibility for the Morisset site and hall, and engaged a suitable consultant to implement.- Initiated project control group.- Selected architects to deliver the first stage of the program.- Continued with stakeholder relationships including the signing of an Memorandum of Understanding with the Morisset Hall Committee.- Initiated community engagement for the development of the Morisset Area Plan and design of the new hub.- Continued to seek land and resource opportunities for the construction of the site and work with agencies and landholders.	
6.2.1.2 Develop a funding strategy and partnership for a Keeping Place (Aboriginal cultural centre) for the city	<p>Council is working with Bahtabah Local Aboriginal Land Council to seek grant funding for a Keeping Place. The application for the regional events tourism fund to construct Yirritabah Aboriginal Cultural Centre was unsuccessful. Council continues to meet with the board to resume the program and develop options.</p>	


Action	Progress comment	Status
6.2.1.3 Implement a performing arts and live music program and engage a minimum of 30 creatives	<p>For 2022-2023, there have been 20 local performers and 32 Australian-based musicians engaged as part of the theatre and live music program, including the Lake Mac Business Awards, Feast for the Senses and the Living Together Festival, where we engaged a wide variety of local community groups including nine dance groups and one band. In addition, 28 professional musicians have toured in the city as part of the Lake Macquarie Performing Arts program, including REBEL, Opera Hunter, and the Australian Haydn Ensemble.</p> <p>The theatre's revenue has also increased and has exceeded pre-COVID participation and revenue levels. There were 200 hires, up from 115 in 2021-2022 and revenue of \$146,500 as compared to \$63,800 in the previous year.</p>	
6.2.1.4 Review and update the Lake Mac Libraries Strategic Business Plan for 2024-2029	In 2022-2023, Council undertook internal and external research and review activities to develop and review the Lake Mac Libraries Strategic Business Plan, including workshops, consultations, and analysis involving Council staff, Councillors and the community. Efforts will continue into 2023-2024 for further consultation and workshops with stakeholders to ensure comprehensive engagement and finalise the strategic plan.	
6.2.1.5 Undertake feasibility studies for a new performing arts centre	A feasibility study was completed with a preferred site at Charlestown offering the most sustainable location for a 500-seat, multi-use library and theatre with a 300-seat conference venue.	





Strategy: Increase participation at cultural facilities and events

Action	Progress comment	Status
6.2.2.1 Have a minimum of 800,000 active participants across libraries, galleries, performing arts centres and events	In 2022-2023, the accumulated total participants at libraries, galleries, performing arts centres and events exceeded 989,630.	

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

Strategy: Expand the diversity of heritage and creative interpretation around the city



Action	Progress comment	Status
6.3.1.1 Develop a heritage program for the Sugar Valley Library Museum	<p>The Sugar Valley Library Museum kirantakamyari has been open for 12 weeks and has had over 15,000 visitors. The heritage program includes:</p> <ul style="list-style-type: none">• videos featuring West Wallsend, miners and the history of mining• a catalogue about the history of West Wallsend• Pit Pony public art commission• interactive recommissioned museum objects fitted with digital audio files, LED lamp lights and interactive media• a link between the Heritage Walking Trail and the museum• 'Virtual Underground' - an interactive virtual reality experience of 1910 and 1979 tunnels• a discovery cabinet - objects to touch and use• touch screen oral histories with puzzles and interactive games.	

Action	Progress comment	Status
6.3.1.2 Develop an educational program for the Awabakal dual-naming of arts and cultural facilities	This year with the employment of an Education Officer, a project team was created to raise awareness of the dual-naming of arts and cultural facilities, and develop an Awabakal storybook, integrating it into presentations and literature. Initiatives included regular storytime sessions, staff usage of Awabakal language, and collateral for children. Successful implementation occurred through participation in festivals, with plans for dual-naming publications to be completed before the end of 2023.	
6.3.1.3 Host the annual creative arts festival (Dobell Festival)	We held the Dobell Festival in June 2023. There were 15 exhibitions and 43 events and activities across the month. In total, attendance was 34,490, including Float Your Boat (20,000).	
6.3.1.4 Host the annual heritage festival (History Illuminated)	History Illuminated was held from 2-12 September 2022. We saw 1435 people attend the 32 workshops, presentations and events. A further 1697 people attended the six exhibitions. In total, the 39 programs and exhibitions were enjoyed by 3133 people. This is a 200 per cent increase in the number of people who engaged with and attended the festivals' events and exhibitions from 2021-2022. The expanded program involved all cultural venues and for the first time included a kids day. The program also sought to make the most of our natural and man-made environment, with a lake cruise, a historic train ride and walking tour of Swansea included as part of the program. We engaged with 41 local artists, writers and historians to bring the festival to life.	
6.3.1.5 Host the annual literacy festival (Write Here, Write Now)	The Write Here Festival was held in May 2023 at the Sugar Valley Library Museum, kirantakamyari, and Belmont Library, ngarrabangba, with 431 people attending 14-panel sessions and workshops.	


Shared decision-making

OBJECTIVE: OUR COMMUNITY INFLUENCES DECISIONS THAT SHAPE OUR CITY

Strategy: Provide our communities with simple, accessible and convenient ways to do business with Council



Action	Progress comment	Status
7.1.1.1 Implement options to improve accessibility of our contact centre service to the community	The acquisition of a new ticketing machine for the customer service centre counter was completed. The new machine will offer enhanced queue routing, creating a better experience for our customers.	
7.1.1.2 Implement services aligned to the requirements of our Lake Mac Print customers	Lake Mac Print launched a Facebook page during June 2023 to provide customers an opportunity to engage on a different platform. A promotional campaign and acquisition strategy are scheduled to continue into 2023-2024.	



Strategy: Engage, involve and empower the community to participate in decisions that affect them

Action	Progress comment	Status
7.1.2.1 Develop a Community Engagement Strategy (incorporating the Community Participation Plan) to set out how we engage with the community on developing plans, programs and land use planning matters	Council adopted the Lake Mac Community Engagement Strategy 2022-2024 on 28 November 2022. The strategy outlines our approach to engaging with the community and stakeholders. It provides transparency and clarity for all stakeholders so they can understand their role in the decision-making process.	


OBJECTIVE: WE KNOW HOW AND WHY DECISIONS ARE MADE


Strategy: Provide high-quality and relevant information and service to the community

Action	Progress comment	Status
7.2.1.1 Deliver a localised communications and marketing plan to promote our city identity to Lake Macquarie residents	Four local campaigns were delivered to our community to showcase our vibrant city, create more meaningful connections and build community pride. The campaigns reached over 670,000 people through cinema advertising, shopping centre advertising, social media, competitions and outdoor photo exhibitions.	
7.2.1.2 Increase the number of customer interactions resolved at first point of contact by 25 per cent	Council staff collaborated to increase the number of interactions resolved at the first point of contact in the customer service centre. Improvements were made to the road naming process, planning certificate process, notification of decreased ratepayer, after-hours process, animal registration, flood certificates, recycling enquiries and development contributions, providing a better experience for our customers. Options are still being investigated to determine if a measurement for first point of contact can be achieved within our new telephony system.	

Action	Progress comment	Status
7.2.1.3 Investigate and identify alternative technology solutions to improve efficiencies when handling Council records	<p>Council staff have implemented several technology solutions throughout the year to improve efficiencies and reduce the manual handling process for Council records.</p> <p>One of the key projects completed included the automation of open forms through EzeScan which ensures that forms received via the website are automatically registered in Council's document management system.</p> <p>Investigations continue to identify suitable solutions for the redaction of sensitive information in documents.</p>	
7.2.1.4 Report on development application processing times for each development processing group (major, medium, general and fast track)	<p>Median processing times were met for each of the development processing groups for 2022-2023:</p> <p>Fast track - 10 days (target of 20 days)</p> <p>General - 17 days (target of 30 days)</p> <p>Medium - 52 days (target of 60 days)</p> <p>Major - 54 days (target of 90 days)</p>	



Strategy: Support effective leadership, decision-making and good governance by the elected Council for the benefit of the community



Action	Progress comment	Status
7.2.2.1 Commence the procurement process for the 2024 Local Government election services provider	At its meeting on 27 February 2023, Council resolved to engage the New South Wales Electoral Commission for 2024 election services.	

Action	Progress comment	Status
7.2.2.2 Review ward boundaries for the 2024 Local Government election for the Lake Macquarie Local Government Area	Elector numbers across the three wards have been reviewed and a boundary adjustment plan developed to reduce the variance to less than 10 per cent in accordance with the Local Government Act 1993. Councillors, the NSW Electoral Commission and the Australian Statistician have been consulted. The plan will be presented to Council on 24 July seeking public exhibition for 42 days.	

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

Strategy: Influence the decisions made by government and others to create a more liveable, productive and successful city


Action	Progress comment	Status
7.3.1.1 Contribute to regional advocacy through collaboration with peak organisations representing business, industry and the community	Council had regular and constructive engagement with peak industry and community organisations throughout the year, including the Committee for the Hunter, Hunter Joint Organisation, Business Hunter, Property Council Hunter chapter and Urban Development Institute of Australia. This resulted in strong third-party advocacy for Lake Macquarie priorities during the NSW State election campaign. Collaboration with the University of Newcastle continued on a range of projects, including the Circular Economy Living Lab. We continued to contribute to the Hunter Planning Alliance, liaising directly with Transport for NSW and the Department of Planning and Environment to advocate for improved delivery of enabling infrastructure in the city and region. We have also supported the development of the Port of Newcastle's Clean Energy Precinct as an memorandum of understanding partner.	
7.3.1.2 Contribute to the regional strategic planning process through the Hunter Organisation and government agencies	Both the North West Lake Macquarie and Morisset Place Strategy, have been endorsed to proceed by the Department of Planning which allows resources to be prioritised by government agencies. Council's Chief Executive Officer continues to meet with relevant stakeholders to progress.	

Action	Progress comment	Status
7.3.1.3 Maintain an active partnership with the University of Newcastle and report on opportunities such as a Sailing Centre of Excellence	<p>Our active partnership with University of Newcastle continues to provide positive outcomes for the city. A memorandum of understanding was prepared to provide learning opportunities for students at the Hunter Sports Centre. With the start of construction, Council's contractor has employed a student to support the project delivery.</p> <p>The outcome of the business plan and feasibility study for the Sailing Centre of Excellence was completed.</p>	
7.3.1.4 Continue to seek partnerships and report on opportunities	<p>Council's senior leaders continue to work across industries and the region to create new partnerships and opportunities for the organisation and the city. The first meeting of Allambi and Lake Macquarie City Council to pursue a potential partnership arrangement is scheduled for July.</p> <p>The Chief Executive Officer is also meeting with a recruitment agency with a view to a possible partnership arrangement.</p>	


Organisational support

OBJECTIVE: OUR ORGANISATION IS FINANCIALLY SUSTAINABLE

Strategy: Manage and implement the Long-Term Financial Plan



Action	Progress comment	Status
8.1.1.1 Prepare a financial strategy to return the organisation to an operating surplus and ensure financial sustainability	A financial strategy to return the organisation to an operating surplus and ensure financial sustainability is now embedded in the budgeting and forecast process.	

Strategy: Deliver statutory financial reporting for our community


Action	Progress comment	Status
8.1.2.1 Prepare and publish financial reporting to meet statutory requirements	Draft financial statements were published to the Office of Local Government on 31 October 2022.	



OBJECTIVE: OUR PEOPLE ARE EMPOWERED AND WORK TOGETHER TO CREATE AN EVEN BETTER CITY

Strategy: Source and recruit high-performing staff



Action	Progress comment	Status
8.2.1.1 Evolve and embed our employer brand to attract and retain high-performing staff	During 2022-2023, Council implemented a refreshed Employee Value Proposition branding to showcase the best of Lake Mac. This included updated employer brand videos, a dedicated bank of images, videos, perks tiles, recruitment advertisements and social media posts to support the attraction of high-performing staff to Council.	
8.2.1.2 Identify and implement innovative programs to attract high-performing people to our organisation	Council's recruitment and selection procedure was reviewed to reduce red-tape and allow flexibility in methods of recruitment. Innovative programs to attract high-performing people to Lake Mac were implemented including individualising advertisements supported by videos, proactive LinkedIn sourcing and headhunting, development of 'talent pools' for hard to fill roles and fast turnaround for temporary and casual positions and developing a partnership with HunterWISE to support and promote females within science technology engineering and mathematics careers.	


Strategy: Provide a diverse, inclusive and healthy place to work

Action	Progress comment	Status
8.2.2.1 Develop wellbeing strategies and activities targeted at individual, team and organisational levels	Council's Wellbeing Framework takes a holistic approach to wellbeing, across eight areas: physical, emotional, intellectual, environmental, financial, social, occupational, and spiritual. A calendar of events based on this framework has been planned for 2023-2024, with a different health or wellness theme for each month.	




Action	Progress comment	Status
8.2.2.2 Implement our Equal Employment Opportunity and Diversity Management Plan to better realise the benefit of our community's diversity	The Diversity, Equity and Belonging Strategy was developed and launched. A People Hub page was published as part of Council's new intranet. Guest speaker Michael Theo (Love on the Spectrum) is scheduled for 19 July, this will include expression of interest for an employee-led diversity advisory group.	
8.2.2.3 Implement tools and strategies to reduce injuries and strengthen our safety culture	Council launched an early intervention injury prevention program in May 2023. The program aims to reduce the impact and extent of an emerging injury or illness by promoting preventative strategies and treatments.	

Strategy: Enhance our leadership and workforce development




Action	Progress comment	Status
8.2.3.1 Continue to improve systems and tools for robust career progression conversations between leaders and staff	A review of the performance review and pay step progression process was completed with the review of the salary system policy. The performance and development plan has been streamlined significantly to support leaders to have more meaningful performance conversations with employees.	
8.2.3.2 Design a coaching program to develop higher levels of engagement, leadership, flexibility and performance	<p>Thirty-one staff have completed coaching accreditation training to form the Council's coaching collaborative network. This network is responsible for developing and supporting coaching capability across Council through the implementation of our coaching program, 'Coaching on the go'.</p> <p>The program is ready for delivery in the fourth quarter of 2022-2023.</p>	

Action	Progress comment	Status
8.2.3.3 Trial mentoring initiatives to support and grow our employees	An initial trial of a mentoring program, 'Embedding mentoring at all levels' was completed during first quarter of 2022-2023 with the findings presented to senior leaders in November 2022. Building on the learnings of the trial the program is creating learning partnerships that gives employees the opportunity to share their professional knowledge, skills and experiences. Communications promoting the mentoring program will continue in 2023-2024.	


Strategy: Empower and engage our staff to provide a great employee experience

Action	Progress comment	Status
8.2.4.1 Implement new and replacement asset programs for Ranger and compliance-based items	An asset replacement program for ranger-based items has been implemented and new radio equipment is now operational.	
8.2.4.5 Build an employee relations roadmap focused on collaborative, trust-based relationships with staff and their representatives	Council's employee relations roadmap is in place for a one plus three-year Enterprise Agreement. It will be refined as required after the Local Government State Award 2023 is finalised, and the changes are understood including any impact on the Lake Mac Enterprise Agreement; and considering the outcome of a flexibility trial.	
8.2.4.6 Establish networks of interest for staff to support peers to collaborate around shared interests and reduce our reliance on hierarchies for smart problem solving	Supporting tools for collaboration have been developed and are now available. There are eight networks of interest established, with support provided to the groups. Two further networks of interest are in development which include a Rookie and a Supporting Men at Council Network of Interest.	

Strategy: Prepare Council and our people for a changing work landscape



Action	Progress comment	Status
8.2.5.1 Continue to expand our Education to Employment program with trainees, apprentices, cadets, graduates and work experience to become an employer of choice	A new early careers advisor position has been established to provide support for, and boost exposure of Council's early careers programs including apprentices, trainees, cadets, graduates, work experience and work integrated learning. Key initiatives include improving the way work-based and course-based progress is tracked, developing in-house training and support for the appropriate level of leader, creating talent pipelines and retention strategies, and improving work experience and integrated learning offerings for students. Council is partnering with state government organisations, external agencies, and educational institutions to better promote early career opportunities and identified positions with low attraction rates, and will hold its inaugural in-house careers expo in September 2023.	
8.2.5.2 Explore future workforce needs through our workforce planning processes to prepare for changing roles now and in the future	Early scoping of workforce planning approaches and consultation with senior leaders on priorities for 2023-2024 has started to align plans with future workforce needs. Designing and implementing workplace planning tools to support leaders and staff will be a priority into 2023-2024.	
8.2.5.3 Investigate a flexible working framework to support new ways of working across Council	A leaders' toolkit was released in first quarter of 2022-2023 to support flexible working at Council. Council's 'Ways of Working' has been updated and further opportunities for flexible working across Council are being explored. Internal workshops were held to define the scope, ground rules and consultation plan for a flexibility trial. Implementation will occur in the 2023-2024 financial year.	




Strategy: Mature our enterprise risk management

Action	Progress comment	Status
8.2.6.1 Improve and embed Council's approach to risk management, including governance, to support informed decision-making, reporting and frontline visibility	The key items have been completed including updated Risk Management Framework, regular enterprise risk reporting and development of an enterprise risk register. Further work has been identified to mature and embed risk-based decision making across Council with a new Integrity and Risk team established in May 2023.	


OBJECTIVE: OUR ASSET LIFE CYCLES ARE DELIVERED AND MANAGED IN A SUSTAINABLE MANNER TO MEET THE NEEDS OF OUR COMMUNITY


Strategy: Deliver fit for purpose facilities for our internal customers

Action	Progress comment	Status
8.3.1.1 Implement Council's new office furniture program	Council's new office furniture program for 2022-2023 was completed. A quiet space minor refurbishment was completed without the need for new furniture, and an additional accessible evacuation chair installed in Administrative Centre.	
8.3.1.2 Implement Council's office furniture replacement program	Minor replacement of furniture continued as required.	



Action	Progress comment	Status
8.3.1.3 Implement minor capital improvements at Council's Works Depot, Boolaroo	Minor capital improvements were implemented as part of Council's Works Depot 10-year work program for financial year. These included weather proofing upgrades of the Gatehouse heating, ventilation and air conditioning plant room and fire compliance measure upgrades.	
8.3.1.4 Implement new awning at Council's Works Depot, Boolaroo	An alternative solution was developed which allowed the existing awning to remain in place. Fencing construction was completed in March 2023. Project is complete and operational.	
8.3.1.5 Implement replacement works at Council facilities	The works program for Council's Administrative Centre was completed for the financial year and included the replacement of lighting in the main carpark and a number of air conditioning upgrades.	

Strategy: Continue to implement an Asset Planning Framework that identifies the current and desired future state of our assets




Action	Progress comment	Status
8.3.2.1 Develop and improve practices for responding to asset related risk occurrences	Practices for responding to asset related risk occurrences are now captured through the Enterprise Risk Management Framework.	

Action	Progress comment	Status
8.3.2.2 Implement the program for asset revaluations	Building revaluation data completed to ensure robust data is included in financial statements. A program for all other assets has been developed.	
8.3.2.3 Plan and undertake activities to build resilience in the asset base in response to environmental challenges	Projects have been identified and included in the 2023-2024 works program based on criteria for responding to environmental conditions.	
8.3.2.4 Plan for activities required to introduce strategic asset maintenance programs	Planning was undertaken to introduce strategic asset maintenance programs. These programs will now be linked to precinct reviews in development. Work will be implemented in 2023-2024.	
8.3.2.5 Refine distributions of asset renewal funding to align with asset categories and asset life cycle modelling	Maintenance funding was reviewed as part of the development of the 2023-2024 budget. Asset lifecycle model reviews will be determined based on the impacts of these changes and the realignment of maintenance budgets on asset conditions and intervention thresholds. Work will continue in the 2023-2024 financial year.	

Strategy: Plan for, and undertake activities to maintain, enhance, improve, and provide new assets for our community





Action	Progress comment	Status
8.3.3.1 Develop the four-year capital works pipeline	The capital works pipeline was refined with four- and 10-year forward works programs now developed.	
8.3.3.2 Implement capital projects in accordance with the works program	Capital projects were implemented in accordance with the Operational Plan 2022-2023.	
8.3.3.4 Set targets for allocation of new capital and renewal in the annual capital works program	Asset renewal targets have been established through Asset Management Plans. The forward works program has been developed to align with the established targets.	





Strategy: Continue to integrate asset management practices Council-wide, and implement an Asset Improvement Plan





Action	Progress comment	Status
8.3.4.1 Develop a roadmap for organisation-wide asset management literacy	An Asset Management Steering Group has been established and is developing the asset responsibilities matrix. The engagement and communication plan will be rolled out in 2023-2024.	
8.3.4.2 Implement an Asset Management Maturity Plan	A review of the Asset Maturity Plan against the revised Asset Framework was completed by the University of Newcastle. A maturity profile was developed. The improvement plan will continue during 2023-2024.	
8.3.4.3 Investigate and plan for implementation of the strategic asset management system.	Options for a replacement pavement management system to provide a strategic asset management solutions for the road network have been investigated. Work will be implemented during 2023-2024.	





OBJECTIVE: OUR DIGITAL STRATEGY IS INNOVATIVE AND SERVICES ARE RESPONSIVE TO THE COMMUNITY'S NEEDS

Strategy: Improve digital access to service for our community and staff

Action	Progress comment	Status
8.4.1.2 Implement the intranet development program to support administrative processes and decision-making	The intranet project successfully went live in June 2023. Council's new intranet allows staff to access corporate information from any location, promoting an informed and engaged workforce.	
8.4.1.3 Implement Customer Request Management system to support administrative processes and decision-making	Improved reporting, process reviews and data analysis within the customer request management system have been completed, to improve administrative processes and decision-making.	
8.4.1.5 Implement new computer workstation program at administrative centres, city-wide	Computer accessories have been upgraded for the top floor of Council Depot Gatehouse, completing all upgrades for the depot.	
8.4.1.6 Implement program to replace and acquire new infringement devices	Rangers have replaced and acquired new infringement devices and they are operational.	




Action	Progress comment	Status
8.4.1.7 Implement project and portfolio management tools to support administrative processes and decision-making	The project and portfolio management tools successfully went live in March 2023. This has increased visibility of projects and programs which will lead to more informed investment decisions and better allocation of resources to programs.	
8.4.1.8 Implement reporting and dashboard tools to support administrative processes and decision-making	A data governance team has been established to build and manage data ownership and reporting governance across the organisation.	
8.4.1.9 Implement risk, injury and health management tools to support administrative processes and decision-making	Implementation of risk, injury and health management tools to support administrative processes and decision-making is underway. Procurement has been successfully completed with the contract awarded. The confirmation of requirements is underway.	
8.4.1.10 Implement Microsoft Power Platform productivity suite business system to support administrative processes and decision-making	The implementation of Microsoft's Power Platform productivity suite was completed.	

Action	Progress comment	Status
8.4.1.11 Implement the Department of Planning and Environment ePlanning Portal integration to support access to information	The NSW Department of Planning and Environment ePlanning Portal integrations were implemented, resulting in improved access to application information.	
8.4.1.12 Implement the Graphical Information System optimisation program to support administrative processes and decision-making	Field service capabilities have been optimised by building custom Graphical Information System solutions, to deliver services more efficiently.	
8.4.1.13 Implement the information technology infrastructure program, city-wide	The yearly information technology forward works plan was completed.	
8.4.1.14 Implement the replacement information technology infrastructure program	The information technology (IT) infrastructure replacement program of work was delivered. Enhancing both the reliability and speed of our IT infrastructure empowers staff to efficiently deliver essential services to members of our community.	

Action	Progress comment	Status
8.4.1.15 Continue to support our staff to use technology by improving digital capability	Training and development for information technology systems and Council-based technology included face-to-face, online and training materials. This has been particularly important when new systems and applications were introduced to the organisation, ensuring greater engagement and use of technology.	
8.4.1.16 Implement technology that allows staff to access information from any location to improve delivery of services	Council's new Intranet allows staff to access corporate information from any location, promoting an informed and engaged workforce.	
8.4.1.17 Implement technology that delivers the best value to the organisation and the community	Council's information technology program of works was successfully completed, delivering positive impact and value to the organisation and the community. This has enabled more innovative ways of working and more efficient service delivery.	
8.4.1.18 Strengthen the approach to the prevention and detection of, response to and recovery from cyber security threats and incidents	Council's position in preventing cyber security threats and incidents to ensure the protection of data continues to be strengthened through external cyber audits and penetration tests, alignment to cyber frameworks and investment in tools.	



OBJECTIVE: OUR PLANT AND FLEET IS MANAGED IN A SUSTAINABLE MANNER TO MAINTAIN THE CITY

Strategy: Procure and maintain plant and fleet assets to support Council operations

Action	Progress comment	Status
8.5.1.1 Complete small plant purchases to support Council services and programs	Small plant acquisitions have been completed to support Council services and programs.	
8.5.1.2 Implement the new plant and fleet program	All additional plant and fleet orders were placed in the first quarter of 2022-2023 financial year with the plant and fleet program now complete.	
8.5.1.3 Implement the plant and fleet replacement program	The plant and fleet replacement program was completed.	

OBJECTIVE: OUR CULTURE OF CONTINUOUS IMPROVEMENT AND INNOVATION SUPPORTS QUALITY SERVICE DELIVERY

Strategy: Enhance our continuous improvement and innovation practices

Action	Progress comment	Status
8.6.1.1 Identify priority areas of service that Council will review across 2022-2026 and commence reviews	<p>An initial evaluation of Council services was completed to determine priority areas for internal review.</p> <p>Services reviewed included sport field and vegetation maintenance, asphalt patching and facilities presentation.</p> <p>Service reviews underway include the library rover and outreach services with support also provided to projects, customer service and duty planning services. Assessment of priority areas for service reviews in financial years 2023-2024 and 2025-2026 was completed. Consultation with stakeholders regarding the identified priorities will be undertaken in July 2023.</p>	
8.6.1.2 Deliver an annual business improvement capability building program to embed a culture of continuous improvement across all staff	<p>The 2022-2023 Business Improvement (BI) capability-building program was completed. The program aimed to maintain Council's established continuous improvement capabilities. During 2022-2023, training was provided to staff who 'opted in' to the program, BI onboarding was established and a BI toolkit was developed. Council's BI Network of Interest was established and continues to grow in membership. Staff were mentored to run their own improvement projects and leaders to run workshops or engage their teams in improvements.</p>	

STATUTORY REPORT

2022-2023

Index

	Requirement	Section	Page(s)
Anti-slavery and the Modern Slavery Act	In accordance with the <i>Local Government Act 1993</i> section 428(4)(c), the report must contain a statement detailing the action taken by Council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of Council and identified by the Commissioner as being a significant issue. In accordance with the <i>Local Government Act 1993</i> section 428(4)(d), the report must contain a statement of steps taken to ensure goods and services procured by and for Council during the year were not the product of modern slavery within the meaning of the <i>Modern Slavery Act 2018</i> .	Statutory Report	44
Capital expenditure review	In accordance with the Office of Local Government Capital Expenditure Guidelines, a report on all capital works projects is considered best practice.	Detailed Progress Report Statutory Report	All 39
Carers recognition	In accordance with the <i>Carers Recognition Act 2010</i> section 8(2), councils considered to be 'human service agencies' under the Act must report on compliance with the Act for the reporting period.	Statutory Report	38
CEO and senior staff remuneration	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(b)(i),(ii),(iii),(iv) and (v), the report must include a statement of the total remuneration package of the general manager. In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(c)(i),(ii),(iii),(iv) and (v), the report must include a statement of the total remuneration packages of all senior staff members (other than the general manager), expressed as the total (not of the individual members).	Statutory Report	38
Coastal protection services charge	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(e1), the report must include a statement detailing the coastal protection services provided (if levied).	Statutory Report	15
Companion animals	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(f), 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 <i>Companion Animals Act 1988</i> and the <i>Companion Animal Regulation 2018</i> .	Statutory Report	13

	Requirement	Section	Page(s)
Contracts awarded	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a2)(i) and (ii), the report must include details of each contract awarded (other than employment contracts and contracts less than \$150,000).	Statutory Report	21
Contributions and donations	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a5) and the <i>Local Government Act 1993</i> section 356, the report must include the total amount contributed or otherwise granted to financially assist others.	Statutory Report	6
Controlling interests in companies	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a7), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held a controlling interest.	Statutory Report	14
Councillor professional development	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 186, the report must include information about induction training and ongoing professional development.	Statutory Report	38
Councillors' and Mayor's expenses	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a1)(i),(ii),(iii),(iiia),(iv),(v),(vi),(vii) and (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 (this amount must equal the reported amount in the financial statements).	Statutory Report	37
Development contributions and levies	In accordance with the <i>Environmental Planning and Assessment Regulation 2021</i> clause 218A(1), (2)(a),(b),(c),(d),(e),(f) and (g), and (3)(a) and (b), the report must include disclosure of how development contributions and development levies have been used or expended under each contributions plan, details for projects for which contributions or levies have been used, and the total value of all contributions and levies received and expended during the year.	Statutory Report	40
Disability Inclusion Action Plan	In accordance with the <i>Disability Inclusion Act 2014</i> section 13(1), the report must include information on the implementation of Council's Disability Inclusion Action Plan.	Community Report	35
Environmental upgrade agreements	In accordance with the <i>Local Government Act 1993</i> section 54P(1), the report must include particulars of any environmental upgrade agreement entered into by Council.	Statutory Report	37

	Requirement	Section	Page(s)
External bodies exercising Council functions	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a6), the report must include a statement of all external bodies that exercised functions delegated by Council.	Statutory Report	24
Fair and equal employment	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a9), the report must include a statement of activities undertaken to implement Council's Equal Employment Opportunity (EEO) management plan.	Community Report	72
Inspections of private swimming pools	In accordance with the <i>Swimming Pools Act 1992</i> section 22F(2) and the <i>Swimming Pools Regulation 2018</i> clause 23, the report must include details of inspections of private swimming pools.	Statutory Report	15
Labour statistics	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(d)(i),(ii)(iii) and (iv), the report must include a statement of the total number of persons who performed paid work on Wednesday 23 November 2022.	Statutory Report	39
Legal proceedings	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a3), the report must include a summary of the amounts incurred by Council in relation to legal proceedings.	Statutory Report	28
Overseas visits	In accordance with the <i>Local Government (General) Regulation 2021</i> 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).	Statutory Report	39
Partnerships, cooperatives and joint ventures	In accordance with the <i>Local Government (General) Regulation 2021</i> 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 participated during the year.	Statutory Report	30
Private works	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(a4) and the <i>Local Government Act 1993</i> section 67, 67(2)(b) and 67(3), the report must include resolutions made concerning work carried out on private land.	Statutory Report	24
Public access to information	In accordance with the <i>Government Information (Public Access) Act 2009</i> section 125(1) and the <i>Government Information (Public Access) Regulation 2018</i> clause 8 schedule 2, the report must include information on government information public access activity.	Statutory Report	16

	Requirement	Section	Page(s)
Public interest disclosures	In accordance with the <i>Public Interest Disclosures Act 1994</i> section 31 and the <i>Public Interest Disclosures Regulation 2022</i> clause 4, the report must include information on public interest disclosure activity.	Statutory Report	15
Rates and charges written off	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 132, the report must include the amount of rates and charges written off during the year.	Statutory Report	36
Recovery and threat abatement plans	In accordance with the <i>Fisheries Management Act 1994</i> 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 those measures as to the state of the environment in Council's area.	Statutory Report	39
Service reviews	In accordance with the <i>Local Government Act 1993</i> section 428(3) and the Integrated Planning and Reporting Guidelines essential element 5.3, the report must include Council's progress on the delivery of the service reviews Council has committed to undertake, the results of those reviews and any changes made to levels of service.	Community Report	44
Special rate variation	In accordance with the Special Rate Variation Guidelines 7.1, the report must include a report on activities funded via a special rate variation of general income.	Statutory Report	37
Stormwater management charge	In accordance with the <i>Local Government (General) Regulation 2021</i> clause 217(1)(e), the report must include a statement detailing the stormwater management services provided (if levied).	Statutory Report	15
Voluntary planning agreements	In accordance with the <i>Environmental Planning and Assessment Act 1979</i> section 7.5(5), the report must include particulars of compliance with and effect of planning agreements in force during the year.	Statutory Report	18

1. Contributions and 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 total, \$5,026,011.81 was contributed or otherwise granted to financially assist others in 2022-2023.

1.1 DONATIONS PROGRAM

Through the Donations Program, Council provides financial assistance to not-for-profit groups and organisations who have significant local membership and/or who are undertaking a project that will provide significant local benefit.

In 2022-2023, Council awarded a total of \$54,669 in donations to community groups and organisations.

Applicant	Funding awarded
Belmont Neighbourhood Centre	\$2000
Cameron Park Probus Club Incorporated	\$2000
Caves Beach Surf Life Saving Club Incorporated	\$2000
Eagle Rocks Dance Club Lake Macquarie Incorporated	\$950
Friends with Dignity	\$2000
Healing Path to Wellness Incorporated	\$2000
Hunter Adults Financial Collaborative	\$2000
Hunter Heart Safe	\$1400 In-kind
Lake Macquarie Live Steam and Locomotive Co-operative Society	\$2000

Applicant	Funding awarded
Lake Macquarie Zebra Finch Society Incorporated	\$1000
Manna House (Macquarie Care)	\$2000
Mount Sugarloaf Croquet Club Incorporated	\$1579
Mums' Cottage	\$1500
Northern NSW Helicopter Rescue Service Limited	\$1316
NSW Justices Association Incorporated	\$2000
Pelican Croquet Club Incorporated	\$2000
Rathmines/Wangi Probus Club	\$1599
Redhead Community Library	\$2000
Redhead Men's Shed	\$2000
ReLeaf Lake Mac	\$2000
South Lake Macquarie Amateur Sailing Club	\$2000
Southlake Community Services Incorporated	\$2000
Sugarvalley Neighbourhood Advancement Group	\$1375
Swansea Belmont Surf Life Saving Club	\$2000
The Canopy Incorporated	\$2000
Whiddon Redhead	\$2000
Windale Men's Shed	\$2000
Wyee Community Hub Incorporated	\$2000
Young Endeavour Youth Scheme	\$3950
Total	\$54,669

1.2 NAIDOC WEEK GRANTS

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.

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 the city. Funded events and projects must engage local Aboriginal people in the planning, implementation and evaluation processes.

In 2022-2023, Council awarded a total of \$15,000 to 18 successful applicants for NAIDOC Week events.

CATEGORY 1 (UP TO \$2500)

Applicant	Funding awarded
Biraban Local Aboriginal Land Council	\$2500*
Total	\$2500

*This event did not proceed and the funding was not claimed.

CATEGORY 2 (UP TO \$750)

Applicant	Funding awarded
Alesco Senior College/Atwea College, Charlestown	\$750
Belmont Community Child Care Centre	\$750
Belmont High School	\$750
Care Activities Incorporated	\$750
Edgeworth Public School	\$750
Floraville Public School	\$750
Kahibah Public School	\$750
Marks Point Public School	\$750
Morisset High School	\$750
St Kevin's Primary School, Cardiff	\$733
St Mary's Catholic College, Gateshead	\$750
St Paul's Primary School, Gateshead	\$750
St Pius X, Windale	\$517
Toronto High School	\$750
Toronto Public School	\$750
Whitebridge High School	\$750
Windale Public School	\$750
Total	\$12,500

1.3 YOUTH WEEK GRANTS

Council provides funding to support events and activities involving young people aged 12-24, 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.

In 2022-2023, the grants program funded nine activities that involved 313 young people who attended and participated in the planning for these activities.

The NSW Government provided half of the core funding totalling \$4760 (which Council is required to match) and an additional \$800 regional subsidy, resulting in a total grant pool of \$10,320.

Applicant	Event	Funding awarded
Advertising costs	Program activities promoted	\$320
Arise Community Support	Skateboard design and art workshop	\$1000
Belmont Neighbourhood Centre	Skateboard design and art workshop	\$1000
Grundy Skateboarding	Learn-to-skate clinics (x3) and competition event	\$4000
Lake Macquarie PCYC (Windale)	Colour Run event	\$1000
Morisset PCYC	Colour Run event	\$1000
Northlake Youth Service	Together Again Youth Festival	\$1000
Southlake Community Services	Youth Raw Challenge	\$1000
Total		\$10,320

1.4 LOCAL HERITAGE PLACES GRANT

Council offers small grants to owners of heritage-listed properties in Lake Macquarie, on a matching dollar-for-dollar basis, to assist with property conservation works.

In 2022-2023, Council awarded \$5000 to two property owners.

Heritage item address	Project	Funding awarded
12 Lindsley Street, Catherine Hill Bay	Replacement of damaged timber windows	\$2000
32 Renwick Street, Toronto	Timber fence repair and repainting	\$3000
Total		\$5000

1.5 RENT SUBSIDIES

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

In 2022-2023, Council provided rent subsidies to a total value of \$4,677,486.

Grouping	Subsidy
Bowling clubs	\$887,271
Childcare centres	\$1,505,743
Community and recreation	\$1,945,991
Crown reserves	\$338,481
Total	\$4,677,486

1.6 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.

In 2022-2023, Council awarded a total of \$192,202 for event funding in the city.

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.

Applicant	Event	Funding approved
Art Lovers Movement (ALM) Incorporated	ALM annual art exhibition and sale 23 and 25 March 2023 at the PCYC Morisset for 500 attendees	\$2000
Boolaroo Speers Point RSL Sub-Branch	ANZAC Day Speers Point 25 April 2023 for 4000 attendees	\$2000
Boolaroo Speers Point RSL Sub-Branch	ANZAC Day Teralba 25 April 2023 for 300 attendees	\$2000
Bread and Brewery	Bread and Brewery's second birthday 4 March 2023 for 100 attendees	\$2000

Applicant	Event	Funding approved
Cardiff Northlakes Brass Band Incorporated (CNL)	Cardiff Northlakes Brass Band concert 23 April 2023 for 100 attendees	\$794
Cardiff Northlakes Brass Band Incorporated	CNL Brass in Concert 13 August 2023 for 100 attendees	\$794
Cardiff Northlakes Brass Band Incorporated	CNL Brass in Concert 11 December 2022 at Warners Bay Uniting Church for 100 attendees	\$657
Cardiff RSL Sub-Branch	ANZAC Day Cardiff 25 April 2023 for 1800 attendees	\$2000
Lake Macquarie Music Society	Festival of the Choirs 3 September 2022 at Warners Bay Theatre for 400 attendees	\$1460
Lake Macquarie Winds	Music of the World 1 March to 30 June 2023 for 100 attendees	\$1200
Lions Club of Valentine Incorporated	ANZAC Day Valentine 25 April 2023 for 1000 attendees	\$2000
New Vine Lakes Baptist Church	Carols by the Lake 2022 11 December 2022 at Thomas H Halton Park for 1500 attendees	\$2000
Newcastle Highland Dance Association Incorporated	56th Annual Newcastle Highland Dancing Association Incorporated highland dance competition 3-4 March 2023 for 200 attendees	\$1000

Applicant	Event	Funding approved
Sir William Dobell Memorial Committee Incorporated	Dobell painting 'Oil Drums' unveiling 26 November 2022 for 80 attendees	\$2000
Speers Point Amateur Sailing Club	2023 Lake Mac Open Skiff Championships 16-17 January 2023 for 50 attendees	\$2000
Sugarvalley Neighbourhood Advancement Group Incorporated	ANZAC Day Cameron Park 25 April 2023 for 1500 attendees	\$2000
Toronto Community Centenary Hub	Textile Tasters 20-29 April 2023 for 40 attendees	\$1134
Waratah Brass Newcastle	Bands in the Park 14 May to 20 December 2023 for 1000 attendees over the series	\$2000
Waratah Brass Newcastle	Waratah Brass concert series 11 December 2022 and 7 May 2023 at Warners Bay Theatre for 400 attendees	\$1000
Waratah Brass Newcastle	Waratah Brass Newcastle 23 July 2023 for 400 attendees	\$670
Whittley Club NSW Incorporated	Whittley Club National Regatta NSW 2023 20-23 March 2023 at Trinity Point for 80 participants	\$2000
Total		\$32,709

COMMUNITY EVENTS

Community funding recognises the vital contribution of not-for-profit organisations and groups in developing 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.

Applicant	Event	Funding approved
Belmont RSL Sub-Branch	Anzac Day 25 April 2023 at Belmont for 200 attendees	\$2000
Catalina Players Incorporated	Wangi New Year's Eve fireworks 2022 31 December 2022 for 6000 attendees	\$5000
Charlestown Scout Group	Anzac Day Dawn Service 2023 25 April 2023 for 3000 attendees	\$1250
Newcastle Restored Vehicle Club	Show and Shine 15 October 2023 for 2000 attendees	\$2000
NSW Police and Emergency Services Sailing Club	Emergency Services Regatta Lake Macquarie 14-15 November 2022 for 140 participants	\$2500
Opera Hunter	The Last Five Years 3-5 November 2022 at Warners Bay Theatre for 450 attendees	\$4602
Rainbow Club Australia Limited	Lake Mac Magic Ocean Swim 5 March 2023 at Salts Bay for 650 attendees	\$5000

Applicant	Event	Funding approved
Royal Motor Yacht Club Toronto	Lakefest 2023 28 January to 1 April 2023 for 4000 attendees	\$5000
Samurai Judo Academy	Hunter Open Judo Championships - Lake Macquarie Spring Games 27 August 2023 for 200 attendees	\$1600
Swansea Belmont Surf Life Saving Club	Kracka Ironperson Challenge 28 November 2022 at Blacksmiths Beach for 1800 attendees	\$4000
Swansea Belmont Surf Life Saving Club	Moon Island Challenge 28 October 2023 for 150 attendees	\$4500
Wangi Lions Club	Dobell Festival of Arts and Craft 2-4 June 2023 for 850 attendees	\$5000
Wangi Wangi RSL Sub-Branch	ANZAC Day 25 April 2023 for 3000 attendees	\$2000
Wellbeing and Mystical Festival	Wellbeing and Mystic Festival 5 November 2022 at Speers Point Park for 1500 attendees	\$3680
Total		\$48,132

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.

Applicant	Event	Funding approved
Atune Cardiff Squash Centre	Lake Macquarie Open 23-24 July 2022 at Cardiff for 150 attendees	\$1100
Combined Italian Automobile Organisation Incorporated	Lago di Mac - Lap of the Lake 10 December 2022 at Thomas H Halton Park for 2000 attendees	\$18,000
Lake Macquarie Music Society	Lake Macquarie Eisteddfod 6 August to 8 October 2022 (various dates) for 2000 attendees	\$5308
Max Adventure Pty Ltd	Max Adventure Race Lake Macquarie 2023 11-12 February 2023 for 600 attendees	\$10,000
Max Adventure Pty Ltd	Raffertys Coastal Run 8 July 2023 for 800 attendees	\$6000
Newcastle Jets Football Club	Jets Fan Day 2 October 2022 at Speers Point Park for 750 attendees	\$7000
Newcastle Pride Incorporated	Festival Day 1-15 September 2023 for 5000 attendees	\$7000
Ooh la la Dance Extravaganza	Ooh la la Dance Extravaganza 16-17 January 2023 for 200 attendees	\$1700
Opera Hunter	Lake Macquarie Philharmonic Orchestra 22 October 2023 for 300 attendees	\$13,000
Rotary Club of Warners Bay	Lake Macquarie Autumn Fair 6 May 2023 for 8000 attendees	\$5000
Tangerine Events	Food and Wine Festival 26 March 2023 for 5000 attendees	\$8253
Tasar Association of NSW	Tasar Australian National Championships 29 December 2022 to 6 January 2023 for 500 participants	\$10,000

Applicant	Event	Funding approved
Warners Bay Business Network	Music in the Podium 21 Fridays from November 2022 to 25 March 2023 for 12,000 attendees	\$15,000
Youth Slash N Bash	Youth Slash N Bash 5-7 May 2023 for 500 attendees	\$4000
Total		\$111,361

1.7 COMMUNITY ENVIRONMENT GRANTS

The Community Environment Grants program supports not-for-profit community groups undertaking community-initiated projects that improve our local environment or inspire environmentally sustainable behaviour in our city.

In 2022-2023, Council awarded \$45,125.81 in grant funding to 16 community and school parents and community groups.

Applicant	Project	Funding approved
Belmont Community Child Care Centre	Sustainable incursions/excursions	\$2997.50
Blackalls Park Preschool	Bush Tucker Reconciliation Garden	\$1767.50
Cardiff OOSH and Vacation Care	Seed2Plate	\$1400
Caves Beach Public School P&C	Caves Beach Public's Inclusion Celebration Space	\$5000
Eco Minds Community Care Incorporated	Wilsons Garden Group Grows	\$1825.51

Applicant	Project	Funding approved
Edgeworth Community Preschool Incorporated	Grow it. Eat it. Love it.	\$3391.75
Kenibea Landcare	Nest boxes for Kenibea Bushland Reserve	\$2431
Morisset OOSH and Vacation Care	The Great Treasure Hunt	\$1673
Scout Association - 1st Warners Bay Scout Group	Bush Tucker Garden Project	\$2389
Southlake Community Services Incorporated	Southlake Neighbourhood Centre Environmental Education Program	\$2566
Speers Point Public School P&C	Waratah Garden - Setting Environmental and Sustainability Standards for Speers Point Public School	\$4878.09
St Joseph's Primary School Kilaben Bay Parents and Friends Group	Reducing Food Waste in Our School	\$608
Survivor's R Us Incorporated	Survivor's Sustainable Verge Watering	\$3801.96
Toronto Community Child Care Centre	Toronto Community Childcare - Waste Reduction and Composting Project	\$1096.50
Valentine Area Sustainable Neighbourhood Group	Solar Sense Valentine	\$4300
Wyee Community Hub Incorporated Association	Onsite Food Waste Management - Wyee Community Hub	\$5000
Total		\$45,125.81

1.8 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 2022-2023 included Delta Electricity, Origin Energy and Hunter Water Corporation.

In 2022-2023, four projects were funded for a total of \$26,209.

Applicant	Project	Funding approved
Dr R. Alam	Heavy metal and nutrient removal by bioretention basins	\$8375
Associate Professor T. Gaston	Ecological effects of foreshore stabilisation on habitat specific fish assemblages	\$5654
Dr M. Hugget	Investigating the effect of anthropogenic noise pollution on fish health	\$7680
Mr L. Walker	Investigating plant-sediment interactions in seagrass meadows under multiple environmental stressors	\$4500
Total		\$26,209

2. Companion animals

OUR ROLE

Council Rangers are responsible for enforcing NSW companion animal legislation. Rangers promote and facilitate responsible ownership of dogs and 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 \$429,764 in companion animal revenue in 2022-2023, comprising:

- \$322,813 from registration fees
- \$93,763 from infringement notices
- \$13,188 from impounding fees.

Council's expenditure for the year includes the cost of running a holding facility and wages for Council staff undertaking the following duties:

- responding to animal administration
- dog attacks
- kennel hand
- Rangers assisting with animal impounding and seizure of animals.

The cost for all companion animal-related duties, equipment and facilities was \$804,764.

IMPOUNDED ANIMALS

Council rangers impounded 652 companion animals during 2022-2023.

When Council collects an animal, it is checked for identification and returned to the owner where possible. Council returned 317 animals to their owners.

If the owner cannot be identified, a Ranger will start communications with rehoming organisations. Council sent 224 animals to rehoming organisations in 2022-2023.

DOG ATTACKS

In 2022-2023, there were 251 dog attack reports, 146 involving other animals and 115 involving people. This figure includes 10 reports that were a combination of animals and people.

Council Rangers investigate all alleged attacks 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 at lakemac.com.au educates people about their responsibilities as pet owners and actively promotes the importance of de-sexing dogs and cats. 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 promotes all our off-leash areas.

Council regularly mails information to companion animal owners about their 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 rehomed.

Council rangers offered free microchipping on four days this year.

ALTERNATIVE TO EUTHANASIA FOR UNCLAIMED ANIMALS

Council has established relationships with various companion animal welfare and rehoming groups to ensure we increase rehoming rates. We manage a very successful lost and found page and use social media to improve return-to-home efforts.

OFF-LEASH AREAS FOR DOGS

Our Dogs in Open Space Strategy aims to provide a strategic approach to the provision of dog-friendly spaces that balances the broader needs for safe and accessible open space for all Lake Macquarie residents and visitors.

Council currently has 29 off-leash areas at beaches, parks and reserves throughout the city.

Off-leash locations are available at lakemac.com.au.

3. Controlling interests in companies

At 30 June 2022, Council held no controlling interests in companies.

4. Stormwater management charge

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

5. Coastal protection services charge

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

6. 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	2
Inspections of premises on which there were more than two dwellings	4
Number of properties issued with a certificate of compliance	1172
Number of properties issued with a certificate of non-compliance	108

7. Public interest disclosures

Public authorities are required to report annually to Parliament on their obligations under the *Public Interest Disclosures Act 1994* (PID Act). The PID Act sets in place a system to encourage public officials to report serious wrongdoing. The conditions around this reporting are set out in Council's internal reporting Public Interest Disclosures Policy.

The following disclosures were made under the policy in 2022-2023.

	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	3		
Number of PIDs received	3		
Of PIDs received, number primarily about:			
• Corrupt conduct	2		
• Maladministration	1		
• Serious and substantial waste			
• Government information contravention			
• Local government pecuniary interest contravention			
Number of PIDs finalised	1*		

*Two PIDs remained open at the end of the reporting period.

Have you established an internal reporting policy?	Yes
--	-----

Has the head of your public authority acted to meet their staff awareness obligations?	Yes
--	-----

8. Public access to information

8.1 PROACTIVE RELEASE OF INFORMATION

Council is committed to proactively releasing information to promote accountability and transparency, and to help the community participate in its decision-making.

We publish information via our website, media releases, community engagement portal and various social media and electronic platforms.

As required under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), each year Council reviews the information that can be proactively released through these channels.

We assess formal and informal access applications to determine the types of information our community wants. We consult Council's Customer Service Centre and key departmental staff about the types of requests they receive through telephone calls, emails and at the service counter. We regularly examine what other councils make publicly available on their websites.

SOCIAL MEDIA

In 2022-2023, Council continued to use social media to distribute information to the wider community.

Our social channels have continued to grow, gaining a combined total of 5900 new followers, bringing our 'digital community' to 84,805 followers across Facebook, Instagram, Twitter and LinkedIn.

We published more than 8819 posts, stories, replies to comments and private messages across our four social channels and received 29,513 comments, wall posts, tags, retweets, mentions and private messages.

COUNCIL WEBSITES

We made several upgrades to our website to improve online access to information including:

- creating a one-stop shop with flood information for property owners and developers to understand their flood risk
- updating forms to an online version on the Councillors' portal
- streamlining the animal registration process
- updating the capital works project page to make it easier for customers to contact us about individual projects
- streamlining the educational tours for schools to access Council facilities.

Council continues to review the content available on its website to ensure it is transparent, accurate and informative. In 2022-2023, Council's website had 3,728,133 page views from 1,768,120 individual sessions.

The most frequently visited pages on Council's website were:

Page	Views
Homepage	457,578
Bulk waste collection dates	211,139
Bin collection days	164,827
Application enquiry	101,138
Contact us	68,061
Careers	56,508

MEDIA AND OTHER COMMUNICATIONS

In 2022-2023, Council published more than 210 media releases and news stories. Four editions of the Your City newsletter were distributed with quarterly rates notices. The Your City e-newsletter was also issued fortnightly to an average of 17,076 subscribers, an increase of 3699 from 2021-2022.

We distributed 10 editions of our business e-newsletter to 20,000 subscribers, providing relevant updates, news and support opportunities for small and medium enterprises.

COMMUNITY ENGAGEMENT

Council's online community engagement portal, Shape Lake Mac, continues to provide information to residents. In 2022-2023, there were more than 77,700 visits to Shape Lake Mac and 6179 active participants provided feedback on several long-term strategies for the city.

There were 36 key engagement projects, proactively providing information to our community on long-term strategies and plans for the city.

Some of these projects included:

- Council's Operational Plan and Budget
- Teralba and Toronto Climate Resilience Planning
- Coastal Management Program
- Dogs in Open Space Strategy and Policy
- Active Recreation Strategy
- Aquatic Facilities Strategy
- Heritage and Museum Strategy
- Veronica Place, Cardiff
- Lake Mac Libraries outreach services
- e-bike trial evaluation
- Murrays Beach park naming
- a new playground at Boolaroo.

8.2 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 GIPA Act is available upon request.

Council received 289 formal access to information applications, including withdrawn but not invalid applications. One access to information request was declared invalid.

Council made decisions on 289 applications within the statutory timeframe (20 days plus any extensions).

Council wholly refused one application as the application was 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).

Outcome of formal applications received	Number of times consideration used
Access granted in full	
Private sector business	97
Members of the public (by legal representative)	13
Members of the public (other)	142
Access granted in part	
Members of the public (other)	5
Access refused in full	
Private sector business	2
Members of the public (other)	6
Information not held	
Private sector business	2
Members of the public (by legal representative)	3
Members of the public (other)	4
Information already available	
Private sector business	7
Members of the public (by legal representative)	1
Members of the public (other)	6
Refuse to deal with application	
Members of the public (other)	2
Application withdrawn	
Private sector business	3
Members of the public (other)	4

Reasons information was not disclosed	Number of times consideration used
Conclusive presumption of overriding public interest against disclosure	
Legal professional privilege	1
Other public interest considerations	
Responsible and effective government	8
Individual rights, judicial processes and natural justice	11
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	1

9. Voluntary planning agreements

A voluntary planning agreement (VPA) 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

Seven planning agreements were in force during 2022-2023, as outlined below:

Developer	Agreement details	Date made
Rezoning of land at North Cooranbong - Residential land subdivision		
Johnson Property Group Pty Ltd	<p>The agreement requires 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 requires the dedication of 119.24 hectares 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"> • onsite neighbourhood park • onsite sports facility and dog exercise park • north and south local parks • town common sports facility and multi-courts area • multi-purpose centre. 	<p>26 November 2008*</p> <p>*most recent version, 7 June 2021</p>

Developer	Agreement details	Date made
Rezoning of land at Bonnells Bay		
Stannic Securities Pty Ltd	The agreement requires the developer 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

Employment generating development at Windale		
Hydrox Nominees Pty Ltd	<p>The agreement requires the developer to:</p> <ul style="list-style-type: none"> • acquire and transfer to Council various unformed roads land (4.35 hectares) • undertake maintenance works on the proposed environmental conservation land, which includes preparing 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 preparing 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

Developer	Agreement details	Date made
Quarry extension at Teralba		
Metromix Pty Ltd	The agreement requires the developer 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

Rezoning of land at George Booth Drive, Edgeworth		
Hammersmith Management Pty Ltd	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

Developer	Agreement details	Date made
Rezoning of land at Eleebana		
NS DR Properties Pty Ltd	The agreement requires the developer to transfer land to Council for the public purpose of conserving the natural environment. It also requires the developer to: <ul style="list-style-type: none"> • prepare a management plan • undertake a maintenance period of five years • pay a monetary contribution of \$49,000 (plus indexation) to Council to support the ongoing management of the land. 	27 July 2020

Reconfiguration of shops and restaurants at Glendale		
Stockland Development Pty Ltd	The agreement requires the developer to: <ul style="list-style-type: none"> • pay Council \$1,005,900 (increased by indexation) towards the construction of road works by Council associated with section one of stage one of the Lake Macquarie Transport Interchange and Stockland Drive • transfer land to Council for the purpose of road widening associated with section two of stage one of the Lake Macquarie Transport Interchange. 	1 March 2021

Developer	Agreement details	Date made
Rezoning of land at Wyee Point		
FTLR Pty Limited	<p>The agreement requires the developer to transfer land to Council for the public purpose of conserving the natural environment. It also requires the developer to:</p> <ul style="list-style-type: none"> • restore the ecological land back to a self-sustaining native ecosystem prior to dedicating the land to Council • pay a monetary contribution of \$885,755 (plus indexation) to fund the management of the ecological offset land in perpetuity • pay Council \$336,105 to secure Council's landholdings for the purpose of ecological offsets. Council will retain ownership of these landholdings, with payment by the developer for the use of the land as ecological offset only. 	17 October 2022

10. New contracts awarded and renewal of existing contracts

Contracts are listed from highest to lowest spend. All amounts exclude GST.

Hunter Region Sports Centre expansion

\$42,641,744

Grindley Construction Pty Ltd

Building and construction works panel*

Estimated spend of contract over three years: \$12 million

Collaborative Construction Solutions

Graph Build Pty Ltd

Kingston Building (Australia) Pty Ltd

Mat Brown Building Pty Ltd

North Construction and Building Pty Ltd

Pluim Commercial Contractors

Unique Building Partners Pty Ltd

Aggregates, glass sands and pavements*

Schedule of rates

Estimated spend of contract over two years: \$3.9 million

Boral Resources (NSW) Pty Ltd

Concrush Pty Ltd

Buttai Gravel Pty Ltd trading as Daracon Quarries

Karuah East Quarry Pty Ltd

Metromix Pty Ltd

Large sites electricity supply

\$3,306,840

Progressive Green Pty Ltd trading as Flow Power

Traffic management and control services**\$3 million**

Workforce Road Services Pty Ltd
DOB Enterprises Pty Ltd trading as Watchout Traffic Control

Lake Macquarie Croquet Facility**\$2,534,410**

Mat Brown Building Pty Ltd

Swansea Lakeside Holiday Park management**Estimated spend of contract over three years: \$2,149,152**

Affberg Pty Ltd

Belmont Sports Field design and reconstruction**\$2,053,725**

The Green Horticultural Group Pty Ltd

Bush regeneration, revegetation and weeding panel***Schedule of rates****Estimated spend of contract over three years: \$1.75 million**

BARRC Bushland and Rainforest Restoration and Consulting

Toolijooa Pty Ltd

Total Earth Care Pty Ltd

Works Depot microgrid project**\$1,646,755**

AGL Energy Solutions Solgen Energy

Sports field lighting panel***Estimated spend of contract over three years: \$1,476,000**

LELM Pty Ltd trading as O'Brien Electrical Lake Macquarie

Rees Electrical Pty Ltd

Smada Electrical Services Pty Ltd

Murrays Beach Park construction**\$1,391,083**

Paramount Landscaping Pty Ltd trading as Daracon Landscaping

Croudace Bay Sports Complex reconstruction works**\$1,345,002**

Turspec Pty Ltd

Retail supply of small sites electricity**\$1,068,000**

Shell Energy Retail Pty Ltd

Property and Revenue Management System**\$844,976**

Infor Global Solutions (Anz) Pty Ltd

Supply and delivery of concrete pipes and associated products panel***Schedule of rates****Estimated spend of contract over five years: \$800,000**

P W Saddington and Sons Pty Ltd

CIA Precast and Steel Pty Ltd trading as Advanciv

Precast Civil Industries Pty Ltd trading as Civilmart

Holcim (Australia) Pty Ltd trading as Humes Concrete Pipes

Cleaning services panel***Schedule of rates****Estimated spend of contract over five years \$777,000**

Command51 Pty Ltd

VDG Pty Ltd

S. Michael Cleaning Services Pty Ltd trading as Squeaky Group

Kurri Kurri Community Services Ltd trading as Hunter Commercial Services

Toronto Commercial Centre tile replacement**\$723,173**

Kingston Building Pty Ltd

Bulky waste collection solution**\$698,218**

Fusion5 Pty Ltd

PETE System software \$623,324 Cornerstone Ondemand Australia Pty Ltd
Geographic Information System \$590,000 Esri Australia Pty Ltd
Awaba Waste Management Facility leachate tankering services \$590,000 Solo Resource Recovery
Authority Enterprise System software \$576,666 Civica Pty Ltd
Road and line marking works \$530,000 Whiteline Road Services (Jenalad Pty Ltd) Oz Linemarking NSW Pty Ltd Combined Traffic Management Pty Ltd
Civil construction waste material recycling Schedule of rates Estimated spend of contract over one year: \$510,000 Concrush Pty Ltd Boral Recycling Pty Ltd Central Waste Station Pty Ltd
Traffic light contractor at Alton Road, Cooranbong \$424,740 Hix Group Pty Ltd
Redhead Pump Track design and construction \$400,000 Velosolutions Australia Pty Ltd

Thompson Road, Speers Point watermain construction \$393,764 Mullane Construction Plumbing Pty Ltd
20 Ruttleys Road, Wyee remediation work \$382,825 Enviropacific Services Limited
Supply and installation of road safety barriers \$380,000 Destraz Pty Ltd trading as D and P Fencing Contractors Guardrail Installations Australia
Injury risk and safety management solution \$355,400 HSI APAC Pty Ltd
Killingworth Multi-court \$328,800 Mat Brown Building Pty Ltd
Veronica Place, Cardiff \$320,000 Plantabox Pty Ltd
Provision of real estate sales Estimated spend of contract over three years: \$317,630 First National Altitude
Swansea Swim Centre electrical substation \$306,300 Mackie Civil Pty Ltd
Awaba waste services GPS system \$280,000 Position Partners Pty Ltd

Morisset Community Hub feasibility study

\$278,480

Lahz Nimmo Architects Pty Ltd

Replacement of existing playground at Arcadia Vale

\$269,975

Moduplay Group Pty Ltd

Finnan Oval, Blackalls Park sports field lighting upgrade

\$268,000

Rees Electrical Pty Ltd

Wangi Point Holiday Park management

\$257,000

Joanne and Matthew Arnott

Douglass Street, Dora Creek sports field lighting upgrade

\$247,000

Rees Electrical Pty Ltd

TRIM software and support services

\$234,580

Civica Pty Ltd

Harold Knight Oval, Gateshead sports field lighting

\$220,430

Rees Electrical Pty Ltd

Smash repairs panel*

Schedule of rates

Estimated spend of contract over one year: \$210,000

Warners Bay Paint and Panel Pty Ltd

Ozzie Auto Styling Pty Ltd trading as Williams Bodyworks

Novatav Pty Limited trading as Fix Auto Lake Macquarie

Croudace Bay Sports Complex project

\$195,000

Billabong Turf Australia Pty Ltd

Lenaghan Oval, Belmont North sports field lighting upgrade

\$162,920

Smada Electrical Services Pty Ltd

Provision of banking services

Schedule of rates

Westpac Banking Corporation

* Supplier panels with estimated expenditure value. Schedule of rates refers to 'do and charge', with contracts of estimate value to be in excess of \$150,000.

11. Private works

Council did not make any resolutions concerning work carried out on private land under section 67 of the *Local Government Act 1993* in 2022-2023.

12. External bodies exercising Council functions

HUNTER RESOURCE RECOVERY PTY LTD

Hunter Resource Recovery (HRR) is the contract manager of kerbside collection, sorting and marketing of dry recyclables for Council. Lake Macquarie, Cessnock, Maitland and Singleton councils jointly operate the service.

HRR is an incorporated not-for-profit joint venture company limited by guarantee. It is a delegate of these member councils and has also been appointed as a trustee of the member councils' recycling collection fund.

HRR manages the collection and processing contract with Solo Resource Recovery. Lake Macquarie residents' active participation in the kerbside collection of recyclables continues to divert thousands of tonnes of material away from landfill.

HUNTER JOINT ORGANISATION GROUP ENTITIES

The Hunter Joint Organisation, 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.

There are five key entities that operate as part of the current enterprise offering:

Hunter Joint Organisation – a statutory body under the *Local Government Act 1993*, 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 the community.

Arrow Collaborative Services Limited (and its wholly owned subsidiaries **Hunter Councils Legal Services Limited** and **Arrow Collaborative Communications**) – companies limited by guarantee under the *Corporations Act 2001* and established to improve the quality and efficiency of local government services throughout the

Hunter Region. These organisations offer tailored local government services through three divisions: Local Government Legal, GoodChat TV, and Regional Procurement; and the Hunter JO Policy and Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program, on behalf of both Hunter Joint Organisation member councils and Central Coast Council).

Hunter Councils Incorporated – an incorporated association under the *Associations Incorporation Act 2009* that holds property assets for the Hunter Joint Organisation group.

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.

DANTIA

Dantia is the city's independent economic development company that is funded by Council, but independently governed and managed. Dantia works with business, government, the community and partners to advance the sustainable economic prosperity of Lake Macquarie City.

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.

COMMUNITY FACILITIES

Facility	External body
Holmesville Community Garden	Holmesville Community Garden 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
Wyee Community Hall	Wyee Community Hall Operating Committee

SPORTING AND RECREATION FACILITIES

Facility	External body
Aitchison Reserve, Pelican	Belmont Swansea Junior Soccer Club Incorporated
Auston Oval and Bernie Goodwin Reserve, Morisset	Morisset United Football Club Incorporated
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 Incorporated
Belmont ovals (Cahill, Miller, Barton and Lumsden ovals)	Belmont Ovals Community Operating Committee
Bill Bower Oval, Glendale	Glendale Junior Rugby League Club Incorporated

Facility	External body
Blackalls Park (Finnan, Waterboard, Croft and Todd Street ovals)	Blackalls Park Ovals Community Operating Committee
Blacksmiths Oval	Belmont Swansea United Football Club Incorporated
Blacksmiths Tennis Courts	Blacksmiths Tennis Club Incorporated
Bolton Point Tennis Courts	Bolton Point Tennis Club Incorporated
Bonnells Bay Netball Courts	Morisset Netball Club Incorporated
Cardiff ovals (No. 1, 2 and 3 ovals)	Cardiff Ovals Community Operating Committee
Cardiff Park Tennis Courts	Cardiff Park Tennis Community Operating Committee
Caves Beach Netball Courts	Caves Beach Netball Incorporated
Caves Beach Tennis Courts	Caves Beach Tennis Club Incorporated
Chapman Oval, Swansea	Swansea Football Club Incorporated
Charlestown Oval	Charlestown Junior Football Club Incorporated
Cooranbong Park Sports Complex	Cooranbong Park Sports Complex Operating Committee
Cooranbong Recreation and Equestrian Reserve	Cooranbong Recreation and Equestrian Reserve Community Operating Committee
Croudace Bay Sports Complex	Valentine Eleebana Netball Incorporated, Valentine Eleebana JRLFC Incorporated and Valentine Eleebana Football Club Incorporated
Dora Creek ovals (Douglass Street ovals)	Dora Creek Ovals Community Operating Committee
Edgeworth Junior Football	Edgeworth Junior Soccer Club Incorporated

Facility	External body
Edgeworth Little Athletics	Edgeworth and District Little Athletics Centre Incorporated
Edgeworth Netball Courts	Sugar Valley Netball Club Incorporated
Eleebana Oval	Valentine Eleebana Soccer Club Incorporated
Evans Park, Cardiff	Evans Park Community Operating Committee
Fassifern Oval	Westlakes Archers Incorporated
Feighan Oval, Warners Bay	Feighan Oval Community Operating Committee
Fishburn Fields, Rathmines	Westlakes Wildcats Junior Football Club Incorporated
Fred Wright, Harold Knight ovals and Mick Middleton Field, Gateshead	Kahibah Football Club Incorporated
Gateshead ovals (Allen Davis and Ernie Calland fields)	Gateshead Ovals Community Operating Committee
Gibson Field, Morisset	Southern Lakes Rugby Union Club Incorporated
Gregory Park, West Wallsend (Les Wakeman Field)	Gregory Park Community Operating Committee
Hillsborough Oval	Warners Bay Football Club Incorporated
Hillsborough Tennis Courts	Hillsborough Tennis Club Incorporated
Holford Oval, Mount Hutton	Valentine Eleebana Football Club Incorporated
Jack Stewart Netball Courts, Charlestown	Charlestown Netball Association Incorporated
John Street Field, Warners Bay	Warners Bay Football Club Incorporated
Johnston Park, West Wallsend	West Wallsend Senior Soccer Club Ltd
Kahibah Oval and Andy Bird Field, Kahibah	Kahibah Ovals Community Operating Committee

Facility	External body
Keith Barry Oval, Toronto West	Macquarie Sub Junior Rugby League Club Incorporated
Kevin Evans Oval, Holmesville	West Wallsend Senior Soccer Club Ltd
Kindyerra Reserve, Argenton (Jack Edwards Fields)	Argenton United Junior Soccer Club Incorporated
Lakelands Oval	Warners Bay Football Club Incorporated
Lakelands Tennis Courts	Cagney Tennis Academy
Lance York Field, Garden Suburb	Garden Suburb Soccer Club Incorporated
Lenaghan Oval, Belmont North	Belmont North Junior Rugby League Club Incorporated
Liles Oval, Redhead	Liles Oval Community Operating Committee
Lisle Carr Field, Whitebridge	Charlestown City Blues Football Club Incorporated
Lydon Field, Dudley	Dudley Redhead United Soccer Club Incorporated
Macquarie Field, Speers Point	Lake Macquarie City Football Club Incorporated
Marks Oval, Floraville	Belmont Football Club Ltd
Marks Oval Tennis Courts, Floraville	Marks Oval Tennis Community Operating Committee
Martinsville Oval	Martinsville Oval Community Operating Committee
Molly Smith Netball Courts, Belmont	Lakeside Netball Association Incorporated
Morisset Showground	Morisset Showground Operating Committee
Mount Hutton Tennis Courts	Mount Hutton Tennis Club Incorporated
Nancy Dwyer and Ken Booth Netball Courts, Cardiff	Cardiff Netball Club Incorporated

Facility	External body
Neegulbah Park, Macquarie Hills	Cardiff and District Little Athletics Centre Incorporated
New Tredinnick Fields, Speers Point	Lake Macquarie Football Club Incorporated
Parbury Park, Swansea	Parbury Park Community Operating Committee
Pasterfield Sports Complex, Cameron Park	Pasterfield Sports Complex Community Operating Committee
Peacock Field, Toronto Ovals	Toronto Ovals Community Operating Committee
Pendlebury Oval, Bolton Point	Lakers Baseball Club Incorporated
Pickering Oval, Adamstown Heights	Pickering Oval Community Operating Committee
Rathmines Tennis Courts	Rathmines Tennis Club Incorporated
Redhead Tennis Courts	Redhead Tennis Club Incorporated
Ron Hill Oval, Toronto	Ron Hill Oval Community Operating Committee
St John Oval, Charlestown	St John Oval Community Operating Committee
Swansea Equestrian Ground	Swansea Horse and Riders Club Incorporated
Swansea South Tennis Courts	Swansea South Tennis Club Incorporated
Taylor Park, Barnsley	Taylor Park Community Operating Committee
Tulkaba Park, Teralba	Lake Macquarie Australian Football Club Incorporated
Ulinga Park (Jack Neave Fields), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Ulinga Park (Netball), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee

Facility	External body
Ulinga Park (Tennis), Cardiff South	Richard Harry McMurray
Walters Park, Speers Point	Lake Macquarie Rugby Club Incorporated
Wangi Wangi Netball Courts	Westlakes District Netball Association Incorporated
Wangi Wangi Oval	Wangi Oval Community Operating Committee
Warners Bay Netball Courts	Warners Bay Netball Incorporated
West Wallsend Tennis Courts	West Wallsend Tennis Club Incorporated
Windale Netball Courts	Atuka Netball Club Incorporated
Windale ovals (Hunter Barnett and Michael Bird Fields)	Windale Ovals Community Operating Committee
Windsor Park, Gateshead	Phoenix Charlestown Baseball Club Incorporated
Woodrising Netball Courts	Bolton Point Fennell Bay Netball Club Incorporated
Wyee Community Tennis Courts	Wyee Community Hall Community Operating Committee

13. Legal proceedings

During 2022-2023, Lake Macquarie City Council was involved in legal proceedings in the Local Court, District Court, Land and Environment Court, and the Supreme Court.

13.1 LOCAL COURT

Council's involvement in legal proceedings in the Local Court over 2022-2023 was mainly in respect of Court elections for Penalty Infringement Notices (PINs), and proceedings related to debt recovery.

COURT ELECTIONS FOR PINS

Court elections in response to PINs issued by Council can be for a range of matters. Mainly these are for traffic and parking infringements or companion animal offences. They may also relate to failure to obtain or comply with an approval, or non-compliance with Council orders and notices.

In 2022-2023, Council was involved in 137 Court elections in relation to PINs. Of these, 95 Court elections were related to traffic and parking PINs, which are generally managed by Council with support from NSW Police.

Outcome of Court elections relating to traffic and parking PINs

Convictions recorded and/or fines imposed by the Court	13
Found proven and the Court either did not record a conviction, or recorded a conviction without further penalty	43
Withdrawn by Council prior to hearing	24
Dismissed by the Court	2
Ongoing at the end of the reporting period	13

There were 37 Court elections in relation to companion animal PINs. Legal expenses of \$1309 (excluding GST) were incurred in relation to three of those companion animal PIN appeals.

Outcome of Court elections relating to companion animal PINs

Withdrawn by Council prior to hearing	21
Convictions recorded and/or fines imposed by the Court	9
Found proven and the Court either did not record a conviction, or recorded a conviction without further penalty	3
Ongoing at the end of the reporting period	4

There were two development compliance PIN appeal matters. Of those, one was found proven, but the court did not record a conviction. The other matter was ongoing.

There were three appeal matters of PINs issued for failing to comply with the terms of use of a public place, which were withdrawn by Council.

No other legal expenses were incurred by Council in relation to Court elections for PINs.

DEBT RECOVERY

Debt recovery proceedings by Council are generally focused on the recovery of unpaid rates or sundry debts.

Council commenced 65 statements of claim in relation to the recovery of unpaid rates and other debts by Council in the Local Court.

Judgment was granted in favour of Council by the Court for 38 debt recovery matters, and 10 Garnishee Orders were also issued.

A defence was submitted in one debt recovery matter which was ongoing at the conclusion of the reporting period.

Expenses of \$25,303 (excluding GST) were incurred by Council related to Local Court debt recovery proceedings during 2022-2023.

13.2 DISTRICT COURT

Council was involved in one matter related to the recovery of a debt in the District Court in 2022-2023, in which judgment was granted in favour of Council by the Court. Legal expenses of \$4745 were incurred in relation to the matter.

Council was also involved in one matter relating to a personal injury claim in the District Court. No legal expenses were incurred, and that matter was ongoing at the conclusion of the reporting period.

13.3 LAND AND ENVIRONMENT COURT

Council was involved in Class 1 (merit appeals) and Class 4 (enforcement or judicial review) proceedings in the Land and Environment Court over 2022-2023.

There were six Class 1 proceedings. Of those matters, two were resolved by agreement with consent conditions imposed, and the other four appeals were ongoing at the conclusion of the reporting period.

Council was also involved in one Class 4 matter relating to the validity of a development approval, which was ongoing.

Council incurred legal expenses of \$40,949 (excluding GST) in relation to Land and Environment Court matters over 2022-2023.

Council recovered \$909 (excluding GST) towards its costs in one matter.

13.4 SUPREME COURT

Council was involved in proceedings in the Supreme Court in 2022-2023 related to relief claimed for property damage, and also in a claim for personal injury. Both matters were ongoing, with legal expenses of \$222,994 (excluding GST) incurred by Council.

13.5 FURTHER INFORMATION REGARDING LEGAL PROCEEDINGS

Further information regarding legal expenses incurred by Council during 2022-2023, 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.

14. Partnerships, cooperatives and joint ventures

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.

Participants with Lake Macquarie City Council	Description
Backyard Habitat for Wildlife	
Hunter Indigenous Plants Lake Macquarie Landcare Nursery Newcastle Wildflower Nursery Poppy's Garden Centre Riverdene Nurseries The Wildflower Nursery Trees in Newcastle Wildplant Nursery	Participating nurseries offer native plants at a discounted rate to Backyard Habitat for Wildlife program members.
Catapult	
Catapult	Partnership for the promotion and presentation of contemporary dance in Lake Macquarie City.
Charlestown Stakeholder Group	
Out of Home Care Services Department of Education Arise Community Support 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 precinct.
Chemical CleanOut	
Cleanaway (waste contractor) NSW Environment Protection Authority	Residents are encouraged to drop-off their household problem waste on two designated days each year. Council hosted one event at the former Belmont Bunnings Warehouse site, and a second event at Rathmines Boat Ramp.

Participants with Lake Macquarie City Council	Description
Circular Economy Living Lab (CELL)	
Dantia University of Newcastle Origin (project based only – not CELL entity)	The Circular Economy Living Lab (CELL) is an independent, not-for-profit organisation, founded by Dantia, Lake Macquarie City Council and the University of Newcastle. It drives circular economy outcomes by accelerating innovation, building capacity, and creating new jobs.
Clean Up the Lake	
Bahtabah Local Aboriginal Land	Partnership to facilitate removal and monitoring of litter in aquatic environments of Lake Macquarie.
Community Recycling Centre	
Cleanaway Department of Planning and Environment	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.
Crown Land discussion group	
Department of Planning and Environment – Crown Land Division	Regular meeting between representatives of Council and the Crown to discuss matters related to Crown land.
Dantia	
The Lake Macquarie Economic Development Company Ltd	See section 12 for details of this organisation.
Destination NSW	
Destination NSW Sydney Surrounds North	Ongoing relationship with Destination NSW board that focusses on tourism and the development of tourism products and profile for Lake Macquarie City.

Participants with Lake Macquarie City Council	Description
Environmental Upgrade Agreements	
Better Building Finance Sustainable Australia Fund	A service provided by Council to help commercial building owners enhance the environmental performance and operational costs of their buildings, through the use of an innovative financing mechanism. See section 15 for more information.
Food Regulation Partnership	
NSW councils NSW Food Authority	Ensures the food sold in NSW is safe for human consumption and correctly labelled.
Graffiti Hotspot program	
Department of Communities and Justice - Juvenile Justice NSW	This program facilitates opportunity for young people with community service orders 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 Northern Settlement Services Department of Communities and Justice Maitland City Council	This group is involved in networking, information sharing, collective action and advocacy.

Participants with Lake Macquarie City Council	Description
Hunter-Central Coast Regional Illegal Dumping (RID) Program	
Central Coast Council Cessnock City Council City of Newcastle Dungog Shire Council Hunter and Central Coast Development Corporation (HCCDC) Maitland City Council Muswellbrook Shire Council NSW Environment Protection Authority (NSWEPA) NSW National Parks and Wildlife Service (NSW NPWS) Singleton Council Upper Hunter Shire Council	Council continues to support the projects that aim to reduce regional illegal dumping. The delivery model is a program that assists 11 Hunter council areas to: <ul style="list-style-type: none"> work collaboratively to improve prevention, enforcement, monitoring and reporting of illegal dumping activity in our region build councils' capacity to develop and deliver illegal dumping operations for prevention and enforcement, monitoring and reporting activities raise community awareness of the impacts of illegal dumping and the Regional Illegal Dumping Program.
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.

Participants with Lake Macquarie City Council	Description
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	See section 12 for details of this organisation.
Hunter Joint Organisation Integrated Planning and Reporting Network	
Central Coast Council Cessnock City Council City of Newcastle Maitland City Council MidCoast Council Muswellbrook Shire Council Port Stephens Council Singleton Council	This network is involved in information sharing and networking for Integrated Planning and Reporting professionals across local government areas of the Hunter region.
Hunter Opera and Hunter Philharmonic	
Hunter Opera and Hunter Philharmonic	Partnership for the promotion and presentation of classical music and opera in Lake Macquarie.
Hunter Sports Centre	
Hunter Sports Centre (HSC)	Hunter Sports Centre is owned by Council but managed by Hunter Region Sports Centre Incorporated. The Board consists of community representatives, Councillors, and Council's CEO or delegate.

Participants with Lake Macquarie City Council	Description
Hunter Resource Recovery (HRR)	
Cessnock City Council Maitland City Council Singleton Council	See section 12 for details of this organisation.
Hunterwise	
Hunterwise	Council has entered into an agreement to provide support to the Hunterwise program. This partnership delivers a program for high school students to participate in a STEM based mentoring program. Council staff participate in workshops and classroom visits. The partnership includes promotion of Council's involvement through social media channels.
IncludingYOU Program	
Various community organisations Sport NSW	This is a free program of activities for people with disability to build skills and social networks.
Lake Macquarie Community Safety Precinct Committee	
Business sector representatives Community organisations Local MP representatives NSW Police Resident groups	This is a police-convened committee to update the community regarding crime rates and crime prevention initiatives and programming.

Participants with Lake Macquarie City Council	Description
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 (LMFDC) – TAFE Children's play session	
TAFE NSW – Hunter Institute (Glendale Campus)	LMFDC educators work with Hunter TAFE children's services staff and students to deliver regular play sessions for LMFDC children at a purpose-built early education and care environment at the Glendale Campus. This partnership broadens opportunities for children, facilitates vocational training for students, supports educator immersion in current industry practice, and promotes LMFDC as a professional service-model.

Participants with Lake Macquarie City Council	Description
Lake Macquarie Landcare program	
Lake Macquarie Landcare Volunteer Network Incorporated	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.
Lake Macquarie Youth Council	
Community Activities Lake Macquarie (CALM)	A partnership to resource and support the ongoing operations of Lake Macquarie Youth Council.
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.
Local Government Property Group	
City of Newcastle Port Stephens Council Maitland City Council Cessnock City Council Singleton Council Muswellbrook Shire Council	Team members from each Council meet quarterly to discuss current property trends and issues and share knowledge.

Participants with Lake Macquarie City Council	Description
Mental Health Professionals Network	
Mental Health Professionals Network 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 Local Government Customer Service Network	
Councils from across Australia, including Cessnock City Council, Port Stephens Council, City of Newcastle, Maitland City Council, Singleton City Council and Central Coast Council	The peak industry body for customer service professionals with the Australian Local Government sector. The network supports members with a range of networking programs, events and training.
National Youth Week	
Various community organisations and educational institutions	Council provides funding and worked with various community organisations to deliver events and activities to celebrate National Youth Week.
Newcastle Astronomical Society	
Newcastle Astronomical Society	Program partner through the lifelong learning program.

Participants with Lake Macquarie City Council	Description
North Lake Macquarie Stakeholder Group	
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 Out of Home Care Providers 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 and Dementia Australia	This is a free program for residents aged 55 years and over, which focuses on health, safety and wellbeing.

Participants with Lake Macquarie City Council	Description
The Place: Charlestown Community Centre	
Charlestown Youth and Community Centre Incorporated 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.
Sustainable Neighbourhood program	
Sustainable Neighbourhood Alliance Sustainable Neighbourhood Groups	Support the Lake Macquarie Sustainable Neighbourhood Alliance to deliver projects that empower the community to reduce its ecological footprint, protect the natural environment, increase wellbeing, and participate in public life and decision-making.
Tantrum	
Tantrum	Partnership for the promotion and presentation of youth theatre in Lake Macquarie City.
Tree Cities of the World	
The Arbor Day Foundation	An international recognition and awareness raising program for urban tree management.
University of Newcastle	
University of Newcastle (UoN)	A partnership to explore areas of mutual interest including the circular economy, energy and work integrated learning. Council has also entered into a memorandum of understanding with UoN, with an ongoing relationship to support the asset management framework and asset improvement plan.

Participants with Lake Macquarie City Council	Description
The University of Sydney	
The University of Sydney	Education and digital placemaking partnerships with the Multi-Arts Pavilion, mima and the Museum of Art and Culture, yapang.
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.
You're Kidding Me	
BEAM Health Centre Clio Badenhorst Yoga Early Start Speech Pathology Whole Family Health Charlestown Julie Logan Music	A program offering families access to free workshops and clinics to support children's development.

15. Rates and charges written off

Council wrote off a total of \$48,962 in rates and charges during 2022-2023.

16. Special rate variation

No activities were funded via a special rate variation in 2022-2023.

SUSTAINABILITY AND ENVIRONMENTAL LEVY

Council does not currently administer a Sustainability and Environment Levy and funds collected by previous levies have been fully expended.

17. Environmental upgrade agreements

Council prepared its first environmental upgrade agreement in 2022-2023. This is the only current agreement in place.

Building Upgrade Finance is a loan for building upgrade works, repaid quarterly via Council rates. A lender provides the upfront capital for the works, which the business then repays through the Council rates system over periods of up to 20 years. Council then remits it back to the lender. Council's involvement means businesses can upgrade buildings sooner, all while accessing affordable finance terms and savings along the way.

18. Councillors' and Mayor's expenses

Expenditure item	Amount
Mayoral allowance	\$142,104
Councillors' allowance	\$434,379
Provision of dedicated office equipment (leased laptop computers, tablets, faxes, mobile phones and accessories)	\$4005
Telephone calls and communications (including phone allowance)	\$11,246
Councillors' attendance at conferences/seminars (including transport and accommodation)	\$51,211
Induction training and professional development programs for Mayor and Councillors	\$27,474
Councillors' training	\$24,448
Childcare	Nil
Spouse, partner or other person attendance costs	Nil
Overseas visits including transport and accommodation (excluding conferences)	\$8400*
Interstate visits including transport and accommodation (excluding conferences)	Nil
Other elected Council costs	
- Meeting expenses	\$28,396
- Motor vehicle expenses	\$3774
- Administration expenses	\$9838
Total	\$745,276

* Overseas travel paid for in late 2022-2023 but occurred in early 2023-2024.

19. Councillor professional development

Council supports professional development for the Mayor and Councillors to ensure they can fulfil their statutory roles and responsibilities. The professional development program is ongoing for the term of Council and is developed in consultation with the Mayor and Councillors, based on the Local Government NSW Capability Framework for elected members.

The Mayor and all Councillors participated in the Councillor professional development program offered by Council in 2022-2023.

The 2022-2023 program provided Councillors with five formal external training opportunities covering topics such as development planning, diversity and inclusion, and skills for executive-level leadership and decision-making.

Internal experiential and structured professional development activities included training, workshops and briefing sessions across 20 dates.

Council supported the Mayor and Councillors to attend the following external professional development activities:

- Local Government NSW Annual Conference
- National General Assembly of Local Government and Regional Forum
- Australian Local Government Women's Association NSW Branch Annual Conference
- National Local Roads and Transport Conference
- SWITCH NSW Public Libraries Conference

- Property Council of Australia and Hunter Business Development events.

20. CEO and senior staff remuneration

Council employed six senior staff and the CEO as at 30 June 2023. The total money payable to employ senior staff members during 2022-2023, including salary, the provision of fringe benefits, and all other associated employment costs, was \$2,001,339.

Contract employment conditions for senior staff are in accordance with section 338 of the *Local Government Act 1993*.

TOTAL REMUNERATION PACKAGES

Chief Executive Officer	\$431,449
Other senior staff	\$1,505,894
Fringe benefits tax payable for any non-cash benefits	\$63,956

21. Carers recognition

Council is not considered to be a 'human services agency' under the *Carers Recognition Act 2010*.

22. Overseas visits

Position	Destination	Purpose	Dates
Art Producer – Lake Arts Precinct	South Korea	International Symposium of Display Holography	26 June – 1 July 2023
CEO	Israel	Western Sydney Trade Mission	8-14 July 2022
Manager Environmental Systems	Singapore	World Climate Research Programme Sea Level Conference	11-19 July 2022

23. Labour statistics

In accordance with the Office of Local Government Circular No 23-08 Annual Reporting of Labour Statistics, Wednesday 23 November 2022 has been chosen as the 'relevant day' for councils to report on their labour statistics in their annual reports under this section.

Persons employed by Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	1269
Persons employed by Council as senior staff members	6
Persons engaged by Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	25
Persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0

24. Recovery and threat abatement plans

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.

25. Capital expenditure review

In 2022-2023, Council submitted a Notification of Capital Expenditure Project to the Office of Local Government (OLG) for the Hunter Region Sports Centre Expansion including the NSW Trampoline Centre of Excellence. This submission summarised Lake Macquarie City Council's evaluation of the project, in order to identify, quantify and control financial impacts.

The OLG determined that Council has satisfactorily addressed the capital expenditure criteria and Council will continue to update them with any operational or financial impacts that may arise during the project.

Information about Council's capital works program for 2022-2023 can be found in Appendix 2: Detailed Progress Report.

26. Development contributions and levies

26.1 USE OF DEVELOPMENT CONTRIBUTIONS AND LEVIES

Projects for which contributions or levies (section 7.11 and section 7.12 funds) were used or expended in 2022-2023 are detailed below.

Projects are grouped by development contributions plan and then by category (public amenity or public service).

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
Northlakes Contribution Plan				
Community Facility				
55714	Multi-purpose Centre - Cameron Park (NCF-005)	\$41,110	59%	Complete
54395, 54925, 16474	Sugar Valley Library Museum and fitout (NCF-004)	\$2,183,494	99%	Active
Traffic Facilities				
16447	Upgrade Minmi Road (Eastern Collector to Wallsend Link Road) (R-013)	\$23,190	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
Other				
1412	Plan preparation and administration	\$50,420	100%	Complete
North Wallarah Contribution Plan				
Open Space and Recreation				
16492	Park and playground - Lake Forest Drive, Murrays Beach (AppendixC-4a)	\$1,097,232	79%	Active
Morisset Contribution Catchment Plan				
Open Space and Recreation				
1611	Upgrade Boat Ramp - Balcolyn (Yarrowonga Park) (OS-025)	\$10,950	100%	Active
55905 48565	Neighbourhood Park - Hue Hue Road, Wyee (OS-017)	\$15,008	100%	Active
59743	Recreation facilities - Land acquisition - Wyee (OS-004)	\$259,375	100%	Active
Traffic Facilities				
30415	Roundabout - Wyee Road - Alliance Avenue (R-008)	\$16,966	100%	Active
16475	T-Intersection Upgrade - Fishery Point Road - Morisset Park Road (R-004)	\$45,691	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
Other				
1412	Plan preparation and administration	\$120,927	100%	Complete
Glendale Contribution Catchment Plan				
Community Facility				
1349	Cardiff District Men's Shed (CF-006)	\$22,567	100%	Complete
16474	Sugar Valley Library Museum (CF-004, CF_007-009)	\$1,247,398	100%	Active
41437	Warners Bay Child Care Centre (CF-002)	\$326,967	100%	Active
Open Space and Recreation				
2809	Park - New town park land acquisition - Cardiff - Harry Ford Park (OS-019)	\$164	100%	Active
45963	Park - New town park - Cardiff - Harry Ford Park (OS-019)	\$47,080	100%	Active
27605	Shared Path and Bridge - Cardiff - Fifth Street to Wilkinson Park along Winding Creek (OS-060)	\$1,218,604	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
27606	Shared Path - Cardiff South - 173B Myall Road South - 17 John Street, Waterview Road, Ada Street to Macquarie Road (OS-061)	\$22,418	100%	Active
1626	Sports Field Ulinga Park - Cardiff South (OS-002)	\$11,993	60%	Active
27597	Shared Path - Edgeworth - Main Road lights to Northlakes boundary along Cocked Hat Creek (OS-062)	\$57,059	100%	Active
50987	Shared Path - Frederick Street to Lake Road (OS-064)	\$630,401	100%	Active
50983, 50984, 28430	Lake Macquarie Croquet Facility (Bill Bower Oval) (OS-010)	\$198,026	100%	Active
41411	Munibung Hill walking tracks (OS-068)	\$12,968	100%	Active
Traffic Facilities				
16472	Intersection upgrade - Cardiff Heights - Main Road/Wallsend Road (R-006)	\$42,328	100%	Active
27616	Intersection upgrade - Garden Suburb - Gynea Avenue/Myall Road (R-005)	\$36,339	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
16513	Intersection upgrade - roundabout at Motherwell Place/Transfield Avenue, Edgeworth (R-007)	\$6697	100%	Active
Other				
1412	Plan preparation and administration	\$201,252	100%	Complete
Charlestown Contribution Catchment Plan				
Community Facility				
1373	New Windale Community Centre (CF-001)	\$1,455,922	48%	Active
Open Space and Recreation				
50838	Property acquisition - Cowper Avenue, Charlestown (OS-012)	\$83,291	100%	Active
1532, 55064	Croudace Bay Sporting Complex (OS-001)	\$1,585,312	66%	Active
50970, 50965, 50966	Harold Knight Oval (OS-005)	\$336,769	100%	Active
15516	Park upgrade - Thomas H Halton Park (OS-021)	\$5228	100%	Complete
38369	Redhead BMX Track (OS-053)	\$279,653	100%	Active
25869	Boat Ramp - Valentine - Bennett Park (OS-068)	\$26,741	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
Traffic Facilities				
16473	Intersection upgrade - Kahibah Road/Hexham Street/Wallsend Road (R-001)	\$7424	100%	Active
27268	Intersection upgrade - South Street/Merrigum Street (R-005)	\$3300	100%	Active
25963	Intersection upgrade - Violet Town Road/Wilsons Road (R-007)	\$45,283	100%	Active
2310	Intersection upgrade - Warners Bay Road/Dunkley Parade/Bayview Road (R-006)	\$175,103	100%	Active
Other				
1412	Plan preparation and administration	\$82,230	100%	Complete
Toronto Contribution Catchment Plan				
Open Space and Recreation				
25625	Playground - Fishing Point - Alkington Avenue (OS-013)	\$62,134	48%	Complete
25639	Playground - Rathmines Park (OS-014)	\$108,747	100%	Active
30425	Playground - Toronto foreshore (OS-016)	\$253,997	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
25637	Skate Park - Rathmines Park (OS-020)	\$128,557	99%	Active
1591, 1592	Sports field upgrade - Blackalls Park - Waterboard Fields (OS-001)	\$297,625	100%	Active
1573, 49019	Toronto Foreshore Stage 2 (OS-009)	\$1,101,787	100%	Active
Traffic Facilities				
16471	Fassifern Underpass traffic signals (R-001)	\$8641	100%	Active
50274	Maintenance - Haulage Route - Rhondda Road, Wakefield Road, Northville Drive, Railway Street, William Street, Short Street, York Street, Toronto Road (VPA)	\$40,966	100%	Active
Other				
1412	Plan preparation and administration	\$92,806	100%	Complete
Belmont Contribution Catchment Plan				
Open Space and Recreation				
9208	Catherine Hill Bay sports ground and Surf Life Saving Club (OS-028)	\$78,561	100%	Active

Project ID	Project detail	Amount of section 7.11/7.12 used on project	% of 2022-2023 cost of project funded by section 7.11/7.12	Project status
14698, 28260, 31394	Shared Path - Belmont Lagoon (OS-022)	\$131,823	18%	Active
41414	Green Point Master Plan (OS-005)	\$47,024	100%	Active
Other				
1412	Plan preparation and administration	\$76,073	100%	Complete
Voluntary Planning Agreement Admin				
Other				
1412	Plan preparation and administration	\$68,472	100%	Complete

The following projects returned money to development contributions plans, as alternative funding was identified.

Project ID	Project detail	Amount returned to plan as alternative funding identified	Project status
Northlakes Contribution Plan			
Open Space and Recreation			
27235	Pasterfield Sports Complex amenities, Cameron Park (NOS-08m)	\$732	Complete

Project ID	Project detail	Amount returned to plan as alternative funding identified	Project status
Traffic Facilities			
27602, 27603	Cycleway from end of Linton Close to the Minmi Road/MR 527 intersection (R-007)	\$13,296	Active
Glendale Contribution Catchment Plan			
Community Facility			
1512	Hunter Sports Centre community space, Glendale (CF-001)	\$113,814	Active
Toronto Contribution Catchment Plan			
Community Facility			
30555	Kilaben Bay Community Hall (CF-001)	\$7500	Complete

Land was dedicated to Council for the following projects:

Project	Value
Freemans Drive, Cooranbong (VPA) – 107.1m ²	\$377
Maguire Drive, Cooranbong (VPA) – 11,100m ²	\$222,000

Material public benefit was provided to Council for the following projects:

Project	Value
Freemans Drive, Cooranbong, playground (VPA)	\$599,000
Maguire Drive, Cooranbong, playground (VPA)	\$1,408,000

No projects expended money temporarily borrowed from money to be expended for another purpose under the same or another contributions plan.

26.2 TOTAL VALUE RECEIVED AND EXPENDED

The total value of all contributions and levies expended during the year was \$14,394,751.

The total value of all contributions and levies received during the year was \$34,595,484.

This includes cash and non-cash contributions (land dedications and works), including interest.

27. Anti-slavery and the Modern Slavery Act

The Anti-slavery Commissioner did not raise any issues in 2022-2023 in relation to Council's operations.

Reasonable steps taken by Council to ensure goods and services procured are not a product of modern slavery include the following:

- Obtained modern slavery statements from tenderers for procurements of high-risk industries.
- Included modern slavery requirements in Council's Ethics Policy, Purchase Order Terms and Conditions and Pre-Purchase Risk Assessments.
- Made training and a fact sheet about modern slavery available to all staff on Council's Intranet.