

A female athlete with braided hair is in a starting crouch on a blue running track. She is wearing a black tank top, black shorts, and a watch. The background shows a green field and trees under a bright sky.

OPERATIONAL PLAN AND BUDGET 2023-2024

including revised Delivery Program 2022-2026

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.

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MAYOR'S MESSAGE

Our Operational Plan outlines the tangible steps we'll take next financial year to make Lake Mac a connected, sustainable and highly liveable city.

These steps align with our four-year Delivery Program, and factor in the community's needs and desires, as well as funding priorities and constraints.

I'm really excited to see the draft place strategy go on public exhibition for north-west Lake Macquarie and continuing progress on planning for Morisset in 2023-2024.

The North West Catalyst Area marks the geographical heart of the Hunter, and the place strategy will carry it further on the journey to becoming a thriving retail, employment and residential hub.

We are also seeing an incredible transformation around Morisset and Cooranbong.

These are suburbs ideally located for new and growing businesses.

They're close to the M1 Motorway and the rail line, and their southern location makes them much more attractive to investors and business owners who must still spend at least part of their time in Sydney.

The implementation of our new Destination Management Plan will help post-COVID tourism strategies come to fruition, capitalising on our incredible environment, beautiful lake and proximity to Sydney for weekend getaways.

We'll also undertake significant capital works right across the city, from reconstruction of the beloved Awaba House at Booragul to the expansion of the Hunter Sports Centre, making it a truly world-class sports venue, and from three bridge replacements at Martinsville to construction of a new Eastlakes Community Recycling Centre.

Our community will also benefit greatly from planned improvements to existing facilities, including park and playground upgrades, swim centre overhauls, road rehabilitation and intersection upgrades at a number of trouble spots.

I always love getting out and about at the variety of events we host each year. It's wonderful to see the community come together for them, whether it's a celebration of our city like Lake Mac Festival, championing progress and participation like the Women in Sport Festival, or teaching about the environment and sustainability, at the Living Smart Festival.

So, I'm thrilled that this year's plan includes a suite of events and activities to activate our public spaces and connect our communities, including those who are at risk of being marginalised or isolated.

Of course, at the heart of every Operational Plan is investment in, and commitment to, our everyday services.

Things like waste management, family day care, road maintenance and the upkeep of our stunning city.

This plan will guide our hard-working staff over the next 12 months, helping them deliver services and facilities, when and where they are needed most.

We'll also be preparing in 2023-2024 to update our Community Strategic Plan – our 10-year plan for Lake Mac.

This will include community research and benchmarking, and I look forward to what that finds and how it will help shape our city moving forward.

Thank you for taking the time to read more about this plan, and please let us know what we can do to help make life in Lake Mac even better.

Councillor Kay Fraser
Mayor

CEO'S MESSAGE

I'm pleased to present Lake Macquarie's Operational Plan 2023-2024. This plan, alongside our Delivery Program 2022-2026, reinforces the vision for Lake Macquarie and outlines to our community, and other stakeholders, the steps we will take to realise it. These guiding documents detail the projects and actions that will support Lake Macquarie's development as a vibrant and adaptable place to live, work and visit.

The past few years have shown how important it is to be agile in delivering our services. We've been in a continuous process of reviewing and adapting to community needs in a rapidly changing environment. In developing this year's Operational Plan, we have reflected on the importance of this document and how we can clearly communicate what the community can expect, while ensuring the plan allows us to respond to changing circumstances.

This review has resulted in removing excessive detail from the actions listed in this document. While fewer actions are outlined than in previous years, this does not mean that Council will be doing less. The condensed action items provide a clearer overview of Council's projects and services, while giving us flexibility when community priorities change.

To keep our community informed about our day-to-day activities, we will provide more detailed information than ever before through a range of channels, including updates on our capital works and other projects and programs. I view these changes as a great outcome for our community and organisation, and hope

that you will value more relevant and timely information about what Council is delivering.

Although a challenging operating environment will continue into this financial year, our \$118.8 million capital works program is realistic and achievable. We look forward to welcoming you at a range of new facilities, including the Eastlakes Community Recycling Centre, a new youth hub at Rathmines Park and the northern section of the Fernleigh Awabakal Shared Track, creating the longest active transport route in the Hunter region.

Another critical project will be preparations for local elections in 2024. With more and more people relocating to Lake Macquarie, it has become evident we need to review our ward boundaries to respond to population growth, particularly in the west of the city. We will be working with NSW Electoral Commission to ensure this process is fair and based on robust data, and making sure residents are aware of any changes to their electoral details before their next visit to a polling place.

It's an exciting time for our city as we transform into one of the most vibrant and liveable places in the state. I am looking forward to delivering the projects and actions highlighted in this year's Operational Plan.

Morven Cameron
Chief Executive Officer



INTRODUCTION

ABOUT THIS PLAN

The Lake Macquarie City Operational Plan 2023-2024 forms part of Council's Integrated Planning and Reporting Framework. The integrated planning process allows Council to prioritise projects based on the needs and direction provided by our community, and ensure our projects align to the community's values and vision for the city.

The Operational Plan 2023-2024 outlines the actions Council will undertake in the coming year to bring us closer to achieving the objectives and long-term goals in our 10-year Community Strategic Plan 2022-2032 and four-year Delivery Program 2022-2026. The Operational Plan also explains how we will fund these actions.

Each action in the Operational Plan is mapped to the quadruple bottom line, indicating how Council's projects will contribute to resolving the social, environmental, economic and civic leadership/governance issues facing our community.

We hope this plan helps you understand what Council will be working on for the financial year 2023-2024. 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.

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 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.

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 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.

Annual Operational Plan

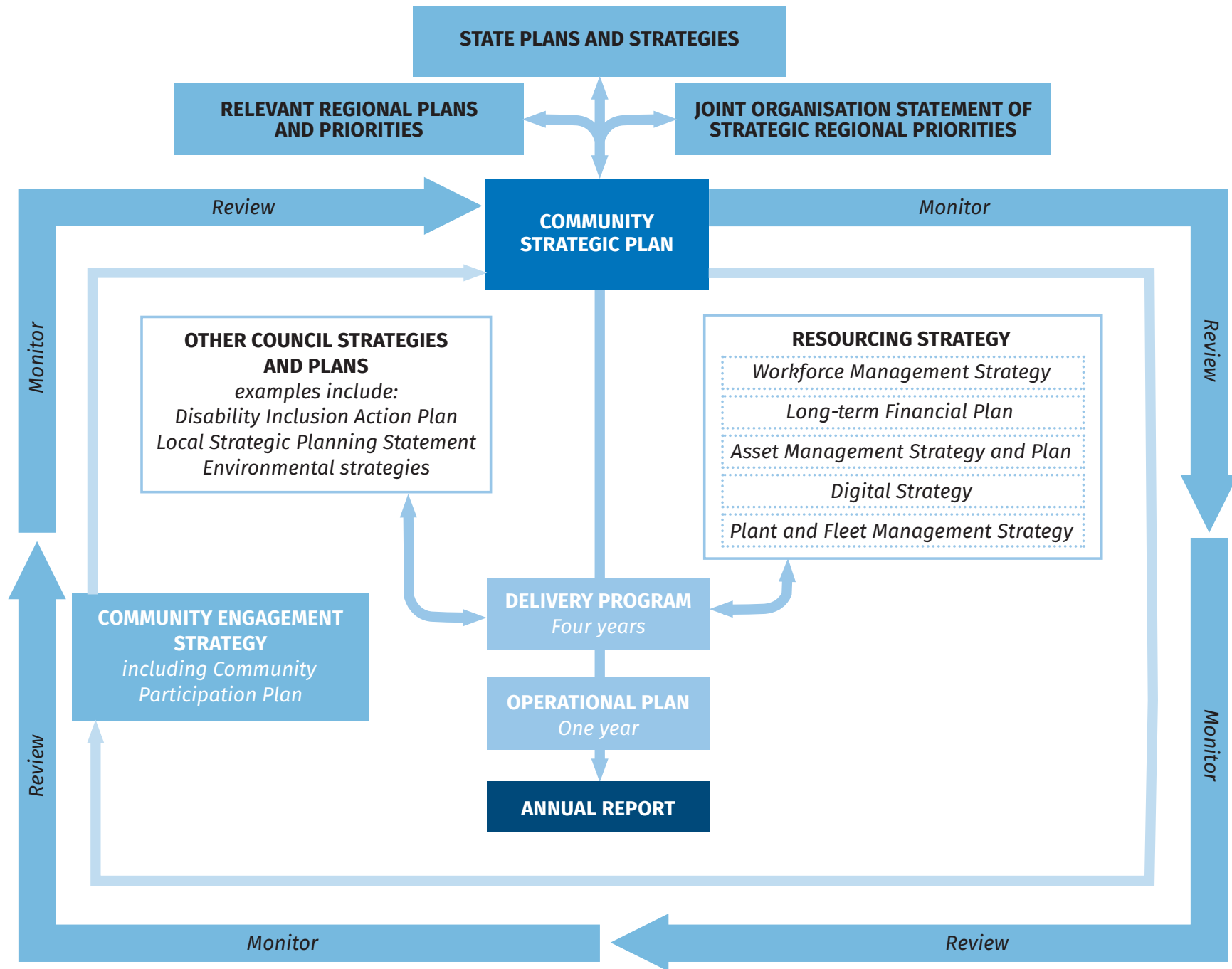
The Operational Plan outlines the actions we will take during the year to achieve the Delivery Program strategies under each key focus area and how these actions will be funded. Our organisational departments are responsible for delivering the Operational Plan and report their progress quarterly to the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

Community Engagement Strategy

Community engagement, and the feedback people provide, influence 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 (IAP2) as well as planning legislation and the *Local Government Act 1993*.

All these elements of our integrated planning and reporting framework, including quarterly and annual reports, are available at lakemac.com.au.



REVIEW PROCESS

The Delivery Program is monitored throughout the year and reviewed annually as part of the Annual Report and the preparation of the new Operational Plan.

The strategies within the program are determined to be achieved through their related actions. As part of our Annual Report, we report on our efforts in enacting the Operational Plan. Each action in the Operational Plan is reported as being either achieved or not achieved.

If all the actions for a 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.

In the same way, we will also report on our progress in achieving the quadruple bottom line in our Delivery Program, by reviewing how many strategies were achieved for each component of the quadruple bottom line.

In addition to this measure of outputs (what we did), we will also measure the effectiveness of our strategies through outcomes (what we achieved). We will use the performance measures outlined in our Community Strategic Plan to see if we are getting closer to our objectives each year.

COMMUNITY ENGAGEMENT PROCESS

Engaging with key stakeholders and the community is fundamental to Council's operations. It helps us improve and guide decision-making by collecting and collating multiple perspectives and ideas from the community, businesses and groups potentially affected by those decisions.

The end result is not necessarily about gaining universal support for a project or a decision. It is about fairness, transparency and involving key stakeholders in Council processes, as appropriate. The aim is to develop a shared knowledge of the opportunities and constraints, and build understanding of what the proposal will mean for stakeholders as individuals, and for their community or city as a whole.

Council recognises that engagement is an integral part of modern business operations and seeking the views of stakeholders provides valuable commentary, opinion, support and insight for large organisations such as Council to make better-informed decisions.

In accordance with the Integrated and Reporting Framework, we prepared a new Community Engagement Strategy during 2022, to guide the way we engage with our community for all of Council's plans and strategies.

Council's stakeholder engagement approach is based on the public participation spectrum developed by the IAP2.

A key component of all projects undertaken by Council involves identifying stakeholders and selecting appropriate and relevant methods to engage with them. Council uses many methods to reach people including an online engagement portal that allows stakeholders to provide input and feedback on projects that affect them or they have an interest in.

The Operational Plan has been developed based on feedback from a range of stakeholders and the community, including results of the 2021 Lake Macquarie City Council Community Survey, and the consultation undertaken to review the Community Strategic Plan.

Some of the actions in this plan come from Council's adopted plans and strategies. These plans and strategies were all prepared using input from our community and many are publicly exhibited before they are adopted. This provides more opportunities for us to make sure we're involving our community in our planning processes.

[For more information about engagement for this program and other projects, go to \[shape.lakemac.com.au\]\(https://shape.lakemac.com.au\).](https://shape.lakemac.com.au)



SERVICE REVIEWS

In June 2021, we commenced the design of our Even Better Services Framework, which builds on our strong continuous improvement and innovation practices to introduce the systematic review of the services we provide.

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 and aligned with community expectations and values.

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 will use information from recent community and stakeholder engagement activities, including our Community Satisfaction Survey results. Where community and stakeholder service level expectations are not clear, Council may undertake additional engagement activities. We are committed to providing best practice engagement based on our principles of engagement and guided by the IAP2.

Our planned internal engagement activities will build on our strong continuous improvement and customer-centric culture, engaging team members to contribute their subject matter expertise focusing on improving the efficiency and effectiveness of the services they deliver.

Each service review will result in an improvement plan where adjustments to service levels are required or efficiency opportunities are identified. The results of our reviews will be shown in our Annual Report each year.

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

Council will undertake the following service reviews in 2023-2024:

- online and mobile library services
- plant and fleet
- development contributions system
- signage services.



COUNCIL'S STRATEGIC PRIORITIES

DELIVERY PROGRAM 2022-2026

UNIQUE LANDSCAPE

- Provide the community with opportunities to participate in improving and maintaining our environment
- Identify, manage and monitor weed species in accordance with the regional Weeds Action Program
- Sustainably manage Council-controlled natural areas to protect and enhance the environment
- Review the quarry rehabilitation program to confirm and prioritise future works
- Undertake conservation planning for the city to protect important biodiversity values and build ecological resilience
- Protect and enhance the health of the lake, coast and waterways
- Provide waste management services that meet community needs and expectations
- Review and deliver Council's Waste Strategy including long-term planning for Awaba Waste Management Facility
- Provide stormwater, drainage and kerb and channel to enhance Council's infrastructure and mitigate environmental impacts
- Reduce the impacts of flooding on community safety and prosperity

LIFESTYLE AND WELLBEING

- Support and promote community health, safety and wellbeing
- Implement actions from the Bush Fire Risk Management Plan to protect the community, assets and the environment
- Reduce impacts of land contamination on the health, wellbeing and prosperity of the community
- Enhance sport, leisure and recreation infrastructure for community use
- Provide attractive and accessible beaches and foreshores for our community and visitors
- Ensure our development contributions plans are contemporary
- Provide a diverse range of activities and events for our community
- Undertake community buildings projects in accordance with the capital works program
- Investigate technologies that support sustainable and innovative buildings and facilities
- Manage existing community facilities to meet the needs of the community

The Delivery Program 2022-2026 is our medium-term plan for the Lake Macquarie community. It outlines what we'll do over the next four years to get closer to achieving our city vision.

The strategies found in this program ensure Council is working to achieve the quadruple bottom line, in that the strategies cover environmental, economic, social and civic leadership/governance matters.

MOBILITY AND ACCESSIBILITY

- Provide and maintain roads, bridges and other road infrastructure to allow safe and easy movement around our city
- Increase and enhance access to active transport throughout the city by managing existing and planning for new footpaths, shared pathways and supporting facilities
- Advocate for improved public transport connections across the city
- Investigate and promote new and emerging technologies to support sustainable transport and mobility options

DIVERSE ECONOMY

- Implement our city's brand identity
- Continually improve facilities and tourism offerings at Lake Mac Holiday Parks
- Raise the city's profile as a desirable visitor destination
- Develop and implement Council's Circular Economy Framework
- Develop and implement initiatives to attract, nurture and retain innovators
- Attract new investment and employment growth opportunities to the city by investing in tourism, health, technology and enterprise
- Investigate Community Wealth Building as an economic model to improve city resilience
- Maximise development potential of Council's operational land assets including orderly divestment of scattered lots
- Identify appropriate locations for population growth, new diverse and affordable housing types, jobs and other development close to amenities and services

CONNECTED COMMUNITIES

- Enhance community spaces with urban and public art, place-making and place activation
- Create opportunities for all people to fully participate in our community
- Support volunteer and community groups to increase community resilience
- Celebrate cultural diversity including our Aboriginal and Torres Strait Islander culture
- Provide contemporary library services accessible to diverse audiences
- Provide a comprehensive cultural program of quality educational and participatory experiences across literacy, visual arts, heritage, history and performing arts
- Recognise, protect and celebrate our heritage
- Empower our community to adopt sustainable behaviours
- Adapt our city to a changing climate
- Encourage uptake of smart and sustainable infrastructure

CREATIVITY

- Create opportunities and partnerships to develop the creative and cultural sector
- Develop the city's cultural facilities to grow the creative and cultural sector
- Expand the diversity of heritage and creative interpretation around the city
- Provide a dynamic arts program that positions Lake Macquarie as a cultural hub and supports creative professionals

SHARED DECISION-MAKING

- Provide our communities with simple, accessible and convenient ways to do business with Council
- Engage, involve and empower the community to participate in decisions that affect them
- Provide high-quality and relevant information and service to the community
- Support effective leadership, decision-making and good governance by the elected Council for the benefit of the community

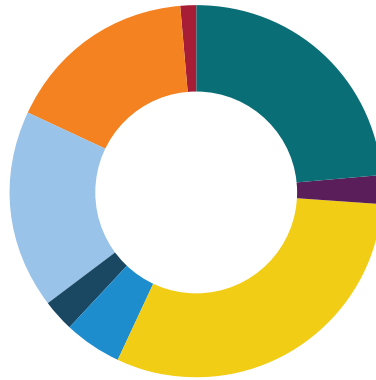
OPERATIONAL PLAN 2023-2024 SUMMARY

Funding at a glance

Council generates income to fund services and assets for the city through rates on property, government grants, developer contributions, interest on investments, user charges and Council's own business activities.

These funds are used to maintain and improve the city while delivering a range of quality services to the community. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

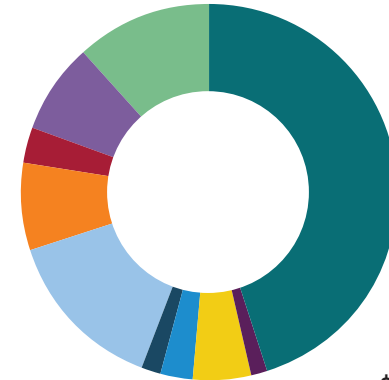
BUDGET BY EXPENDITURE



	\$'000
Materials and contracts	83,536
Borrowing costs	8,863
Employee costs	108,497
Other operating expenses	16,983
Loan repayments	10,005
Capital - new*	60,697
Capital - replacement	58,095
Net movement in reserves	4,655
	<hr/>
	351,331

*Includes section 711 funded capital projects of \$9.8 million **Excludes capital dedications revenue

BUDGET BY SOURCE OF FUNDS



	\$'000
Rates	158,535
Sale of assets	4,715
Loans utilised	18,124
Other revenue	9,875
Other income	5,880
Annual charges	49,206
User charges and fees	25,996
Interest on investments	10,750
Grants and contributions - operating	27,276
Grants and contributions - capital**	40,974
	<hr/>
	351,331

Capital works program

Capital works are projects that build new community infrastructure. They can include road improvements such as resurfacing or intersection upgrades, shared pathways, drainage improvements, new facilities such as sports centres, playgrounds and libraries, and environmental projects such as dune stabilisation.

This year, we will spend \$118.8 million on capital projects. You will find highlights of our capital program in the summary of our actions for each focus area in the following section of this plan.

Capital works actions in the Operational Plan

Capital works can be lengthy projects that take several years to progress from concept and planning to completed construction. In our Operational Plan, we categorise the actions we will take to progress a capital project during the year in two stages: plan and develop, and deliver.

Plan and develop includes feasibility tasks such as site investigations, specialist studies, master planning, strategic planning and concept design. It also includes the design phase such as civil or structural engineering, landscape design, architectural design, electrical design, hydraulic design, project approvals/development consent and the tender process.

Deliver includes projects that will be in the construction phase in 2023-2024.

We will spend \$118.8 million on capital works across the city in 2023-2024.

	Beach and aquatic facilities	\$2.1 m
	Bridges	\$8.5 m
	Community and sporting facilities	\$27.0 m
	Cycling facilities	\$8.1 m
	Emergency services support	\$1.0 m
	Environmental enhancement	\$3.4 m
	Holiday parks	\$2.3 m
	Libraries and cultural facilities	\$1.1 m
	Parks and playgrounds	\$3.7 m
	Pedestrian improvements	\$5.7 m
	Road resealing, resurfacing and rehabilitation	\$22.8 m
	Stormwater and drainage	\$4.3 m
	Traffic and transport	\$7.4 m

A further \$21.4 million will be spent on other projects to support the works program.

How to read this plan



The actions in this Operational Plan are the projects and initiatives Council will undertake in 2023-2024.

They are organised under the seven key focus areas that underpin our Community Strategic Plan and Delivery Program.

Each action is linked to an objective and a strategy.

Objectives are the community's long-term priorities and aspirations for the city. Council has a custodial role in working towards realising these outcomes, however, it is not wholly responsible for achieving them. Other partners, such as state agencies and community groups, have an important role to play in achieving these objectives.

Strategies are the activities and plans Council has committed to delivering within the 2022-2026 Council term. Each strategy relates to a long-term objective.

Actions are also mapped to the quadruple bottom line, indicating how Council's projects will contribute to resolving the social, environmental, economic and civic leadership/governance issues facing our community.

Primary responsibility is the Council department that will oversee and report on the relevant action.

UNIQUE LANDSCAPE



Council looks after 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 that stormwater and drainage systems keep surface water and flooding to a minimum.

We manage 718km of stormwater pipes, 107km of open drains and more than 30,000 storm water pits, inlets and outlets. We also dispose of more than 168,000 tonnes of waste annually from households and businesses with more than 60 per cent diverted from landfill.

Our Operational Plan for 2023-2024 commits to 19 actions to protect and enhance our unique landscape.

Highlight initiatives

Eastlakes Community Recycling Centre

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

Providing this facility to the community will improve residents' access to recycling drop-off services for common problem wastes and for reusable household items, while providing access to reuse and repair services.

The project is being funded by Council and a NSW Environmental Trust grant.

Drainage

We will be implementing drainage improvements at key locations including Country Grove Drive, Cameron Park; Hawkins Creek and Leyton Street, Speers Point; Kirkdale Drive, Kotara South; Lake Road, Argenton; and Ryhope Street, Mount Hutton.

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 us to define flood planning levels for new and existing development in Warners Bay. The study will be funded by Council and a grant from the NSW Department of Planning and Environment.

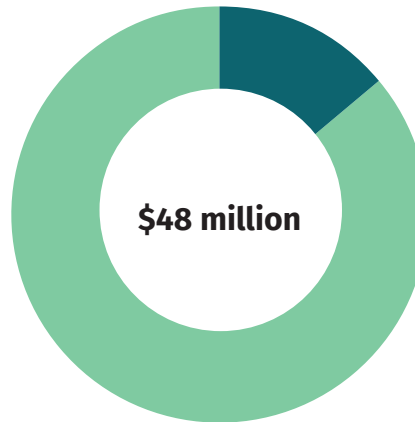
Slatey Creek restoration

Slatey Creek is a large creek system that runs through West Wallsend, Holmesville and Barnsley. Its condition has substantially deteriorated in recent storm events, with sections becoming blocked and some banks collapsing. Council has secured disaster funding to stabilise the creek and manage surrounding vegetation. This project will decrease flooding risks and improve amenity for residents while restoring this important environmental and heritage asset for the city.

High-priority bush regeneration

With more than 4000 hectares of natural bush distributed across thousands of individual sites under our care, Council's high-priority bush regeneration program assesses areas with significant environmental value. We identify sites that will benefit most from restoration due to their unique geographic qualities or the location of threatened species. Qualified bush regenerators, often in conjunction with local Aboriginal land councils, are deployed to restore these critical habitats, removing invasive weeds to give native flora and fauna the best chance to flourish. Sites under restoration this year include those in Swansea, Morisset, Buttaba and Nords Wharf.

Budget



- Unique landscape
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Supporting strategies and plans

- Central Coast Bush Fire Risk Management Plan 2020-2025
- Coastal Zone Management Plan 2015-2023
- Draft Coastal Management Program
- Environmental Sustainability Strategy and Action Plan 2020-2027
- Hunter Regional Strategic Weed Management Plan 2023-2027
- Volunteer Engagement Strategy 2021-2024
- Waste Strategy 2015-2023
- Housing Strategy 2021

Success measures

- Catchment waterway and estuary health is maintained within appropriate levels
- Areas of public and/or private land with conservation are increasing



Find a full list of our capital projects for natural areas, stormwater and drainage in Appendix A.

UNIQUE LANDSCAPE

OBJECTIVE 1.1 Natural environments are protected and enhanced

STRATEGY 1.1.1 PROVIDE THE COMMUNITY WITH OPPORTUNITIES TO PARTICIPATE IN IMPROVING AND MAINTAINING OUR ENVIRONMENT

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Regenerate eight hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities	Environmental/Social	Community Partnerships

STRATEGY 1.1.2 IDENTIFY, MANAGE AND MONITOR WEED SPECIES IN ACCORDANCE WITH THE REGIONAL WEEDS ACTION PROGRAM

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Implement the Hunter Weeds Action Program	Environmental	Environmental Systems

STRATEGY 1.1.3 SUSTAINABLY MANAGE COUNCIL-CONTROLLED NATURAL AREAS TO PROTECT AND ENHANCE THE ENVIRONMENT

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Implement natural area restoration works at identified high-priority sites including Swansea, Morisset, Buttaba and Nords Wharf	Environmental	Environmental Systems
Commence dune management plan for Blacksmiths Beach southern dunes	Environmental	Environmental Systems
Provide resources and support to Landcare groups engaged in on-ground activities across the city	Environmental/Social	Community Partnerships

STRATEGY 1.1.4 REVIEW THE QUARRY REHABILITATION PROGRAM TO CONFIRM AND PRIORITISE FUTURE WORKS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Continue ongoing planning for quarry rehabilitation program including confirmation of next site for rehabilitation	Environmental	Environmental Systems
Implement the rehabilitation of the Oakdale Quarry site at Redhead	Environmental	City Works

STRATEGY 1.1.5 UNDERTAKE CONSERVATION PLANNING FOR THE CITY TO PROTECT IMPORTANT BIODIVERSITY VALUES AND BUILD ECOLOGICAL RESILIENCE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete review of the Biodiversity Planning Policy	Environmental/Governance	Environmental Systems

STRATEGY 1.1.6 PROTECT AND ENHANCE THE HEALTH OF THE LAKE, COAST AND WATERWAYS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver environmental enhancement projects identified in the capital works program	Environmental	Environmental Systems
Investigate opportunities to fund seawall stabilisation works at Belmont Street, Swansea	Environmental	Environmental Systems

STRATEGY 1.1.7 PROVIDE WASTE MANAGEMENT SERVICES THAT MEET COMMUNITY NEEDS AND EXPECTATIONS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete a review of Council's Waste Strategy, incorporating circular economy principles	Economic/Environmental	Waste Services
Undertake engagement plan actions for the bulky waste service change	Environmental/Social	Community Partnerships

STRATEGY 1.1.8 REVIEW AND DELIVER COUNCIL'S WASTE STRATEGY INCLUDING LONG-TERM PLANNING FOR AWABA WASTE MANAGEMENT FACILITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver the Eastlakes Community Recycling Centre	Economic/Environmental	Waste Services

OBJECTIVE 1.2 - Stormwater throughout our city is well-managed and maintained

STRATEGY 1.2.1 PROVIDE STORMWATER, DRAINAGE AND KERB AND CHANNEL TO ENHANCE COUNCIL'S INFRASTRUCTURE AND MITIGATE ENVIRONMENTAL IMPACTS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Plan and develop the forward works program for Council's stormwater and drainage	Environmental	Asset Management
Deliver stormwater and drainage projects identified in the capital works program	Environmental	Asset Management
Plan and develop drainage improvements at Grand Parade, Bonnells Bay	Environmental	Asset Management

OBJECTIVE 1.3 - We mitigate the impacts of adverse environmental conditions

STRATEGY 1.3.1 REDUCE THE IMPACTS OF FLOODING ON COMMUNITY SAFETY AND PROSPERITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete the North Creek Flood Study	Environmental	Environmental Systems

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 123 playgrounds, 108 sporting facilities, six aquatic centres, 34 jetties and 31 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 2023-2024 commits to 28 actions to support community lifestyle and wellbeing.

Highlight initiatives

You're Kidding Me

The You're Kidding Me program, including the annual You're Kidding Me Expo, will improve accessibility to health, education and family services for kids by connecting Lake Macquarie families to valuable information about local services that support the learning and development of young children.

Over 55s program

The Lake Macquarie Over 55s Program will run from February to November, with a focus on health, safety and wellbeing. It will deliver more than 60 free events including information sessions and activities at locations across the city.

Major events program

Council's major events program will raise the profile of Lake Macquarie with regional visitors and stimulate the night-time economy. In partnership with City of Newcastle, we will host the 2024 Australian Deaf Games. The Women in Sport Festival, Live Music Lake Mac and MonoDuo music and arts festival will return in 2023-2024.

Active Recreation Strategy

We will be reviewing Council’s informal active spaces such as skate parks, basketball courts and hit walls to consider how these facilities are currently used and how they can be maximised for community benefit. In consultation with the community, Council will develop an Active Recreation Strategy to identify the city’s future requirements and encourage diverse groups to use these spaces.

Harold Knight Oval upgrades, Gateshead

We’re redeveloping the Harold Knight Sports Complex at Gateshead, which includes the Mick Middleton Fields, Fred Wright Field and Harold Knight Oval to expand and reconfigure the sports field areas with new lighting, pedestrian paths, fencing and irrigation, a new sports amenities building and car park, and realignment of the existing shared pathway.

New pump track and additional car parking, Redhead

The new pump track at Redhead will be the first community facility of its kind in Lake Macquarie. A pump track is a circuit of rollers, banked turns (berms) for mountain bike, BMX and scooter riders, skateboarders and roller skaters.

Designed to be ridden by “pumping” – generating momentum by up and down body movements, instead of pedalling or pushing – pump tracks

are relatively simple to use and cater to a wide variety of rider skill levels.

As part of the project, we are formalising the overflow car park to have 30 car spaces plus one accessible space. In addition, we have a separate project to create additional parking in the Redhead Beach car park and we are designing the layout of sections and line marking along Beach Road to better use the available space. These works will introduce an additional 50 car spaces to Redhead Beach.

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. The 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.

The Australian Government has committed \$10 million to the sports and community centre expansion. Its Local Roads and Community Infrastructure (LRCI) program has provided \$960,000 for the Hunter Sports Centre warm-up track extension.

The NSW Government has committed \$12.5 million to deliver the NSW Trampoline Centre of Excellence through its Centre of Excellence Fund, as well as \$1 million to the warm-up track and athlete testing facility through the Regional Sports Facility Fund.

Playground upgrade and new youth hub, Rathmines Park

We are upgrading the current children’s playground area in Rathmines Park. While the existing playground will be retained, new facilities will increase accessibility and will incorporate fitness equipment, a nature play area, an adventure play area incorporating a large climbing structure, 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.

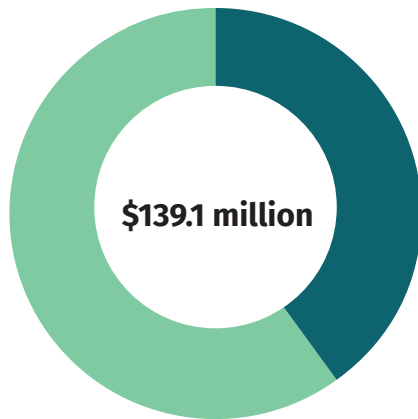
A new car park will also be constructed as part of the project.

The project is funded by the NSW Government through the Everyone Can Play and Resources for Regions grant programs, as well as development contributions.



Find a full list of our capital projects for beaches, aquatic facilities, swim centres, parks, playgrounds and community buildings in Appendix A.

Budget



- Lifestyle and wellbeing
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Supporting strategies and plans

- Ageing Population Plan 2018-2022
- Arts, Heritage and Cultural Plan 2017-2027
- Children and Family Strategy 2021-2024
- Crime Prevention Strategy 2021-2024
- Disability Inclusion Action Plan 2021-2025
- Ending Homelessness Plan 2021-2024
- Environmental Sustainability Strategy and Action Plan 2020-2027
- Event and Festival Strategy and Action Plan 2019-2024
- Lake Activation Strategy 2020-2030
- Parks and Play Strategy 2021
- Public Amenities Strategy 2021
- Sports Strategy 2021-2031
- Youth Strategy 2020-2023

Success measures

- Satisfaction with our facilities and public spaces is increasing
- The ability of residents to access community and health services is increasing
- Participation rates in sporting and recreation activities are increasing
- The city's regional wellbeing index is increasing
- Levels of crime in the city are decreasing

LIFESTYLE AND WELLBEING

OBJECTIVE 2.1 - Our community has access to adaptable and inclusive community, health and wellbeing services

STRATEGY 2.1.1 SUPPORT AND PROMOTE COMMUNITY HEALTH, SAFETY AND WELLBEING

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Ensure improved community safety through ocean lifeguards at patrolled beaches and water safety education programs	Social	Leisure Services
Operate Lake Macquarie Family Day Care to meet or exceed the seven education and care services national quality standards	Governance/Social	Community Partnerships
Promote and encourage use of aquatic facilities for community health and wellbeing	Social	Leisure Services
Report to Council a city-wide Active Recreation Strategy for public exhibition	Social	Asset Management
Support children and families with targeted, relevant information and programs	Social	Community Partnerships
Support older people with targeted, relevant information and quality services	Social	Community Partnerships

OBJECTIVE 2.2 - Our open and shared spaces are inclusive and help us to live a healthy and safer social life

STRATEGY 2.2.1 IMPLEMENT ACTIONS FROM THE BUSH FIRE RISK MANAGEMENT PLAN TO PROTECT THE COMMUNITY, ASSETS AND THE ENVIRONMENT

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Undertake bush fire mitigation measures to manage Council's bush fire risk, in line with the Central Coast Bush Fire Risk Management Plan	Environmental	Environmental Systems

STRATEGY 2.2.2 REDUCE IMPACTS OF LAND CONTAMINATION ON THE HEALTH, WELLBEING AND PROSPERITY OF THE COMMUNITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Report to Council on the action plan outcomes of the NSW Environment Protection Authority funded program 'Addressing legacy lead contamination in the Lake Macquarie LGA'	Environmental	Community Partnerships

STRATEGY 2.2.3 ENHANCE SPORT, LEISURE AND RECREATION INFRASTRUCTURE FOR COMMUNITY USE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Plan and develop the forward works program for Council's beach and aquatic facilities	Economic/Social	Asset Management
Deliver beach and aquatic facility projects identified in the capital works program	Economic/Social	Asset Management
Plan and develop the forward works program for Lake Mac Swim Centres	Economic/Social	Asset Management
Deliver Lake Mac Swim Centre projects identified in the capital works program	Economic/Social	Asset Management
Plan and develop the forward works program for Council's parks and playgrounds	Economic/Social	Asset Management
Deliver projects identified in the parks and playgrounds capital works program	Economic/Social	Asset Management
Plan and develop the forward works program for Council's sporting facilities	Economic/Social	Asset Management
Deliver sporting facility projects identified in the capital works program	Economic/Social	Asset Management
Deliver the Lake Macquarie Croquet Centre at Lake Road, Glendale	Economic/Social	Asset Management
Deliver upgrades at Harold Knight Oval, Gateshead	Economic/Social	Asset Management
Deliver the Hunter Sports Centre expansion and the NSW Trampoline Centre of Excellence, Glendale	Economic/Social	City Projects

STRATEGY 2.2.4 PROVIDE ATTRACTIVE AND ACCESSIBLE BEACHES AND FORESHORES FOR OUR COMMUNITY AND VISITORS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Implement Smart Beaches data collection to assist in future service provision decisions	Governance/Social	Leisure Services
Deliver the Toronto Baths and new amenities at Toronto Foreshore	Social	Asset Management

STRATEGY 2.2.5 ENSURE OUR DEVELOPMENT CONTRIBUTIONS PLANS ARE CONTEMPORARY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete the review of our development contributions system and commence implementation of recommendations	Economic/Governance	Asset Management

OBJECTIVE 2.3 - Our vibrant city has events and festivals that enhance our lifestyle

STRATEGY 2.3.1 PROVIDE A DIVERSE RANGE OF ACTIVITIES AND EVENTS FOR OUR COMMUNITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Provide an events program that raises the profile of Lake Macquarie and stimulates the night-time economy	Economic/Social	Arts, Culture and Tourism

OBJECTIVE 2.4 - We have buildings and facilities for a range of activities and recreations

STRATEGY 2.4.1 UNDERTAKE COMMUNITY BUILDINGS PROJECTS IN ACCORDANCE WITH THE CAPITAL WORKS PROGRAM

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Plan and develop the forward works program for Council's community buildings	Economic/Social	Asset Management
Deliver community building projects identified in the capital works program	Economic/Social	Asset Management
Deliver refurbishment works at Rathmines Music Hall	Economic/Social	Asset Management

STRATEGY 2.4.2 INVESTIGATE TECHNOLOGIES THAT SUPPORT SUSTAINABLE AND INNOVATIVE BUILDINGS AND FACILITIES

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Investigate feasibility and deploy smart monitoring, low-carbon and energy efficient technologies at priority Council facilities	Economic/Environmental	Environmental Systems

STRATEGY 2.4.3 MANAGE EXISTING COMMUNITY FACILITIES TO MEET THE NEEDS OF THE COMMUNITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Report to Council the revised lease equity model for community lessees	Economic/Social	Community Partnerships

MOBILITY AND ACCESSIBILITY



In our 2021 community satisfaction survey, you told us that road maintenance was your top priority for Council. We look after 1377km of roads and 1824km of kerb and channel, and use a rolling program of maintenance and identified improvement projects to keep motorists moving and pedestrians safe.

Lake Mac is also home to an extensive and expanding network of tracks, trails and off-road shared pathways for commuting, recreational cycling, jogging and walking.

Our Operational Plan for 2023-2024 commits to 41 actions to improve community mobility and accessibility.

Highlight initiatives

Active transport

Council is committed to encouraging our community to use of active transport where possible. We will be continuing our program of bike-riding skills development and promotion of riding to work. Following review and evaluation of the Beam e-scooter and e-bike trial, we will be identifying the role that e-mobility transport will play in the future of the city.

Bridge replacement program, Martinsville and Cooranbong

We will be replacing two old vehicle bridges on Owens Road and one on Pointers Road, Martinsville, which have come to the end of their lives. New concrete bridge structures will ensure safe travel for decades to come.

Fernleigh Awabakal Shared Track (FAST) project, northern section, Belmont South

Council will complete the final northern section of the Fernleigh Awabakal Shared Track, creating the longest active transport route in the Hunter region. Selection of the northern section route was the result of more than 18 months of community consultation, environmental investigations, collaboration with local Aboriginal stakeholders and negotiation with land-owners. It will include a landmark viewing platform and 400m of wetland boardwalk, separate footpath loops for bird-watching, 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.

The project has been funded by Council, the Federal Government's Black Summer Bush Fire Recovery Grants program, the NSW Government's Regional Growth Environment Fund and a NSW Government 'Get Active NSW' grant.

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, including signalised pedestrian crossings, median islands, additional lanes, drainage improvement works, footpaths and kerb ramps. This project will improve safety for motorists, pedestrians and cyclists, improve travel times and connectivity, and enhance access during emergencies.

The NSW Government has provided \$4.95 million for the intersection upgrade through developer contributions secured by voluntary planning agreements.

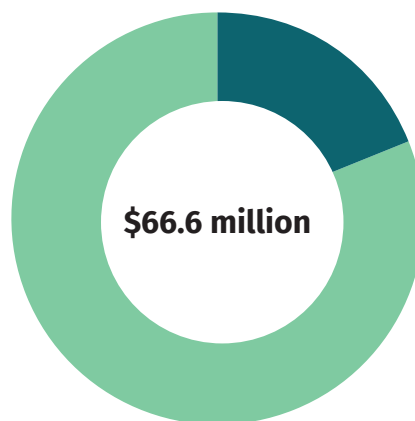
Bridge Street road rehabilitation, from Yambo Street to Newcastle Street, Morisset

Council will reconstruct the pavement and improve sub-soil drainage on both sides of Bridge Street. The project includes new and relocated pedestrian crossings, intersection upgrades, including a new roundabout at the intersection of Bridge Street and Newcastle Street, and replacing non-compliant kerb ramps.

Road rehabilitation on Harper Avenue between Sedgwick Avenue and Neilson Street, Edgeworth

Council is reconstructing Harper Avenue and Sedgwick Avenue, Edgeworth, between Minmi Road and Neilson Street to replace damaged pavement, footpath and kerb and channel. As part of the project, Harper Avenue will be widened to nine metres and a new footpath will connect Minmi Road to Neilson Street along the southern side of Harper Avenue including a pedestrian refuge at the intersection of Harper Avenue and Neilson Street. New street signage, trees and lighting will be installed with consideration to improved sight lines.

Budget



- Mobility and accessibility
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Supporting strategies and plans

- Asset Management Plans
- Electric Vehicle Charging Strategy 2020-2023
- Environmental Sustainability Strategy and Action Plan 2020-2027
- Walking, Cycling and Better Streets Strategy 2031

Success measures

- The number of accessibility upgrades at Council facilities is increasing
- The percentage of trips undertaken on public transport is increasing
- The amount of new cycleways and footpaths being provided is increasing
- Pavement Condition Index (PCI) targets are met based on the category of road within the road hierarchy, as specified in the Asset Management Plan
- The number of non-petrol/diesel vehicle registrations in the city is increasing



Find a full list of our capital projects for bridges and structures, road rehabilitation, road resurfacing and sealing, traffic and transport in Appendix A.

MOBILITY AND ACCESSIBILITY

OBJECTIVE 3.1 - It is safer and easier to get around our city to connect with others

STRATEGY 3.1.1 PROVIDE AND MAINTAIN ROADS, BRIDGES AND OTHER ROAD INFRASTRUCTURE TO ALLOW SAFE AND EASY MOVEMENT AROUND OUR CITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Plan and develop the forward works program for bridges and structures	Economic	Asset Management
Deliver projects identified in the bridges and structures capital works program	Economic	Asset Management
Plan and develop the forward works program for road rehabilitation	Economic	Asset Management
Deliver projects identified in the road rehabilitation capital works program	Economic	Asset Management
Plan and develop the forward works program for road resurfacing, sealing and asphalt program, city-wide	Economic	City Works
Deliver projects identified in the road reseal capital works program	Economic	City Works
Plan and develop the forward works program for sealing gravel roads	Economic	Asset Management
Deliver projects identified in the sealing gravel roads capital works program	Economic	Asset Management
Plan and develop the forward works program for traffic and transport	Economic	Asset Management
Deliver traffic and transport projects identified in the capital works program	Economic	Asset Management
Plan and develop the bridge replacement at Racecourse Road, Teralba	Economic	Asset Management
Plan and develop pavement replacement works on Bayview Street, Warners Bay	Economic	Asset Management
Plan and develop road reconstruction and embankment stabilisation at Beach Road, Wangi Wangi	Economic	Asset Management
Plan and develop road reconstruction and embankment stabilisation at Goulburn Street, Dudley	Economic	Asset Management
Plan and develop road rehabilitation from 42 Main Road to Wallsend Road, Cardiff Heights	Economic	Asset Management
Plan and develop road rehabilitation on Deaves Road, Mandalong	Economic	Asset Management
Plan and develop road rehabilitation on Gardiner Road from Minnie Street to Gradwells Road, Dora Creek	Economic	Asset Management
Plan and develop road rehabilitation on Kalaroo Road from painted traffic island to 68 Kalaroo Road, Redhead	Economic	Asset Management
Plan and develop road rehabilitation on Lake Road from Macquarie Street to The Esplanade, Swansea	Economic	Asset Management
Plan and develop road rehabilitation on St Johns Drive from Valentine Hydrotherapy Pools to Macquarie Road, Croudace Bay	Economic	Asset Management
Deliver intersection improvements at Alton Road, University Drive and Freemans Drive, Cooranbong	Economic	City Projects
Deliver road rehabilitation on Elizabeth Parade between Waratah Avenue and Jennifer Street, Charlestown	Economic	Asset Management
Deliver road rehabilitation on Harper Avenue between Sedgewick Avenue and Neilson Street, Edgeworth	Economic	Asset Management
Deliver road rehabilitation on Rocky Point Road between Cross Street and exit ramp, Eraring	Economic	Asset Management
Deliver road rehabilitation on Thompson Road, Speers Point	Economic	Asset Management
Deliver stage two road rehabilitation on Watkins Road between Crescent Road and Wangi Point Holiday Park, Wangi Wangi	Economic	Asset Management

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver the road resurfacing, sealing and asphalt program, city-wide	Economic	Asset Management
Deliver three bridge replacements at Martinsville	Economic	City Projects
Deliver underpass lights at Fassifern Road and Greenway Parkway, Fassifern	Economic	Asset Management

STRATEGY 3.1.2 INCREASE AND ENHANCE ACCESS TO ACTIVE TRANSPORT THROUGHOUT THE CITY BY MANAGING EXISTING AND PLANNING FOR NEW FOOTPATHS, SHARED PATHWAYS AND SUPPORTING FACILITIES

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Engage with the community to encourage the uptake of active transport including e-mobility options	Economic/Social	Community Partnerships
Plan and develop the forward works program for cycling facilities	Economic/Social	Asset Management
Deliver cycling facilities projects identified in the capital works program	Economic/Social	Asset Management
Plan and develop the forward works program for pedestrian improvements	Economic/Social	Asset Management
Deliver pedestrian improvement projects identified in the capital works program	Economic/Social	Asset Management
Plan and develop shared pathway from Charlestown to Whitebridge	Economic/Social	Asset Management
Plan and develop a shared pathway on the Pacific Highway between Soldiers Point Road and Lake Macquarie Airport,	Economic/Social	Asset Management
Deliver a new footpath connection at Hillsborough Road from access road to pedestrian lights, Warners Bay	Economic/Social	Asset Management
Deliver the Fernleigh Awabakal Shared Track (FAST) project, northern section, Belmont South	Economic/Social	City Projects
Plan and develop a shared pathway from Fernleigh Track to Belmont Foreshore	Economic/Social	Asset Management

STRATEGY 3.1.3 ADVOCATE FOR IMPROVED PUBLIC TRANSPORT CONNECTIONS ACROSS THE CITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Consult with stakeholders and the community to understand public transport deficiencies and the priorities for future advocacy	Economic/Social	Communications and Corporate Strategy

OBJECTIVE 3.2 - New technology supports sustainable transport choices

STRATEGY 3.2.1 INVESTIGATE AND PROMOTE NEW AND EMERGING TECHNOLOGIES TO SUPPORT SUSTAINABLE TRANSPORT AND MOBILITY OPTIONS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Develop a decarbonisation plan for Council's plant and fleet	Economic/Environmental	Environmental Systems

DIVERSE ECONOMY

Lake Macquarie is competitively positioned to attract visitors and investment, thanks to our proximity to Sydney, thriving base of small and medium businesses and 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 2023-2024 commits to 22 actions to promote a diverse economy in Lake Macquarie.

Highlight initiatives

Tourism support

Two roving tourism kiosks will move between key sites around the city and attend events throughout the year to promote Lake Macquarie.

The Visit Lake Mac website will be redeveloped to support the Lake Macquarie Tourism Partnership program to promote local tourism industry businesses as well as enhance value for tourists searching for events, businesses, experiences and attractions in the city.

Place strategies

Our nine economic centres, strategically spread across the city, are focal points for new homes, employment, recreation, shopping and services. Council will continue to work on place strategies for two of these centres, Morisset and the North West Catalyst Area. The place strategies will bring together commercial interests, community groups and relevant NSW Government departments to consider the transport, housing and other infrastructure that these areas will need in the future to fulfil their economic potential and create vibrant and highly liveable places.

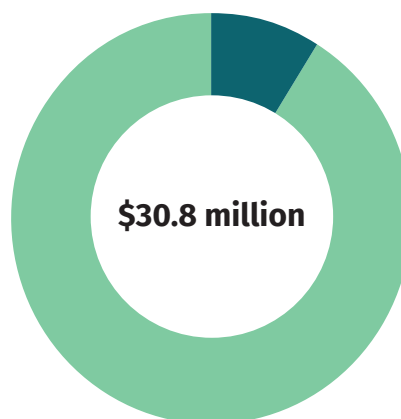
Awaba House reconstruction, Booragul

Council will finish the reconstruction of the historically significant Awaba House after it was damaged by fire, delivering a new destination for visitors and locals. While the heritage facade will be restored, a contemporary addition and changes to the internal layout will allow for a vibrant contemporary dining experience, new outdoor terrace, cafe and function room. A walkway will connect Awaba House to the Museum of Art and Culture, yapang and a new footpath will enable access into the surrounding Sculpture Park and to additional parking.

Supporting strategies and plans

Arts, Heritage and Cultural Plan 2017-2027
Circular Economy Framework
Destination Management Plan 2022-2026
Environmental Sustainability Strategy and Action Plan 2020-2027
Event and Festival Strategy and Action Plan 2019-2024
Innovators Support Roadmap
Lake Arts Precinct Strategic Plan 2022-2027
Lake Macquarie Housing Strategy 2021
Local Strategic Planning Statement
Night-time Economy Action Plan 2019-2024
Parking Strategy 2018
Urban Greening Strategy 2022-2032

Budget



- Diverse economy
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Success measures

- The number of people who live and work within the city is increasing
- The city's employment growth matches workforce growth
- The number of businesses in the city that employ one or more people is increasing
- The number of projects with Transport for NSW is increasing
- The number of partnerships with cooperatives for community wealth is increasing
- The number of visitors (day trips and overnight stays) is increasing
- Satisfaction with new development is increasing
- Hunter region business confidence and sentiment is increasing
- The proportion of people living and working in and around our town centres is increasing



Find a full list of our capital projects for Lake Mac Holiday Parks in Appendix A.

DIVERSE ECONOMY

OBJECTIVE 4.1 - Our city is a vibrant destination that reflects the lifestyle, culture and natural environment that make it special

STRATEGY 4.1.1 IMPLEMENT OUR CITY'S BRAND IDENTITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver community-focused marketing campaigns to demonstrate the benefits of living in Lake Macquarie City	Economic/Social	Communications and Corporate Strategy
Deliver out-of-region marketing campaigns to profile Lake Macquarie City as a productive, adaptable, sustainable and highly liveable place	Economic/Social	Communications and Corporate Strategy
Deliver the annual Lake Macquarie Business Excellence Awards	Economic/Social	Communications and Corporate Strategy

STRATEGY 4.1.2 CONTINUALLY IMPROVE FACILITIES AND TOURISM OFFERINGS AT HOLIDAY PARKS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Plan and develop the forward works program for Lake Mac Holiday Parks	Economic	Property and Business Development
Deliver holiday parks projects identified in the capital works program	Economic	Property and Business Development

STRATEGY 4.1.3 RAISE THE CITY'S PROFILE AS A DESIRABLE VISITOR DESTINATION

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Advocate for investment in regionally significant sport and recreation facilities in Lake Macquarie	Economic/Social	Executive and Mayor Support
Grow the regional day trip market, focusing on the shoulder and off-season periods, by marketing events and cultural programs regionally	Economic	Arts, Culture and Tourism
Provide tourist assistance via the new Visitor Centre Kiosk and the Tourism Ambassador program at arts, culture and tourism facilities and operators	Economic	Arts, Culture and Tourism
Support the tourism industry through breakfast symposiums and industry workshops	Economic	Arts, Culture and Tourism
Deliver Awaba House reconstruction and pedestrian access improvements	Economic/Social	Property and Business Development

OBJECTIVE 4.2 - We have an adaptable, diverse, prosperous and circular economy

STRATEGY 4.2.1 DEVELOP AND IMPLEMENT COUNCIL'S CIRCULAR ECONOMY FRAMEWORK

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Support community groups and business to participate in circular economy initiatives	Economic/Environmental	Community Partnerships

STRATEGY 4.2.2 DEVELOP AND IMPLEMENT INITIATIVES TO ATTRACT, NURTURE AND RETAIN INNOVATORS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Develop social enterprise and entrepreneurial programs to support growth of the cultural sector	Economic/Social	Arts, Culture and Tourism

STRATEGY 4.2.3 ATTRACT NEW INVESTMENT AND EMPLOYMENT GROWTH OPPORTUNITIES TO THE CITY BY INVESTING IN TOURISM, EDUCATION, HEALTH, TECHNOLOGY AND ENTERPRISE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Continue fostering relationships with international tour companies and supporting local tourism operators to attract international visitors	Economic	Arts, Culture and Tourism
Develop international tourism-ready products for the lake	Economic	Arts, Culture and Tourism

OBJECTIVE 4.3 - Our growing population supports a thriving local economy based around vibrant centres with new development that complements our unique character and sense of place, now and into the future

STRATEGY 4.3.1 INVESTIGATE COMMUNITY WEALTH BUILDING AS AN ECONOMIC MODEL TO IMPROVE CITY RESILIENCE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Build organisation and community understanding of Community Wealth Building economic practice and how it can be applied locally	Economic/social	Community Partnerships

STRATEGY 4.3.2 MAXIMISE DEVELOPMENT POTENTIAL OF COUNCIL'S OPERATIONAL LAND ASSETS INCLUDING ORDERLY DIVESTMENT OF SCATTERED LOTS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete feasibility testing of Council-held lands to determine development scope and timelines	Economic	Property and Business Development
Plan and implement tourism expression of interest process	Economic	Property and Business Development
Plan and develop the forward works program for Council's operational land assets	Economic	Property and Business Development
Deliver projects to improve Council's operational land assets	Economic	Property and Business Development
Progress sale of selected scattered lots within the city	Economic	Property and Business Development
Plan for land developments for priority Council-owned land, city-wide	Economic	Property and Business Development

STRATEGY 4.3.3 IDENTIFY APPROPRIATE LOCATIONS FOR POPULATION GROWTH, DIVERSE AND AFFORDABLE HOUSING TYPES, JOBS AND OTHER DEVELOPMENT CLOSE TO AMENITIES AND SERVICES

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Continue to prepare a draft Morisset Place Strategy for consultation with NSW Government agencies	Economic/Social	Integrated Planning
Report to Council for exhibition a draft North West Lake Macquarie Catalyst Area Place Strategy to guide and manage growth and development in the area	Economic/Social	Integrated Planning



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 all community members, 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 six aged care and disability service facilities, and 36 community buildings.

Our Operational Plan for 2023-2024 commits to 24 actions to create community connections across Lake Macquarie.

Highlight initiatives

Aboriginal Community Plan

Council is committed to listening deeply to and collaborating with First Peoples in our work. We respect the rights of all Aboriginal and Torres Strait Islander people residing in the city to pursue their own values and culture. Our Aboriginal Community Plan 'bayikulan' (to act in the future) highlights the needs and priority issues of our Aboriginal and Torres Strait Islander community and organisations within Lake Macquarie City. In 2023-2024, we will complete community consultation to inform a review of the plan.

Disability inclusion and access

The IncludingYOU Program will provide information and free activities to help people with a 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.

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.

Youth Council

The Lake Macquarie Youth Council provides an important opportunity for young people to have input into Council decisions. Council will support the Youth Council to hold their regular meetings, deliver annual planning and promote its role to young people. We will also provide training for Youth Council members, with the opportunity for any resident aged 12-24 years to attend.

Teralba to Toronto Climate Resilience Plan

The Teralba to Toronto Climate Resilience Plan will be developed over the next two to three years to improve the resilience of lakeside suburbs in north-west Lake Macquarie to flooding, fires, heatwaves, and other climate-related hazards. The plan will help guide decision-making on land-use, management of public and private assets, and our current and future emergency management programs. Preliminary assessments have identified a range of 'at risk' infrastructure including roads, drainage, sports fields, jetties and wharves, foreshore reserves, parks and playgrounds, and private and public buildings. In 2023-2024, Council will work closely with the community to assess climate adaptation options and determine positive steps we can take to build climate resilience. Suburbs included in the plan are: Teralba, Booragul, Marmong Point, Woodrising, Bolton Point, Fennell Bay, Fassifern, Blackalls Park and Toronto.

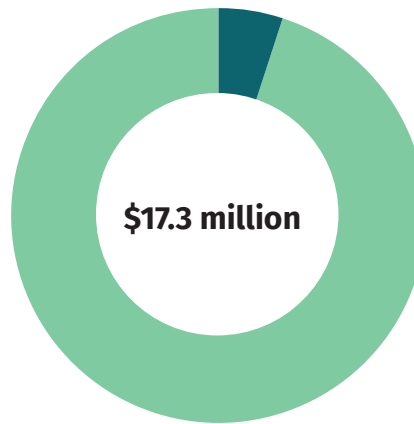
Museum of Art and Culture, yapang sculpture park, Booragul

The revitalisation of the Museum of Art and Culture, yapang sculpture park includes new pathways, lighting, signage and seating in addition to creative treatments. A location-activated sound trail is being developed to guide visitors and share stories across the five-hectare site. This project will enhance a unique cultural asset and enable the sculpture park to continue to grow.



Find a full list of our capital projects that support emergency services in Appendix A.

Budget



- Connected communities
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Supporting strategies and plans

Aboriginal Community Plan 2019-2023
Ageing Population Strategy 2022-2026
Arts, Heritage and Culture Plan 2017-2027
Culturally Diverse Lake Mac Plan 2021-2024
Destination Management Plan 2022-2026
Disability Inclusion Action Plan
Environmental Sustainability Strategy and Action Plan 2020-2027
Event and Festival Strategy and Action Plan 2019-2024
Libraries Strategic Business Plan 2019-2024
Local Strategic Planning Statement
Resourcing strategy 2022-2032 – Digital Strategy
Urban Greening Strategy 2022-2032
Urban Heat Strategy 2022
Volunteer Engagement Strategy 2021-2026
West Wallsend Heritage Management Strategy 2020
Youth Strategy 2020-2023

Success measures

The proportion of walking and cycling trips in the city is increasing

Satisfaction with supporting the city's arts, heritage and culture is increasing

The number of people volunteering is increasing

The city's greenhouse gas emissions are decreasing

The city's energy and water consumption is decreasing

CONNECTED COMMUNITIES

OBJECTIVE 5.1 - Public spaces help connect us with each other

STRATEGY 5.1.1 ENHANCE COMMUNITY SPACES WITH URBAN AND PUBLIC ART, PLACE-MAKING AND PLACE ACTIVATION

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Activate spaces across the city with temporary and permanent public art	Social	Arts, Culture and Tourism
Deliver Stage 1 of the Museum of Art and Culture, yapang Sculpture Park, Booragul	Social	Arts, Culture and Tourism

OBJECTIVE 5.2 - We are a supportive and inclusive community

STRATEGY 5.2.1 CREATE OPPORTUNITIES FOR ALL PEOPLE TO PARTICIPATE FULLY IN OUR COMMUNITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver the annual Lake Mac Awards to celebrate community groups and individuals	Social	Communications and Corporate Strategy
Support people with disability with targeted, relevant information and quality services	Social	Community Partnerships
Support young people with targeted, relevant information and quality services	Social	Community Partnerships

STRATEGY 5.2.2 SUPPORT VOLUNTEER AND COMMUNITY GROUPS TO INCREASE COMMUNITY RESILIENCE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver programs to support and encourage the community to participate in volunteering	Social	Community Partnerships
Grow and support the arts, culture and tourism volunteer base	Social	Arts, Culture and Tourism
Grow and support the Heritage Volunteer Network with programs, exhibitions and professional development opportunities	Social	Arts, Culture and Tourism
Plan and develop the forward works program for supporting emergency services in Lake Macquarie	Economic/Social	Environmental Regulation and Compliance
Deliver emergency services supporting projects identified in the capital works program	Economic/Social	Environmental Regulation and Compliance

STRATEGY 5.2.3 CELEBRATE CULTURAL DIVERSITY, INCLUDING OUR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver programs that support and recognise our Aboriginal and Torres Strait Islander community	Social	Community Partnerships
Complete community consultation to inform a review of Council's Aboriginal Community Plan	Social	Community Partnerships

STRATEGY 5.2.4 PROVIDE CONTEMPORARY LIBRARY SERVICES ACCESSIBLE TO DIVERSE AUDIENCES

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Implement book collection programs including review of online library	Social	Arts, Culture and Tourism
Undertake review and outline service recommendations for Lake Mac Libraries outreach and home delivery services	Social	Arts, Culture and Tourism
Plan and develop the forward works program for Council's libraries and cultural facilities	Economic/Social	Arts, Culture and Tourism
Deliver libraries and cultural facilities projects identified in the capital works program	Social	Arts, Culture and Tourism

STRATEGY 5.2.5 PROVIDE A COMPREHENSIVE CULTURAL PROGRAM OF QUALITY EDUCATIONAL AND PARTICIPATORY EXPERIENCES ACROSS LITERACY, VISUAL ARTS, HERITAGE, HISTORY AND PERFORMING ARTS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver the yapang Aboriginal art program	Social	Arts, Culture and Tourism
Host the annual Dobell Festival for creative arts	Social	Arts, Culture and Tourism
Host the annual History Illuminated heritage festival	Social	Arts, Culture and Tourism
Host the annual Write Here, Write Now literary festival	Social	Arts, Culture and Tourism

OBJECTIVE 5.3 - We are proud of our city's heritage and cultures

STRATEGY 5.3.1 RECOGNISE, PROTECT AND CELEBRATE OUR HERITAGE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver projects that interpret and celebrate the city's history and heritage including school educational kits and online content	Social	Arts, Culture and Tourism

OBJECTIVE 5.4 - Our community responds and adapts to change

STRATEGY 5.4.1 EMPOWER OUR COMMUNITY TO ADOPT SUSTAINABLE BEHAVIOURS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Deliver a program for environmental sustainability education and behaviour change	Environmental/Social	Community Partnerships

STRATEGY 5.4.2 ADAPT OUR CITY TO A CHANGING CLIMATE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete the community options assessment as a component of the Teralba to Toronto Climate Resilience Plan	Environmental/Social	Environmental Systems
Investigate feasibility and implement water resilient initiatives at priority Council facilities	Economic/Environmental	Environmental Systems
Research and develop sustainable funding options to support climate change adaptation and city resilience actions	Economic/Environmental	Environmental Systems

STRATEGY 5.4.3 ENCOURAGE UPTAKE OF SMART AND SUSTAINABLE INFRASTRUCTURE

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Complete a technology audit and program plan for art, culture and tourism, including Fab Lab programs, digital and training workshops and educational programming	Social	Arts, Culture and Tourism

CREATIVITY



Highlight initiatives

yapang arts program

The yapang arts program will continue to celebrate, promote and support Aboriginal and Torres Strait Islander artists, under the guidance of a newly appointed Aboriginal Arts Officer.

Creative opportunities

Council will support creative professionals with the One Act Play Festival to showcase emerging and established playwrights from the Hunter and beyond. The Open Studios program will continue to provide local artists with an opportunity to profile their creative process and sell their work.

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 literary festival.



Find a full list of our capital projects for libraries and cultural facilities in Appendix A.

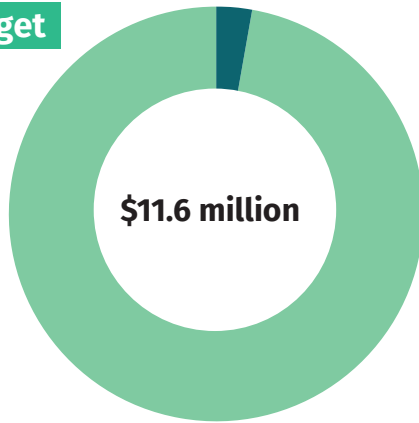
Morisset Community and Cultural Hub,

Council will be undertaking planning and feasibility for the Morisset Community Hub, a landmark building that will support lifelong learning and encourage use by non-traditional library users. The hub will be adaptable and provide facilities for meetings and functions of up to 300 people, as well as community office accommodation, all access/all ages programs and arts and crafts exhibitions. It 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.

Supporting strategies and plans

- Arts, Heritage and Cultural Plan 2017-2027
- Destination Management Plan 2022-2026
- Event and Festival Strategy and Action Plan 2019-2024
- Innovators Support Roadmap
- Urban and Public Art Strategy 2019-2029
- Cultural Collection Strategy 2020
- Heritage Strategy
- Library Collections Strategy 2020

Budget



- Creativity
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Success measures

- The number of cultural groups and creative practitioners in the city is increasing
- Satisfaction with public art and cultural facilities is increasing
- Employment and economic output in industries such as the creative sector and knowledge sector is increasing
- The number of opportunities and partnerships formed with creative and cultural sectors is increasing
- The number of activities initiated that attract audiences is increasing
- The number of public artworks in the city is increasing
- The number of artists engaged is increasing

OBJECTIVE 6.1 - Creative thinking drives our city

STRATEGY 6.1.2 CREATE OPPORTUNITIES AND PARTNERSHIPS TO DEVELOP THE CREATIVE AND CULTURAL SECTOR

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Develop the Lake House residency program for creatives and promote to local, regional and national artists	Social	Arts, Culture and Tourism

OBJECTIVE 6.2 - Our city has a strong creative industry

STRATEGY 6.2.1 DEVELOP THE CITY'S CULTURAL FACILITIES TO GROW THE CREATIVE AND CULTURAL SECTOR

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Develop a funding strategy and partnership for a Keeping Place (Aboriginal cultural centre) for the city	Social	Arts, Culture and Tourism
Continue investigations into the feasibility of a performing arts centre	Social	Arts, Culture and Tourism

OBJECTIVE 6.3 - Cultural experiences and public art connect us with the past, present and future

STRATEGY 6.3.1 EXPAND THE DIVERSITY OF HERITAGE AND CREATIVE INTERPRETATION AROUND THE CITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Operate and promote the new Sugar Valley Library Museum	Social	Arts, Culture and Tourism

STRATEGY 6.3.2 PROVIDE A DYNAMIC ARTS PROGRAM THAT POSITIONS LAKE MACQUARIE AS A CULTURAL HUB AND SUPPORTS CREATIVE PROFESSIONALS

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Add to the Museum of Art and Culture, yampang collection through awards, donations or commissions	Economic/Social	Arts, Culture and Tourism
Develop creative partnerships and sector initiatives such as Open Studios that support creative industries in the city	Economic/Social	Arts, Culture and Tourism
Provide a performing arts and live music program and engage musicians and performing arts professionals to deliver	Economic/Social	Arts, Culture and Tourism
Provide opportunities to connect with and enjoy local, national and international artists, through a program of exhibitions, creative workshops and artistic programs	Economic/Social	Arts, Culture and Tourism

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 2023-2024 commits to four actions to share decision-making with our stakeholders.

Highlight initiatives

2024 Local Government election

As Lake Macquarie's population continues to grow, particularly in the west of the city, Council needs to review its ward boundaries. Council will work with the NSW Electoral Commission, to ensure this process is rigorous and fair, and residents are aware of any changes to their ward details before the election.

Customer service improvement

In response to Council's 2022-2023 review of customer service transactions, we will be working on a number 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.

Supporting strategies and plans

Lake Macquarie City Brand Guidelines 2022

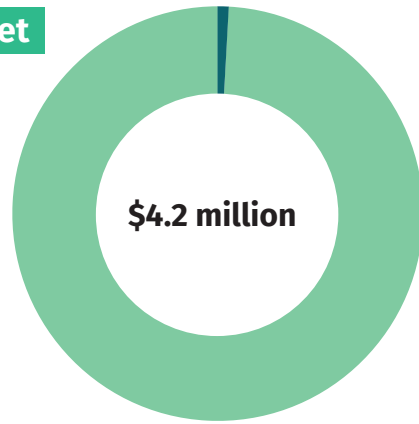
Community Engagement Strategy 2022-2024

Environmental Sustainability Strategy and Action Plan 2020-2027

Equal Opportunity and Diversity Management Plan 2019-2022

Resourcing Strategy 2022-2032 – Digital Strategy

Budget



- Shared decision-making
- Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications. The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Success measures

- The number of people following and engaging with Council on Facebook, Instagram, Twitter and LinkedIn is increasing
- The number of services available online is increasing
- The number of active participants on Council's Shape Lake Mac site is increasing
- The diversity of participants and methods used to engage our community is increasing
- Customer satisfaction is increasing
- The number of people accessing open data is increasing

OBJECTIVE 7.1 - Our community influences decisions that shape our city

STRATEGY 7.1.1 PROVIDE OUR COMMUNITIES WITH SIMPLE, ACCESSIBLE AND CONVENIENT WAYS TO DO BUSINESS WITH COUNCIL

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Identify opportunities to improve customer interactions and increase efficiencies to reduce handling time	Governance	Customer Experience

STRATEGY 7.1.2 ENGAGE, INVOLVE AND EMPOWER THE COMMUNITY TO PARTICIPATE IN DECISIONS THAT AFFECT THEM

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Undertake community research and benchmarking activities to gather feedback on Council's service delivery and performance	Economic/Governance	Communications and Corporate Strategy

OBJECTIVE 7.2 - We know how and why decisions are made

STRATEGY 7.2.1 PROVIDE HIGH-QUALITY AND RELEVANT INFORMATION AND SERVICE TO THE COMMUNITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Report on development application processing times for each development processing group (major, medium, general and fast track)	Governance	Development Assessment and Certification

STRATEGY 7.2.2 SUPPORT EFFECTIVE LEADERSHIP, DECISION-MAKING AND GOOD GOVERNANCE BY THE ELECTED COUNCIL FOR THE BENEFIT OF THE COMMUNITY

ACTION	QUADRUPLE BOTTOM LINE	PRIMARY RESPONSIBILITY
Review ward boundaries for the 2024 Local Government election for the Lake Macquarie Local Government Area	Governance	Communications and Corporate Strategy



ORGANISATIONAL SUPPORT AND RESOURCING

Focus on financial sustainability

As part of the Resourcing Strategy, the Long-term Financial Plan is a 10-year rolling plan that identifies how Council will sustainably fund the services it provides to the community over the long term.

Council's financial strategy aims to return the financial operating result to surplus over the course of the Delivery Program 2022-2026 and ensure ongoing financial sustainability.

The current environment of large grant contributions as a result of COVID-19 related stimulus will soon be finished, as cost of construction continues to rise. It is important that Council maintains a conservative approach to financial planning.

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'. By anticipating and responding to the ever-changing sector and community landscape, we will attract and retain high-performing staff aligned to Council's future workforce needs to enable us to deliver services to the community.

Our strategic workforce goals are to:

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

Key initiatives for 2023-2024 include:

- implementing our Diversity and Inclusion Management Plan to better realise the benefit of our community's diversity
- continuing to improve systems and tools for robust career progression conversations between leaders and staff
- further embedding our coaching program to develop higher levels of engagement, leadership, flexibility and performance
- growing and supporting networks of interest for staff to collaborate around shared interests and reduce our reliance on hierarchies for smart problem solving
- expanding our Education to Employment program with trainees, apprentices, cadets, graduates, work integrated learning and work experience
- exploring future workforce needs through our workforce planning processes to prepare for changing roles now and in the future
- delivering our annual business improvement capability building program to further embed a culture of continuous improvement across all staff
- delivering and continue to improve our leadership development programs aimed at different levels of the organisation
- hearing from our staff through pulse surveys and continuing to develop timely and targeted engagement strategies.

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.

Council aims to deliver and manage assets in a cost-effective manner, to an appropriate and agreed level. The financial impact of future assets is considered and accounted for when planning to provide them, from creation or acquisition, through to maintenance and operation, and rehabilitation and disposal. This approach ensures long-term needs are known and planned for, both technically and financially, and assets are maintained at a suitable level for both present and future users.

This best practice asset planning framework identifies the current state and the desired future state of our assets, and aligns actions to resourcing capability, desired levels of service and acceptable levels of risk.

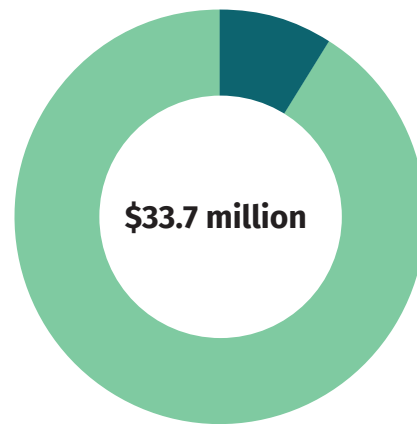
Council will continue to maintain, enhance, improve and provide new assets to deliver services and facilities as agreed with our community. We will also take further steps to integrate asset management practices Council-wide and implement asset improvement plans.

Actions for 2023-2024 will be undertaken under the priority areas of asset planning, capital works and asset improvement, and will include:

- continuing to improve practices for identifying risks, and applying resources to effectively manage asset related risk

- reviewing asset lifecycle modelling, and updating distribution of asset renewal funding to align with asset categories
- continuing to plan and undertake activities to build resilience in the asset base in response to environmental challenges
- developing Asset Management Plans for Awaba Waste Management Facility and Hunter Sports Centre
- implementing an Asset Management Maturity Plan and improve organisation-wide asset management literacy.

Budget



■ Organisational support and resourcing

■ Total budget

Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and net transfers to restricted cash. It excludes depreciation and dedications.

The calculation base of these numbers has changed year on year to better reflect the spending of funds within the community.

Improving digital capability

Council will continue to implement technology that delivers the best value to the organisation and the community to improve service delivery.

Key initiatives for 2023-2024 include:

- continuing to invest in technology and applications that empower staff to deliver services more efficiently to accommodate the community's needs
- optimising Council's asset management tools and mapping systems to streamline processes and support improved decision-making
- improving risk and injury management software to support administrative processes and enhance improved decision-making
- strengthening Council's position in preventing cyber security threats and incidents to ensure the protection of data
- promoting an informed and engaged workforce by implementing a new intranet that enables optimisation of core business functions.

Supporting strategies

Equal Opportunity and Diversity Plan

Resourcing Strategy – Asset Management

Resourcing Strategy – Digital Strategy

Resourcing strategy – Long-term Financial Plan

Resourcing Strategy – Plant and Fleet Strategy

Resourcing strategy – Workforce Management Plan

FINANCIAL MANAGEMENT

ANNUAL STATEMENT OF REVENUE POLICY

In accordance with Section 405 of the *Local Government Act 1993*, Council provides the following details of its Statement of Revenue Policy. This information explains the basis upon which rates and charges will be made.

Rates and charges

Through rates and charges, Council recovers the cost of providing its services for land within the Council boundaries. Rates and charges raise about 59 per cent of Council's operating income and are used to improve and maintain services and facilities for the community.

Some of these services include:

- maintenance of roads, parks and gardens
- libraries
- community services for young people and over 55s
- town planning
- food inspections
- animal services
- tourism
- swim centres.

Council rates are determined in accordance with the provisions of the *Local Government Act 1993* and *Local Government (General) Regulation 2021*.

Ordinary rates are levied on all rateable parcels of land based on independent valuations provided by Property NSW on behalf of the NSW Valuer General. Land valuations are supplied every three years by the NSW Valuer General. The land value does not include the value of a house, buildings or other improvements to the land. The latest valuation of the land in Lake Macquarie occurred with a base date of 1 July 2022. These valuations will be used to calculate and levy the 2023-2024 ordinary rate.

Rate pegging is determined by the Independent Pricing and Regulatory Tribunal (IPART) each year and sets the maximum general income Council can collect from ordinary rates. General income comprises income from ordinary rates and special rates, but does not include income from waste management charges.

On 29 September 2022, IPART announced the percentage increase to apply in the 2023-2024 financial year would be 3.7 per cent.

The general income for the previous year, 2022-2023 is increased by 3.7 per cent to determine the total general income yield that can be levied in 2023-2024. This does not mean that each individual rate assessment will increase by that percentage, but does mean that Council's total income from ordinary rates cannot exceed this percentage increase.

Accordingly, general rate income will increase by \$6.2 million in 2023-2024 to \$158.9million.

Ordinary rates

In accordance with section 497 of the *Local Government Act 1993*, the structure of the ordinary rates are calculated annually and comprise of a base amount, plus an ad valorem (amount in the dollar) component, which is calculated using the land value supplied by Property NSW on behalf of the NSW Valuer General.

Section 494 of the *Local Government Act 1993* requires Council to make and levy ordinary rates on all rateable land for the year 2023-2024.

In accordance with the provisions of section 514 of the *Local Government Act 1993*, each property in Lake Macquarie is declared to be within one of four categories for rating purposes depending on the dominant land use of the property.



The categories of residential, farmland, mining and business apply to the whole of the Council area.

The rating structure for the **residential** category is based on a combination of a base amount and an ad valorem (amount in the dollar) component. The level of the base amount has been set to achieve 50 per cent of total rate income from this category, with the ad valorem component raising the remaining 50 per cent of the total income.

The rating structure for the **business** and **mining** categories is based on a combination of a base amount of rate and an ad valorem component. The level of the base amount has been set to achieve two per cent of total rate income from each category, with the ad valorem component raising 98 per cent of the total income.

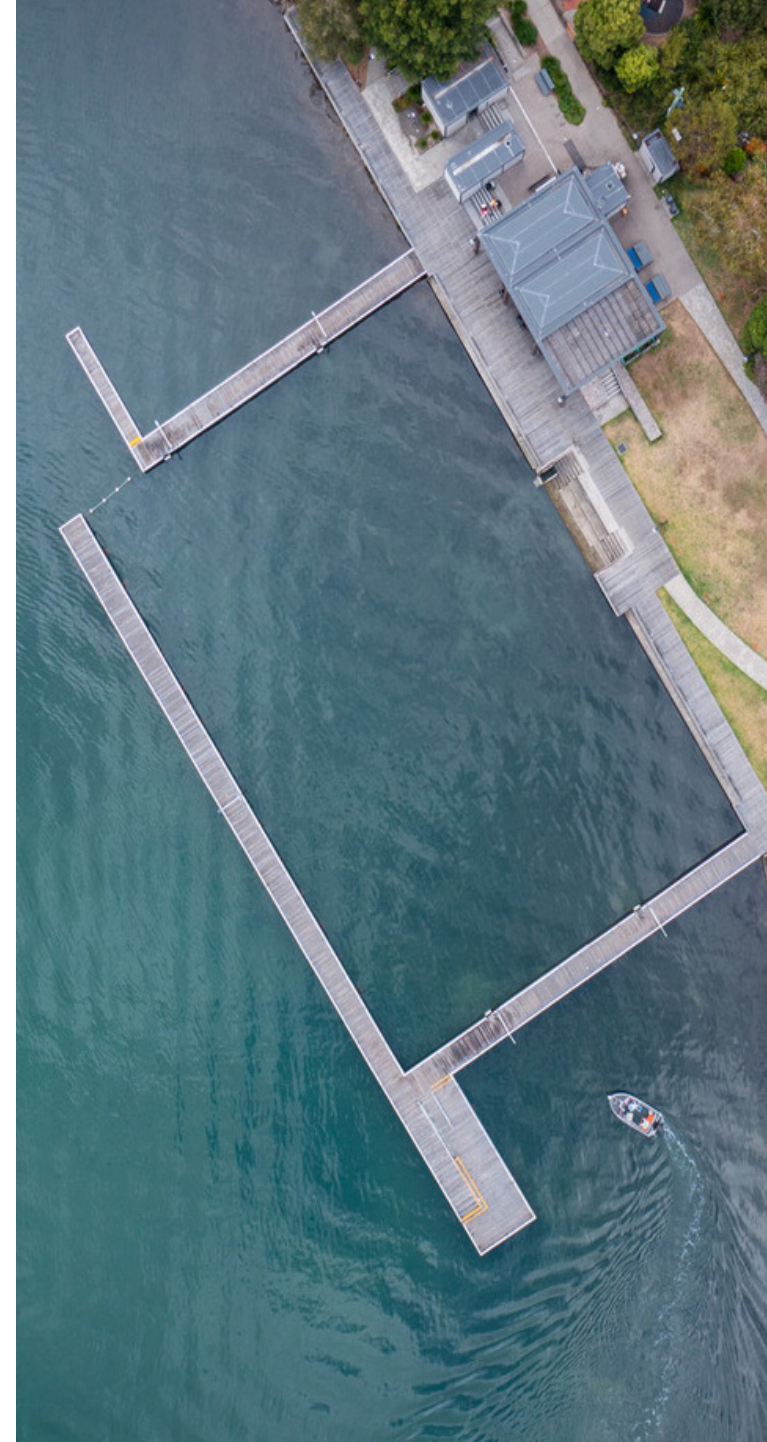
The rating structure for the **farmland** category is based on a combination of a base amount and an ad valorem component. The base amount for this category is set the same as the base amount for the residential category, and is 33.45 per cent of the total income from the farmland category.

The rate amounts shown in this document include ordinary rates variation for 2023-2024 of 3.7 per cent.

Rating structure and yield 2023-2024

RATING CATEGORY	RESIDENTIAL	BUSINESS	FARMLAND	MINING
Ad valorem rate	0.1526	0.6910	0.1058	0.5384
Base amount (\$)	802.71	108.05	802.71	1404.18
Land value (2022 base date) (\$)	44,222,398,403	3,204,496,495	55,831,074	230,028,254
Base (%)	50.00%	2.00%	33.45%	2.00%
2023-2024 rate yield (\$)	134,982,461	22,594,936	88,770	1,263,747
Average rate (\$)	1,605.23	5,402.90	2,399.18	70,208.19
Total revenue (%)	84.93%	14.22%	0.06%	0.80%

- The amounts shown in the row '2023-2024 rate yield' have been calculated in accordance with the permissible increase in Council's notional general income for 2022-2023 of 3.7 per cent. This is in accordance with the rate-peg determination made by IPART.
- As Council will continue to process adjustments to its rating records until the time Council makes the rate, minor changes to the amounts shown in the above table will occur. These adjustments include the processing of supplementary valuation lists from the Valuer General's Department, changes to rating categories and changes in the rateability of land.
- The amounts shown in the above table are inclusive of adjustments to notional income for newly rateable Crown Land.
- Interest will accrue on outstanding rates and charges at the rate of nine per cent a year (simple interest calculated daily).



FEES AND CHARGES FOR GOODS AND SERVICES

In accordance with section 608 of the *Local Government Act 1993* and other relevant legislation, Council levies a range of fees and charges.

Each year, Council determines its fees and charges. These are available at lakemac.com.au/fees-and-charges.

Income from fees and charges helps us provide services and facilities for our city. Our fees and charges are intended to cover costs associated with:

- supply of a product, service or commodity
- giving of information
- providing a service in connection with the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- allowing admission to any building or enclosure.

When Council determines its fees for goods and services, it considers the following:

- cost of providing the service
- importance of the service to the community
- prices fixed by relevant industry bodies
- any factors specified in the Local Government regulations
- equity factors

- user pays principle
- financial objectives
- customer objectives
- resource use objectives
- cross-subsidisation objectives.

Council reviews all fees and charges, not subject to statutory control, on an annual basis, prior to finalisation of Council's annual operating budget.

The predominant consideration in reviewing those fees and charges is full cost recovery on a fee for service (user pays) basis. However, this principle only applies where the cost of the service provision and the end users can be accurately determined.

Fee increase percentages may be greater than the Consumer Price Index (CPI) due to a number of factors including:

- rounding
- the practice of reviewing fees biennially versus annually
- benchmarking of services/fees against other councils.

More information about Council's annual fees and charges is available at lakemac.com.au/fees-and-charges



Domestic Waste Management Charge

In accordance with section 496 of the *Local Government Act 1993*, Council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

The Domestic Waste Management Charge is an annual charge for waste services that is listed as a separate amount on the residential or farmland rates notice. This charge provides for one 240L fortnightly garbage collection service, one 240L or 360L fortnightly recycling collection service and one 240L weekly green waste collection service per year, per property.

The mandatory charge in 2023-2024 for each rateable property in our service area is \$535, an increase of \$43. Our service area does not include properties that Council considers are vacant and unable to be lawfully developed. The estimated yield for domestic waste management charges is \$46,256,747.50.

Alternative domestic waste options are included within the fees and charges document at lakemac.com.au/fees-and-charges and listed in the table on page 49.

TYPE OF SERVICE	DESCRIPTION	2023-2024 ANNUAL CHARGE	INCREASE \$	INCREASE %	ESTIMATED YIELD
STANDARD DOMESTIC WASTE PACKAGE	This charge provides for one 240L fortnightly garbage collection service, one 240L or 360L fortnightly recycling collection service and one 240L weekly green waste collection service per year, per rateable property	\$535	\$43	8.74%	\$43,094,785
*STRATA STANDARD WEEKLY PACKAGE	This charge provides for one 240L weekly garbage collection service, one 240L or 360L fortnightly recycling collection service and one 240L weekly green waste collection service per year, per rateable property	\$792	\$55	7.46%	\$74,448
*STRATA DOWNSIZE 140L FORTNIGHTLY PACKAGE	This charge provides for one 140L fortnightly garbage collection service, one 140L fortnightly recycling collection service and one 140L weekly green waste collection service per year, per rateable property	\$485	\$43	9.73%	\$533,015
*STRATA DOWNSIZE 140L WEEKLY PACKAGE	This charge provides for one 140L weekly garbage collection service, one 140L or 240L fortnightly recycling collection service and one 140L weekly green waste collection service per year, per rateable property	\$742	\$55	8.01%	-
*STRATA SHARED 240L STANDARD PACKAGE (MINIMUM TWO DWELLINGS)	Shared 240L fortnightly garbage collection service, 240L or 360L fortnightly recycling collection service and 240L weekly green waste and collection service per year, per rateable property	\$435	\$43	10.97%	\$317,985
*STRATA SHARED 240L WEEKLY PACKAGE (MINIMUM TWO DWELLINGS)	Shared 240L weekly garbage collection service, 240L or 360L fortnightly recycling collection service and 240L weekly green waste and collection service per year, per rateable property	\$692	\$55	8.63%	\$95,496
*STRATA SHARED 660L STANDARD PACKAGE (MINIMUM THREE DWELLINGS)	Shared 660L fortnightly garbage collection service, 660L fortnightly recycling collection service and 660L weekly green waste and collection service per year, per rateable property	\$435	\$43	10.97%	\$25,665
*STRATA SHARED 660L WEEKLY PACKAGE (MINIMUM THREE DWELLINGS)	Shared 660L weekly garbage collection service, 660L fortnightly recycling collection service and 660L weekly green waste and collection service per year, per rateable property	\$692	\$55	8.63%	-
*STRATA SHARED 1100L STANDARD PACKAGE (MINIMUM SEVEN DWELLINGS)	Shared 1100L fortnightly garbage collection service, 1100L fortnightly recycling collection service and 1100L weekly green waste and collection service per year, per rateable property	\$435	\$43	10.97%	\$76,560
*STRATA SHARED 1100L WEEKLY PACKAGE (MINIMUM SEVEN DWELLINGS)	Shared 1100L weekly garbage collection service, 1100L fortnightly recycling collection service and 1100L weekly green waste and collection service per year, per rateable property	\$692	\$55	8.63%	-
ADDITIONAL 140L OR 240L GARBAGE SERVICE	Additional 140L or 240L fortnightly garbage service per year, per rateable property	\$188.50	\$9	5.01%	\$651,267.50
ADDITIONAL 140L OR 240L WEEKLY GARBAGE SERVICE	Additional 140L or 240L weekly garbage service per year, per rateable property	\$257	\$12	4.90%	\$736,048
ADDITIONAL 660L GARBAGE SERVICE	Additional 660L fortnightly garbage service per year, per rateable property	\$683	\$35	5.40%	\$2,049
ADDITIONAL 660L WEEKLY GARBAGE SERVICE	Additional 660L weekly garbage service per year, per rateable property	\$866	\$45	5.48%	-
ADDITIONAL 1100L GARBAGE SERVICE	Additional 1100L fortnightly garbage service per year, per rateable property	\$993	\$52	5.53%	-
ADDITIONAL 1100L WEEKLY GARBAGE SERVICE	Additional 1100L weekly garbage service per year, per rateable property	\$1,193	\$62	5.48%	-
ADDITIONAL RECYCLING SERVICE	Additional 140L, 240L or 360L fortnightly recycling service per year, per rateable property	\$89	\$5	5.95%	\$260,325
ADDITIONAL 1100L RECYCLING SERVICE	Additional 1100L fortnightly recycling service per year, per rateable property	\$1,140	\$60	5.56%	-
ADDITIONAL GREEN WASTE SERVICE	Additional 140L or 240L weekly green waste service per year, per rateable property	\$166	\$10	6.41%	\$389,104

*Strata, community and neighbourhood titles may be eligible for domestic strata packages after assessment

Commercial Waste Management Charge

In accordance with section 501 of the *Local Government Act 1993*, Council may raise an annual charge for the provision of commercial waste management services for each parcel of rateable land categorised as business for which the service is available or proposed to be available.

The Commercial Waste Management Charge is an annual charge listed as a separate amount on rates notices for all business properties. The charge provides for one 240L weekly garbage collection service per year, per property.

The charge in 2023-2024 for each rateable business property in the service area is \$550, an increase of \$26. The estimated yield for the Commercial Waste Management Charge is \$2,694,450.

Effluent removal charge

Council levies a waste management charge for effluent removal services, which will apply uniformly to each parcel of rateable land for which the service is available. The charge for 2023-2024 per property is \$2,750. The estimated yield of the charge is \$605,000.

On-site sewage management system

The annual application fee for the approval to operate an on-site sewage management system for 2023-2024 is \$77 and will appear on the rates and charges notice for those properties affected. The estimated income yield from this charge in 2023-2024 is \$150,843 and will be used specifically on the management of on-site sewage management systems by Council, including the cost of inspections for septic tanks and other waste treatment devices.

Council's subsidies, grants and donations

Council administers a range of grants, donations and financial subsidy programs to help particular groups in our community. Some of these are reported to Council and some are administered under delegation. Programs are:









- Community Environment Grants program
- Environmental Research Grants program
- financial subsidy to provide additional garbage and recycling collection services to residents with an ongoing medical condition that generates extra waste
- financial subsidy to provide an additional domestic green waste bin to individuals who maintain a parcel of Council-owned or managed land
- annual Youth Week Grants program
- annual NAIDOC Week Grants program
- rent subsidies for community and recreational groups
- local heritage fund to assist owners with the conservation and maintenance of heritage-listed properties
- event funding program to support local events and celebrations, community events and sponsored events and festivals
- donations program for not-for-profit organisations.



OPERATIONAL PLAN 2023-2024

BUDGET SUMMARY

FINANCIAL RESOURCES

	 UNIQUE LANDSCAPE \$'000	 LIFESTYLE AND WELLBEING \$'000	 MOBILITY AND ACCESSIBILITY \$'000	 DIVERSE ECONOMY \$'000	 CONNECTED COMMUNITIES \$'000	 CREATIVITY \$'000	 SHARED DECISION-MAKING \$'000	 ORGANISATIONAL SUPPORT \$'000
Operational revenue	23,131	48,371	1,645	22,410	2,862	1,626	76	187,397
Capital revenue	1,402	31,909	28,610	-	1,482	-	-	-
TOTAL REVENUE	24,533	80,280	30,255	22,410	4,344	1,626	76	187,397
Operational expenditure	(48,309)	(103,059)	(59,642)	(23,644)	(17,038)	(11,702)	(3,895)	(18,877)
Operating result	(23,776)	(22,779)	(29,387)	(1,234)	(12,694)	(10,076)	(3,819)	168,520
Operating result before capital	(25,178)	(54,688)	(57,997)	(1,234)	(14,176)	(10,076)	(3,819)	168,520
Capital expenditure	(3,682)	(33,999)	(56,419)	(10,064)	(1,259)	(740)	-	(12,629)
Capital dedications	-	(100)	(21,350)	-	(979)	-	-	-
TOTAL CAPITAL	(3,682)	(34,099)	(77,769)	(10,064)	(2,238)	(740)	-	(12,629)

PROPOSED BORROWINGS

2023-2024 loan program

Council's borrowings are governed by the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

A council may borrow at any time for any purpose allowed under the *Local Government Act 1993*.

A council may borrow by way of overdraft or loan or by any other means approved by the Minister.

The Minister may impose limitations or restrictions on borrowings by a particular council.

The proposed loan program below reflects the loan-borrowing program to be adopted by Council for the 2023-2024 financial year.

PROJECT DESCRIPTION	AMOUNT
Hunter Sports Centre	4,926,634
Fernleigh Awabakal Shared Track	3,617,000
Plant replacement - plant and equipment items	3,400,000
Fassifern underpass lights	2,500,000
Eastlakes Community Recycling Centre	988,297
Subdivision compliance - project management	782,141
Albert Street Marks Street, and Henry Street, Belmont, footpath	700,000
New plant and fleet	610,000
Pelican Street, Swansea, footpath	600,000
TOTAL	18,124,072

PROJECTED FINANCIAL STATEMENT

	2022-2023 \$'000	2023-2024 \$'000
Income from continuing operations		
Rates and annual charges	196,851	207,741
User charges and fees	24,241	25,996
Other revenue	15,695	9,875
Grants and contributions provided for operating purposes	31,516	27,276
Grants and contributions provided for capital purposes	64,917	63,403
Interest and investment income	9,490	10,750
Other income	5,641	5,880
TOTAL INCOME FROM CONTINUING OPERATIONS	348,351	350,921
Expenses from continuing operations		
Employee benefits and on-costs	(109,507)	(108,497)
Borrowing costs	(8,708)	(8,863)
Materials and contracts	(84,693)	(83,536)
Depreciation and amortisation	(66,038)	(68,287)
Other expenses	(15,695)	(16,983)
Net loss from the disposal of assets	(1,611)	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	(286,252)	(286,166)
Operating result from continuing operations	62,099	64,755
Net operating result for the year attributable to Council	62,099	64,755
Net operating result before grants and contributions provided for capital purposes	(2,818)	1,352
Capital expenditure	(117,375)	(118,792)
Capital dedications	(22,829)	(22,429)
Transfer to restricted cash	(163,715)	(169,326)
Loan repayments	(9,664)	(10,005)
TOTAL CAPITAL	(313,583)	(320,552)
Funds required	(251,484)	(255,797)
Funded by:		
Loans utilised	6,147	18,124
Proceeds from asset sales	1,994	4,715
Restricted cash	243,343	232,958
Budget surplus/(deficit)	-	-

PROJECTED STATEMENT OF FINANCIAL POSITION

	2022-2023 \$'000	2023-2024 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	5,000	12,784
Investments	245,370	245,370
Receivables	20,934	18,815
Inventories	1,723	1,707
Current assets classified as held for sale	20	20
Other	968	969
TOTAL CURRENT ASSETS	274,015	279,665
Non-current assets		
Investments	75,043	75,043
Receivables	1,999	2,110
Inventories	4,932	4,932
Infrastructure, property, plant and equipment	3,532,612	3,610,470
Investment property	50,016	50,016
Intangible assets	9,289	11,258
Right of use assets	610	346
Investments accounted for using the equity method	550	550
Non-current assets classified as held for sale	61	61
Other	154	154
TOTAL NON-CURRENT ASSETS	3,675,266	3,754,940
TOTAL ASSETS	3,949,281	4,034,605
LIABILITIES		
Current liabilities		
Payables	27,395	27,666
Contract liabilities	3,732	3,469
Lease liabilities	219	217
Borrowings	10,005	10,714
Employee benefit provisions	37,813	38,339
Other provisions	43,744	44,280
TOTAL CURRENT LIABILITIES	122,908	124,685
Non-current liabilities		
Lease liabilities	465	263
Borrowings	193,683	201,093
Employee benefit provisions	1,282	1,300
Other provisions	24,066	24,304
TOTAL NON-CURRENT LIABILITIES	219,496	226,960
TOTAL LIABILITIES	342,404	351,645
Net assets	3,606,877	3,682,960
Equity		
Retained earnings	1,577,130	1,641,885
Revaluation reserves	2,029,747	2,041,075
TOTAL EQUITY	3,606,877	3,682,960

PROJECTED CASH FLOW STATEMENT

	2022-2023 \$'000	2023-2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates and annual charges	196,505	207,512
User charges and fees	24,302	25,794
Investment and interest revenue received	9,164	10,713
Grants and contributions	71,425	68,162
Other	18,426	18,239
Payments:		
Employee benefits and on-costs	(109,853)	(107,953)
Materials and contracts	(84,919)	(83,501)
Borrowing costs	(8,076)	(8,083)
Other	(15,630)	(16,922)
Net cash flows from operating activities	101,344	113,961
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of investment securities	2,859	-
Sale of infrastructure, property, plant and equipment	1,994	4,715
Payments:		
Purchase of infrastructure, property, plant and equipment	(115,330)	(115,387)
Purchase of intangible assets	(2,046)	(3,405)
Net cash flows from investing activities	(112,523)	(114,077)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from borrowings	6,147	18,124
Payments:		
Repayment of borrowings	(9,664)	(10,005)
Principal component of lease payments	(214)	(219)
Net cash flows from financing activities	(3,731)	7,900
Net increase/(decrease) in cash and cash equivalents	(14,910)	7,784
Cash and cash equivalents at beginning of year	19,910	5,000
CASH AND CASH EQUIVALENTS AT END OF YEAR	5,000	12,784
Plus: Investments on hand at end of year	320,413	320,413
TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS AT END OF YEAR	325,413	333,197
Representing:		
- External reserves	172,413	182,803
- Internal reserves	143,735	139,339
- Unrestricted	9,265	11,055
	325,413	333,197

Council maintains a number of assets (or reserves) for various purposes. Externally restricted reserves can only be used for the purpose for which it has been received, whereas internally restricted reserves have been determined by Council for use in a specific function.

RATIOS

	INDICATORS 2023-2024 BUDGET	INDICATORS 2022-2023 BUDGET	INDICATORS 2021-2022 ACTUALS	BENCHMARK
1. Operating performance ratio				
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	0.47%	-0.43%	1.96%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹				
2. Own source operating revenue ratio				
Total continuing operating revenue excluding all grants and contributions ¹	74.16%	72.32%	69.64%	>60.00%
Total continuing operating revenue ¹				
3. Unrestricted current ratio				
Current assets less all external restrictions	6.28	6.63	5.90x	>1.50x
Current liabilities less specific purpose liabilities				
4. Debt service cover ratio				
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	4.11	3.96	6.14x	>1.50x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)				
5. Rates and annual charges outstanding percentage				
Rates and annual charges outstanding	3.88%	3.88%	4.07%	<10%
Rates and annual charges collectable				
6. Cash expense cover ratio				
Current year's cash and cash equivalents plus all term deposits	9.72 months	9.24 months	12.92 months	>3.00 months
Monthly payments from cash flow of operating and financing activities				
7. Asset renewal ratio				
Asset renewals expenditure	85.07%	90.08%	85.03%	100%
Depreciation and amortisation expenditure				
8. Cash funding of depreciation³				
Amount of funding being applied to the asset	84.05%	82.06%	80.00%	>85%
Depreciation and amortisation expenditure				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies.

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method.

(3) This is an additional financial management target set by Council and not a requirement of the Office of Local Government.

APPENDIX A

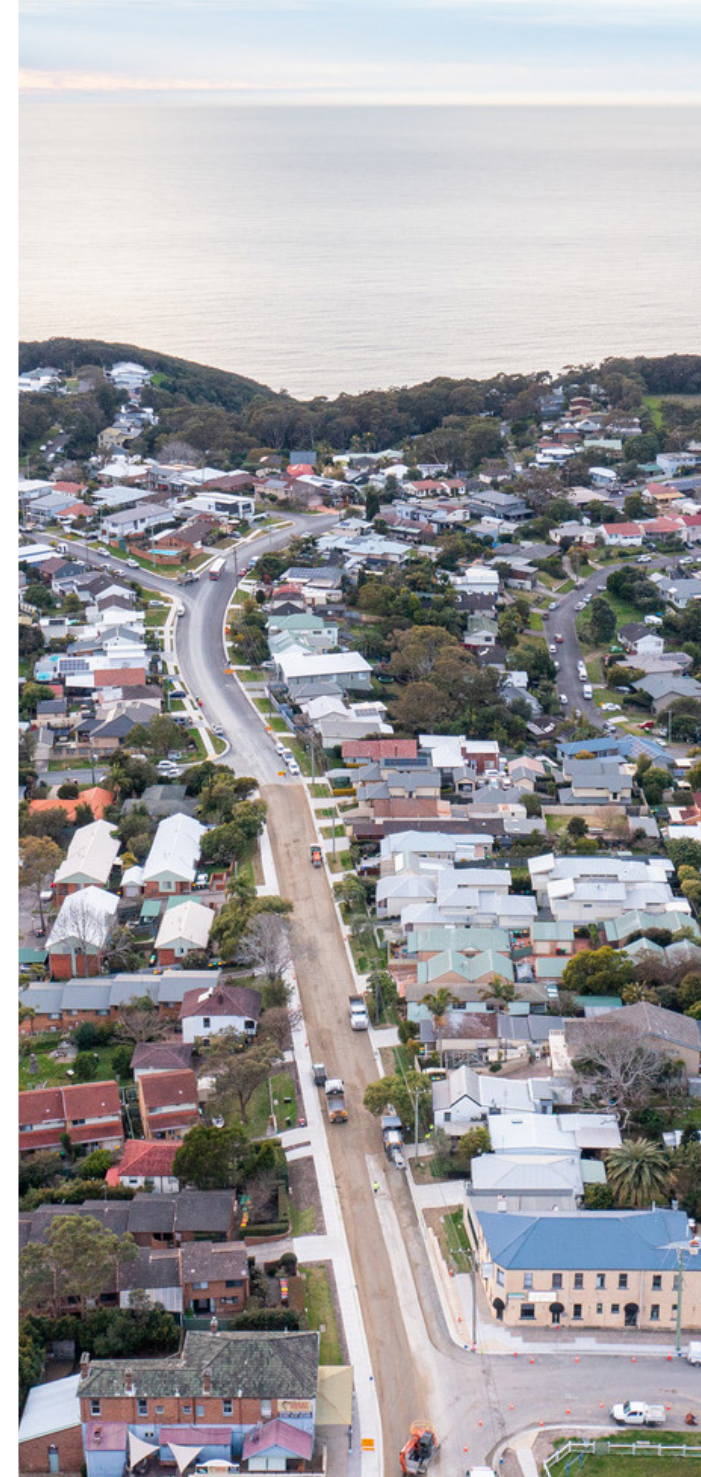
CAPITAL WORKS PROGRAM

Capital works actions in the Operational Plan

Capital works can be lengthy projects that take several years to progress from concept and planning to completed construction. In our Operational Plan, we categorise the actions we will take to progress a capital project during the year in two stages: plan and develop, and deliver.

Plan and develop includes feasibility tasks such as site investigations, specialist studies, master planning, strategic planning and concept design. It also include the design phase such as civil or structural engineering, landscape design, architectural design, electrical design, hydraulic design, project approvals/development consent and the tender process.

Deliver includes projects that will be in the construction phase in 2023-2024.



BEACH AND AQUATIC FACILITIES

Deliver the new pontoon jetty at Lions Park, Toronto

Deliver the observation tower replacement at Blacksmiths Surf Life Saving Club

Deliver the wharf replacement at Brooks Parade public wharf, Belmont

Deliver the Toronto Baths and new amenities at Toronto Foreshore

LAKE MAC SWIM CENTRES

Deliver the equipment replacement program for beach lifeguard services, city-wide

Deliver fencing of splash pools at Swansea and Speers Point swim centres

Deliver minor asset replacement works at swim centres, city-wide

Deliver the equipment replacement program at Lake Mac Swim Centres

Deliver the roller door upgrade at Charlestown Swim Centre

Plan and develop the expansion of Swansea Swim Centre

Replace the Charlestown Swim Centre disinfection system

Plan and develop the expansion of West Wallsend Swim Centre

BRIDGES AND STRUCTURES

Deliver the Pointers Road bridge replacement, Martinsville

Deliver two bridge replacements at Owens Road, Martinsville

Plan and develop the rehabilitation of Croudace Bay Road pedestrian bridge, Belmont

Plan and develop the rehabilitation of Wangi Oval pedestrian bridge, Arcadia Vale

Plan and develop the replacement of Johnson Creek pedestrian bridge, Gateshead

Plan and develop the bridge replacement at Racecourse Road, Teralba

Plan and develop the replacement of Government Road pedestrian bridge, Cardiff

LIBRARIES AND CULTURAL FACILITIES

Activate spaces across the city with temporary and permanent public art

Deliver the library collection program including review of online library

Deliver public art on the Fernleigh Awabakal Shared Track (FAST) from Belmont South to Blacksmiths

Deliver the cultural collections program

Plan and develop the Morisset Community and Cultural Hub

Deliver Stage 1 of the Museum of Art and Culture, yapang Sculpture Park, Booragul

CYCLING FACILITIES

Deliver the Fernleigh Awabakal Shared Track (FAST) project, northern section, Belmont South

Deliver the footway and cycleway replacement program, city-wide

Deliver the Northlakes Way shared path along Cocked Hat Creek to Main Road, Edgeworth, and to Pasterfield Oval, Cameron Park

Plan and develop a shared pathway from Charlestown to Whitebridge

Plan and develop a shared pathway from the Fernleigh Track to Belmont Foreshore

Plan and develop the shared path connections and kerb adjustments at Gray Street, Peggy Street and Bowman Street, Swansea

EMERGENCY SERVICES SUPPORTING PROJECTS

Deliver replacement program at Rural Fire Service buildings

Deliver the capital program for Ranger-based assets

Deliver the essential service compliance program, city-wide

Deliver the Rural Fire Service station, Mandalong

Plan and develop the new State Emergency Services headquarters at Lawson Road, Macquarie Hills

COMMUNITY AND SPORTING FACILITIES

Deliver stage 1 of Belmont Sports Complex Master Plan

Deliver the car park upgrades in association with the new pump track, Redhead

Deliver the Lake Macquarie Croquet Centre at Lake Road, Glendale

Deliver the new pump facility, Redhead

Deliver upgrades at Harold Knight Oval, Gateshead

Plan and develop the Catherine Hill Bay recreation precinct community hub

Deliver minor asset replacement works at community buildings, city-wide

Deliver refurbishment works at Rathmines Music Hall

Deliver replacement program works at Hunter Sports Centre, Glendale

Deliver the capital works program at public cemeteries, city-wide

Deliver the Hunter Sports Centre expansion and the NSW Trampoline Centre of Excellence, Glendale

Deliver the replacement of the Swansea Centre lift

Deliver the roof and kitchenette replacement at Eleebana Tennis

Plan and develop the relocation and upgrade of Warners Bay Child Care Centre and investigate funding options for the construction of the facility

PARKS AND PLAYGROUNDS

Acquire easements to support the development of the Munibung Hill recreation trails, Boolaroo

Deliver improvements at Toronto Foreshore in accordance with the master plan

Deliver minor asset replacement works at parks, city-wide

Deliver recreation trails linking Murrays Beach and Bargoed House, Swansea

Deliver the Charlestown Lions Park upgrade

Deliver the parks improvement program, city-wide

Deliver the playground replacement at George Street Reserve, Holmesville

Deliver the playground upgrade and youth hub at Rathmines Park

Deliver the refurbishment of the Cooranbong Equestrian Grounds main arena

Deliver the replacement of playground, shelter and picnic tables at Irene Austin Reserve, Morisset Park

Deliver the replacement of stairs at Lakelands Oval, Warners Bay

Deliver the vehicle control program at priority sites, city-wide

Deliver the western foreshore boardwalk, car park upgrade and wayfinding signage, Swansea

Plan and develop Murrays Beach foreshore playground and amenities

Plan and develop the Wyee Neighbourhood Park

PEDESTRIAN IMPROVEMENTS

Deliver high pedestrian activity area improvements, Charlestown

Deliver new footpath connection at Hillsborough Road from access road to pedestrian lights, Warners Bay

Deliver the footpath at Henry Street, Belmont

Deliver the footpath on Pelican Street from 68 Pelican Street to Rawson Street, Swansea

Plan and develop a cycleway between Booragul and Fennell Bay

Plan and develop a footpath between Neilson Street and Thomas Street on Main Road, Edgeworth

Plan and develop a footpath between Warners Bay Road and Willow Road on Tennant Road, Mount Hutton

Plan and develop a high pedestrian activity area on Caves Beach Road including footpath and shared pathway connections, Caves Beach

Plan and develop a new footpath at Excelsior Parade, Toronto

Plan and develop a shared pathway between David Street and Dobell Drive and a pedestrian refuge on Dobell Drive, Wangi Wangi

Plan and develop a shared pathway between Freemans Drive and Morisset on Stockton Street, Kahibah Street and Newcastle Street, Morisset

Plan and develop a shared pathway on the Pacific Highway between Soldiers Point Road and Lake Macquarie Airport, Pelican

Plan and develop footpath improvements at Channel Street, Swansea

Plan and develop footpaths between Myall Road and Cardiff South town centre

Plan and develop footpaths between Ridley Street and Charles Street south of Main Road, Edgeworth

Plan and develop pedestrian creek crossing at Pacific Highway, Blacksmiths

Plan and develop the footpath connection to pedestrian refuge at Old Pacific Highway, Swansea

ROAD REHABILITATION

Deliver minor road works, city-wide

Deliver road rehabilitation on Bridge Street from Yambo Street to Newcastle Street, Morisset

Deliver road rehabilitation on Elizabeth Parade between Waratah Avenue and Jennifer Street, Charlestown

Deliver road rehabilitation on Floraville Road from Park Street to Pacific Highway, Belmont North

Deliver road rehabilitation on Harper Avenue between Sedgewick Avenue and Neilson Street, Edgeworth

Deliver road rehabilitation on Piriwal Street from Karoburra Street to Makoro Street, Pelican

Deliver road rehabilitation on Rocky Point Road between Cross Street and exit ramp, Eraring

Deliver road rehabilitation on Thompson Road, Speers Point

Deliver road rehabilitation on Woodlands Avenue and Kingsland Avenue, Balmoral

Deliver stage two road rehabilitation on Watkins Road between Crescent Road and Wangi Point Holiday Park, Wangi Wangi

Deliver drainage replacement at Park Avenue, Argenton

Plan and develop embankment stabilisation on the Fernleigh Track between Burwood Road and Station Street, Whitebridge

Plan and develop kerb and channel improvements at Wallsend Road from 254 Wallsend Road to Main Road, Cardiff Heights

Plan and develop pavement replacement works on Bayview Street, Warners Bay

Plan and develop pavement replacement works on Dobell Drive, Wangi Wangi

Plan and develop rehabilitation on George Street from Appletree Road to Mary Street, Holmesville

Plan and develop replacement of timber retaining wall at Hillsborough Road, Warners Bay

Plan and develop road reconstruction and embankment stabilisation at Beach Road, Wangi Wangi

Plan and develop road reconstruction and embankment stabilisation at Goulburn Street, Dudley

Plan and develop road rehabilitation at Elizabeth Street from Appletree Road to Margaret Street, West Wallsend

Plan and develop road rehabilitation at Sharp Street between Edgar Street and Brooks Parade, Belmont

Plan and develop road rehabilitation from 42 Main Road to Wallsend Road, Cardiff Heights

Plan and develop road rehabilitation on Burleigh Street, Toronto

Plan and develop road rehabilitation on Deaves Road, Mandalong

Plan and develop road rehabilitation on Frederick Street from Pacific Highway to Milson Street, Charlestown

Plan and develop road rehabilitation on Gardiner Road from Minnie Street to Gradwells Road, Dora Creek

Plan and develop road rehabilitation on Glover Street from Ernest Street to Gibson Street, Belmont

Plan and develop road rehabilitation on Government Road, from Martinsville Road to school entrance, Cooranbong

Plan and develop road rehabilitation on Kalaroo Road, from painted traffic island to 68 Kalaroo Road, Redhead

Plan and develop road rehabilitation on Lake Road from Macquarie Street to The Esplanade, Swansea

Plan and develop road rehabilitation on Main Road from Seventh Street to Park Road, Speers Point

Plan and develop road rehabilitation on Newbold Road, from 25 Newbold Road to Lawson Road, Macquarie Hills

Plan and develop road rehabilitation on Oakdale Road from Pacific Highway to 52 Oakdale Road, Gateshead

Plan and develop road rehabilitation on Pendlebury Road from Alhambra Avenue to Macquarie Road, Cardiff

Plan and develop road rehabilitation on Prospect Road from Irvine Street to Barrett Avenue, Garden Suburb

Plan and develop road rehabilitation on Shade Lane from South Street to Lake Street, Windale

Plan and develop road rehabilitation on St Johns Drive from Valentine Hydrotherapy Pools to Macquarie Road, Croudace Bay

Plan and develop road rehabilitation on Redhead Street from Hexham Street to Banforth Lane, Kahibah

Plan and develop the drainage improvements at Currawong Road, New Lambton Heights

Plan and develop the drainage improvements at Dandaraga Road, Mirrabooka

Plan and develop the sealing of Manhire Road, Wyee

Plan and develop the sealing of Pantowarra Street, Balcolyn

ENVIRONMENTAL ENHANCEMENT

Plan, develop and deliver capital improvements at the Awaba Waste Management Facility including planning for landfill cell expansion and leachate management solutions

Deliver electric vehicle charging infrastructure at priority Council facilities

Deliver the Eastlakes Community Recycling Centre

Deliver the foreshore revetment at Warners Bay

Deliver the foreshore revetment works at Bath Street, Toronto

Investigate opportunities to fund seawall stabilisation works at Belmont Street, Swansea

Plan and develop sealing of the existing track to service Naru Beach Reserve and provide public amenities

Plan and develop the Green Point Reserve boardwalk replacement

Plan, develop, and deliver emergency creek stabilisation and riparian vegetation works at priority reaches of Slatey Creek at West Wallsend, Homesville and Barnsley

ROAD RESEAL

Deliver the road resurfacing, sealing and asphalt program, city-wide

SEALING GRAVEL ROADS

Plan and develop the gravel road sealing on Mannings Road, Cooranbong

Plan and develop the sealing of Frost Road, Cooranbong

Plan and develop the sealing of Taylors Road, Cooranbong

TRAFFIC AND TRANSPORT

Deliver bus infrastructure upgrades at priority sites, city-wide

Deliver intersection improvements at Alton Road, University Drive and Freemans Drive, Cooranbong

Deliver minor asset replacement works at bus shelters, city-wide

Deliver minor drainage, minor road asset and minor traffic facility replacement works, city-wide

Deliver underpass lights at Fassifern Road and Greenway Parkway, Fassifern

Plan and develop guardrail and shoulder widening at Fishery Point Road, Bonnells Bay

Plan and develop intersection upgrades at Myall and Gynea Road, Garden Suburb

Plan and develop road shoulders and a shared pathway on Oakdale Road between 47 Oakdale Road and the Fernleigh Track

Plan and develop roundabout and safety improvements at John Street, Warners Bay

Plan and develop traffic safety improvements at Miller Road, Fassifern

HOLIDAY PARKS

Plan and develop the forward works program for Council's holiday parks

STORMWATER AND DRAINAGE

Deliver drainage improvements at Country Grove Drive, Cameron Park

Deliver drainage improvements at Hawkins Creek and Leyton Street, Speers Point

Deliver drainage improvements at Kirkdale Drive, Kotara South

Deliver drainage improvements at Ryhope Street, Mount Hutton

Deliver drainage improvements at Walumbi Avenue, Tingira Heights

Deliver the detention basin improvements at Cupania Crescent, Garden Suburb

Plan and develop drainage improvements at Atherton Close, Rankin Park

Plan and develop drainage improvements at Beach Road, Silverwater

Plan and develop drainage improvements at Grand Parade, Bonnells Bay

Plan and develop drainage improvements at Lake View Road, Wangi Wangi

Plan and develop drainage improvements at Macquarie Road, Morisset Park

Plan and develop drainage improvements at Seacourt Avenue, Dudley

Plan and develop drainage improvements at Waterside Avenue, Sunshine

Plan and develop the drainage improvements at Broughton Way, Lakelands

Plan and develop the drainage improvements at Moola Avenue, Valentine

Plan and develop the drainage improvements at Tennent Road, Mount Hutton

Plan and develop the drainage improvements at Waratah Avenue, Charlestown

PROPERTY PROJECTS

Deliver the Awaba House reconstruction and pedestrian access improvements

Plan for land developments for priority Council-owned land, city-wide

Plan and implement priority land acquisition program, city-wide

Progress sale of selected scattered lots within the city

BUSINESS SUPPORTING PROJECTS

Continue the subdivision compliance program, city-wide

Deliver Council's office maintenance program

Deliver road and road-related asset management tools to support administrative processes and decision-making

Deliver the bulky waste collection booking and management technology

Deliver the information technology capital works program

Deliver the plant and fleet program

Deliver the risk, injury and health management tools to support administrative processes and decision-making

Design an integrated customer service, field service and relationship management solution to support administrative processes, decision-making and enhanced community digital services

Investigate feasibility and deploy low-carbon and energy efficient technologies at priority Council facilities

Deliver the new battery and diesel generator backup system at Council's Works Depot, Boolaroo

