



**DETAILED  
PROGRESS REPORT**

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### KEY TO SYMBOLS



Action completed in 2021-2022










Action not completed in 2021-2022




## Unique landscape

### OUTCOME: NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED



Strategy: Undertake works to protect and enhance the health of aquatic and terrestrial ecosystems

Action	Progress comment	Status
1.1.1.1 Complete the stormwater gross pollutant trap at Park Avenue, Caves Beach	The works to upgrade the stormwater gross pollutant trap at Park Avenue are complete.	
1.1.1.2 Complete Stage 3 (options evaluation) of the Coastal Management Program and submit to the NSW Government for review.	The Coastal Management Program was drafted and submitted to the Department of Planning and Environment on 24 June 2022 for review.	
1.1.1.3 Design a framework to guide acquisition of strategically important conservation lands city-wide	Council's approach to the acquisition of strategically important conservation land is included in the Lake Macquarie Conservation Planning Framework document, and was completed in June 2022.	
1.1.1.4 Design a draft local biodiversity offset framework that encourages biodiversity offsets locally and within the city	Council's approach to encouraging local biodiversity offsets is included in the Lake Macquarie Conservation Planning Framework document, and was completed in June 2022.	
1.1.1.5 Regenerate eight hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities	There was 9.76 hectares of natural reserve revegetated during the 2021-2022 financial year. A total of 5024 plantings have also been carried out.	

1.1.2.1 Complete lake foreshore rehabilitation at Thomas H Halton Park, Eleebana	Lake foreshore rehabilitation works to remove failed gabion baskets and install a landscaped rock revetment were completed at Thomas H Halton Park in December 2021.	
1.1.2.2 Complete the foreshore stabilisation at Buttaba and bushland restoration works at Eraring foreshore	The rehabilitation works have been completed at both Eraring and Buttaba in May 2022.	
1.1.2.3 Implement dune stabilisation works at Redhead, Blacksmiths and Swansea Heads	The dune stabilisation works at Blacksmiths and Swansea Heads are complete. The dune stabilisation works at Redhead have been completed except for one part that is outstanding. The installation of the pedestrian walkways from the car park to the beach at Redhead has been delayed due to the ongoing storm weather creating unsuitable beach conditions. The final works to complete this installation have been rescheduled for first quarter of 2022-2023.	
1.1.2.4 Implement a strategic program of works to manage high-priority natural areas	The 2021-2022 implementation of the strategic bushland works at sites confirmed with the highest conservation values on Council managed land is complete. The program is being reviewed to confirm the sites for 2022-2023.	
1.1.2.5 Implement the quarry rehabilitation at Oakdale Quarry, Redhead	Oakdale Quarry rehabilitation and filling operations have been implemented.	
1.1.2.6 Undertake feasibility for the foreshore stabilisation at Pirrita Island Reserve, Swansea	Feasibility has been completed with implementation of the asbestos management plan, environmental approval in place and construction design prepared. Construction works are now underway and due for completion during August 2022.	
1.1.2.7 Undertake feasibility and planning for the Eastlake Community Recycling Centre	A project update notification letter was distributed in June 2022 to five streets and 27 households in close proximity to the facility ahead of the formal development application (DA) consultation letter in the first quarter of 2022-2023. Structural, electrical, ecologist, and arborist reports have been completed to inform preparation	

	of the DA application by Council's planning consultant. The DA application is on track for lodgement in late July 2022.	
1.1.2.8 Provide material support to Landcare groups engaged in on-ground activities across the city	760 hours of on-ground support to Landcare groups has been provided during 2021-2022, as well as \$100,556 in direct material support. There were 38,845 native plants propagated in the Landcare nursery. 18 new action plans have been created for Landcare groups.	
1.1.2.9 Complete rehabilitation works at West McDonalds Quarry, Glendale	Filling operations are completed. Works to transition into the five-year maintenance phase are underway.	
1.1.2.10 Complete saltmarsh and swamp oak floodplain forest rehabilitation works at Wye Point and Stingaree Point, Dora Creek	Saltmarsh and swamp oak floodplain forest rehabilitation works at Wye Point and Stingaree Point have been completed.	

**Strategy: Provide sustainable waste management services to meet community needs**

Action	Progress comment	Status
1.1.3.1 Undertake feasibility and planning for leachate treatment at Awaba Waste Management Facility, Awaba	Feasibility and planning for the leachate treatment at Awaba Waste Management Facility has now been completed and a draft agreement prepared. Hunter Water Corporation and Council have reviewed and provided comments on the draft agreement during the fourth quarter of 2021-2022 and the agreement is now awaiting execution.	
1.1.3.2 Administer a financial subsidy program to provide additional garbage and recycling collection services to residents with an ongoing medical condition that results in a higher volume of waste	In June 2022, three new applications were received and three approved. In the fourth quarter of 2021-2022 a total of 10 applications were received for medical donations and 160 biennial renewal invitations were issued to applicants, with 37 renewals and 12 cancellations received at 30 June 2022. A total of 72 applications have been received in 2021-2022.	

1.1.3.3 Administer a financial subsidy program to provide an additional domestic green waste bin to groups or individuals who elect to maintain a parcel of Council-owned or Council-managed land

A total of three green waste donation applications were received in the April-June 2022 quarter, and 12 biennial renewals invited. Renewal reminders were issued to all donation applicants and eight responses were received for approval.



1.1.3.4 Assess 100 per cent of illegal dumping reports and deploy investigative resources to those matters of significant impact, risk and/or likelihood of identifying an offender within seven days

There were 842 requests logged with Council throughout 2021-2022 and 100 per cent of those requests deemed high impact were investigated within the time frame.



1.1.3.5 Commence review of the bulk waste service

Internal consultation occurred in June 2022 about the vision for the booking and job management system functionality required to ensure a successful transition to on-demand bulk waste collections that will meet the community's needs and expectations. Council staff have been asked to develop a strategy to mitigate identified risks. A report for Council's consideration on the matter has been postponed until a decision regarding any potential booking system is made.






## OUTCOME: WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

Strategy: Plan for and implement improvements to economic centres and suburbs

Action	Progress comment	Status
1.2.1.1 Exhibit the Urban Greening Strategy and report to Council for adoption	The Urban Greening Strategy was publicly exhibited between 29 March-26 April 2022 and reported to Council for adoption. Council adopted the Urban Greening Strategy at the Ordinary Council Meeting on 27 June 2022.	
1.2.1.2 Implement the Tree Replacement Program	The tree planting program has been completed for 2021-2022. Planning for 2022-2023 planting is underway.	




## OUTCOME: NEW DEVELOPMENT AND GROWTH COMPLEMENTS OUR UNIQUE CHARACTER AND SENSE OF PLACE

Strategy: Optimise land use to meet social, environmental, and economic needs of the city

Action	Progress comment	Status
1.3.1.1 Pursue external funding and continue to prepare a development plan to deliver essential services for Wyee Paper Subdivision, commence active risk management steps regarding existing risks to residents and the environment, and pursue affordable housing solutions	Council staff are pursuing external funding and delivery from a range of State and Federal government agencies for the essential services. Development issues have been addressed to ensure the delivery of essential services can proceed once funding and a delivery agency is identified. Council has assessed the risks resulting from existing development and environmental factors in the subdivision. An active risk management plan has been prepared to reduce these risks and grant funding is being sought to assist with its implementation. Council has investigated options regarding affordable housing solutions to assist in the long-term resolution of unauthorised development in the subdivision.	
1.3.1.2 Continue to implement the Lake Macquarie Housing Strategy including regular consultation with key stakeholders to better understand the city's housing needs, developing Council's approach for affordable housing and reviewing planning controls to support provision of accessible housing	Amendments to the Lake Macquarie Local Environmental Plan 2014 and Lake Macquarie Development Control Plan 2014, to facilitate infill housing, have been considered by external agencies and publicly exhibited. More than 300 submissions were received. Based on advice from the NSW Rural Fire Service, a strategic bush fire study is required to be prepared for the proposal, which is underway. Council continues to progress with other actions of the Housing Strategy, through regular submissions on government inquiries and exhibitions, continuing to plan for housing in the North West Catalyst Area, facilitating discussions with community housing providers, local government and other agencies and tracking housing through Council's Urban Development Program.	
1.3.1.7 Report to Council outcome of a review of land zoned as Primary Production Small Lots in Lake Macquarie Local Environmental Plan and identify opportunities for future urban land supply in appropriate locations.	The outcome of the review of land zoned as RU4 was reported to Council in August 2021. Public exhibition and consultation with affected land owners finished on 11 April 2022. A large number of submissions have been received and are being analysed prior to further report to Council. The Shape Lake Mac project web page remains live to provide updates to interested residents.	

## OUTCOME: OUR NATURAL LANDSCAPE IS AN INTEGRAL PART OF OUR CITY'S IDENTITY

### Strategy: Promote high equality development





Action	Progress comment	Status
1.4.1.1 Report to Council on progress of Council-assigned actions identified in the Lead Expert Working Group recommendations	An information report on progress of Council-assigned actions identified in the Lead Expert Working Group recommendations was included in the Ordinary Council meeting on 23 May 2022. Following a request for additional information, a Councillor memo was issued on 27 May 2022.	
1.4.1.2 Report to Council the final draft Teralba Heritage Area Plan and Local Environmental Plan amendment	The draft planning proposal, draft heritage conservation area plan, and supporting working report and heritage study were on public exhibition between 14 February and 14 March 2022. A post exhibition report on the final draft planning proposal and draft heritage conservation Area Plan will be considered at the 8 August 2022 Council Standing Committee meeting. The consideration of submissions, adjustments to the draft Area Plan and presentation of exhibition outcomes to a Councillor briefing have resulted in the report being delayed until August 2022 and the action not being achieved before end of June 2022.	
1.4.1.3 Respond to all requests regarding unauthorised development and commence initial investigations within 21 days	There were 219 requests received during 2021-2022 and 100 per cent of these requests commenced initial investigations within 21 days.	



# Lifestyle and wellbeing

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

**Strategy: Support and continue to develop services to promote community health and wellbeing**

Action	Progress comment	Status
2.1.1.1 Deliver the water safety program 'A Matter of Seconds' to a minimum of 50 Lake Macquarie City primary schools	The 2022 'A Matter of Seconds' water safety program commenced in the last week of April 2022 and scheduled for completion by the first week of September 2022. For the fourth quarter of 2021-2022, lifeguards visited 34 schools, delivering water safety education to 1062 Kindergarten, 981 Year 3 and 990 Year 6 students.	
2.1.1.2 Operate Lake Macquarie Family Day Care to meet or exceed the seven Education and Care Services National Quality Standards	Lake Macquarie Family Day Care (FDC) has consistently maintained compliance and continued to meet National Quality Standards. COVID-19 isolation obligations have continued to impact delivery of the service during the year, with more than 70 per cent of FDC educators unable to operate in at least 60 separate instances for periods between one to three weeks. A range of provisions within the child care subsidy system have been implemented to assist families and services with these impacts, which have now been extended until 30 June 2023. This has supported an average Equivalent Full-time Utilisation (EFT) of 174 places during 2021-2022. Although depleted from previous years, the number of registered FDC educators has stabilised. The current numbers reflect wider sector trends which are recognised in a recent Australian Government commitment.	
2.1.1.3 Provide an initial response to reports of urgent dog attacks within 24 hours	Council responded to 329 reports of urgent dog attacks within the 24-hour time frame throughout 2021-2022.	
2.1.1.4 Provide ocean lifeguard services at patrolled locations seven days a week for seven months of the year	The 2021-2022 beach patrol season commenced on 18 September 2021 and concluded on 26 April 2022 with procedures in place to ensure delivery of COVID-19 safe patrols. For the 2021-2022 season there were 785,000 visits across the city's four patrolled beaches with professional lifeguards performing 177 rescues, 4510 preventative	

actions and 907 first aid treatments. Beaches required closure 149 times throughout the season due to hazardous surf conditions, dangerous rips, shark sightings and storm activity.

2.1.1.5 Undertake 12 education and awareness programs including microchipping days and pet responsibility programs

Rangers conducted 29 awareness and education programs throughout 2021-2022. The programs included free microchipping days as well as pet responsibility education to owners at various parks and beaches.



2.1.1.6 Work with the community to raise awareness of domestic violence by delivering a Reclaim the Night event and hosting an awareness campaign during 16 Days of Activism

Throughout 2021-2022, Council supported the Lake Macquarie Domestic Violence Committee through the planning and delivery of events and campaigns to promote awareness to help prevent family and domestic violence. These events have included the Love Shouldn't Hurt bus campaign, Love Bites Program, Reclaim the Night, and 16 Days of Activism.



**Strategy: Implement actions from supporting plans and strategies that support community health and wellbeing**

**Action**

**Progress comment**

**Status**

2.1.2.1 Deliver actions in the Ageing Population Plan 2018-2022, including promoting the Good Neighbour campaign and participating in networks and forums to advocate for older peoples' needs

During 2021-2022, Council staff participated in networks and forums to keep the sector updated and provide opportunity for networking and sharing information, including the Hunter Central Coast Collaborative to raise awareness about issues facing older people and adults with a disability.  
 Staff worked with Novacare to support the launch of the Cycling Without Age Program in Lake Macquarie, including the provision of two sites to install storage containers to house the electric trio bikes.  
 The Good Neighbour Program has been promoted in the Over 55s e-newsletter, social media posts, and radio, including an inter-generational story promoted through an ABC radio interview.  
 Significant dates have been promoted on website for seniors each month to raise community awareness.



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2.1.2.2 Deliver actions in the Crime Prevention Plan 2021-2024, including promoting programs relating to the prevention of fraud, vehicle theft, and a timely response to repair of malicious damage

The following outcomes identified in the Crime Prevention Strategy 2021-2024 were delivered throughout 2021-2022:

- Partnered with NSW Juvenile Justice to deliver the Graffiti Hotspot program which resulted in the clean-up of 52 incidents of graffiti on property which Council is not responsible to maintain.
- Distributed 9800 copies of a resource to residents in locations experiencing crime and anti-social behaviour, to encourage and support the reporting of crime and anti-social behaviour to NSW Police.
- Worked with community stakeholders including NSW Police, Shopping Centres, Transport NSW, Education, Youth Services Community Centres, to address crime and anti-social behaviour in town centres and public facilities across the city.
- Engaged the University of Newcastle to undertake and deliver a research project into anti-social behaviour in the Charlestown area, with the view of identifying strategies and actions that will be most effective at reducing such behaviours.
- Delivered presentations about Fraud Prevention to interested groups, such as members of Belmont Rotary.



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2.1.2.3 Deliver actions in the Ending Homelessness Plan 2021-2024, including strengthening knowledge of referral pathways and supporting Hunter Homeless Connect Day

Actions completed in 2021-2022 from the Ending Homelessness Plan include:

- Launched the lockers trial for people experiencing homelessness to temporarily store belongings at Toronto in partnership with The Salvation Army's new Community Hub.
- Delivered Trauma Informed Care Training to 46 staff and volunteers across community groups.
- Supported eight cases of homelessness in the city including multiple cases of chronic rough sleeping requiring case coordination with local stakeholders, and two cases at-risk of homelessness.
- Planned for an external homelessness interagency with Home in Place and City of Newcastle, and an internal affordable housing working group.
- Promoted local homelessness directories and services, Anti-Poverty Week resources and coordinating support for the planning for Hunter Homeless Connect Day to be held in August.
- A submission to the NSW Parliament Inquiry on social housing was completed.



2.1.2.4 Review the Ageing Population Plan 2018-2022 and report to Council

The draft Ageing Population Strategy 2022-2026 was reported to Council for public exhibition in June 2022. The strategy was placed on public exhibition from 28 June 2022 concluding on 25 July 2022, ahead of further report to Council.



**Strategy: Ensure public health premises and related services meet legislative requirements and community expectations**

**Action**

**Progress comment**

**Status**

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

There were 927 food premises and regulated premises inspected throughout 2021-2022. This is in accordance with the NSW Food Regulation Partnership and relevant legislative requirements. Environmental Health officers have completed 100 per cent of the annual health program.



**OUTCOME: OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY**

**Strategy: Ensure sports and recreational facilities and services are available to meet community needs and expectations**

**Action**

**Progress comment**

**Status**

2.2.1.1 Complete the running track refurbishment at Hunter Sports Centre, Glendale






The running track refurbishment is complete and the track is open for use.








2.2.1.2 Implement an exercise trail, wayfinding and vegetation management along Swansea Channel eastern foreshore

Concrete slabs have been poured in preparation for the exercise equipment. Equipment is being manufactured and will be installed in September 2022. Posts for vegetation management are also under manufacture with installation due in September 2022. Design work to finalise the way finding signage will continue into July and August 2022.







2.2.1.3 Design the athletics warm-up and testing facility at Hunter Sports Centre, Glendale	The detailed building design is complete and will be included in tender documents for the major Hunter Sports Centre expansion. The tender is scheduled to be released in late July 2022. Design of the warm up track is part of a design and construction contract that is underway with works on site started in the fourth quarter of 2021-2022.	
2.2.1.4 Design the sportsfield upgrade at Harold Knight, Fred Wright and Mick Middleton fields, Gateshead	The design elements for the sportsfield upgrade include lighting, two playing fields and a new amenities building which are near completion. The sportsfield lighting tender is currently under evaluation. Tender for construction of the sportsfields and building will go to market during the first quarter of 2022-2023.	
2.2.1.5 Design Belmont Sports Complex in accordance with the adopted master plan	The site design for Belmont Sports Complex has been finalised in accordance with the adopted master plan. Internal consultation will be held early July 2022, followed by consultation with sport facility user groups. A design and construction tender will go to market during the first quarter of 2022-2023.	
2.2.1.6 Design the sport and recreation facility at Wye	A concept master plan for Wye recreation area has been developed along with a report outlining options for delivery. Council staff continue to liaise with a number of landowners about the potential acquisition of land for the development of the proposed sport and recreation facilities in Wye. Once a site is finalised, the master plan will be amended and the detailed design will be included within the forward works program.	
2.2.1.7 Design sporting facility improvements, including upgrading sporting amenities, a community hall and modular toilet at Ulinga Reserve, Cardiff South	Design of a new community facility including public amenities, changerooms and meeting room has been completed.	






2.2.1.8 Design the Lake Macquarie Croquet Facility, Glendale	Design work for a new croquet facility, which includes six fields, amenities building and shared pathways, is underway and will be ready for construction works to commence in the second quarter of 2022-2023.	
2.2.1.9 Investigate options for extending the recycled water system at Edgeworth	Irrigation improvement works have been completed at Edgeworth sporting fields ready for connection to Hunter Water's proposed recycled water pipeline.	
2.2.1.10 Attract more than 300,000 visits to Lake Mac Swim Centres	In 2021-2022, there were 265,329 visits to Lake Mac Swim Centres. This figure is below the target of 300,000 visits, and is down by about 24,000 on 2020-2021. The COVID-19 lockdown between August and November 2021 along with the extended closure of the 50m pool at Charlestown to repair a structure failure contributed to the lower attendance figure.	
2.2.1.11 Maintain operational cost recovery of Council-managed swim centres at 50 per cent or higher	Cost recovery at the end of June 2022 was 49 per cent, which is one per cent below our target of 50 per cent, however is up by two per cent on this period last year. Cost recovery for program delivery has improved on last year, however additional expenses have been incurred due to reliance on casual staff and permanent staff overtime to address COVID-19 impacts on rosters requiring backfill for staff under isolation requirements.	
2.2.1.12 Design the Hunter Region Sports Centre expansion, Glendale	Design documents have been completed. A procurement process for construction will commence in the first quarter of 2022-2023.	

**Strategy: Ensure future development supports the growth of our community**






Action	Progress comment	Status
2.2.2.1 Implement the Section 7.11 funded acceleration program to expedite design and delivery of community infrastructure projects throughout the city	Feasibility and design projects have been completed which will allow the development of a forward works program for Section 7.11 funded projects of projects that are ready for construction. These projects will now be included in Council's four-year Capital Works Program for delivery.	

**Strategy: Ensure public spaces and community buildings meet the needs of the community**

Action	Progress comment	Status
2.2.3.1 Complete city-wide modular toilet replacement program	All modular toilets have been installed and are operational.	
2.2.3.2 Complete replacement of the large picnic shelter at Belmont Foreshore	The new shelter was installed and opened to the public in December 2021.	
2.2.3.3 Complete the town green as stage one of Toronto Foreshore Master Plan	The terraces area inclusive of new sandstone terraces, foreshore pathways, seating and retaining walls were completed and opened to the public on 29 June 2022.	
2.2.3.4 Design playground upgrade at Rathmines Park	Detailed design and planning approvals for the new playground continue and are on track ready for construction tenders to go to market during the second quarter of 2022-2023.	

2.2.3.5 Implement new works to support accessibility at community facilities, City-wide	<p>Designs have been completed or progressed during 2021-2022 to support accessibility for the following facilities in the city:</p> <ul style="list-style-type: none"> <li>- Alton Road Cooranbong intersection</li> <li>- Charlestown Lions Park</li> <li>- Ulinga Sports Field and Community Centre</li> <li>- Swansea Foreshore Northern entry stairs and ramp</li> <li>- Swansea Foreshore adult exercise equipment</li> <li>- Rathmines Park and playground upgrade</li> <li>- Harold Knight Sports Complex</li> <li>- Hunter Region Sports Centre expansion</li> <li>- Swansea Combined Pensioners Centre.</li> </ul>	
2.2.3.6 Implement the parks improvement program	There were 12 projects successfully completed at various locations throughout the city during 2021-2022.	
2.2.3.7 Design the skate park and BMX facilities at Rathmines Park	Final concept design has been completed and documentation is being finalised to submit a development application and section 60 heritage application.	
2.2.3.8 Implement cemeteries improvement and replacement works	<p>Installation of new row indicators was completed for Whitebridge and Belmont cemeteries in March 2022.</p> <p>Solar light replacement was completed for Belmont Cemetery in March 2022.</p> <p>New ash walls were installed in Whitebridge and Belmont Cemeteries in January 2022. Scheduled asset replacement for the lawn/beamed area in Belmont Cemetery has started with completion impacted by wet weather.</p>	
2.2.3.9 Implement walking trail and boardwalk at Pirrita Island, Swansea	All piles have been installed, bridge installation is underway and new car park set out is occurring. Construction completion on track for late September 2022.	



2.2.3.10 Design new playground and hit wall at Murrays Beach Park	Design and approvals are complete, with a tender for construction to be released in 2022-2023.	
2.2.3.11 Design upgrades to Toronto Foreshore	Design work for stage 1B of the foreshore upgrade has been completed ahead of construction commencing on the new car park adjacent to the Toronto Amateur Sailing Club. Design work on other stages will continue into 2022-2023.	
2.2.3.12 Develop a management plan for Munibung Hill and adjoining strategic parcels	The Munibung Hill Management Plan was adopted by Council at its meeting on 11 April 2022. The plan will provide a framework for the management of land across Munibung Hill to ensure consistency between the various land owners.	
2.2.3.13 Report to Council a draft master plan for community and recreation facilities at Catherine Hill Bay for public exhibition	Public exhibition of the draft Catherine Hill Bay precincts master plan was endorsed by Council at the 27 June 2022 meeting. Exhibition of the draft plans commenced on 29 June 2022 for a period of 42 days. A report seeking adoption of the master plan is scheduled for October 2022.	
2.2.3.14 Report to Council a draft Plan of Management and master plan for Morisset Showground for adoption	The draft Morisset Showground Plan of Management and Master Plan was placed on public exhibition in June 2022, closing on 7 July 2022. This was delayed due to a significant lag in staff receiving advice on the draft Plan of Management and Master Plan, as well as gaining permission from NSW Crown Lands to publicly exhibit documents. A copy of the draft was forwarded to the NSW Department of Planning and Environment (DPE) in May 2021 as the landowner of the Showground for consent, prior to exhibition. Approval to publicly exhibit the draft plans was received from DPE in April 2022. A public hearing has been held about the proposed recategorisation of a portion of Council owned community land. A drop-in session was also held in June 2022 providing an opportunity for the community to review and discuss the plan. The final draft plans are scheduled to be presented to Council in October, subject to any required amendments.	

2.2.3.15 Report to Council an updated city-wide Aquatic Facilities Strategy (pool service delivery model) for public exhibition

The draft strategy has been prepared and will be finalised during July. Due to the significant financial implications associated with aquatic facility provision, further detailed financial analysis has been required, which has resulted in the draft report being delayed.  
The draft strategy will be reported to Council at the 12 September meeting seeking endorsement to publicly exhibit the plan.



2.2.3.16 Review city-wide dog off-leash areas

Background report completed identifying the dog population and distribution throughout the city, the expected forecast over the next 15 years, a summary of existing dog off leash areas and a literature review.  
Round 1 community consultation was completed during the third quarter of 2021-2022 and sought feedback on when and how people use existing dog off leash areas, what does and doesn't work well, feedback on dog prohibited areas, and suggestions for potential new dog off leash areas.  
A workshop was held with the Social Portfolio in late June 2022 to discuss the guiding principles for the draft Dogs in Open Space Strategy.  
Site suitability assessments of all existing dog off leash areas and potential new sites has been completed, with a second round of community consultation commencing on the outcomes on 1 August 2022. This consultation will also include the draft guiding principles, hierarchy and future provision framework for review.  
Once completed, the draft strategy will be finalised and presented to Council for public exhibition.



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

**Action**

**Progress comment**

**Status**

2.2.4.1 Complete upgrade to Landcare Resource Centre, Teralba

Due to structural design issues, the construction of the new Landcare Resource Centre has been delayed and will continue until late 2022. Construction is currently 75 per cent complete, with roofing installed, extra structural bracing installed, air conditioning, windows and doors installed.



2.2.4.2 Implement energy and water upgrades at priority Council facilities

Energy and water upgrades at priority Council facilities have been completed throughout 2021-2022. Irrigation improvement works have been completed at Edgeworth sporting fields ready for connection to Hunter Water's proposed recycled water pipeline. Upgraded irrigation controllers at 10 high priority sporting fields have also been installed. Energy management improvement projects have been implemented at West Wallsend, Speers Point and Morisset swim centres.



2.2.4.3 Implement Windale Hub





Implementation phase has been completed. Construction is underway and progressing to scheduled completion in 2022-2023.





**Strategy: Undertake swim centre capital projects in accordance with the works program**







Action	Progress comment	Status
2.2.5.1 Complete replacement of the learn to swim pool at Charlestown Swim Centre	The learn to swim pool at Charlestown Swim Centre opened for lessons in April 2022.	
2.2.5.2 Complete building management system upgrade at West Wallsend Swim Centre	The building management system upgrade has been completed.	
2.2.5.3 Design replacement of 50m pool plant room and infrastructure at Swansea Swim Centre	Plant room, filtration and hydraulic designs have been prepared for final review and approval. Pool structural investigations have been undertaken and internal design consultation completed.	

**Strategy: Undertake aquatic capital projects in accordance with the works program**

Action	Progress comment	Status
2.2.6.1 Design of a new recreational fishing platform, suitable site to be determined	Bolton Point has been identified as the most suitable site for the recreational fishing platform. Concept designs have been completed and will be used to call for a design and construction tender during the first quarter of 2022-2023.	
2.2.6.3 Complete new pontoon jetty, Balcolyn	The new pontoon jetty has been completed.	
2.2.6.4 Implement equipment replacement program for beach lifeguard and Lake Mac Swim Centres, city-wide	All projects in 2021-2022 equipment replacement program have been delivered.	
2.2.6.5 Implement structural repairs to Toronto Baths	Structural repairs at the baths have been completed.	

**Strategy: Undertake parks and playgrounds capital projects in accordance with the works program**

Action	Progress comment	Status
2.2.7.1 Complete Cooranbong playground replacement	New playground equipment has been installed, with the existing barbecue improved, existing shelters and tables repaired. The expanded and upgraded playground will be reopened to the public in July 2022 with an official opening to be held in August 2022.	
2.2.7.2 Complete playground and park upgrade at Alkington Avenue, Fishing Point	New playground equipment has been installed, new turf kick-around area constructed and new pathways and landscaping areas created. An official opening is scheduled for 23 July 2022.	


2.2.7.3 Complete replacement of the Ken and Audrey Owens Walkway, Redhead	The Ken and Audrey Owens Walkway reopened in February 2022.	
2.2.7.4 Complete playground replacement at Russell Reserve, Adamstown Heights	Playground replacement has been completed.	
2.2.7.5 Complete playground replacement at Bahloo Reserve, Windale	Playground replacement has been completed.	
2.2.7.6 Complete playground replacement at Belmont foreshore	Playground replacement has been completed.	
2.2.7.7 Implement timber sports light pole replacements at various reserves city-wide	Pole inspections have commenced targeting poorer condition poles in higher use sites. Poles continue to be replaced on a priority basis as identified.	
2.2.7.8 Design park upgrades at Charlestown Lions Park	Concept design and consultation has been completed and a procedure for road closure has commenced.	

**Strategy: Undertake sports facility capital projects in accordance with the works program**

Action	Progress comment	Status
2.2.8.1 Complete playground, amenities building, dog off-leash park, landscaping and path improvements at Thomas H. Halton Park, Eleebana	This work has been completed.	
2.2.8.2 Complete construction of the skate park at Windale	Skate park has been constructed.	
2.2.8.3 Complete construction of the skate park at Bernie Goodwin Memorial Park, Morisset	Skate park has been constructed.	
2.2.8.4 Implement playing fields, tennis courts, netball courts, car park and amenities building at Croudace Bay Sporting Facility	New netball courts and cricket nets are complete and available for use. A field construction contract has been awarded with the three new playing fields to be built in 2022-2023. The eastern field amenities building is at lock up stage and western field amenities has blockwork complete and roof framing has commenced.	
2.2.8.5 Implement amenities building replacement and car park construction at Waterboard Oval Fennell Crescent, Blackalls Park	Construction of new building has commenced and is on track for completion in early July 2022. The new car park construction works are underway for planned completion by early August 2022.	

**OUTCOME: OUR VIBRANT CITY HAS EVENTS AND FESTIVALS THAT ENHANCE OUR LIFESTYLE**






**Strategy: Host and support a diverse range of festivals and events**

<b>Action</b>	<b>Progress comment</b>	<b>Status</b>
2.3.1.1 Implement 20 major events for the city that raise the profile of Lake Macquarie, including at least three that will stimulate the night-time economy	The city hosted 20 major events throughout 2021-2022. This included the Fast and Loud Festival, Dobell Festival, Float Your Boat and Open Studios in the fourth quarter of 2022. Float Your Boat had more than 20,000 people attend two nights of an illuminated foreshore and on water events with excellent conditions. The Dobell Festival featured an additional 38 events and nearly 10,000 additional participants, on top of those who attended Float Your Boat 2022.	




# Mobility and accessibility

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




**Strategy: Ensure roads, drainage and associated infrastructure meets community needs and service levels**









Action	Progress comment	Status
3.1.1.1 Complete bridge culvert replacement at Flowers Drive, Catherine Hill Bay	Works have been completed at Flowers Drive, Catherine Hill Bay.	
3.1.1.2 Complete bridge culvert replacement on Fassifern Road, between Bridge Street and Miller Road, Fassifern	Construction continues on-site with eastern side of culvert works to occur at the start of next financial year. The project has been delayed due to a combination of sustained wet weather, resourcing constraints, impacts associated with COVID-19 and delays with receiving permit approval. Project expected to be complete in the first quarter of 2022-2023.	
3.1.1.3 Complete bridge strengthening works on Freemans Drive Bridge, Cooranbong	Construction works have been completed, with two-way traffic being reinstated in November 2021.	
3.1.1.4 Complete embankment rehabilitation at Excelsior Parade, Toronto	Works at Excelsior Parade, Toronto are complete.	
3.1.1.5 Implement new bridge to replace existing weir at The Weir Road, Barnsley	The new bridge at The Weir Road, Barnsley was completed.	



3.1.1.6 Design culvert improvements at 10 Oakdale Road, Gateshead	The design for this project is complete. Planning for the road rehabilitation component will now commence in 2022-2023.	
3.1.1.7 Implement the annual road resurfacing program and infrastructure maintenance program	The asphalt component of the resurfacing program is 97 per cent complete. Contractor availability and poor weather at the end of June 2022 meant the annual program budget was underspent by about \$100,000. The sealing component of the program is 75 per cent complete. Persistent wet weather between December 2021 and April 2022 has impacted on ability to complete the sealing program.	
3.1.1.8 Pavement replacement at Awaba Waste Management Facility	Construction is complete on-site.	

**Strategy: Undertake stormwater drainage construction projects in accordance with the works program**

Action	Progress comment	Status
3.1.2.1 Design drainage and footpath improvements at Elbrook Drive, Rankin Park	The design for improvements has been completed.	
3.1.2.2 Implement drainage improvements and culvert restoration at Lakeview Street, Speers Point	Construction, mobilisation and preliminary site set out was undertaken in late June 2022. Construction works will continue and are expected to be finalised in the second quarter of 2022-2023, pending weather.	
3.1.2.3 Implement stormwater pit renewals program at priority sites around the city	Renewal program for stormwater inlet pits at priority sites around the city has been completed.	

3.1.2.4 Implement drainage improvements at 3 Stratton Road, Edgeworth	Construction mobilisation and preliminary site set out was undertaken in late June 2022. Construction works will continue and are expected to be finalised in the second quarter of 2022-2023, pending weather and finalisation of access permit and easement negotiations with NSW Land and Housing.	
3.1.2.5 Implement drainage upgrade at 10 Reynolds Street, Blackalls Park	Works are complete on site with construction crews demobilising.	
3.1.2.6 Design detention basin at 27A Country Grove, Edgeworth	The design for this project is complete.	
3.1.2.7 Design detention basin improvements at Cupania Crescent, Garden Suburb	Concept trash rack design has formally been submitted. Detailed design for this project is planned to continue into 2022-2023.	
3.1.2.8 Design drainage improvements at 531A Lake Road, Argenton	Design phase has been completed. Final plans have been issued to Sydney Trains for construction scheduling.	
3.1.2.9 Design road and drainage improvements at Park Avenue, Argenton	The design for this project is complete.	
3.1.2.10 Undertake feasibility and planning for drainage improvements at 20 Yoorala Road, Yarrawonga Park	Design for this project has been expedited with construction due to start in the first quarter of 2022-2023.	
3.1.2.11 Undertake feasibility and planning for drainage improvements at Macquarie Grove, Caves Beach	An options report for this project has been finalised which concludes the feasibility and planning phase.	

3.1.2.12 Undertake feasibility and planning for drainage improvements of Hawkins Creek at Leyton Street, Speers Point

An options report for this project has been issued which completes the feasibility and planning phase.



**Strategy: Undertake kerb and channel construction projects in accordance with the works program**

**Action**

**Progress comment**

**Status**

3.1.3.1 Undertake feasibility and planning for kerb and channel and road sealing at Park Street, Arcadia Vale

Feasibility and planning for kerb and channel and road sealing has been completed.



3.1.3.2 Undertake feasibility and planning for kerb and channel at Balcolyn Street, Balcolyn

Site investigations for this project are now complete which conclude the initiation phase of this project. This is a continuing project with planning to be completed in 2022-2023.



3.1.3.3 Undertake feasibility and planning for kerb and channel at Helena Street, Balcolyn

Site investigations for this project are now complete which conclude the initiation phase of this project. This is a continuing project with planning to be completed in 2022-2023.



**Strategy: Undertake sealing gravel roads projects in accordance with the works program**

**Action**

**Progress comment**

**Status**

3.1.4.1 Complete sealing of Mandalong Road from end of existing seal to Council boundary, Mandalong

Construction works are now complete with restrictions removed and road open to the public.
















3.1.4.2 Design sealing of gravel road at Neds Bay Access Track, Swansea Heads, from Unnamed Road to car park








Design for this project is now complete. Construction is scheduled to start on-site in the first quarter of 2022-2023.








**Strategy: Undertake road rehabilitation in accordance with the works program**

Action	Progress comment	Status
3.1.5.1 Complete road rehabilitation at Ocean Street, from Pitt Street to boundary of 131/133 Ocean Street, Dudley	The final sections of kerb and channel have been installed on both sides of the road between Lyndhurst Street and Pitt Street. Drainage and retaining wall works are now also completed. Pavement works are to be undertaken after the footpath works are completed which continues to be delayed by wet weather. Based on this, the project is scheduled to be completed in the first quarter 2022-2023 due to inclement weather conditions.	
3.1.5.2 Complete road rehabilitation on Morris Crescent, from Kane Road to Regent Street, Bonnells Bay	Road rehabilitation on Morris Crescent was completed in October 2021.	
3.1.5.3 Complete road rehabilitation at Evans Street, Belmont	Road rehabilitation works on Evans Street, Belmont is complete.	
3.1.5.4 Complete road rehabilitation on Wye Road between Wallarah Street and Munmorah Street, Wye	This project has been completed and delivered in the re-seal delivery program.	
3.1.5.5 Complete Macquarie Road road rehabilitation and footpath between 97 Macquarie Road and Fassifern Road, Fassifern	Road rehabilitation and footpath on Macquarie Road is complete.	
3.1.5.6 Complete Alkrington Avenue road rehabilitation, including drainage, footpath and kerb and channel, between Bournville Road and Hereford Rise at Fishing Point	Alkrington Avenue road rehabilitation, including drainage, footpath and kerb and channel is complete.	

3.1.5.7 Complete drainage and road rehabilitation, shared project with City of Newcastle, at Boundary Street, Kotara South	Construction works on-site are now complete.	
3.1.5.8 Implement road rehabilitation on Thomas Street, from Harrison Street to 29 Thomas Street, Cardiff	Road rehabilitation implementation has been completed at Thomas Street, Cardiff. Final asphaltting works have been completed by the contractor.	
3.1.5.9 Implement Ruttleys Road stage three road rehabilitation between railway bridge east towards Government Road, Wyee	Construction works on-site are now complete.	
3.1.5.10 Implement Watkins Road stage two road rehabilitation and drainage improvement, from Crescent Road to the Caravan Park entry, Wangi Wangi	Construction works have commenced on-site and will continue for the majority of 2022-2023 as planned.	
3.1.5.12 Implement retaining wall renewal program at priority sites around the City	Initial inspection and renewal program for 89 priority retaining walls has been completed. The inspection program for retaining walls will continue as part of Council's ongoing asset inspection program.	
3.1.5.13 Implement road rehabilitation on E K Avenue, from Tango Street to Trent Street, Charlestown	Construction for this project commenced in March 2022 and will continue in 2022-2023 as planned.	
3.1.5.14 Design road rehabilitation on Harper Avenue, from Sedgwick Avenue to Neilson Street, Edgeworth	The design for this project is now complete with construction scheduled to start in the fourth quarter of 2022-2023.	




3.1.5.15 Implement road rehabilitation on Racecourse Road, from Blair Street to 21 Racecourse Road, Teralba	Construction of road rehabilitation of Racecourse Road, Teralba is complete.	
3.1.5.16 Implement road rehabilitation on Sedgwick Avenue, from Minmi Road to Neilson Street, Edgeworth	Design is complete and construction activities have commenced on site. Construction is scheduled for completion in fourth quarter of 2022-2023.	
3.1.5.17 Design road rehabilitation at Woodlands Avenue, from Clydebank Road to Hadleigh Road including Hendon Close and Newhaven Close, Balmoral	The design for the first stage of road rehabilitation has been completed, with second and third stage design planned to be undertaken in 2022-2023.	
3.1.5.18 Design road rehabilitation on Elizabeth Parade, from Waratah Avenue to Jennifer Street, Charlestown	Road rehabilitation design has been completed for Elizabeth Parade, Charlestown.	
3.1.5.19 Design road rehabilitation on Kingsland Avenue, from Clydebank Road to Hadleigh Road, Balmoral	The design for the first stage of road rehabilitation has been completed, with second and third stage design planned to be undertaken in 2022-2023.	
3.1.5.20 Design road rehabilitation on Thompson Road, from Speers Street to Moulden Street, Speers Point	Design for this project is complete with the water main relocation works sent for tender in preparation for construction to start in 2022-2023.	
3.1.5.21 Undertake feasibility and planning for road rehabilitation on Bridge Street, from Yambo Street to Newcastle Street, Morisset	Feasibility and planning of road rehabilitation on Bridge Street, Morisset is complete.	

3.1.5.22 Undertake feasibility and planning for road rehabilitation on Dunkley Parade, from Bayview Street to Dunkley Parade, Mount Hutton	Planning phase has been expedited and is now complete. This will enable construction to be fast tracked in line with adjacent project works throughout 2022-2023.	
3.1.5.23 Undertake feasibility and planning for road rehabilitation on Floraville Road, from Lentara Road to Pacific Highway, Belmont North	Project planning is complete.	
3.1.5.24 Undertake feasibility and planning for road rehabilitation on Floraville Road, from Violet Town Road to 148 Floraville Road, Floraville	Project planning is complete.	
3.1.5.25 Undertake feasibility and planning for road rehabilitation on Grand Parade, from Princes Street to Macquarie Street, Bonnells Bay	Planning for this project is complete with design scheduled for 2022-2023.	
3.1.5.26 Undertake feasibility and planning for road rehabilitation on Main Road, from Eighth Street to Park Road, Speers Point	Council staff have now completed the feasibility planning phase with design scheduled to commence in 2022-2023.	
3.1.5.27 Undertake feasibility and planning for road rehabilitation on Middle Point Road, from 28 Middle Point Road to Bay Road, Bolton Point	Council staff have now completed the feasibility planning phase with design scheduled to commence in 2022-2023.	



3.1.5.28 Undertake feasibility and planning for road rehabilitation on Minmi Road, from Northlakes Drive to Newcastle Link Road, Cameron Park	Council staff have now completed the feasibility planning phase with design scheduled to commence in 2022-2023.	
3.1.5.29 Undertake feasibility and planning for road rehabilitation on Ntaba Road, from Lepton Parade to Harrison Street, Jewells	Council staff have now completed the project planning phase.	
3.1.5.30 Undertake feasibility and planning for road rehabilitation on Piriwal Street, from Kullara Street to Karoburra Street, Pelican	Council staff have now completed the feasibility planning phase with design scheduled to commence in 2022-2023.	
3.1.5.31 Undertake feasibility and planning for road rehabilitation on Rose Street, from Railway Street to John Street, Dudley	Council staff have now completed the project planning phase.	
3.1.5.32 Undertake feasibility and planning for road rehabilitation on South Parade, from Centre Avenue to South Parade and Todd Street, Blackalls Park	Council staff have now completed the feasibility planning phase with design scheduled to commence in 2022-2023.	
3.1.5.33 Complete road rehabilitation at First Street and Marmong Street, Booragul	Construction was completed on site in September 2021.	







**Strategy: Ensure active transportation infrastructure meets community needs and service levels**

Action	Progress comment	Status
3.1.6.1 Implement the Streets as Shared Spaces grant project, to test and pilot new and innovative ideas for streets as safe, shared public spaces	New footpath paving, planter boxes, seating, bus shelter artwork and electronic bus timetables have been installed as part of this grant project.	
3.1.6.2 Undertake feasibility and planning for the cycling facilities from Charlestown to Whitebridge	Community consultation has been undertaken, with feedback data compiled and an engagement summary report being finalised. Feasibility and planning investigations of the most preferred option identified through consultation have occurred. Detailed planning investigations of the route are programmed for 2022-2023.	
3.1.6.3 Undertake feasibility and planning for the shared pathway at Bareki Road Bends, from the Eleebana Lions Park to Thomas H. Halton Park, Eleebana	Initial planning has been completed and discussed with Transport for NSW to consider a multi-transport solution at the location.	








**Strategy: Ensure off-road cycleway construction projects are undertaken in accordance with the works program**






Action	Progress comment	Status
3.1.7.1 Complete shared pathway replacement at Greenway Track, Blackalls Park	Construction works on site are complete with final line marking to be finalised.	
3.1.7.2 Complete final section of the shared pathway from Speers Point to Glendale	Construction works on site are complete.	

3.1.7.3 Implement the Fernleigh Awabakal Shared Track (FAST)	Construction of the southern section has progressed on schedule. Construction works on the amenities building have commenced. The northern section design is continuing, with expected completion on track for 2022-2023.	
3.1.7.4 Implement the shared pathway from Fifth Street to Wilkinson Park, Cardiff	Site establishment has occurred with site set out and brush cutting undertaken to implement this project.	
3.1.7.6 Design the shared pathway from Fernleigh Track to John Darling Avenue, Belmont North	The design for this project is complete.	
3.1.7.7 Design stage one of the shared pathway between Calanca Avenue and Sandpiper Court, Glendale	The design for this project is complete.	

**Strategy: Ensure local transport infrastructure projects are undertaken to improve safety and multi-model travel. Such as bus shelters, pedestrian refuges, crossings, and kerb ramps in accordance with the works program**

Action	Progress comment	Status
3.1.8.1 Design Fassifern underpass traffic signals and footpath at Fassifern Road and Greenway Parkway, Fassifern	Design for this project was scheduled to be finalised in June 2022, but has been delayed due to negotiations regarding impacting driveways, and coordination of civil design with final signal location. Design is expected to be completed in first quarter of 2022-2023.	
3.1.8.2 Design intersection upgrade at Alton Road and Freemans Drive, Cooranbong	The design phase has been completed and construction drawings issued. Awaiting final approval from Transport for NSW for traffic signals.	
3.1.8.3 Design bridge upgrade at Wilton Road, Awaba	Design phase has been completed. Construction tender has been awarded, with construction expected to commence in July 2022.	

3.1.8.4 Design intersection upgrade and shared pathways at Morisset Park Road and Fishery Point Road, Bonnells Bay	The design for this project is complete.	
3.1.8.5 Design intersection upgrade and footpaths at Main Road and Wallsend Road, Cardiff	Strategic design has been revised by the consultant following Transport for NSW (TfNSW) and Council review. The current design is now sitting with TfNSW for approval before issuing a works authorisation deed. Draft design will then continue after the works authorisation deed is finalised. Expected completion date for final design is in the second quarter of the 2022-2023.	
3.1.8.6 Complete the footpath and school children's crossing on James Street, from The Esplanade to Mills Street, Warners Bay	Construction of the footpath on James and Mills Street is now complete with crews now moving onto the school children's crossing. Due to the wet weather, delays have been experienced on the footpath project, the school crossing will now be complete in the first quarter of 2022-2023.	
3.1.8.7 Design the pedestrian and traffic facilities for Windale Local Centre	Planning for this project is now complete in accordance with approved revisions in the December 2021 review to undertake feasibility and planning. Design is scheduled to start early in 2022-2023 for construction in the fourth quarter.	
3.1.8.8 Design the road widening and intersection upgrades along Minmi Road, from Newcastle Link Road, Cameron Park, to Transfield Avenue, Edgeworth	The concept design for this project is complete.	
3.1.8.9 Design land acquisitions and service relocations for intersection upgrade at Bayview Street and Warners Bay Road, Mount Hutton	Design of services relocation and land acquisition has been completed. A tender process will commence following Ausgrid approval.	
3.1.8.10 Design rail bridge approaches and barriers at Racecourse Road at Teralba	Design for this project is complete.	

3.1.8.11 Complete raised pedestrian school crossing with kerb extensions on Ocean Street, Dudley at Boundary Street	Construction is underway, with works in Boundary Street, Dudley completed, aside from new asphalt surfacing. Works in Ocean Street are continuing, with the project due to be completed midway through the first quarter of 2022-2023. This is due to delays incurred due to poor weather conditions.	
3.1.8.12 Complete road safety improvements at Buttaba Road to Hall Street, Brightwaters	Construction continues on site, but has been delayed due to availability of resources to complete the planned works. Recent wet weather has also hampered efforts to complete this project in line with the original program. As a result, the project is now expected to be complete in the first quarter of 2022-2023.	
3.1.8.13 Design safety improvements on roadside near 31 Silverwater Road, Silverwater	Design for this project is complete.	
3.1.8.14 Design road safety barrier at Dunkley Parade, Mount Hutton	Design is complete. Construction started on site in April 2022 and is due to be completed in first quarter of 2022-2023.	
3.1.8.15 Design road safety barrier at Dunkley Parade, Mount Hutton	Design is complete and construction started on site in April 2022. Construction is nearing completion and scheduled to be finalised in first quarter of 2022-2023	



**Strategy: Undertake footpath and roadside projects in accordance with the works program**

Action	Progress comment	Status
3.1.9.1 Complete footpath and kerb ramps from Blackalls Park School to Rhodes Street, Blackalls Park	The footpath and kerb ramps from Blackalls Park School to Rhodes Street, Blackalls Park have been installed and are complete.	
3.1.9.2 Complete footpath construction at James Street and Wakal Street, Charlestown	Construction works on site have been completed.	

3.1.9.3 Complete footpath on Oxford Street, from Plane Street to Goundry Street, Gateshead	The footpath on Oxford Street, from Plane Street to Goundry Street, Gateshead is complete.	
3.1.9.4 Complete footpaths at Sydney Street, Goundry Street, Oxford Street, Casey Street and The Crescent, Gateshead	The footpaths at Sydney Street, Goundry Street, Oxford Street, Casey Street and The Crescent, Gateshead have been completed.	
3.1.9.5 Complete footpath on Lowry Street, Cardiff, and Bancroft Street, Pandel Avenue, Clarence Street, Graham Street and Glendale Drive, Glendale	Stage one of this project inclusive of Bancroft and Clarence Street, Glendale are complete. Stage two, inclusive of Pandel Avenue, Graham Street and Glendale Drive, Glendale are to be completed in the new year as identified in the 2022-2023 Operational Plan. Works on Lowry Street, Cardiff have been revised following a review of the design to achieve a more optimised route and are no longer included as part of this project.	
3.1.9.6 Implement city-wide small-scale miscellaneous pedestrian and cycling improvements	Completed works included a tiered chicane in Belmont and pathway upgrade to a section of The Greenway pathway. Bike rack locations have been identified and prioritised, with additional pedestrian and bicycle facilities being assessed for implementation in 2022-2023.	
3.1.9.7 Implement Ridley Street and Smith Streets, Charlestown raised pedestrian crossing, and footpath from pedestrian crossing to Emslie Street, Charlestown	This project has been completed.	
3.1.9.8 Design footpath from Hillsborough Road Access Road to the pedestrian signals on Hillsborough Road, Warners Bay	The design for this project is complete.	
3.1.9.11 Implement footbridge replacement and environmental protection work at Cams Wharf	Construction has been completed on site with the bridge now open to community.	


## OUTCOME: PEOPLE OF ALL ABILITIES USE AND ENJOY OUR PLACES AND SPACES

Strategy: Ensure community and transportation infrastructure are accessible for people with a wide range of abilities

Action	Progress comment	Status
3.2.1.1 Implement city-wide bus stop infrastructure upgrades for accessibility	Construction of bus stop accessibility upgrades at 20 sites has been completed, with bus shelters installed at Marks Point and Edgeworth.	
3.2.1.4 Implement city-wide small-scale miscellaneous pedestrian and cycling improvements	A section of guardrail has been installed in Cooranbong, along with a tiered chicane in Belmont North and the upgrade of a section of The Greenway pathway to 3m wide in Blackalls Park. Footpath and kerb ramp improvements have been completed in Dudley as part of a larger pedestrian improvement project.	


## OUTCOME: USER-FRIENDLY AND DIRECT PUBLIC TRANSPORT CONNECTS OUR TOWNS AND VILLAGES

Strategy: Plan and advocate for the provision of State public transport facilities and services that meet community needs and service levels

Action	Progress comment	Status
3.3.1.1 Collaborate with the State Government on delivery of public transport improvements	Council staff liaised closely with the Department of Environment and Planning on the development of the draft Hunter Regional Plan 2041 and Hunter Region Transport Plan, making submissions that reinforced the need for improved public transport connectivity between our communities. Staff also contributed to advocacy on the same themes by the Hunter Planning Alliance (a local government, peak organisation and industry collaboration) which hosted meetings with ministers and senior departmental executives in planning and transport portfolios. Council staff made a submission on the proposed Hunter Freight Rail Corridor highlighting opportunities to use the corridor for passenger services to growth areas of the city. Council and Dantia partnered with Beam to trial e-bikes across the city, which will provide short-trip and 'last mile' solutions.	

## OUTCOME: NEW TECHNOLOGY SUPPORTS OUR TRANSPORT CHOICES





Strategy: Ensure contemporary technology is utilised for managing the City's transportation infrastructure assets and operations

Action	Progress comment	Status
3.4.1.1 Trial real-time bus information at Pearson Street Mall bus stop	Real-time displays for the bus stops on both sides of Pearson Street at Charlestown, have been procured. Due to weather delaying construction activities associated with streetscape works, the displays and bus stops will be installed during August. Keolis Downer has indicated they will provide support and integrate the real-time display information into their systems once it is installed.	

# Diverse economy

## OUTCOME: OUR CITY IS A POPULAR DESTINATION WITH A WIDE VARIETY OF EXPERIENCE

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

Action	Progress comment	Status
4.1.1.1 Advocate for investment in regionally significant sport and recreation facilities in Lake Macquarie.	Council received a \$12.5 million grant for a Trampoline Centre of Excellence in Glendale. There is ongoing discussion with Office of Sport about the relocation of Myuna Bay sport and recreation facility, with the NSW Government budgeting \$5 million for pre-planning for the relocation.	
4.1.1.2 Complete two arts, culture and tourism industry benchmarking research projects to assess sector growth and economic opportunities.	A Lake Mac Libraries research project and arts and culture research project were undertaken to assess audience groups that are not visiting Council's cultural facilities and the impact of COVID-19 on visitation to these facilities.	
4.1.1.3 Connect with industry and assist in the development of four quality tourism experiences for the city	Council staff provided professional assistance to successfully launch the development of a hop on, hop off ferry service on Lake Macquarie, completed an annual online and print Lake Macquarie sailing calendar of events and produce a Lake Macquarie Cultural Trail Guide.	
4.1.1.4 Develop and trial four projects and products that grow the creative and cultural economy	Council has received funding to construct and operate two roving visitor information centres and implement the tourism ambassador program as an accredited project (\$80,000) to be completed in December 2022. Council also launched the FabLab program, lake precinct ferry service and initiated a partnership arrangement with local wineries and breweries to stock theatres, events, and Museum of Art and Culture (MAC), yapang.	



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4.1.1.5 Review and implement contemporary Visitor Centre services to extend tourism assistance across Council's arts, culture and tourism facilities and locations

Following review of existing services and examination of available funding opportunities, Council was successful in attaining \$80,000 from regional activation tourism funding to commission two fully accessible, mobile and adaptable tourism kiosks. The kiosks will enable additional tourism and visitor information related activities and services, delivered at practically any location around the city. Uses include providing support for major events, mobile visitor information services, tourist product ticket sales, retail, and hospitality opportunities. Development of these kiosks is underway with expected delivery in second quarter of 2022-2023. Internal adjustment to staff resourcing and responsibilities will support this initiative and lead tourism ambassador development and coordination around the city. A review of booking agent services provided by Council has been developed, with aim to simplify the service for greater value to Council, operators and customers. Any approved recommendations will take place following further consultation with operators and in line with the city's partnership program schedule in 2022-2023.



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4.1.1.6 Initiate 70 nationally-focused tourism media, public relations and editorial opportunities to promote the City nationally and internationally

For 2021-2022, the total number of travel media clips generated is 84. Lake Macquarie was promoted through a diverse range of reputable national tourism media and publications. Highlights have included The Sydney Morning Herald, Channel 9's 'Weekend Today', Channel 7's 'Weekend Sunrise' and the prestigious national travel section of 'Escape'.






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4.1.1.7 Undertake online destination marketing campaigns to reach an audience of more than three million people

The total online tourism reach for the year is 15,703,473. Highlights include the interstate fly/drive campaign delivering 3,695,645 impressions, and the weekend of adventure campaign which reached 809,088 people on social media.






## Strategy: Build a strong City identity

Action	Progress comment	Status
4.1.2.1 Deliver two brand campaigns that promote our city as a vibrant destination for business and lifestyle to audiences outside of the Hunter Region	<p>Two marketing campaigns have promoted Lake Macquarie's coastal lifestyle to Sydney residents during 2021-2022, generating 6.9 million impressions and 42 000 visits to our website.</p> <p>The first campaign ran during the second and third quarters and used Google advertising and paid social media to promote the active lifestyle offerings in Lake Macquarie to current Sydney residents and generated 2,068,134 impressions and 17,715 visits to our website.</p> <p>The second marketing campaign ran in the fourth quarter to encourage current Sydney residents to relocate to Lake Macquarie. This has generated 4.9 million impressions and 24 920 visits to our website. This campaign was displayed on nine roadside and shopping centre billboards, 18 digital screens in fitness centres and 13 bus shelters in Western Sydney. It was supported by digital advertising on Domain.com, YouTube, Google, Facebook and Instagram.</p>	
4.1.2.2 Implement a Circular Economy Framework considering international best practice to design waste out of the system, use finite resources responsibly, support a renewable energy transition, future-fit existing businesses and attract innovators to our region	<p>The circular economy framework has been implemented, with co-designed departmental circular economy action plans due to commence implementation during 2022-2023.</p>	
4.1.2.3 Showcase at least six case studies highlighting Council and community initiatives and local innovators	<p>Seven case studies have been published on our website during 2021-2022 to showcase both business innovation in Lake Macquarie and highlight Council initiatives that support our growing city. All case studies have been shared on Facebook and Instagram, generating 42,000 impressions and 12,850 video views.</p> <p>Five case studies showcased business innovation and diversity in Lake Macquarie including a creative studio and retail space, global engineering company, award-winning product design company, an IT solutions company and Australia's largest campervan rental platform Camplify.</p> <p>There were also two case studies published to highlight Council initiatives</p>	

including a vibrant art and cultural facility and our commitment to creating an accessible city.

**Strategy: Continually improve amenities at Holiday Parks where feasible**

Action	Progress comment	Status
4.1.3.1 Implement ground-mounted solar photovoltaic system at Swansea Lakeside Holiday Park	Installation has been completed and system connected to the grid.	
4.1.3.2 Implement upgrades and replacement works to the Swansea Lakeside Holiday Park, including construction of a splash park	<p>Splash park construction is nearly complete. Final paths and landscaping occurred in first two weeks of June 2022. Commissioning and handover of the splash park to Council occurred on 3 June 2022.</p> <p>Other works completed during 2021-2022 included:</p> <ul style="list-style-type: none"> <li>- replacement of two sewer pump stations</li> <li>- realignment of front entry road precinct</li> <li>- construction of safari tents</li> <li>- construction of concrete carparking spaces</li> <li>- raised waterfront sites</li> <li>- construction of artificial turf sites</li> <li>- installed cafe blinds to camp kitchen</li> <li>- relocation of cabins and extension of new decks and roofs</li> <li>- landscaping near amenities A block and relocated cabins</li> <li>- conversion of unpowered sites to powered sites</li> <li>- construction of new concrete paths</li> <li>- construction of solar collection array in public car parking area next to the park entry.</li> </ul>	
4.1.3.3 Implement upgrades and replacement works to the Belmont Lakeside Holiday Park, including stages four and five of a community path	More than 300 lineal metres of flat accessible pathway has been installed to provide the broader community with pedestrian access along the foreshore surrounding the holiday park. The pathway works also included installation of additional seats, improved accessibility to tables, installation of drinking fountain/bottle refill station and replacing large sandstone steps to water.	

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Other projects completed during 2021-2022:

- eight concrete slab sites constructed to improve functionality and use of powered sites
- landscaping and retaining replaced at pool precinct
- residence refurbishment complete
- replaced shower cubicle and floor in Ensuite Cabin 2
- designs and layouts for new cabins reviewed.

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4.1.3.4 Implement upgrades and replacement works to the Blacksmiths Beachside Holiday Park

Camp kitchen upgrade is complete with windows and door installed to camp kitchen to improve functionality of building and all-weather use.

Other projects completed in 2021-2022 were:

- six new sites brought online for tourist use. In-ground services including stormwater, electrical and sewer installed
- design for safari tents, including an accessible safari tent
- design of accessible villas
- four slab sites brought forward in response to ongoing water on sites, for construction to occur in June 2022
- locations for relocated cabins finalised
- conversion of former holiday van site/precinct.



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4.1.3.5 Implement upgrades and replacement works to the Sails Holiday Park, Belmont including establishing more powered sites.

Camp kitchen upgrade is complete with windows and door installed to camp kitchen to improve functionality of building and all-weather use.

Other projects completed in 2021-2022 were:

- six new sites brought online for tourist use. In-ground services including stormwater, electrical and sewer installed
- design for safari tents, including an accessible safari tent
- design of accessible villas
- four slab sites brought forward in response to ongoing water on sites, for construction to occur in June 2022
- locations for relocated cabins finalised
- conversion of former holiday van site/precinct.



4.1.3.6 Increase the inclusive tourism facilities within the Lake Mac Holiday Parks group, including completing installation of an aquatic wheelchair at Belmont Lakeside Holiday Park and implementing footpaths at Swansea Lakeside Holiday Park

Inclusive tourism facilities developed or designed during 2021-2022 were:

- design of accessible safari tent and accessible cabins for Sails Holiday Park
- construction of the community pathway at Belmont Lakeside
- new aquatic wheelchair for pool use is now available at Belmont Lakeside
- new pathway slab at Swansea. Lakeside pool area installed
- additional ramp from splash park to pool area at Swansea Lakeside installed
- splash park and pool gates at Swansea Lakeside fitted with MLAK key access
- new pedestrian gates and pedestrian road markings installed at Swansea Lakeside
- accessible barbecue installed at Blacksmiths Beachside
- footpaths to central amenities block at Swansea Lakeside constructed to remove step into western side of amenities
- potential additional accessible cabin at Belmont Lakeside being assessed.




**OUTCOME: WE HAVE AN ADAPTABLE AND DIVERSE ECONOMY**


**Strategy: Promote an environment where start-ups, small and medium businesses are encouraged**

Action	Progress comment	Status
4.2.1.1 Consider annual progress reports from Dantia to ensure continued alignment with the city vision	Dantia has provided ongoing reports, with the last briefing held on 4 July 2022.	
4.2.1.2 Deliver the annual Lake Macquarie Business Excellence Awards	While COVID-19 restrictions prevented the business awards gala night from proceeding, Council successfully announced our 13 category winners on 30 July 2021. All winners were notified with a call from Mayor Kay Fraser and the official announcement was shared via Council's website and social media. Winners received further profiling on the website and social media to recognise their achievement. A total of 11 Lake Mac Business Excellence Awards winners as finalists to the Hunter Business Awards later in 2020-2021.	

**Strategy: Support the capacity of key industries to change and adapt**



<b>Action</b>	<b>Progress comment</b>	<b>Status</b>
4.2.2.1 Report the employment land review to Council including identification of areas for new employment zoned lands	<p>The employment land review was completed in early 2022 to identify available and required lands for employment uses. An information report about the review was included in the agenda of the Ordinary Council meeting on 27 June 2022.</p> <p>Council staff have also worked with the Department of Planning and Environment to implement reforms to employment land use zones which will make the employment zones more flexible. The Department commenced exhibition of the changes to employment land use zones in July 2022.</p>	

**Strategy: Support businesses to build capability to use new technology in order to realise economic opportunities**


<b>Action</b>	<b>Progress comment</b>	<b>Status</b>
4.2.3.1 Undertake actions in the Night Time Economy Action Plan, including reviewing Council's draft Lighting Policy, reviewing Lake Macquarie Development Control Plan to ensure consistency with the objectives of the Action Plan, and preparing acoustic reports for our economic centres to enable night-time activities	<p>A review of the Local Approvals Policy is underway with these changes aiming to support night time activities and operators.</p> <p>Council participated in a NSW Government pilot program on Special Entertainment Precincts. As part of this pilot, Council staff have worked with small businesses in Wangi Wangi, to create the Wangi Live program which ran throughout April 2022. The program encouraged small businesses to put on more evening and night-time activities to attract people to the area. As part of the trial, Council deployed noise sensors to gain information about the pre-trial baseline level of noise and any difference during the trial. This approach proved successful and will be used instead of preparing acoustic reports for our economic centres to understand base line noise levels, to enable night time activities and to measure and compare any noise impacts.</p> <p>A review of the Lighting Policy is underway and night time economy objectives will be considered as part of the next regular housekeeping amendment to the Lake Macquarie Development Control Plan.</p>	




## OUTCOME: OUR GROWING POPULATION SUPPORTS A THRIVING LOCAL ECONOMY

Strategy: Ensure land use plans have the appropriate balance of different land uses

Action	Progress comment	Status
4.3.1.1 Report to Council for exhibition of a draft master plan and future infrastructure investment schedule for Morisset, to support strategic objectives and opportunities for the area.	Council staff have prepared a draft Morisset place strategy delivery plan and are working with the NSW Department of Planning and Environment (DPE) to identify the resources needed to prepare a Morisset place strategy, consistent with the requirements of the draft Hunter Regional Plan 2041. This action has not been achieved because the requirement in the Hunter Regional Plan changed the context and supersedes the need for Council to prepare a master plan and infrastructure investment schedule. The transport study is complete and the economic study is expected to be complete in August 2022. Council staff intend to undertake community and agency consultation between September and November 2022 for the Morisset place strategy delivery plan. Throughout 2022-2023 Council intends to work with the DPE to undertake the other detailed studies required and prepare a draft place strategy. Once prepared, the draft place strategy will be reported to Council for formal exhibition.	
4.3.1.2 Report to Council for exhibition Local Environmental Plan and Development Control Plan amendments to support growth and development of the Charlestown strategic economic centre	A suite of proposed changes to Lake Macquarie Local Environmental Plan 2014 and Lake Macquarie Development Control Plan 2014 have been prepared. At the 14 June 2022 meeting Council endorsed the report recommendation to request a Gateway Determination from the Department of Planning and Environment, and to publicly exhibit the draft documents.	

Strategy: Manage strategically held properties and land holdings to create reoccurring income and increase return on investment

Action	Progress comment	Status
4.3.2.1 Complete background information, data collection, and consultation with State agencies and community groups for the	Background information and data collection has been completed for the background report for the North West Lake Macquarie Catalyst Area Integrated Landuse and Transport Plan. Delayed feedback from some state agencies has delayed achievement of this action. Council is awaiting formal feedback from Transport for NSW, School	

preparation of a draft Integrated Transport and Land Use Plan for the North West Catalyst Area	Infrastructure NSW, Hunter Water and NSW SES. It is essential that all this information is received from state agencies in order to prepare a comprehensive Landuse and Transport Plan. Consultation with the development community has been undertaken.	
4.3.2.2 Implement capital works to facilitate the sale of scattered lots located at Wyee, Fennell Bay, Dora Creek and Windermere Park	Remediation action plan (RAP) including site auditor review is complete, which now enables capital works to follow in 2022-2023. Capital works at Fennell Bay will commence when road closure and associated planning actions are completed. Physical works to facilitate the sale at Dora Creek were deferred until development of nearby land creates replacement parkland. Planning approval for the Windermere Park site was obtained in October 2021. Implementation of capital works are proposed for 2022-2023.	
4.3.2.3 Implement the residential subdivision works at Booragul, Coorabong and Killingworth	Development approval has been obtained for Booragul subdivision. Lodgement of construction consent and capital works are delayed until an alternate stormwater solution is identified. Coorabong subdivision proposal was expanded, with the additional land subject to a reclassification proposal. Planning and construction approvals expected by third quarter of 2022-2023. Implementation of capital works proposed to commence in the fourth quarter of 2022-2023. Killingworth subdivision is awaiting planning approval, completion of detailed design and confirmation of commitment by private landowners to the capital cost before capital works are undertaken. Commencement of capital works are pending development agreements with landowners being obtained.	
4.3.2.4 Design the redevelopment of Awaba House, Booragul	The head design specialist was appointed, with design package 100 per cent complete, and the development application (DA) documentation submitted in October 2021. DA has now been issued, with document preparation for the construction consent submission well advanced (50 per cent).	



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4.3.2.5 Initiate market testing to determine highest and best land use for major holdings in Belmont, and consider as part of the Belmont Economic Centre Area Plan update

Market testing has been initiated to determine lands highest and best use. This will be considered as part of the broader update to the Belmont Economic Centre Area Plan.



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4.3.2.6 Undertake feasibility and obtain relevant reports leading to a planning proposal for rezoning rural land at Toronto West



The ecological consultant was appointed with results of flora survey now completed. The ecological report in conjunction with other development investigations are now under review to identify a concept layout for potential residential subdivision and the projects feasibility.




# Connected communities

## OUTCOME: PUBLIC SPACES HELP CONNECT US WITH EACH OTHER AND THE WORLD

### Strategy: Empower our community to embrace technology

Action	Progress comment	Status
5.1.1.1 Deliver three creative technology inspired installations and kinetic public art commissions at various locations across the city	<ol style="list-style-type: none"> <li>Digital placemaking work was completed at the Multi Arts Pavilion (MAP), mima through <i>Night to Remember</i>, a collaboration between Council and the Design Lab at The University of Sydney using catenary lighting.</li> <li>Hiromi Tango's works, <i>Mima</i> and <i>Beautiful Space</i>, were installed. Both works are beacons welcoming visitors and celebrating MAP's arrival.</li> <li>Interactive augmented reality experiences were installed, focusing on MAP's north wall.</li> </ol>	
5.1.1.2 Ensure The Rover, Lake Mac Libraries' mobile library and outreach vehicle, attends 20 community events, with 6000 customer interactions	<p>During 2021-2022, The Rover completed 7467 loans, 3956 visits, attended 17 community events and had 146 new registrations.</p> <p>In the March review, staff estimated achieving at least 80 per cent of community events target and approximately 75 per cent of customer interactions. These estimated targets were nearly achieved by 30 June 2022.</p>	

### Strategy: Eliminate barriers to accessing information and services

Action	Progress comment	Status
5.1.2.1 Implement the Cultural Collections and Library Collection Strategies and develop collections such as archives, visual art collection holdings, library book stock and important historical objects	<p>Acquisition of library collections and cultural items continue to be guided by and align with the Cultural Collection and Library Collections strategy.</p> <p>Acquisition of 359 objects from the West Wallsend District Heritage Society collection was undertaken and 512 items of significance have been digitised.</p>	

5.1.2.2 Provide better internet connectivity to Council's facilities to improve customer experience

The Fibre City project is on hold following the recent federal announcement for the additional roll out of fibre to the premises by 2025. Council liaising with Federal Government to accelerate delivery within the city.



5.1.2.3 Provide public access to relevant Council data sets and information

There have been 80 data sets published throughout 2021-2022. Data links continue to be updated. A governance framework to build the data champions team has been established. Ongoing promotion of the data inventory to identify further data sets are to become available.



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

#### Action

#### Progress comment

#### Status

5.1.3.1 Complete public art along the Glendale to Speers Point Shared Pathway

A youth engagement session informed the detailed design by artists Gus Eagleton and Bronte Naylor. The completed artwork, *Weekend Ride*, will be attached to a large section of fencing, separating the shared path from Waratah Golf Club. Wet weather has delayed the planned installation date.






5.1.3.2 Implement public art along the Fernleigh Awabakal Shared Track (FAST)

An artistic team was selected in April 2022 and engaged with a local Aboriginal community to create concept designs for the northern section of the track. Community weaving workshops were held in late June 2022. School workshops were held in term one, delivered by local artist Saretta Fielding, with more than 300 local children participating to inform the viewing platform infrastructure design and signage elements. Two artworks have also been installed at bus shelters on the southern section of the track.




**Strategy: Enable meaningful creative learning and cultural experiences**

Action	Progress comment	Status
5.1.4.1 Implement 40 programs for Aboriginal and Torres Strait Islander, early childhood, families, heritage and aged communities	During 2021-2022, 40 programs have been delivered for Aboriginal and Torres Strait Islander (ATSI) communities and artists to date, with four programs in June 2022. Highlights in 2022 included two significant exhibitions that opened at the Museum of Art and Culture, yapang featuring ATSI artists - JamFactory ICON Kunmanara Carroll: Ngaylu Nyanganyi Ngura Winki (I Can See All Those Places) and one foot on the ground, one foot in the water.	
5.1.4.2 Implement the yapang Aboriginal Professional Development work experience program	The yapang Aboriginal Professional Development Art Placement program for 2021-2022 was successful with the participant creating his first project at the Multi-Arts Pavilion, mima and working towards an installation in 2023. Council staff accept applications on a rolling basis. The website has been updated to remain up all year, with information about the program and past projects. An opportunity to work on the audio guide has been identified and is being promoted through the Aboriginal Reference Group and their networks.	
5.1.4.3 Deliver and evaluate two open studio programs that allow the community to engage with artists across the city	There were 18 studios and 34 artists participated in the June Open Studios program. There were more than 4000 participants who bought about \$26,000 - \$30,000 in artwork from the artists and studios. This was the second one for the year and there was an increase in artworks sold and attendance from 2021.	

**OUTCOME: WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY**

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

Action	Progress comment	Status
5.2.1.1 Curate six targeted events and activities for focused audience groups, including youth, people with disability and culturally and linguistically diverse (CALD) community	<p>Since July 2021, Council staff have initiated 12 programs targeting the youth, culturally and linguistically diverse and disability audiences. Highlights for the year included:</p> <ul style="list-style-type: none"> <li>- Out of the Vaults - First Nations sporting heroes and memorabilia talk</li> <li>- Byte Wise by Questacon, which is a travelling exhibition program aimed at</li> </ul>	

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schools

- supporting programs by Diversity Arts Australia and Regional Arts NSW to participate in racial equity training for all staff and volunteers in 2022
- Tantrum Youth Arts Theatre 'Tantrum Outpost- Lake Mac' held a series of workshops
- Eurovision Song Contest
- call for participants for the HEAD2ART research project is open. HEAD2ART is an eight-week workshop for young people with the aim of finding out how making art can improve mental health.

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5.2.1.2 Deliver 10 workshops as part of the You're Kidding Me program for children and families, including the annual You're Kidding Me Expo

The You're Kidding Me program delivered 15 workshops for families and children during 2021-2022. The workshops were attended by about 300 participants and provided information to families about child development, sleep routines, anxiety management and nutrition.

The You're Kidding Me Expo was held on 20 May 2022 with about 60 stall holders and 300 participants who attended the event. The stall holders ranged from family support, health and child development experts providing a range of information and services to children and families.



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5.2.1.3 Deliver actions in the Child and Family Strategy 2021-2024, including increasing collaboration opportunities for services and showcasing children's voices and ideas around the City

Actions delivered from the Child and Family Strategy 2021-2024 during 2021-2022 have included:

- consultation with children aged 0-9 for the development of Council's Community Strategic Plan, through a drawing competition.
- delivery of a Child and Family Interagency to connect service providers and provide training opportunities.
- planning for the delivery of pop-up play sessions to be delivered in local shopping centres from July 2022 with the aim of connecting families and children to local services through play experiences.
- ongoing review of Council's policies and procedures to ensure that Council meets its obligations as a child safe organisation.



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5.2.1.4 Deliver actions in the Disability Inclusion Action Plan 2021-2025, including advocating for more inclusive Council events with improved accessibility and disability awareness training for new Council employees

Actions implemented from the Disability Inclusion Action Plan throughout 2021-2022 have included:

- participation in school work experience and Equal Employment Opportunity and Diversity working groups
- promotion of the Zero Barriers project which educates businesses on accessibility and supports them to be more inclusive
- purchase of a Tovertafel unit, an interactive series of games based on light, movement and sound for community group use
- provision of inclusion training to Council staff and accessibility advice for the review of the Visitor Guide
- attendance at the Fast and Loud Festival and Carols events with the Including YOU tent, which provides support and resources for families with sensory needs
- partnering with Variety and Sports NSW to host an Activate Inclusion Sports Day, 140 students with a disability participated in 10 sports
- partnering with Cricket NSW to hold cricket programs for people with a disability, which 86 attended
- support for the Community Family Fun day for families with neurodivergent children, which 200 people attended.







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5.2.1.5 Deliver actions in the Culturally Diverse Lake Mac Plan 2021-2024, including cultural and language diversity training and celebrating significant days such as Harmony Day and Refugee Week

Actions completed during 2021-2022 from the Culturally Diverse Lake Mac Plan included:

- partnering with Northern Settlement Services in delivering the Welcoming Cities project including delivering a workshop on understanding Council's recruitment process to mentor those working with people of a migrant and refugee background to apply for jobs
- support for the development of a 12 month action plan for the Greater Newcastle Multicultural Action Group including hosting a strategic planning session for the network in January 2022
- a Refugee Welcome Walk at Green Point Foreshore was delivered in partnership with One Step Walks and Northern Settlement Services
- a grant application was submitted for the Social Cohesion Grants with the Department of Communities and Justice to expand multicultural community development service delivery
- promotion of Council's services and facilities to multicultural community members at the Multicultural Expo



	- expansion of the Living Smart Festival was planned to host a second day, Living Together event, focused on celebrating cultural diversity.	
5.2.1.6 Deliver actions in the Youth Strategy 2020-2023, including improving the participation of young people in public life and improved opportunities for young people transitioning from education to employment	<p>The following actions listed in the Youth Strategy 2020-2023 were delivered throughout 2021-2022:</p> <ul style="list-style-type: none"> <li>- resourced and supported 11 monthly meetings for the Youth Council, including presentations from 18 guest speakers to members and Councillors at each meeting. Support was also provided to four Youth Council members to attend a three day NSW Youth Council Conference in Goulburn NSW.</li> <li>- successfully obtained a \$9000 grant from the NSW Government through the Regional Youth Summer Holiday Activities grants program, for the delivery of five sessions of arts and music activities resulting in the positive engagement of 123 young people at Council facilities across the northern Lake Macquarie region.</li> <li>- coordinated the delivery of five youth engagement sessions at four Council facilities (Charlestown Skate Park, Pasterfield Recreation Facility, Morisset Skate park and Bonnells Bay Community Facility) in partnership with community organisations, to increase positive engagement of young people and reduce anti-social behaviour at these facilities.</li> </ul>	
5.2.1.7 Deliver the annual Lake Mac Awards	<p>Council adopted an updated charter for the Lake Mac Awards Committee on 21 February 2022.</p> <p>92 nominations were received for the 2022 awards program. Winners were announced at the awards gala on 30 April 2022.</p>	
5.2.1.8 Develop a Community Partnership Prospectus aimed at corporate social responsibility and sponsorship opportunities	<p>The Community Partnerships Prospectus has been developed, including a marketing brochure, initial risk assessment, marketing plan and sponsorship agreement.</p>	
5.2.1.9 Hold at least 60 activities as part of Council's Over 55s program, including an activity to celebrate NSW Seniors Festival	<p>96 online and face-to-face activities were held with 5664 participants attending during 2021-2022. Activities included 10 Seniors Festival activities, but unfortunately the weather conditions reduced participation. The Over 55s outreach program was introduced in March 2022 to reconnect the community as confidence was low and isolation was evident. Monthly topics were presented at</p>	

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senior living villages at Cooranbong, Wyee Point and Cardiff about Council services and programs, falls prevention, history talks and gardening tips. Monthly community stalls at local shopping centres have been successful. Two local senior expos were attended with more than 150 information bags given out. 24 Over 55s newsletters was sent to 1476 residents with an open rate above 60 per cent. Information bags were also sent out to home library residents who do not have access to the internet.

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5.2.1.10 Support National Youth Week through the administration of the Youth Week Grant Program

The annual Youth Week grants program was delivered with the provision of \$10,320 of funding to 10 local organisations, including a youth social enterprise, for the delivery of 10 events and activities to celebrate Youth Week 2022. 60 young people were involved in the planning, delivery and evaluation of these events and activities, which resulted in the participation of 412 young people aged 12–24 years old.



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5.2.1.11 Undertake 12 initiatives with local services and communities to strengthen social connection and wellbeing, such as new events or activities that support emerging social issues




12 initiatives were completed during 2021-2022 with local services and communities including:

- providing \$100,000 of funding to community organisations to assist with the challenges resulting from COVID-19 lock-downs
- delivering a city-wide mental health partnership called 'The Lift Project' with Avondale University achieving a high satisfaction rate, more than 2000 registrations and more than 800 members in the Facebook group
- facilitating micro-grant chapter Awesome Lake Mac to support the development and growth of ideas for community benefit in the city
- organising three orders of free personal protective equipment delivery for community organisations with Resilience NSW through a partnership with Gateway Care
- coordinating local network meetings with community service providers with topics of mental health, disabilities and virtual event facilitation, and improving the user experience of the community directory resource with website changes
- supported process review for local cases of hoarding and squalor with Council departments and external stakeholder engagement.





**Strategy: Support volunteer and community groups to increase community capacity**

Action	Progress comment	Status
5.2.2.1 Implement replacement Emergency Services facility works in collaboration with NSW Rural Fire Service and State Emergency Services	A refit of the Rural Fire Service (RFS) fire control facility at Cameron Park was completed and is now used to accommodate the RFS Regional office.	
5.2.2.2 Continue to develop and improve the Arts, Culture and Tourism volunteering program to include 100 active volunteers, with a 70 per cent retention rate	There are now 64 confirmed active volunteers, with a further 11 needing to advise status. 14 are in the process of becoming a volunteer including nine who attended an information session in May 2022. This maintains a retention rate above 70 per cent for 2021-2022. While numbers have not reached 100 in 2021-2022 due to COVID-19 and illness concerns, the Arts Culture and Tourism volunteers' program has developed to include a range of new positions statements (Multi-Arts Pavilion volunteers, Tourism Ambassadors and Questacon volunteers) and re-developed our communications to ensure a positive experience for all volunteers.	
5.2.2.3 Host six professional development workshops within the heritage and cultural industry and four museum-based training workshops	<p>The following professional development opportunities were completed:</p> <ul style="list-style-type: none"> <li>- Write Here Festival, which included developing memoirs and narratives plus non-fiction writing and publication.</li> <li>- Lake Mac GLAM, which included museum based education in conservation, displaced archives and digital return of museums archives and library collections, technology creating innovative displays and greater connection with heritage, virtual learning in museums and First Peoples, which was a roadmap for enhancing indigenous engagement in museums and galleries.</li> </ul> <p>The following museum-based training workshops were completed:</p> <ul style="list-style-type: none"> <li>- digitisation workshops - photography</li> <li>- digitisation workshops - Adobe suite</li> <li>- digitisation workshops - scanning and uploading documents</li> <li>- 9 Squadron exhibition training</li> <li>- training e-hive cataloguing</li> <li>- curating large objects webinar.</li> </ul>	

5.2.2.4 Deliver actions in the Volunteer Engagement Strategy 2021-2024, including developing a volunteer portal on Council's website and establishing an organisational Volunteer Management System

The volunteer portal has been completed and is available on Council's website. The portal provides a single point of entry and information for all Council's volunteering programs and will be further enhanced as Volunteer Engagement Strategy actions are achieved. An internal Volunteer Management System has been developed and work has commenced on migrating existing data into the new system. Additional modules for onboarding, training and business improvement will be developed and linked to the system over time to provide an improved volunteer experience.



5.2.2.5 Partner with Lake Macquarie Landcare Network to deliver six events, including through digital storytelling, aimed at building capacity in the Landcare community through skills development, building partnerships and volunteer recruitment

There have been eight online and in person events delivered to date. There have been 10 new digital stories and training videos published throughout 2021-2022.



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

Strategy: Celebrate our Aboriginal and Torres Strait Islander culture and other cultures

### Action

### Progress comment

### Status

5.3.1.1 Deliver four editions of the Koori Grapevine newsletter and other actions as outlined in the Aboriginal Community Plan 2019-2023

Four editions were compiled and distributed in hard copy and electronically and added to Council's website over 2021-2022. A special edition tribute to the many Elders who passed away was a feature in Autumn. Other articles featured throughout the year were National Sorry Day breakfast, Reconciliation Week, NAIDOC Week events and grant outcomes, the promotion of the Museum of Art and Culture, yapang exhibitions, Youth Council, upcoming events and significant dates.



5.3.1.2 Support NAIDOC Week through administration of the NAIDOC Week grant program, participation in activities during




The Lake Macquarie NAIDOC Week 2022 Grant Program opened on 25 February 2022 and closed on Friday 25 March 2022. A total of 26 applications were received with three applications for Category 1 (\$7000) and 23 for Category 2 (\$16,902), requesting a total amount of \$23,902.



NAIDOC Week and hosting a flag raising ceremony at Council





Applications were assessed in April 2022 and adopted by Council in May 2022, recommending funding of \$15,250 for 22 applications. Activities and events are proposed to be held in July 2022 to celebrate NAIDOC Week.






**Strategy: Recognise, protect, and celebrate our heritage**

Action	Progress comment	Status
5.3.2.1 Deliver four Aboriginal cultural awareness training sessions for Council staff and service providers who engage with the Aboriginal community	Four workshops were held during the year, with two in December 2021 and two during Reconciliation Week in June 2022. All workshops were held at the Museum of Art and Culture, yapang, promoting the current cultural exhibitions on display. About 80 people attended the workshops, including Council staff, external service providers and community.	
5.3.2.2 Report to Council for exhibition of a review of the Local Environmental Plan and Development Control Plan for the West Wallsend Heritage Conservation Area	Due to a delayed response from government agencies, the draft consultant report was provided to Council later than expected, resulting in this action not being achieved before the end of the financial year. Initial community engagement was planned to commence in August 2022. It is anticipated that draft changes to the Lake Macquarie Local Environmental Plan 2014 and Lake Macquarie Development Control Plan 2014 will be reported to Council for consideration late in 2022.	
5.3.2.3 Report to Council for adoption a Catherine Hill Bay Local Environmental Plan amendment and Heritage Conservation Area Plan	The draft planning proposal and area plan finished public exhibition in October 2021. Submissions were reviewed and further investigations and consultation, in response to submissions, were required prior to the planning proposal and area plan being finalised. It is anticipated that a report on the matter will be submitted for Council consideration in August 2022.	




## OUTCOME: OUR COMMUNITY RESPONDS AND ADAPTS TO CHANGE

### Strategy: Adapt our city to a changing climate

Action	Progress comment	Status
5.4.1.1 Complete phase one, hazard analysis for the Fennell, Edmunds and Kooroora Bays Climate Resilience Plan using a community co-design approach	Phase one of the hazardous analysis of the Fennell, Edmunds and Kooroora Bays Climate Resilience Plan is complete. A communications and engagement discussion paper were distributed and reviewed by the Project Control Group prior to distribution to community volunteers. Council's consultant has completed loading climate exposure and community profile layers into a model and provided draft data summaries, which will provide the foundation for upcoming community engagement.	
5.4.1.2 Exhibit the Lake Macquarie Urban Heat Strategy and report to Council for adoption	The Urban Heat Strategy was publicly exhibited between 29 March 2022 and 26 April 2022 and reported to Council for adoption. Council adopted the Urban Heat Strategy at the Ordinary Council meeting of 27 June 2022.	
5.4.1.3 Implement Bush Fire Risk Management Plan actions in collaboration with the community and internal and external stakeholders	The on-ground works to maintain the asset protection zones have been completed. Council staff have been trained in preparing and implementing burn plans to improve Council's ability to undertake burns independently of the primary fire authorities. Wet weather has prevented any planned hazard reduction and cultural burns occurring.	
5.4.1.4 Implement priority actions in Council's Local Adaptation Plans covering suburbs from Belmont South to Swansea and surrounds	Three priority local adaptation planning actions have been completed. <ul style="list-style-type: none"> <li>- Swansea tidal gates pilot project with three different gate types was installed and evaluated</li> <li>- concept designs for foreshore adaptation/stabilisation treatment of 100m of foreshore in Belmont Bay have been completed</li> <li>- a lake water level report was prepared by Manly Hydraulics Laboratory and presented to the community and industry. Lake levels at Belmont Station are rising at around 3mm a year with the rate of rise shown to be increasing (reinforcing Council and the community's approach to adaptation planning).</li> </ul>	





<p>5.4.1.5 Report on Council and the city's energy, water, waste and greenhouse gas emission targets</p> <p>5.4.1.6 Seek grant funding for North Creek Floodplain Risk Management Study</p>	<p>Reporting on energy, water, waste and greenhouse gas emission targets has been completed for 2021-2022 and will be available for public viewing through the Annual Report.</p>	
<p>5.4.1.6 Seek grant funding for North Creek Floodplain Risk Management Study</p>	<p>The NSW Department of Planning and Environment advised Council that the grant application to support this proposed project was unsuccessful.</p>	
<p>5.4.1.7 Maximise electricity procurement activity targeting 100 per cent renewables</p>	<p>Council has entered into an electricity supply contract for all large energy consuming sites including street lighting to use 100 per cent renewable energy by 2025.</p>	
<p>5.4.1.8 Complete proposed upgrades to the Lake Macquarie Flood Warning Network such as website and flood gauges</p>	<p>The following upgrades have been completed:</p> <ul style="list-style-type: none"> <li>- rainfall stations (four sites)</li> <li>- installations of new rainfall stations (four sites)</li> <li>- new automatic water level recording stations (three sites).</li> </ul> <p>Upgrades to the Lake Macquarie flood model and FloodWatch web page has been completed.</p>	
<p>5.4.1.9 Implement flood warning systems at priority sites, including Jewells Crossing, Dora Creek, Gateshead and Warners Bay</p>	<p>Electronic flood warning signage was installed at Dora Creek (four signs), Jewells Crossing (two signs), Gateshead (two signs), and Boolaroo (two signs).</p>	

**Strategy: Empower our community to adopt sustainable behaviours**

Action	Progress comment	Status
<p>5.4.2.1 Conduct community programs and targeted education campaigns to contribute to the seven-year Environmental Sustainability Strategy and Action Plan, including providing information and resources to help residents respond to and recover from adverse events, and diverting residential waste from landfill</p>	<p>The Get Ready, Stay Safe campaign is designed to assist vulnerable residents to respond to and recover from adverse events. There were 40 emergency plans distributed during 2020-2021 and five presentations were conducted to 73 participants belonging to groups such as neighbourhood centres and dementia carers. More than 1600 Get Ready, Stay Safe brochures were distributed around the city containing information and links to Council websites, SES, and other emergency services.</p> <p>During May 2022, a Chemical CleanOut was held with 568 participants and 24.7 tonne of problem waste collected. The waste services guide, providing information on residential waste, was distributed to 85,000 households in the city. Other waste diversion activities included school waste workshops, tours of the Organics Resource Recovery centre, presentations to community groups, and assisting with the Bulk Waste Review.</p> <p>A range of community programs and education campaigns focused on the circular economy, environmental health, and connection to nature were also delivered.</p>	
<p>5.4.2.2 Implement two new initiatives that reduce waste at events</p>	<p>Four ongoing initiatives were implemented, including:</p> <ul style="list-style-type: none"> <li>- replacing reusable cups for all events and facilities rather than single-use</li> <li>- making only biodegradable or recyclable containers and bags to be used by stallholders</li> <li>- implementing licence conditions for no plastic drinking straws and only biodegradable/combustible utensils or reusable utensils.</li> <li>- received funding from Hunter Water to have two water refuelling stations at all events.</li> </ul>	
<p>5.4.2.3 Maintain and increase community engagement and participation in the Sustainable Neighbourhoods program from the 2019-2020 baseline</p>	<p>The 2019-2020 baseline is 75 events, activities and meetings. There were 169 events, activities and meetings delivered in 2021-2022.</p> <p>The Plastic Free cafe's and coffee vans project had 36 cafes and vans participating and resulted in 2000 reusable coffee cups distributed.</p> <p>Five Repair Cafes facilitated by Sustainable Neighbourhoods had about 350</p>	

participants and resulted in hundreds of kilograms of potential waste being diverted from landfill. All 12 active groups had regular meetings and delivered community events and projects. The sustainable neighbourhood renewal project concluded phase 1 for Sugar Valley and Belmont area.


### Strategy: Encourage uptake of smart and sustainable infrastructure

Action	Progress comment	Status
5.4.3.1 Implement energy and water usage modelling at high consuming Council facilities, to improve performance	Digital geometry modelling of Charlestown and Morisset town centres has been completed for use in Council's digital twin trial.	
5.4.3.2 Implement priority actions from the energy resilience program at Council facilities	Solar energy installations have been successfully completed at Chapman Oval and Lakelands Community Hall.	
5.4.3.3 Implement year two actions from Council's Electric Vehicle Charging Strategy, including electric vehicle charging infrastructure	Year two actions from Council's Electric Vehicle (EV) Charging Strategy have been achieved, including the installation of public EV charging at Toronto Commercial Centre.	
5.4.3.4 Deploy optimisation systems, incorporating smart monitoring, control and building management systems, at priority Council facilities	Optimisation and smart monitoring systems have been installed at Charlestown and Speers Point swim centres, Rathmines sewer pumping station and Redhead Surf Life Saving Club. Building monitoring systems have also been installed at West Wallsend Swim Centre and Swansea Multipurpose Centre.	



# Creativity

## OUTCOME: CREATIVE THINKING DRIVES OUR CITY

Strategy: Create opportunities that provide open communication, partnerships and leadership with the creative and cultural sector

Action	Progress comment	Status
6.1.1.1 Implement activities in creative incubators and spaces in our city, such as the Wangi Wangi Creative Hub	<p>Council held various activities in the fourth quarter of 2021-2022 at the new Wangi Library Creative Hub. Exhibitions included Wangi Power Station Reimagined and Light on Morisset: Inside the Hospital Exhibition. Workshops included Paint a Pooch and Storyboard Illustrations.</p> <p>Wangi Wangi was a trial site in April 2022 for the Special Entertainment Precinct Pilot by NSW Government. This involved 30 events, including live music gigs, a comedy night, art workshops and family-friendly activities.</p>	

Strategy: Develop and implement strategies that enhance public access to cultural facilities and events

Action	Progress comment	Status
6.1.2.1 Implement an exhibition program at the new Multi Arts Pavilion (MAP), Speers Point, and the Museum of Art and Culture (MAC)	<p>In the fourth quarter of 2021-2022, there were five major exhibitions hosted at the Museum of Art and Culture (MAC), yapang while the Multi Arts Pavilion (MAP), mima presented four exhibitions.</p> <p>In 2021-2022 there were 11 exhibitions in total at MAC yapang. MAP, mima held six since the opening in October 2021.</p>	
6.1.2.2 Investigate opportunities for a Morisset Community and Cultural Hub	<p>Documents and land acquisitions for the Morisset Community and Cultural Hub continued to progress in the fourth quarter of 2021-2022. The Morisset Hub Internal Group met twice to consult and define pathways for integrating land use strategies and community engagement for the development of a future community hub.</p> <p>Council staff have continued a positive relationship with the Morisset Hall committee and community and are still working on a Memorandum of Understanding and timeline which will continue over the coming months.</p>	



6.1.2.3 Undertake research into audience demographics at Lake Macquarie theatres, including the new Multi-Arts Pavilion (MAP mima), Speers Point

Stage 1 of the audience engagement project has been completed for 2021-2022. This involved research, evaluating current audience data and reviewing existing industry research to identify four audience profiles to develop and increase engagement with cultural facilities.  
 Stage 2 is to be conducted in 2022-2023.  
 Two youth surveys were undertaken within Lake Mac Libraries throughout the year to better understand awareness of library services by young people. Data has been collated and a report with recommendations and actions was provided in June 2022. Some immediate actions are already underway from these insights including a Youth book club.  
 The Multi-Arts Pavilion, mima and Museum of Art and Culture, yapang are implementing cloud-based data collections to better understand and streamline the collection of demographics. The development of procedures, installation of hardware and data collation reporting has been established.  
 Lake Mac theatres usage continues to observe predominantly over 55's based activity or appeal with much of the remaining activities aimed at youth audiences.



**Strategy: Communicate our culture: Be local, aim global**

**Action**

6.1.3.1 Work with key stakeholders to promote Lake Macquarie to international tourists and develop international-ready tourism products

**Progress comment**

In the fourth quarter of 2021-2022, Council continued to develop programs to support the World Championship Air Race scheduled for 18-20 November 2022. Despite COVID-19 restrictions during 2021-2022, Council staff continued to develop online and magazine campaigns that support local tourism businesses, as well as hosted forums and provided information on how to develop international ready products and accommodation packages when restrictions are relaxed. The inclusion of the Beam electric bikes, major events and international sailing competitions were some of the initiatives launched.  
 The draft Destination Management Plan 2022-2026 is also in final draft for presentation to Council in August 2022 and public exhibition in August 2022 which also includes action plans moving forward.



6.1.3.2 Implement marketing and promotional activities across the cultural sector to achieve a social media reach of one million views and 600,000 website hits

In the fourth quarter of 2021-2022, Lake Mac Libraries recorded a total of 38,286 website sessions and a social media reach of 279,407. The total online reach for the year is 2,313,663.  
 The Museum of Art and Culture, yapang recorded a total of 14,829 website sessions and a social media reach of 662,480. The total online reach for the year is 1,552,726.  
 Lake Mac Arts recorded a total of 11,144 website sessions and a social media reach of 732,426. The total online reach for the year is 1,796,951.  
 Marketing, reach and online engagement were all up on last year's figures.



6.1.3.3 Implement two deliverables from the International Engagement Policy

In the fourth quarter of 2021-2022, with the reopening of flights and international travel, the joint Newcastle, Port Stephens and Lake Macquarie Airport campaign was able to proceed, aimed at attracting New Zealand visitation.  
 Over 2021-2022, three deliverables from the International Engagement Policy were initiated:  
 1. commissioning and promotion of Overseas artists Tim Georgeson and hosted works from Santa Fe, USA holograms at the Multi-Arts Pavilion, mima.  
 2. entered into an agreement with the Center for the Holographic Arts, New York, the University of Newcastle and Melbourne with funding through Australia Council on the arts, to establish Australia's first holographic studio.  
 3. launched the Lake House, as the region's first residency for creatives that will focus on international artists.



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

**Action**

**Progress comment**

**Status**

6.1.4.1 Explore the expansion of digital infrastructure to build better connectivity for our community

There have been successful upgrades to 19 of 19 planned sites to new and improved internet services. These sites will now have fast and reliable internet connectivity which will improve customer experience at these facilities.



6.1.4.2 Undertake a Smart Cities program of work to support the Innovators Support Roadmap, including implementing the City Insights Project: Let's Unlock Lake Mac, delivering a community innovation program and participating in regional activities such as the Hunter Innovation Festival

Under the Let's Unlock Lake Mac City insights project, information collected through sensors has been used to make better informed decisions, to improve efficiencies and save costs. Council also actively participated in the Australia New Zealand Digital Twin Challenge and development of a foundation Digital Twin for the city is in progress.  
To support community innovation the Lake Mac Fab Lab (NSW's first regional digital fabrication laboratory) is being set up and will be fully operational in August 2022.  
Council staff are working with organisers of the 2022 Hunter Innovation Festival which has been postponed until October 2022.



**OUTCOME: OUR CITY HAS A STRONG CREATIVE INDUSTRY**

**Strategy: Investigate opportunities for improving income generation in the cultural sector**

**Action**

**Progress comment**

**Status**

6.2.1.1 Actively engage at least 20 local creatives across music, literature and visual arts as part of delivery of Council's Arts, Heritage and Cultural Plan



As at June 2022, there have been 62 Lake Mac professional and semi-professional musicians engaged as part of the Multi-Arts Pavilion (MAP), mima program. Since July 2021, there have been over 422 Lake Mac creative professionals commissioned as part of the broader delivery of Council's Arts, Heritage and Cultural Plan, surpassing expectations.






6.2.1.2 Attract more than 150,000 visitors and host a diverse exhibition program of more than 50 exhibitions at SEEN@Swansea, LaunchPad@LakeMac Libraries, Museum of Art and Culture (MAC), Multi Arts Pavilion (MAP) and Rathmines Heritage Centre

Council delivered above the target for exhibition numbers with a total of 57 exhibitions across all listed venues, however the visitor number target was not achieved. This has been greatly impacted by the ongoing influence of pandemic related public health constraints as well as operations and limitations on general community movement and visiting or exploring the city's cultural destinations. Total visitor numbers for 2021-2022 across all venues was just under 70,000. The Museum of Art and Culture, yapang saw a total of 24,264 attendees visit the site during the year. The Multi Arts Pavilion, mima, has grown its audience numbers to a total of 22,460 since its launch in October 2021. SEEN, Rathmines and Libraries Launchpad exhibitions welcomed 22,306 distinct visitors throughout 2021-2022. There appears to be a clear return to visiting exhibitions by the public in a post COVID-19 landscape since March 2022, as



	audiences are now growing and showing positive signs of returning to expected levels.	
6.2.1.3 Implement a performing arts and live music program and engage a minimum of 30 creatives	Council continued to present growing audiences to a strong performing arts and live music program. More than 112 artists have been engaged during the financial year from large ticketed events to free concerts across various events and theatres.	
6.2.1.4 Hold an Acquisitive Award Exhibition at Museum of Art and Culture (MAC)	Following the successful delivery of the yapang emerging art prize in 2021, subsequent artwork sales, from this art prize, have led to the Museum of Art and Culture (MAC), yapang reaching sales profits of over \$6500 and artists securing more than \$19,500 in purchases.	

**Strategy: Undertake libraries and cultural facility capital projects in accordance with the works program**

Action	Progress comment	Status
6.2.2.1 Complete Multi-Arts Pavilion (MAP) mima fit-out, Speers Point	Multi-Arts Pavilion, mima was officially launched in October 2021. The first stage performance at the venue was held in November 2021.	
6.2.2.2 Implement the Sugar Valley Library Museum at Cameron Park	A contract was signed for construction, with site establishment and works commencing in February 2022. A virtual reality project is in development for the facilities launch. Funded by Heritage NSW's Community Grants, it will highlight the collection and experience of underground mining in the West Wallsend area. The facility is on track for opening in the third quarter of 2022-2023.	
6.2.2.3 Provide service delivery opportunities to the community during construction of Windale Hub	The 2022 Rover Mobile Library timetable commenced with four stops each fortnight. Early literacy outreach and volunteer digital mentors started in 2022. Public wi-fi access will remain available to the public during construction. Discussions continue with community partners about hosting pre-loved library collections at their locations, focused on meeting their audience's needs	

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



**Strategy: Develop a suite of interpretation themes and sites around the City**

<b>Action</b>	<b>Progress comment</b>	<b>Status</b>
6.3.1.1 Deliver six projects that interpret our city's heritage including interpretive signage	During 2021-2022 six interpretation projects were completed. These included: <ul style="list-style-type: none"><li>- revision of Warners Bay Heritage Walk in partnership with Warners Bay Area Sustainable Neighbourhoods Group</li><li>- Lake Macquarie's History Illuminated Festival</li><li>- walking trail along the Swansea Foreshore developed in partnership with History of East Lake Macquarie Group</li><li>- Light of Morisset Hospital exhibition launch including a range of new oral histories, images and object stories</li><li>- 9 Squadron exhibition at Rathmines Heritage Centre</li><li>- Fernleigh Awabakal Shared Track bus shelter artworks (southern section).</li></ul>	
6.3.1.2 Host an annual creative festival	The Dobell Festival was held in June 2022 and was a great success with more than 39 events reaching 30,000 attendees.	


# Shared decision-making

## OUTCOME: PARTNERSHIPS BETWEEN COMMUNITY, GOVERNMENT AND BUSINESS BENEFIT OUR CITY

### Strategy: Develop and maintain a network of key agencies, organisations, peak bodies and community groups

Action	Progress comment	Status
7.1.1.1 Continue to seek partnerships and report on opportunities such as a Sailing Centre of Excellence.	Council has formed a Project Control Group with the University of Newcastle. Consultation with local sailing clubs, peak sailing bodies and sports organisations has been undertaken about a Sailing Centre of Excellence. Project stakeholders are reviewing a draft brief to procure an independent consultant once funding is secured.	
7.1.1.2 Maintain an active partnership and determine projects to pursue with the University of Newcastle	Various projects, including open data, clean energy, and circular economy initiatives, have been identified and are progressing with representatives from Council and the University of Newcastle. A partnership meeting was deferred from June 2022 and is now scheduled for 27 July 2022.	

### Strategy: Influence decisions that impact our region

Action	Progress comment	Status
7.1.2.1 Contribute to the regional strategic planning process through the Hunter Joint Organisation	The CEO attends Hunter Joint Organisation (HJO) and Greater Newcastle Metropolitan Planning (GNMP) Steering Committee meetings to contribute to regional strategic planning. These inter-agency meetings are held regularly. The last meeting with HJO was held on 9 June 2022. The CEO attended the first meeting of the Economic Evolution Subcommittee of the HJO on 17 June 2022. The Greater Newcastle Metropolitan Steering Committee Meeting is scheduled for 17 August 2022.	

7.1.2.2 Contribute to regional advocacy through participation in the Committee for the Hunter

The CEO attends the Committee for the Hunter Board meeting which promotes the economic growth and diversification of the region. The last meeting was held on 4 May 2022 with ongoing focus on the Hunter Regional Plan submission, the Greater Cities Commission changes and the Hydrogen Roadmap.



7.1.2.3 Promote the city's vision in the review of the Hunter and Central Coast regional plans

Council staff continue to have input into the Hunter Regional Plan and Central Coast Regional Plan through engagement with NSW Department of Planning and Environment.  
Staff provided a submission during the public exhibition of the plans, which concluded on 4 March 2022, and input into the final versions. The post exhibition versions of the plans reflect key objectives and ambitions of Lake Macquarie City. These include recognition of Morisset and North West Lake Macquarie as regionally significant growth areas, the important role Charlestown will continue to have for the city and region, economic re-use of former mining lands, a circular economy and the shift to renewable power generation and economic diversification.  
Subject to Ministerial approval, it is anticipated that the Hunter Regional Plan and Central Coast Regional Plan will be finalised in early September 2022.



## OUTCOME: WE KNOW HOW AND WHY DECISIONS ARE MADE

Strategy: Deliver high quality and informative customer service

Action	Progress comment	Status
7.2.1.1 Design modernisation of Council Depot workplaces to meet relevant standards	Detailed design for the Depot Gatehouse upgrade has been completed. The project is now on hold until 2024-2025.	
7.2.1.2 Continue to provide an accessible and personalised customer experience by completing 90 per cent of the year two actions in the Customer Experience Strategy	All of the year two actions in the Customer Experience Strategy have been completed. The actions included the provision of additional services through Lake Mac Libraries, the development of a Council-wide talent pool for customer-facing roles and the use of Voice of the Customer reporting in service design.	

7.2.1.3 Continue to develop and implement a digital workplace that supports our organisation to provide services anytime and anywhere

Over the past 12 months, online modules were provided to Council staff focusing on phishing scams, Mail app and MS Teams for mobiles. Workshops for Microsoft 365 were delivered to teams across Council. Learning content was developed and loaded to MS Stream, as well as created for MS Teams calling and CXOne phone systems. IT training guides were developed for system upgrades, as well as for newly elected Councillors. Lastly, support was provided to assist with rolling out new and updated systems across Council. All of these initiatives have assisted in developing a digital workplace with support for staff.



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

Council staff have identified services and processes that improve our potential to resolve customer enquiries at the first point of contact. Examples include the ability to update customer email addresses at the point of call, the ability for customers to obtain a DA fee estimate online and being able to assist customers with their missed recycling bin services without the need to transfer them to our service provider.



7.2.1.9 Provide better internet connectivity to Council's facilities to improve customer experience

The Fibre City project is on hold following the recent federal announcement for the additional roll out of fibre to the premises by 2025. Council is liaising with Federal Government to accelerate delivery within the city.



**Strategy: Provide clear, accessible and relevant information to the community**

Action	Progress comment	Status
7.2.2.1 Implement the United Nations Sustainable Development Goals in Council's strategies and plans	The United Nations Sustainable Development goals were included in several Council's adopted strategies and plans this year including the Lake Activation Strategy, the Community Strategic Plan, the Urban Heat Strategy and the Urban Greening Strategy.	
7.2.2.2 Integrate the online cultural and library collection catalogues	All migration of data, digital imagery and multimedia files have been completed.	



7.2.2.3 Review Council's recordkeeping to ensure information is easily accessible and provided in a timely manner when requested.

The Governance Lighthouse Records Survey was presented to the project team in June 2022. Recommendations for improvement are now being considered by the group. An updated Records Management Policy has been drafted for presentation to Executive.



7.2.2.4 Report on development application processing times for each development processing group (major, medium, general, fast track)

Development Applications Median KPI for June were:  
 - Fast track KPI met 11 days (target 20 days).  
 - General KPI met 15 days (target 30 days).  
 - Medium KPI met 59 days (target 60 days).  
 - Major KPI met 46 days (target 90 days).



## OUTCOME: OUR COMMUNITY INFLUENCES DECISIONS THAT SHAPE OUR CITY

Strategy: Actively engage with and seek direction from the community and key stakeholders

### Action

### Progress comment

### Status

7.3.1.1 Deliver Council's Integrated Planning and Reporting (IP&R) requirements including development of the Community Strategic Plan 2022-2032, Delivery Program 2022-2023 to 2024-2025, Operational Plan 2022-2023, and Resourcing Strategy 2022-2032

The new suite of Integrated Planning and Reporting Framework documents were adopted on 23 May 2022. Final versions were prepared to reflect the outcome of Council's Additional Special Variation application, which was notified on 20 June 2022. These were published on Council's website on 20 June 2022.






7.3.1.2 Implement improvements to Council's committee structures and governance to enhance community participation in Council business


Council adopted a new community-centered Council Committee Framework Policy on 10 January 2022, following consultation with existing advisory committees and groups between September and 30 November 2021. On 21 February 2022, Council considered a report to adopt updated charters and appoint Councillor members to individual committees, to implement improvements under the new policy. Council staff have developed a committee toolkit for staff involved in creating and managing committees, which was published on 25 February 2022 to ensure effective operation.



**Strategy: Provide our customers with simple and convenient ways to access and do business with Council**

Action	Progress comment	Status
7.3.2.1 Continue to improve the community portal and Council's website to deliver a personalised experience for our customers	Council delivered a website improvement program that included releasing a biodiversity assessment tool to help with development applications, and launched a new website for our swim centres to improve the customer experience.	
7.3.2.2 Implement new products to diversify Lake Mac Print services, such as digital video editing.	Council staff have received training in digital video editing and assisted internal departments for skills development prior to an external launch of the service.	
7.3.2.3 Implement options to improve accessibility of our contact centre service to the community, such as webchat.	During the fourth quarter of 2021-2022 Council staff implemented a new concierge service in the Customer Service Centre reception area to triage customer inquiries at the point of entry into the Administration Building. The concierge is responsible for greeting customers and directing them to the appropriate customer contact channel.	

**Strategy: Prepare for 2020 Local Government Elections**

Action	Progress comment	Status
7.3.3.1 Coordinate the 2021 Local Government election for the Lake Macquarie Local Government Area	Council elections were successfully delivered by the NSW Electoral Commission (NSWEC), with election day occurring on 4 December 2021. Results of the election were declared on 23 December 2021 and copies of the results were displayed in Council's Administration Building and on Council's website. Council staff arranged preparation of the non-residential roll in accordance with the relevant legislation, liaised regularly with the returning officer appointed by the NSWEC, undertook activities in accordance with the communications plan and responded to various enquiries made by residents.	

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7.3.3.2 Deliver a Mayor and Councillor induction program incorporating a digital-first approach to Council meetings

A total of 10 sessions, including full-day and multi-day workshops, were delivered as part of the induction program for new and returning Councillors and the Mayor since the local government elections in December 2021. The program included delivery of an online learning module for Councillors and other digital tools to support Councillors in their role as elected officials.



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