

LAKE
MACQUARIE
CITY

ANNUAL REPORT 2021-2022

ACKNOWLEDGEMENT OF COUNTRY

***Lake Macquarie City Council dhumaan Awabakala
ngarrakal yalawaa, yalawan, yalawanan.***

Lake Macquarie City Council acknowledges the
Awabakal people and Elders past, present and future.

Dhumaan ngayin ngarrakalu kirraanan barayidin.

We remember and respect the Ancestors who cared
for and nurtured this Country.

***Ngarrakalumba yuludaka bibayilin barayida
baaduka.***

It is in their footsteps that we travel these lands
and waters.

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

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

Initiatives to support reconciliation in 2021-2022:

- National Sorry Day breakfast on 26 May, hosted by Council's CEO and Mayor
- The Lake Macquarie NAIDOC Week 2022 Grant Program, which distributed \$15,250 to 22 individuals and organisations for NAIDOC Week celebrations
- Annual traineeship program to provide employment opportunities for five Aboriginal and Torres Strait Islander people within entry level roles in construction, infrastructure and garden maintenance
- Aboriginal artwork commissioned and installed for the southern section of the Fernleigh Awabakal Shared Track
- Aboriginal cultural awareness training sessions for Council staff and service providers who engage with the Aboriginal community
- Dual naming of Council's cultural centres in Awabakal and English

Cover image shows Delilah enjoying the new playground equipment at
Thomas H Halton Park, Croudace Bay, which opened in February 2022.



Shedding Serpents, Maddison Gibbs, the inaugural winner of the Museum of Art and Culture (MAC), yaping Emerging Art Prize, a biennial prize developed to celebrate, promote and support emerging Aboriginal and Torres Strait Islander artists from across Australia. Made from Australian timber, the work was inspired by female ancestors and it invites the viewer to look into the abstract circular composition to consider their contribution to Mother Earth.





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Ben enjoys the sunset at Belmont. Council's first Lake Activation Strategy, adopted in October 2021, ensures we balance environmental, social and economic values for Lake Macquarie so it remains a wonderful natural asset for future generations to enjoy while facilitating economic opportunities that support our community.

INTRODUCTION

An aerial photograph of a coastal landscape. In the foreground, a dense forest of green trees and shrubs covers a hillside. A narrow, light-colored path or walkway winds through this vegetation, leading towards the ocean. To the right of the path, the terrain is flatter and covered with low-lying, green coastal plants. In the background, a sandy beach stretches along the coast, with waves breaking on the shore. A cliff with some houses is visible on the left side of the image. The sun is low on the horizon, creating a warm, golden light across the scene.

The Ken and Audrey Owens Walkway, Redhead, reopened in early 2022 with a new raised deck that winds through a vital coastal ecosystem frequented by several threatened species.



ABOUT THIS REPORT

Our Annual Report is one of the key ways that Lake Macquarie City Council demonstrates accountability to the community. In this report, we document Council's performance against our four-year Delivery Program and the annual targets set in our 2021-2022 Operational Plan. It also includes our audited financial statements for year ended 30 June 2022.

This Annual Report is a legislative requirement, but it also gives the community an overview of our strategic priorities and confidence we are delivering on our plans. Our demonstrated commitment to transparency, accountability and strong governance builds trust with our key stakeholders. By acknowledging our achievements in 2021-2022 we recognise the hard work of our staff and position Council as an employer of choice.

This report includes the following sections:

Overview

2021-2022 – Our year in review: a summary of our performance against our plans, where your rates were spent and our community financial report.

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

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

The Annual Report is published alongside our financial statements for the year ended 30 June 2022.

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

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

Appendices

Detailed progress report of the actions we committed to and which were delivered.

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

Environmental sustainability report on environmental trends and conditions across the city.



MAYOR'S MESSAGE

So many things make Lake Macquarie an incredible place.

It's our environment, with the sparkling lake at its heart, the Watagan Mountains in the west, beautiful beaches along our coast and everything in between.

Our location, so close to Newcastle, the Hunter Valley and Sydney, yet still wonderfully detached from the big city hustle and bustle.

And our thriving economy, whether it's the tourist venues, restaurants and cafes enlivening our city, or the 14,000-plus businesses that call Lake Mac home.

But more than anything else, it's the people.

I love the can-do attitude of people in Lake Macquarie, their sense of community and their passion for making our city a better place.

As a Council, that's what we are here to do – make Lake Mac better for everyone.

Despite the challenges of the past 12 months, we've taken significant steps towards this simple but significant goal.

We've delivered major capital works like The Weir Bridge, finally providing a reliable and safe connection between Teralba and Barnsley, and the new Multi-Arts Pavilion (MAP), mima at Speers Point Park, creating a striking venue for cutting-edge exhibitions, shows and performances.

Important planning has taken place to both help the city cater for projected growth and reach its full potential as a regional powerhouse.

Much of this has focused on Charlestown, the North West Catalyst Area around Boolaroo, Glendale and Cardiff, and Morisset – on the doorstep of the M1 Motorway and one of the region's key growth areas.

We've continued to promote active, healthy lifestyles across Lake Mac, through outdoor facilities like the amazing new playground at Thomas H Halton Park at Croudace Bay, the new skate park at Bernie Goodwin Memorial Park at Morisset, and through programs like our Over 55s series of events and activities to engage and enrich seniors.

Work has continued to preserve, rehabilitate and improve our environment, including the adoption of a new Urban Greening Strategy to increase the tree canopy in suburban areas.

This will reduce noise, provide shade, build native wildlife corridors and reduce heat during summer.

Our three-bin system helped save more than 44,000 tonnes of food and garden waste from landfill, while rehabilitation took place at Eraring, Buttaba, Wyee Point, Dora Creek, Blacksmiths and Swansea Heads.

The wide variety of events hosted by Council in the past financial year helped reconnect our community following COVID-19 restrictions.

Thousands lined the lake's foreshore to enjoy fireworks as part of the Lake Mac Festival in January.

June's Dobell Festival featured almost 40 events and attracted 10,000 participants, while our inaugural Women's Sport Festival in March encouraged female sports participation and provided support and pathways for up-and-coming young athletes.

Among all this, our city welcomed a new Council, following local government elections in December 2021.

I'm truly grateful for the efforts of the former Council, and am heartened by how the new Council has gelled, striving towards that goal to make our city even better.

Councillor Kay Fraser

Mayor

CEO'S MESSAGE

Council and the city continued to meet the challenges we faced in 2021-2022. This adaptability is a great source of pride when I reflect on another challenging, yet productive, year.

As it did in 2020-2021, the pandemic along with wet weather and global supply chain problems affected several aspects of the organisation and our community, albeit in different ways. Under these conditions, we used what we learned and developed new ways of adapting to support our community and each other. I extend my thanks and appreciation to the Council staff who have found new ways to continue offering essential services and programs, including the Let's Lift Lake Mac program. With a participant approval rating of 94 per cent, Let's Lift Lake Mac provided more than 4000 residents with skills to support their mental health and wellbeing during challenging times.

During this past year, severe weather and flooding has affected NSW. Lake Macquarie did not see the widespread damage that occurred in other communities but our public assets continue to be affected. Our outdoor crews looked after our parks and reserves, maintained our community facilities, and fixed roads and other infrastructure damaged by relentless rain. Innovation has been key, with trials of new products that allowed teams to continue to work on our \$2 billion road network in trying conditions. Immediately following the February floods, Council supported our staff to travel to the Northern Rivers region to assist the Councils and communities who suffered devastating damage to both private and public buildings and roads.

Against this backdrop, the organisation's performance remained strong and I'm pleased that our resilience is reflected in this year's results. We successfully achieved 92 per cent of the 300 goals in our 2021-2022 Operational Plan, and were able to deliver our \$103.3m program of capital works. At the same time, we reduced operational expenditure for an improved financial operating result. As we continuously adapt to redefine what's possible, we've embraced the shift to online and digital services, streamlining more than 150,000 customer enquiries by providing social media, email and self-service options to help people quickly access what they need.

Lake Mac is a unique and exciting place to live and work, a natural playground for progress and possibility. That's why we're aiming to invest a record \$130m in capital works in 2022-2023 that will see upgrades commence on the Hunter Sports Centre, planning for a new recycling centre for the north-eastern suburbs, master planning for Morisset, intersection improvements at Cooranbong and a new high-tech community hub at Windale among many other projects.

Finally, I would also like to thank our Mayor and Councillors. Following the Council elections in December 2021, we welcomed four new and eight returning Councillors, and I thank them and our Mayor, as well as our former Councillors, for their leadership, support and advocacy for the Lake Macquarie community over the past 12 months.

We're shaping the future to make tomorrow great – for our city, for our environment and for each other.

Morven Cameron
Chief Executive Officer



OUR VISION AND VALUES

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

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

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

Unique landscape



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

Creativity



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

Connected communities



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

Lifestyle and wellbeing



A place that encourages safe, active and social opportunities.

Mobility and accessibility



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

Diverse economy



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

Shared decision-making



Lake Macquarie communities continue shared responsibility for governance.

Priya uses her library card to access Wangi Library Creative Hub, the Hunter's first self-access library.



PLANNING, REPORTING AND ACCOUNTABILITY

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

10-year Community Strategic Plan

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

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

Resourcing Strategy

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

Four-year Delivery Program

The Delivery Program is a plan that covers the term of an elected Council. To create the program, we look at the Community Strategic Plan and the Resourcing Strategy and ask what we can achieve in our focus areas over the coming term to bring us closer to the community's vision and values. It is reviewed annually to ensure our long-term planning is responsive to change and remains consistent with current and future community needs.

One-year Operational Plan

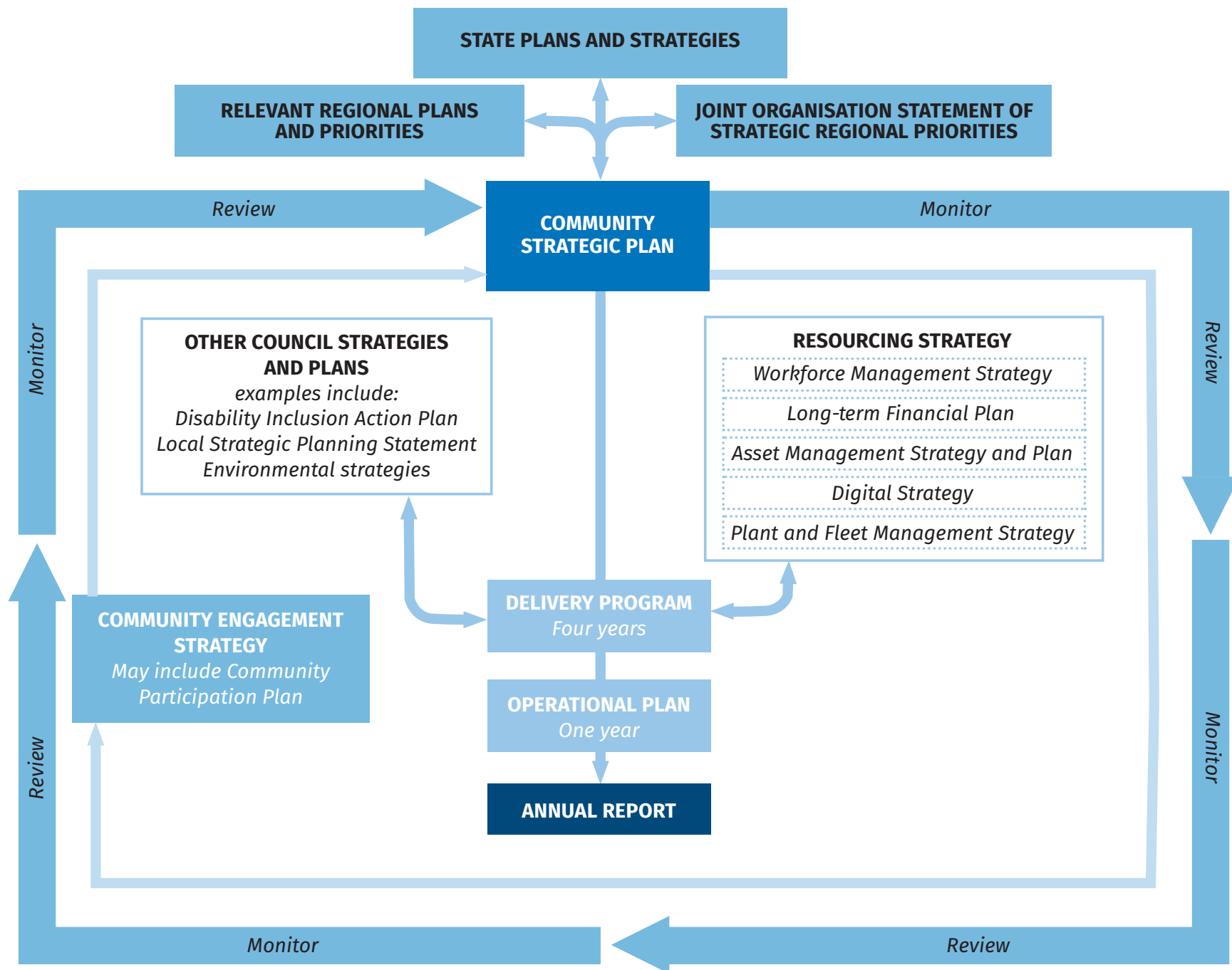
The Operational Plan outlines the actions we will take during the year to achieve the Delivery Program strategies under each key focus area and how these actions will be funded. Our organisational departments are responsible for delivering the Operational Plan and report their progress quarterly to the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

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

Community Engagement Strategy

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

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



OUR COMMITMENT TO SUSTAINABILITY

Lake Macquarie City Council supports the principles of sustainable development and actively considers the four pillars of environmental, social, economic and governance sustainability when we make decisions, as outlined in our Sustainability Policy and reflected throughout this document.

Our Environmental Sustainability Strategy and Action Plan guides our response to the important challenges of the future, including:

- biodiversity conservation
- efficient use of energy and water
- climate change (mitigation and adaptation)
- waste management
- sustainable growth.

This plan is supported by specific plans and policies to encourage walking and cycling, build infrastructure for electric vehicles, develop a circular economy and manage our trees and natural spaces. You can access all our strategies and plans at lakemac.com.au.

We demonstrate leadership by contributing to the United Nations Sustainable Development Goals and are committed to playing a central role to realise them.

In 2021-2022, Council's actions towards its sustainable development goals included:

- Partnering with Dantia and University of Newcastle to establish a Circular Economy Living Lab (CELL) for Lake Macquarie. CELL incorporates 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.
- Adopting a Local Adaptation Plan for Pelican, Blacksmiths, Swansea, Swansea Heads and Caves Beach to address inundation, flooding and coastal hazard impacts associated with climate change.
- Commencing the co-design of a Climate Resilience Plan for residents and businesses in the catchments between Toronto and Teralba.
- Adopting an Urban Greening Strategy to increase the extent and quality of greening in public spaces and new developments, as well as encouraging the community to participate in greening our city.
- Adopting a Lake Activation Strategy to ensure we manage our key natural asset, Lake Macquarie, balancing social, environmental and environmental concerns.
- Adopting an Urban Heat Strategy to recognise the challenge of urban heat and encourage cooling strategies such as increasing planting, materials selection for building and construction, and improving community resilience.
- Adopting a Walking, Cycling and Better Streets Strategy to address the need for better, safer infrastructure for walking, cycling and links to public transport across Lake Macquarie in the next 10 years.
- Implementing bush fire mitigation treatments city-wide to reduce the threat of wildfire and promote biodiversity outcomes through ecologically-sensitive maintenance of asset protection zones, prescribed burns and eco-burns.
- Adopting a Flood Studies Report for eight residual Lake Macquarie waterway tributary catchments: Puntei Creek, Carey Bay; Fullers Creek and Freshwater Creek, Bonnell's Bay; Postmistress Creek, Sunshine; Mannering Creek, Swampy Creek and Wyee Creek, Wyee; Plains Gully Creek, Swansea/Caves Beach; Sheppards Creek, Valentine; Muraban Creek, Floraville/Belmont; Mills Gully Creek, Belmont.

[See Appendix 3: Environmental Sustainability 2021-2022 - Trend and Condition Summary for details of Council's progress against the Lake Macquarie City Environmental Sustainability Strategy and Action Plan 2020-2027.](#)



Coastal erosion and heavy rain in 2021-2022 revealed 250 million year old plant fossils along the shore line at Caves Beach, and between Redhead and Dudley Beaches.

OUR YEAR IN REVIEW

Steve, the Awaba Waste Management Facility Coordinator, with some of the 102,500 tonnes of material Council diverted from landfill in 2021-2022.

COUNCIL'S PERFORMANCE

Under our Operational Plan for 2021-2022, Council committed to deliver 300 actions across our seven strategic focus areas.

We achieved 92 per cent of these actions within the year, despite the continued impact of COVID-19 and extreme weather conditions. This is an improvement on our 2020-2021 result of 90 per cent, and demonstrates our resilience as a city as we adapt to such challenges.

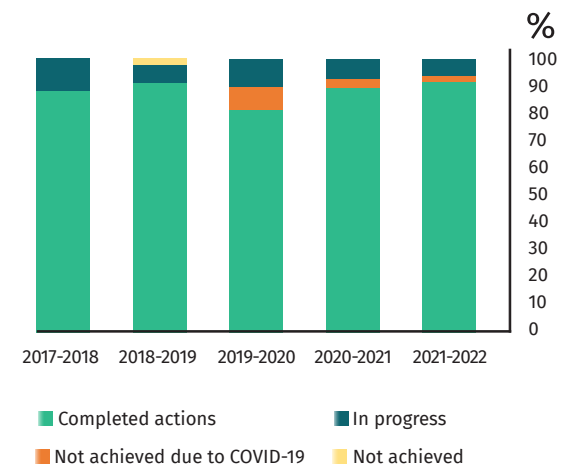
Financially, we achieved a favourable operating result variance of \$3.2 million against the revised budget of March 2022, despite a loss on managed funds and investment returns. Capital expenditure achieved a 94 per cent budget spend at \$103.3 million. A small carry forward of \$3.5 million was largely due to wet weather conditions and supply chain issues delaying progress on projects.

What you will find in this section

- A detailed snapshot of our performance against our Operational Plan for each strategic focus area. You will find key facts and figures about Council's services and facilities as well as highlight achievements for the year.
- A summary of where your rates go and our Community Financial Report, with concise and clear information about our financial performance.
- How we responded to the challenge of COVID-19.

For a comprehensive list of our achievements against actions, please go to Appendix 1: Detailed progress report. You will find our financial statements for the 2021-2022 financial year in Appendix 4.

Operational plan actions: status 2017-2022



UNIQUE LANDSCAPE

Council looks after 4000 hectares of natural area across our city. As well as maintaining and improving our beautiful coast, lake and bushland areas, we work to ensure that stormwater and drainage systems keep surface water and flooding to a minimum – a big challenge during the torrential rains of early 2022.

We manage 718km of stormwater pipes, 107km of open drains and more than 30,000 storm water pits, inlets and outlets. We also disposed of over 168,000 tonnes of waste from households and businesses with 61 per cent diverted from landfill.

Our Operational Plan for 2021-2022 committed to 27 actions to protect and enhance our unique landscape. We achieved 26 of these actions. One was not achieved within the reporting period.



38,845 native plants propagated in the Landcare Resource Centre at Teralba



9.76 hectares of natural reserve weeded



760 hours of on-ground support to Landcare groups



5024 plantings



44,000 tonnes of food and garden organics collected from green bins

In September 2021, Council undertook a controlled burn of more than 5ha of coastal bush near Jewells to restore biodiversity and germinate native seeds.



Looking after our coast, lake and bush

This year, Council worked on a number of key documents that direct our activities around environmental protection. In June 2022, the Coastal Management Program was drafted and submitted to the NSW Department of Planning and Environment (NSWDPE) for review. The Lake Macquarie Conservation Planning Framework was also drafted, incorporating Council's approach to acquiring strategically important conservation land and encouraging local biodiversity offsets.

The Urban Greening Strategy was adopted by Council in June 2022 following public exhibition. This strategy aims to increase the extent and quality of greening in public spaces and new developments, and encourages the community to participate in greening our city.

Eraring and Buttaba foreshores were rehabilitated and we completed saltmarsh and swamp oak floodplain forest rehabilitation works at Wyee Point and Dora Creek. Dune stabilisation took place at Blacksmiths and Swansea Heads.

Sustainable development

Council continues to balance the protection of our unique landscape with the needs of our growing population and economy. This year, we worked on a number of initiatives such as considering amendments to the Lake Macquarie Local Environmental Plan to make way for infill and affordable housing, and identifying opportunities for future urban land supply in appropriate locations in line with our Lake Macquarie City Housing Strategy.

Council determined 2879 development applications in 2021-2022, with a total value of more than \$1.3 billion and median processing time of 21.5 days. We group development applications based on complexity and we significantly exceeded our key performance indicators across all four groups. Applications were achieved in the following time-frames:

- Fast track – 16 days
- General – 22 days
- Medium – 51 days
- Major – 52 days

Council investigated 219 reports of unauthorised development. We took regulatory action against 87 instances of unauthorised land use and development under the *Environmental Planning and Assessment Act 1979*.

In March 2022, Senior Natural Assets Officer, Dominic, worked with developer Hammersmith and civil engineering firm KCE at the Cameron Grove residential development to trial an innovative method to preserve nutrient rich topsoil and rehabilitate damaged landscapes.

Improving storm water quality

In partnership with other agencies, such as the NSWDPE, Council monitors the health of our water bodies using aquatic ecosystem modelling, water quality analysis and assessment of sea grass coverage. Improved aquatic ecosystem health, achieved over the past 15 years, was maintained in 2021-2022.

The Lake Macquarie Research Grants program has funded research into aquatic biodiversity. Stage one of the foreshore ecological assessment project with Macquarie University, University of New South Wales and NSWDPE was completed during the financial year.

Council applies water sensitive urban design principles to the assessment of all new developments to ensure 50-80 per cent of stormwater for sub-catchments is treated before discharge. Works to upgrade a stormwater gross pollutant trap at Park Avenue, Caves Beach, were completed.



Responsible waste management

The city's per capita waste to landfill in 2021-2022 was 308kg per person, six kilograms less than the previous year, an encouraging continuation of a downward trend. This was in large part due to the community's commitment to food and organic waste collection.

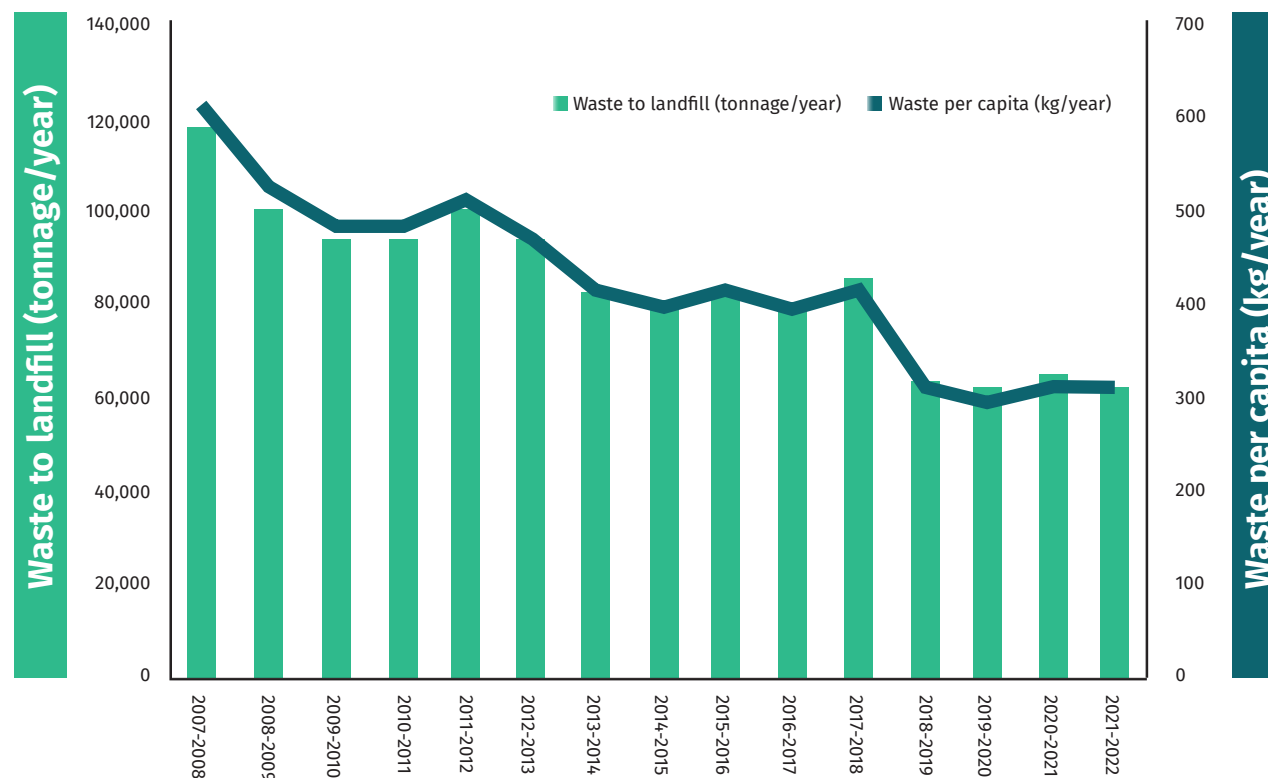
A total of 24.7 tonnes of problem waste were collected from more than 500 participants at Council's Chemical CleanOut in May 2022.

Council investigated 842 reports of illegal dumping and cleared 244 sites.

Our waste services guide was distributed to 85,000 households in the city. We promoted responsible waste management through school waste workshops, tours of Lake Macquarie Organics Resource Recovery Facility and presentations to community groups. We also undertook a review of our bulk waste services.

Five Repair Cafe events, facilitated by Sustainable Neighbourhoods, had about 350 participants and resulted in hundreds of kilograms of potential waste being diverted from landfill.

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



Karen, Manager Environmental Systems, at the new tidal gates at Swansea, the first project implemented as part of the Swansea and Surrounds Local Adaptation Plan to address current tidal inundation and help with future impacts of climate change and sea level rise.



LIFESTYLE AND WELLBEING

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

We maintain and manage 123 playgrounds, 108 sporting facilities, six aquatic centres, 34 jetties and 31 boat ramps. We host and support a diverse range of festivals and events to raise the profile of Lake Macquarie and stimulate our night-time economy. We also run a network of family day care services and support a range of initiatives to help vulnerable members of our community.

Our Operational Plan for 2021-2022 committed to 64 actions to support community lifestyle and wellbeing. We achieved 59 of these actions. Five were not achieved, of which two were affected by the COVID-19 pandemic.



785,000 visits to the city's four patrolled beaches



177 rescues by our professional lifeguards



3033 students educated in water safety



927 food and other regulated premises inspected

A girl enjoys the new Learn to Swim pool at Charlestown Swim Centre. The new pool has allowed Council to increase our Learn to Swim program so more families can ensure their kids are safe in the water.



Sports and aquatic facilities

We completed construction of several new sports facilities in 2021-2022:

- Running track refurbishment at Hunter Sports Centre, Glendale
- Learn to Swim pool at Charlestown Swim Centre
- Skate parks at Windale and Bernie Goodwin Memorial Park, Morisset
- Pontoon at Balcolyn and jetty at Belmont Street, Swansea
- Netball courts and cricket nets at Croudace Bay Sporting Facility

We also finalised designs for an athletics warm-up and testing facility at Hunter Sports Centre, Glendale; a new sporting complex at Belmont; the Lake Macquarie Croquet Facility, Glendale; a concept master plan for a new recreation area at Wyee; upgraded facilities at Ulinga Reserve, Cardiff South; and expansion of the Hunter Sports Centre, Glendale.

We recorded 265,329 visits to our swim centres, short of our 300,000 target due to the COVID-19 lockdown and the extended closure of the 50m pool at Charlestown to undertake repairs.

We did not meet the timeframe to report to Council on an updated city-wide Aquatic Facilities Strategy. Due to the significant financial implications of providing aquatic facilities, we decided more detailed financial analysis was required. The draft strategy will be presented to Council in the first half of 2022-2023.

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

Community facilities

Designs have been completed or progressed to improve accessibility at nine recreation facilities across the city.

We were unable to report to Council on the draft Plan of Management and Master Plan for Morisset Showground within the reporting period as we experienced considerable delays receiving advice and permission for public exhibition from other government agencies. Following community consultation in June 2022, the draft plans will be presented to Council in the first half of 2022-2023.

Public parks, playgrounds and open spaces

Improvement works to our open spaces in 2021-2022 included:

- new sandstone terraces, foreshore pathways, seating and retaining walls at Toronto Foreshore
- replacement of the Ken and Audrey Owens Walkway, Redhead
- six playground upgrades or replacements including Alkrington Park, Fishing Point, and Thomas H Halton Park, Croudace Bay.

We also began a community consultation on a draft Dogs in Open Space Strategy.

Our City Presentation crews worked hard to maintain our 800 open spaces including parks, foreshore areas and sporting fields, made

The new Bernie Goodwin Reserve skate park at Morisset, featuring a quarter pipe, flatbanks and hubbas, finished with a bespoke shelter, footpaths and landscaping.

particularly challenging by the heavy rain during the second half of the financial year. These facilities are maintained on a rotational basis.

Community health and wellbeing

We partnered with several organisations to meet the needs of our diverse community:

- Lake Macquarie Domestic Violence Committee: events and campaigns to promote awareness around preventing family and domestic violence including the Love Shouldn't Hurt bus campaign, Love Bites program, Reclaim the Night, and 16 Days of Activism.
- The Salvation Army: locker trial for people experiencing homelessness.
- NSW Juvenile Justice: Graffiti Hotspot program, which resulted in the clean up of 52 incidents of graffiti on property that Council is not responsible for maintaining.
- Novacare: Cycling Without Age program, including the provision of two sites to install storage containers to house electric bikes.

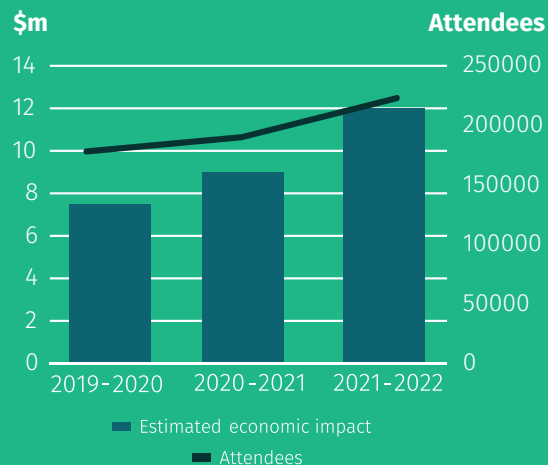


OUR EVENTS

Following the COVID-19 lockdown during the first half of the financial year, Council provided a vibrant and diverse program of events to reconnect our community. In addition to regular programs such as Sunday sessions at MAC yapang and Lake Mac Grows crop swaps, we organised live music, sports competitions, family festivals, cultural events and markets.

We also granted \$247,225 in funding or sponsorship for community organisations to run local events, celebrations and festivals. Please see Appendix 2: Statutory report for details of our event grant program.

Estimated economic impact of Council's events program



Let's Fish Lake Mac



Lake Mac Festival



58th Sabot National Titles



Lake Mac Women's Sport Festival



Lake Mac Carols



Say Something Do Something
MAP mima

Music Lake Mac



Float Your Boat



Fast and Loud Festival



Something,



One foot on the
ground, one foot
in the water, MAC
yapang



MOBILITY AND ACCESSIBILITY

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

Our Operational Plan for 2021-2022 committed to 85 actions to improve community mobility and accessibility. We achieved 76 of these actions. Nine were not achieved, of which seven were affected by the severe wet weather in the first half of 2022.

Wayne was one of the team that resealed and upgraded Mandalong Road, Wyee, in September 2021 as part of our regular road maintenance and improvement program.



Road improvements and maintenance

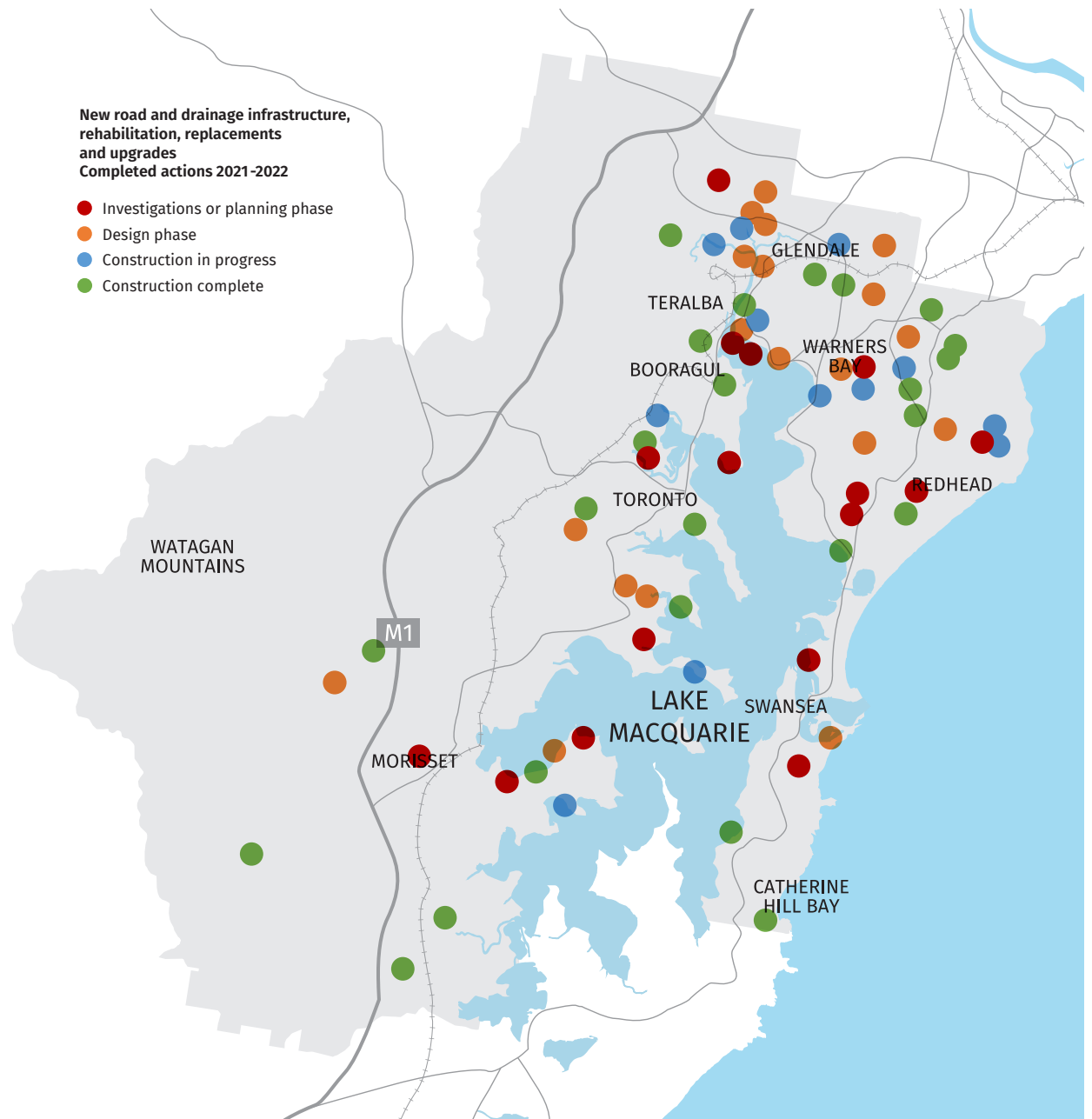
In 2021-2022 we spent \$43.2 million building new roads, or rehabilitating, replacing or upgrading existing roads. This included bridge works, upgrades to kerb and channel, drainage improvements, road rehabilitation and sealing, pedestrian infrastructure and road safety. We spent an additional \$12.2 million on road maintenance.

Standout projects included completion of The Weir Bridge, replacing the old flood-prone weir to give motorists travelling between Barnsley and Teralba a safe and convenient crossing whatever the weather. We completed significant road rehabilitation on Thomas Street, Cardiff, and at Ruttleys Road, Wyee.

With the wet weather of early 2022, our maintenance crews were busy dealing with more than 2100 community requests for repairs to potholes and heavy patching of road surface damage. Weather also affected several projects, causing delays to construction. All outstanding projects were due to be completed in the first half of 2022-2023.

Design for underpass traffic signals and footpath at Fassifern Road and the Greenway Track, Fassifern, was delayed due to some unresolved issues. Design is expected to be completed in the first quarter of 2022-2023.

Design for an intersection upgrade and footpaths at Main Road and Wallsend Road, Cardiff, was revised. The current design has been sent to Transport for NSW (TfNSW) for approval. The expected completion date for final design is in the second quarter of 2022-2023.



Active transportation infrastructure - shared pathways and cycle routes

Council is committed to providing active transportation infrastructure so the community can walk, run, cycle or scoot safely around our city. We look after 665km of footpaths and shared pathways.

In 2021-2022, we undertook the following shared pathway initiatives:

- Completed construction of the Greenway Track, Blackalls Park, and the final section of the shared pathway from Speers Point to Glendale.
- Continued construction of the southern section of the Fernleigh Awabakal Shared Track (FAST).
- Commenced construction of the shared pathway from Fifth Street to Wilkinson Park, Cardiff.
- Designed an intersection upgrade and shared pathways at Morisset Park Road and Fishery Point Road, Bonnells Bay, and new shared pathways from the Fernleigh Track to John Darling Avenue, Belmont North, and from Calanca Avenue and Sandpiper Court, Glendale (Stage One).
- Community consultation, feasibility and planning for a preferred cycle route from Charlestown to Whitebridge.
- Bike rack locations were identified and prioritised, with additional pedestrian and bicycle facilities assessed for implementation in 2022-2023.

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

Public transport

Council provided input into the NSW Government's draft Hunter Regional Transport Plan and a submission on the proposed Hunter Freight Rail Corridor.

We tested new and innovative ideas for safe, shared public spaces including new footpath paving, planter boxes, seating, bus shelter artwork and electronic bus timetables under a NSW Government Streets as Shared Spaces grant.

Council and Dantia, Lake Macquarie's economic development company, partnered with the company Beam to plan a trial of e-bikes across the city, which will provide short-trip and 'last mile' solutions.

Bus stop accessibility was improved at 20 sites, including installation of bus shelters at Marks Point and Edgeworth.

Real-time displays for the bus stops on both sides of Pearson Street at Charlestown were purchased. Due to weather delaying construction activities associated with streetscape works, the displays and bus stops will be installed in the first half of 2022-2023.

The third steel girder is lifted into place on The Weir Bridge at Barnsley. The \$8.6 million bridge is now open, providing safer and faster travel for motorists in northern Lake Macquarie.





DIVERSE ECONOMY

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

Our Operational Plan for 2021-2022 committed to 28 actions to promote a diverse economy in Lake Macquarie. We achieved 26 of these actions. Two were not achieved.

We partnered with a group from the University of Newcastle, led by Professor Roberta Ryan, and Dantia to establish a Circular Economy Living Lab, a global best practice initiative to reduce waste and transition to renewable energy.



Strategic planning

Council undertook a number of strategic planning initiatives to grow our economic potential and create highly liveable places within the city.

This year saw NSWDPPE develop a draft Hunter Regional Plan and draft Central Coast Regional Plan, which is subject to Ministerial approval. Council worked to ensure the final plans reflect key objectives and ambitions of the city.

Lake Macquarie strategic planning objectives:

- Recognition of Morisset and North West Lake Macquarie as regionally significant growth areas
- Continued importance of Charlestown for the city and region
- Economic re-use of former mining lands
- Move to a circular economy
- Shift to renewable power generation
- Economic diversification
- Consolidate and intensify development in and around our economic centres
- Improve transport choice

We worked on a number of local initiatives to support these objectives:

- Charlestown strategic economic centre: prepared potential amendments to the Local Environmental Plan and Development Control Plan to support growth and development.
- Employment land use zones: identified available and required lands for future employment uses. We also worked with the NSWDPPE to implement reforms to make employment zones more flexible.
- Morisset: worked with NSWDPPE to scope what is required in a Morisset place strategy, consistent with the requirements of the draft Hunter Regional Plan 2041. Coordination with NSWDPPE delayed presentation of an initial structure plan to Council. However, a transport scoping study is complete and an economic study is expected to be final by the end of 2022, with preliminary community engagement and state agency consultation expected to occur early in 2023.
- North West Catalyst Area: worked with NSWDPPE and TfNSW to develop a North West Catalyst Area place strategy, with background information and data collection complete. We have consulted with the development industry and state agencies on additional information required to complete the plan. We are waiting for formal feedback from some agencies before undertaking community consultation.

Council supported the development of a new hop-on, hop-off ferry service for Lake Mac, skippered by Peter Hanrahan.

Attracting visitors

Our Move campaign promoted Lake Macquarie's coastal lifestyle to Sydney residents during 2021-2022, generating 6.1 million impressions and 25,000 visits to letslakemac.com.

We received funding to construct and operate two roving visitor information centres and implement a tourism ambassador program as an accredited project to be completed in the first half of 2022-2023.

We were awarded a \$12.5 million grant for a Trampoline Centre of Excellence in Glendale expected to generate \$2.5 million a year in visitor revenue.

We implemented an inclusive tourism facilities program across our five holiday parks with 10 initiatives to improve accessibility for people with disability.



Diversifying the economy

Council staff 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.

Dantia is the city's independent economic development company that is funded by Council but independently governed and managed. Dantia brings together diverse partners from government, business and industry to activate projects and drive initiatives that benefit the city. It offers strategic support, negotiation and facilitation, project development, innovation support, digital transformation, capital attraction and marketing for potential investors.

Highlights for Dantia in 2021-2022 include:

- continuous engagement with development industry to unlock more than \$1.2 billion in private sector investment
- promotion and advocacy for the North West Catalyst Area
- support for local business via Dashworks facilities at Charlestown and Warners Bay.

The city's top business leaders and organisations were recognised in the 2021 Lake Macquarie Business Excellence Awards.

Council, in partnership with Dantia and University of Newcastle, established a Circular Economy Living Lab (CELL) for Lake Macquarie. CELL incorporates 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 the region.

Maximising value from Council assets

The design for the redevelopment of Awaba House, Booragul, was completed and a development application approved to create a contemporary dining experience while retaining and restoring this important heritage building.

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

Peter Coyne, owner of Hotel Wangi, hosted a series of live music gigs during Wangi Live, an events program to promote the night-time economy.





CONNECTED COMMUNITIES

Council plays a critical role in connecting people in our region. From providing exciting spaces where people want to gather, offering creative learning and cultural experiences and ensuring all community members, regardless of background, age or ability can participate in community life, Council works to bring people together. We celebrate and preserve our local heritage, including Awabakal culture. We are focused on helping our community meet the future challenges of a changing climate. Council manages six aged care and disability service facilities, and 36 community buildings.

Our Operational Plan for 2021-2022 committed to 47 actions to create community connections across Lake Macquarie. We achieved 42 of these actions. Five were not achieved, of which two were affected by the COVID-19 pandemic.

A baby enjoys music time at You're Kidding Me, a series of workshops that provided families with information about child development, sleep routines, anxiety management and nutrition.



Connecting young people

We funded 10 local organisations, including a youth social enterprise, to deliver a program of events and activities to celebrate Youth Week 2022. Young people were involved in planning, delivery and evaluation with more than 400 youth participants.

We partnered with community organisations on positive youth engagement sessions to reduce anti-social behaviour at Council skate parks and recreation facilities.

More than 120 young people attended our program of art and music activities, and we supported Tantrum Youth Arts Theatre to hold a series of 'outpost' drama workshops.

Connecting and celebrating Aboriginal and Torres Strait Islander communities

Alongside a vibrant Aboriginal and Torres Strait Islander (ATSI) art program, Council supports and celebrates our First Nations residents. The Lake Macquarie NAIDOC Week 2022 Grant Program distributed more than \$15,000 to 22 organisations for NAIDOC Week celebrations. Four editions of the *Koori Grapevine* newsletter kept our ATSI residents updated on Council's programs and initiatives to support their community. We held four Aboriginal cultural awareness training sessions for Council staff and service providers who engage with our ATSI community.

Connecting culturally diverse communities

Council partnered with Northern Settlement Services to deliver the Welcoming Cities project, including a workshop on understanding Council's recruitment process to help people from migrant and refugee backgrounds to apply for jobs. We partnered with One Step Walks and Northern Settlement Services to organise a Refugee Welcome Walk at Green Point Foreshore and promoted Council's services and facilities to multicultural community members at the Multicultural Expo.

Celebrating and preserving our culture and heritage

Council has undertaken reviews of three of our key heritage sites this year, drafting revisions to local environment plans and other planning instruments for West Wallsend Heritage Conservation Area, Catherine Hill Bay Heritage Conservation Area and Teralba Heritage Area.

Reports to Council on proposals for Catherine Hill Bay and Teralba were delayed as we responded to community feedback with additional investigations and adjustments. Reports to Council on the West Wallsend Heritage Conservation Area were delayed to allow feedback from government agencies. Initial community engagement is due to commence in August 2022.

Council acquired 359 heritage objects from the West Wallsend District Heritage Society collection in line with the Cultural Collection and Library Collections strategies. More than 500 items of significance have been digitised.

Council delivered a number of professional development sessions for people working in heritage and the arts, including the Write Here Festival for writers, and museum skills education and training.



During 2021-2022, The Rover mobile library facility attended 17 community events and loaned nearly 7500 items.

Connecting people with disability

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

The Access and Inclusion Panel (formerly Ageing and Disability Advisory Panel) is a reference committee that represents the interests of older people, carers and people with disability. In 2021-2022, the panel met five times to inform and advise on Council's plans and initiatives to promote non-discriminatory access and a new panel was elected.

To create accessible and liveable communities for all residents, Council completed nine non-discriminatory referrals for master plans and development applications for recreation facilities, as well as 126 non-discriminatory access referrals for general development applications. We also joined and promoted the Zero Barriers project to educate business on accessibility and inclusivity.

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

To build positive attitudes to disability, we trained staff on access and inclusion and ensured our visitor guide included accessibility features of new tourism partners. We supported the Community Family Fun Day at Charlestown South Public School attended by 200 neurodivergent kids, teens and carers.

We continued to build networks and skills of participants through the Me2 program, which provides free, inclusive activities for people of all abilities. In partnership with Variety and NSW Sports, we hosted an Activate Inclusion Sports Day that gave 140 students with disability the opportunity to participate in 10 different sports. We also partnered with Cricket NSW to present two four-week cricket programs attended by 86 participants.

We continue to provide free master locksmith access keys for accessible changing facilities to eligible residents, with a total of 161 keys allocated.

Please see Our people – equal opportunity and diversity on page 69 for information about our actions to provide access to meaningful employment.

Improving our community's climate resilience

The Urban Heat Strategy was publicly exhibited and adopted by Council. This strategy recognises the challenge of urban heat and encourages cooling strategies such as increasing planting, materials selection for building and construction, and improving community resilience.

The Get Ready, Stay Safe campaign is designed to assist vulnerable residents to respond to and recover from adverse events. We distributed 40 emergency plans and gave five presentations to more than 70 participants including neighbourhood centres and dementia carers. More than 1600 Get Ready, Stay Safe brochures were distributed across the city directing residents to Council, SES and other emergency service websites.

Connecting senior people

Council ran nearly 100 online and face-to-face activities for older people last year with more than 5500 participants. We proactively introduced an Over 55s outreach program in March 2022 to address low confidence and isolation, and reconnect the community after COVID-19. We gave monthly talks at senior living villages at Cooranbong, Wyee Point and Cardiff about Council services and programs, falls prevention, local history and gardening. Monthly stalls at local shopping centres have also proved successful in connecting older members of our community with Council services.

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

Please see Appendix 2: Statutory report for details of the grants we awarded to community organisations in 2021-2022.

A drumming workshop at the Rathmines Theatre was one of nearly 100 online and face-to-face activities for older people Council ran last year.



CREATIVITY

Council is committed to investing in and promoting Lake Macquarie's cultural and creative assets. We aim to provide creative and cultural leadership, ensure the public has access to a range of cultural experiences and support the sector to generate revenue. Our 10 libraries, mobile service, three community hubs, two galleries and two theatres offer our community a varied program of creative learning and cultural experiences with a focus on innovation.

Our Operational Plan for 2021-2022 committed to 18 actions to stimulate creativity in Lake Macquarie City. We achieved 17 of these actions. The action that was not achieved was affected by the COVID-19 pandemic.



70,000 visits to Council's cultural venues



\$30,000 of artwork sold by 34 artists at the June Open Studios program



422 Lake Mac creative professionals commissioned



57 exhibitions across all Council venues

Emerging Aboriginal arts and cultural professional Wanjun Carpenter led a project with 10 Aboriginal students from Clontarf Academy, Toronto, to produce *Gammin: a story of young mob* in cyanotype. This collaborative exhibition at MAC yapang celebrated the supportive relationships these young men share through sport, playful interaction, and a connection to their culture.



Cultural experiences

With the opening of the Multi-Arts Pavilion (MAP), mima in October 2021, our city is becoming known as an important destination for local, national and international artists with a particular focus on Aboriginal and Torres Strait Islander voices.

In total, 40 creative programs were delivered for Aboriginal and Torres Strait Islander (ATSI) communities including two significant exhibitions that opened at the Museum of Art and Culture (MAC), yapang featuring ATSI artists.

Public art was commissioned for the Fernleigh Awabakal Shared Track (FAST). An artistic team worked with the local Aboriginal community and more than 300 local children to finalise design and signage. The Lake Mac GLAM conference focused on how to enhance ATSI engagement in museums and galleries.

We commissioned overseas artist Tim Georgeson and hosted works from Santa Fe, USA, at MAP mima. We entered into an agreement with the Center for the Holographic Arts, New York, and the Universities of Newcastle and Melbourne to establish Australia's first holographic studio. Lake House was launched as the region's first creative residency for international artists.

Creative learning

Council held various activities and workshops at the new Wangi Library Creative Hub. Exhibitions included *Wangi Power Station Reimagined* and *Light on Morisset: Inside the Hospital* incorporating a range of new oral histories, images and object stories.

We completed several projects to provide access and interpretation of our local heritage. In partnership with local community groups, we revised the Warners Bay Heritage Walk and created a new walking trail along the Swansea foreshore. The History Illuminated Festival presented 10 days of heritage related talks, tours, presentations and exhibitions.

Supporting the creative sector

Council continued to present a strong performing arts and live music program to a growing audience from large ticketed events to free concerts across various venues and theatres. More than 100 artists were engaged to make work or perform with more than 60 professional and semi-professional musicians involved in the MAP mima program.

The inaugural yapang Aboriginal Professional Development Art Placement program for 2021-2022 launched with local artist Wanjun Carpenter creating his first project, *Cathode Dream*, at MAP mima.

The artists in the yapang emerging art prize, secured more than \$19,500 in sales.

Investing in cultural assets

MAP mima, Australia's first permanent regional multimedia arts pavilion, opened in October 2021. Designed as a flexible venue equipped with state-of-the-art technology, MAP mima hosts a program of cultural events including national and international contemporary art installations, digital art screenings, live performances and music.

Construction started on the Sugar Valley Library Museum at Cameron Park in February 2022 that will allow visitors to explore underground mining in the West Wallsend area through its collection and a virtual reality experience. The facility is on track for opening in the third quarter of 2022-2023.

Construction started on the Windale Hub, a high-tech facility featuring flexible social spaces and library functions. Designed as Windale's community lounge, it will provide a safe, relaxing and welcoming space for people to come together to learn and create.



Lili with her artwork at *First Class*, MAC yapang, an exhibition of outstanding work from local HSC Visual Arts students.

Innovation and entrepreneurship

Council supports creative initiatives to promote innovation and support new business ideas. We are active participants in the Australia New Zealand Digital Twin Challenge, an initiative to promote digital modelling to collect real-time data about our city, give us greater insights about our infrastructure and improve the decisions we make. We have already adopted sensor technology and used this information to improve efficiency and save costs.

To support community innovation, Council initiated the Lake Mac Fab Lab, NSW's first regional digital fabrication laboratory, that opened in August 2022.

Alongside the continuing trial of our VibrantSCENE program to encourage creative thinking about outdoor dining, we embraced a range of interactive, immersive place activation projects. Goldberg Aberline Studio's outdoor art installation, *Ocean Garden*, transformed the lawns of MAP mima in Speers Point Park into a dreamy underwater garden filled with larger-than-life inflatable starfish, turtles and other sea creatures.

Also at MAP mima, placemaking works were produced in collaboration with the Design Lab at The University of Sydney, artist Hiromi Tango and others. Using a range of technology from overhead lighting to interactive augmented reality, these works lit up our new art space through innovative new technologies.

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

Maurice Goldberg from Goldberg Aberline Studio ran a workshop to help the community explore their creative flow as part of their outdoor art installation *Ocean Garden*, developed in partnership with Studio A, a supported studio tackling barriers for artists with intellectual disability.





SHARED DECISION- MAKING

Council elections were held in December 2021 after a 15-month delay due to the COVID-19 pandemic. A new Council term triggers a review of our Community Strategic Plan, and we sought community feedback during this process. Council is committed to developing strong relationships with stakeholders including government and business to influence decisions and create partnerships that benefit our city.

Our Operational Plan for 2021-2022 committed to 21 actions to share decision-making with our stakeholders. We achieved 20 of these actions. One action was not achieved.

A participant in Council's 100 Voices Community Summit.



A new Council term

Council elections were successfully delivered by the NSW Electoral Commission in December 2021. We ran a full induction program for new and returning Councillors and the Mayor to support them in their role as elected officials.

The new suite of Integrated Planning and Reporting Framework documents, including revised Community Strategic Plan 2022-2032, Resourcing Strategy, Delivery Program 2022-2026, and 2022-2023 Operational Plan, were developed during the financial year and adopted by Council in May 2022.

Listening to the community

In preparation for this review of our Integrated Planning and Reporting Framework documents, we ran the Create Our Future Now engagement program. We asked our community what they loved about Lake Macquarie and what they wanted for our city in the next 10 years. We used a range of engagement techniques including pop-up sessions, an independent community satisfaction survey of 600 residents and social media feedback.

Shape Lake Mac, Council's online engagement portal, provides detailed information on our current projects and allows residents to provide feedback and comment. Residents can register and are notified via email when new projects are seeking community feedback, and are advised on the outcomes of projects post consultation.

There are more than 5820 active participants using Shape Lake Mac. In the 2021-2022 financial year, there were more than 77,000 visits to the online portal across 27 active projects. We sought feedback on 12 long-term strategies including the Lake Activation Strategy and Ageing Population Plan.

We engaged about 550 community members at pop-up consultation stalls and workshops. Additionally, there were more than 13,000 visits to our online interactive mapping tool, Social Pinpoint.

Council has several committees that provide insight or expertise on our activities, assess grant applications, make formal recommendations on strategic priorities or make binding decisions about award recipients. Members include elected Councillors, Council staff, external organisations and community members. Council approved a new policy to provide a framework of community-centred Council committees. Current committees include Lake Macquarie Youth Council, Lake Mac Awards Committee, Aboriginal Grants Committee and Lake Macquarie Coastal Zone Management Committee.

100 Voices Community Summit

We brought together more than 100 people, independently chosen to be demographically representative of the Lake Mac community, to generate ideas to improve our community engagement. Feedback from the summit will help develop the Lake Mac Community Engagement Strategy.

Building partnerships to benefit our city

Council participates in a number of regional organisations to advocate for Lake Macquarie and ensure wider regional initiatives align with our strategic priorities.

The Hunter Joint Organisation (HJO) is a coalition of the 10 Hunter councils that help coordinate regional strategic plans. In 2021-2022, the HJO worked on issues including disaster resilience, waste and resource recovery, circular economies, contaminated land, events and tourism economies and the international future of the Hunter. Find out more about the HJO at hunterjo.com.au.

The Committee for the Hunter is an independent group of community leaders from industry and government that aims to promote sustainable and diversified economic growth and attract investment to the Hunter Region. Initiatives during 2021-2022 included a submission on the Hunter Regional Plan, changes to the Greater Cities Commission and a hydrogen roadmap. Find out more about the committee at hunter.org.au.

Council has a strong and active partnership with the University of Newcastle. This financial year we worked on initiatives that address the digital economy, clean energy and the circular economy.

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

HOW WE SPEND YOUR RATES

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

You may be interested to know how much we spend on some of these things. Here is the annual cost of maintaining and improving the services our community used throughout 2021-2022 with some specific examples of expenditure in different categories. Your rates contributed 50 per cent of Council's overall income in 2021-2022.



Roads, street lighting and pathways \$42.3m
\$3.2m on street lights
\$700,000 on footpaths and cycleways



Waste and recycling \$45.2m
\$900,000 on illegal dumping



Parks, playgrounds and sporting facilities \$37.8m
\$2.3m on beach and lifeguard services
\$2m on maintaining public toilets



City, lake and coast conservation and revitalisation \$32.5m
\$4.5m on rehabilitating and maintaining the lake foreshore and natural areas
\$300,000 on controlling noxious weeds



Community health, safety and emergency management \$15.9m
\$3.6m on rangers



Governance \$14.8m



Cultural facilities, libraries and events \$12.9m
\$4.9m on libraries



Business and economic development \$4.1m
\$1.5m marketing Lake Macquarie as a visitor destination



Community facilities \$7m
\$400,000 on public cemeteries



Aboriginal, youth and aged care programs \$4.4m
\$400,000 on programs for older people

COMMUNITY FINANCIAL REPORT

This section provides a high-level summary of Council's 2021-2022 financial performance.

The full audited Annual Financial Statements 2021-2022 is published as a separate volume of this Annual Report (Appendix 4) and is available online at lakemac.com.au or by phoning Council's Customer Service Centre on 4921 0333.

Financial performance

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

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

2021-2022 was a tough financial year, with the war in Ukraine, the continuing impact of COVID-19 and local wet weather events impacting Council's financial performance. Despite these circumstances, Council is in a financially strong position and its performance remains sound against the Long-term Financial Plan.

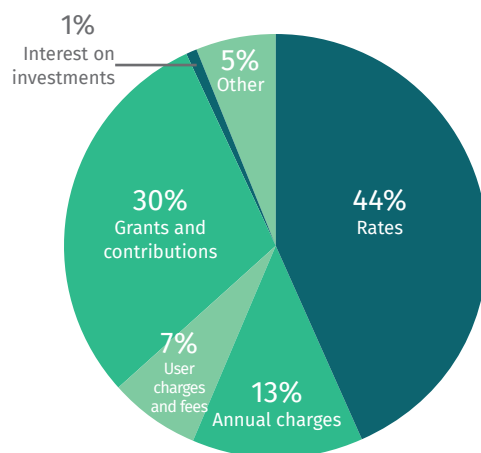
In 2021-2022, Council's operating result from continuing operations, including capital revenue, was a \$60.8 million surplus. Council's operating result before capital revenue was a \$5.4 million loss, which was better than the budget forecast of a \$8.6 million loss. For 2022-2023, Council has forecast an operating loss before capital revenue of \$3.5 million.

During 2021-2022, Council delivered a \$103.3 million capital works program with just a small carry forward due to weather and resourcing issues. Council's operational expenditure was tightly managed, which ensured the overall result was above budget.

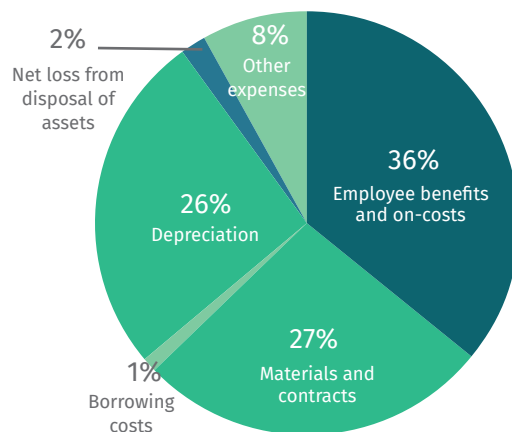
Belinda removing litter at Reay Park, Dudley, one of the 800 outdoor areas including parks, playgrounds, sports fields, foreshore and other open spaces that Council maintains.



Council income 2021-2022



Council expenses 2021-2022



Income

Rates and annual charges

Council's main source of income was rates, which at \$146.8 million, accounted for 44 per cent of total income in 2021-2022, an increase of \$4 million from 2020-2021. This increase is due to the rate peg increase and also reflects supplementary rates levied on new lots created by subdivision development. Annual charges for domestic waste management increased by \$1.7 million to \$42.7 million.

Grants and contributions

Grants and contributions totalled \$101.1 million, or 30 per cent. This includes \$35 million in operating grants and contributions, an increase of \$6.5 million from 2020-2021.

Grants and contributions for capital purposes were \$66.2 million, an increase of \$12.3 million against the 2021-2022 budget. This reflects an increase in special purpose capital grants, as well as dedications of land and works in lieu of cash and developer contributions, as a result of new development in the city.

User charges and fees

User charges and fees received was \$23.3 million, a slight increase in revenue of \$676,000 from 2020-2021. This increase was largely a result of the increased level of development activity within the region.

Interest and investment revenue

Interest and investment revenue received was \$4.3m, this was \$3.1 million lower than 2020-2021. The decrease was mainly due to lower than expected returns on Council's investment portfolio, a result of a tough year globally for financial markets.

Rental income and other revenues

Rental income was \$5.3 million, an increase of \$550,000 from 2020-2021. Other revenues were \$9.3 million, an increase of \$3.6 million from 2020-2021. This was mainly due to increase in external works for Transport for NSW.

Expenses

Employee benefits and on-costs

Employee costs were \$98.8 million, or 36 percent, a decrease of \$2.6 million against the 2021-2022 budget. The decrease is due to a reduction in employee levy entitlements. This reduction offset the planned annual wage increase and filling of vacant and additional positions.

Borrowing costs

Borrowing costs were \$4.2 million, a slight decrease of \$163,000 on the prior year.

Materials and contracts

Materials and contracts cost \$73.9 million, or 27 per cent of operating expenses, an increase of \$5.5 million, mainly due to a increase in costs associated with raw materials and consumables.

Depreciation

Depreciation costs totalled \$70.8 million, a slight of increase of \$938,000 from 2021-2022. This was primarily due to an increase in the recognition of infrastructure assets resulting from new capital works and developer contributions.

Net loss from disposal of assets

The net loss from the disposal of assets was \$6.4 million, which increased by \$985,000 from 2021-2022. \$3 million of this loss in 2020-2021 relates to refurbishing sports and recreational facilities, and the remainder relates to roads and stormwater drainage that have been replaced or rehabilitated.

Council improved community facilities at Toronto Foreshore with new sandstone terraces, pathways, seating and retaining walls.



OUR COVID-19 RESPONSE

As we coped with a second year of the COVID-19 pandemic and associated lock downs, Council continued to play a critical role in ensuring our community felt safe.

By minimising disruption to Council services, we maintained a sense of normality, while our dedicated Business Continuity and Resilience Team worked with government partners and local stakeholders to deliver community and economic support.

Community support

- A range of grants was made available, including \$99,838 awarded to 23 community groups, clubs and other organisations. Please see Appendix 2: Statutory reporting for details of our COVID-19 Community Funding Program.
- Let's Lift Lake Mac project, in partnership with Avondale University, provided more than 4000 residents with skills to support and boost mental health and wellbeing during challenging times.
- A special Lake Mac COVID-19 Hero category was added to the 2022 Lake Mac Awards.
- We maintained face-to-face customer service whenever safe, complemented by phone and social media support.
- We delivered many Council community programs online, complemented by face-to-face activities when it was safe to do so.

Business support

- We increased efforts to pay invoices within 14 days of receipt.
- #LakeMacLocal Facebook group and online business directory connected residents and businesses.
- COVID-19 pages on Council's website were viewed more than 125,000 times.
- We helped local business connect to government tenders.
- Pre-lodgement meeting arrangements were adapted to improve customer service standards for the development industry.
- Development applications were approved resulting in \$1.1 billion of building development during the COVID-19 pandemic.
- Visitor and relocation campaigns to increase domestic tourism and potential residential migration.
- VibrantSCENE initiative made seven sites available for food truck operators to use for co-located trading, promoting event and food economy adaptation and growth.
- Rent relief provided to tenants of Council buildings.

Dr David Durrheim was recognised as Lake Mac Ambassador 2022 for his outstanding efforts keeping the community safe during the COVID-19 pandemic.



OUR LAKE MAC



Families enjoying the Lake Mac Festival at Warners Bay in January 2022.

ABOUT OUR CITY

Located in the lower Hunter Region, 90 minutes north of Sydney, Lake Macquarie is the third largest regional city in NSW by population. Lake Macquarie City extends across the traditional lands of the Awabakal people.

Lake Macquarie City has an area of 785km² and is bound by Newcastle to the north east, the Central Coast to the south, the Pacific Ocean to the east and Cessnock to the west and north-west.

Lake Macquarie City straddles much of the foreshore of Lake Macquarie, the largest salt water lake in Australia (110km²). To the east, the city has 32 kilometres of stunning coastline with beaches, spectacular cliffs, sea caves, sand dunes and coastal

wetlands. To the west is a narrow strip of rich agricultural land, bordered by the rugged Watagan Mountains.

Lake Macquarie is home to about 214,000 people, spread across 95 communities. This is an increase of more than 6000 people since 2020-2021, reflecting the lifestyle appeal of this area for potential residents. Easily accessible in under 90 minutes from Sydney and the Central Coast, just 10 minutes from Newcastle and 30 minutes from growth corridors in Cessnock and Maitland, Lake Macquarie is connected to important economic centres and transport hubs.

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

Why we love Lake Mac



97 per cent of residents say their lifestyle in Lake Macquarie is good, very good or excellent

Top three most valued aspects of Lake Macquarie:



Our natural environment including beaches, lakes and bush



Location close to cities, services, facilities and family



Relaxed, quiet, rural lifestyle

LAKE MAC SNAPSHOT

OUR ECONOMY

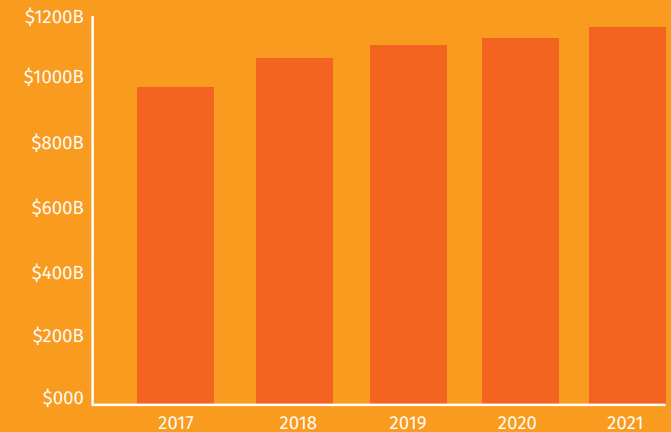
Lake Macquarie generates \$22.9 billion in economic output (total revenue) accounting for 18.4 per cent of the Hunter Region's output (2021).

68,700 jobs are based in Lake Macquarie.

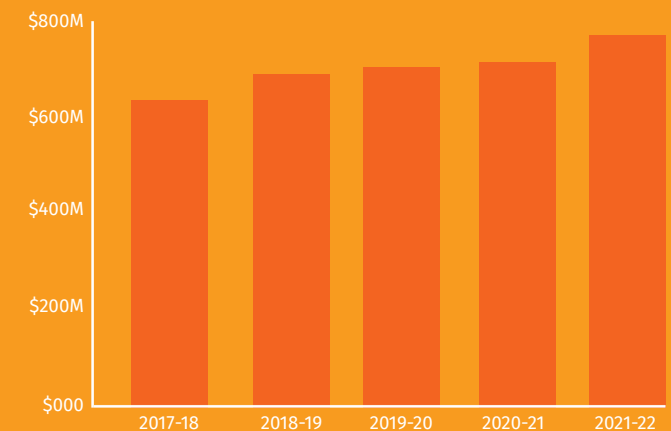
Streamlining of development processes and stimulation of the construction sector through investment attraction has accelerated construction in the region.

We have seen a steady increase in Gross Regional Product (the net wealth generated in Lake Macquarie) over the last six years.

Gross Regional Product



Building approvals



Data source: REMPLAN Economy

OUR COMMUNITY

Lake Macquarie is home to 214,000 people with a steadily growing population projected to be almost 240,000 by 2041

Lake Macquarie's median age is 43 years

18.1 per cent of our population is under 14

34.8 per cent of our population is over 55

14.5 per cent of people are born overseas

5.5 per cent of Lake Macquarie residents are Aboriginal or Torres Strait Islander

7.2 per cent of people speak a language other than English at home

Development of Morisset as a regionally significant growth area is one of Council's strategic planning objectives. We are in the process of developing a Morisset place strategy, in consultation with NSW Department of Planning and Environment.



OUR COUNCIL

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

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

The governing body of elected councillors is responsible for:

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

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

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

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



Democratic governance

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

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

Role of the Mayor and Councillors

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

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

Council elections

Under the *Local Government Act 1993*, council elections are held on the second Saturday in September every four years. Due to the COVID-19 pandemic, the NSW Government twice postponed council elections scheduled for 2020 for all NSW councils. Council elections took place on 4 December 2021 and the results were declared on 23 December 2021. All Councillors took oaths or affirmations of office at the first meeting of the new Council held on 10 January 2022.

Council meetings

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

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

An outbreak of COVID-19 in NSW required a return to remote Council meetings in June 2021, with Council meetings resuming in person from November 2021 to the end of the financial year.

Standing Committee meetings

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

The Standing Committees are:

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

Audit, Risk and Improvement Committee

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

OUR WARDS AND COUNCILLORS

Elections of the Mayor and Councillors were held on 4 December 2021 with results declared on 23 December 2021. There were no changes to wards for the election from the 2016 elections. An election report prepared by the NSW Electoral Commission can be found at elections.nsw.gov.au.

Mayor

Councillor Kay Fraser (ALP)

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

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

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

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

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

Deputy Mayor

Councillor Christine Buckley

Elected from 7 September 2020 to 3 December 2021.

Councillor Jason Pauling

Elected from 10 January 2022 to 25 September 2022.



Lake Macquarie Mayor Kay Fraser and local children cut the ribbon on the new playground facilities at Alkrington Park, Fishing Point.

NORTH WARD

SUBURBS

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



**Councillor Brian
Adamthwaite (ALP)**

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

Councillor Adamthwaite believes Council should be responsive to the needs of its community and provide the services and infrastructure needed to enhance residents' quality of life. He wants to ensure that Council planning optimises the strengths of the built and natural environment to protect our environment and enhance our unique lifestyle.

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



**Councillor Jack
Antcliff (LIB)**

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

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

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



**Councillor Keara Conroy
(ALP)**

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

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

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



**Councillor Colin Grigg
(LMIND)**

Councillor Grigg has spent most of his working life in the ministry, feeding the hungry and supporting those in need locally, nationally and internationally. He is currently serving his second term on Council, and hopes to use his professional knowledge and life experience to help the Lake Macquarie community become an even greater place to live, work and visit. He is dedicated to helping local people live better lives both personally and collectively in a variety of ways.

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

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

WEST WARD

SUBURBS

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



**Councillor David
Belcher (ALP)**

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

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

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



Councillor Jason Pauling (LIB)

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

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

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



Councillor Luke Cubis (LMIND)

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

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

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



Councillor Madeline Bishop (ALP)

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

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

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

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

EAST WARD

SUBURBS

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



**Councillor Adam
Shultz (ALP)**

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

Councillor Shultz is serving his second term on Council and wants to use his experience in small business, financial services, public policy and politics to advocate for improved opportunities for the city. He believes Lake Macquarie can achieve economic growth and strategic diversification while maintaining the lifestyle and wellbeing of its residents.

He is passionate about facilitating policy settings that will promote economic growth and job opportunities while enhancing the natural environment that residents enjoy.



**Councillor Nick Jones
(LIB)**

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

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



**Councillor Christine
Buckley (ALP)**

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

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

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



**Councillor Kate Warner
(LMIND)**

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

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

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

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

COMMITTEE MEMBERSHIP

Council has several committees that provide insight or expertise on our activities, assess grant applications, make formal recommendations on strategic priorities or make binding decisions about award recipients. This table summaries the elected Councillors that sit on these committees alongside Council staff, external organisations and community members.



Russell Morris plays MAP mima, Australia's first permanent regional multimedia arts pavilion, opened in October 2021.

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

Committee memberships from February 2022.

OUR ORGANISATION

Education to Employment (E2E) participants Ebony and Kyle at Council's Boolaroo Works Depot. E2E is a framework to increase the number of trainees, apprentices and cadets employed directly by Council.

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

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

We are transforming the way we deliver key services through innovation, technology and collaboration. The Lake Macquarie community values this approach, reporting a 91 per cent satisfaction rating with Council's performance.

Executive team

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

The Executive team are responsible for our five business areas.



Chief Executive Officer

Morven Cameron

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

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

The CEO appoints all other staff, including the Executive.



Planning for the Future

Tony Farrell, Deputy CEO

- City Projects
- Financial Services
- Major projects and strategies



Built and Natural Assets

David Hughes, Director

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



Development, Planning and Regulation

David Antcliff, Director*

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

* From 9 September 2022



Organisational Services

Melissa Rowe, Director

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



Service Delivery

John Ferguson, Director

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

OUR PEOPLE

Council employs people from diverse occupations to deliver a broad range of services to the community. Our workforce has been responsive to the city's changing needs, adapting to the challenges we faced during the COVID-19 crisis and extreme weather events to maintain our service delivery standards.

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

OUR WORKFORCE SNAPSHOT:

-  1284 employees
-  51 Education to Employment employees (apprentice/trainee/cadet)
-  55 per cent male
-  45 per cent female
-  Average employee age 43 years
-  Average years of service 9.7 years
-  Turnover rate 14.2 per cent
-  Retirement rate 2.3 per cent

In 2021-2022, Courtney, Curator and Operations Coordinator, presented 11 exhibitions at Museum of Art and Culture, *yapang*.



Workforce Management Strategy

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

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

In 2021-2022, we developed the 2022-2026 Workforce Management Strategy, while also delivering key projects from our Organisational Roadmap, The Lake Mac Way 2021-2023+ (see page 72).

Workforce goals:

- Attract and retain high-performing staff
- Develop a high-performing workforce
- Provide a healthy and safe work environment for our staff
- Empower, engage and support our staff to be an employer of choice
- Grow our future workforce

Learning and development

Council provides a host of internal and external training options to enhance employee performance and drive career development.

We offer cadetships as well as nationally recognised apprenticeships and traineeships in a variety of study areas including engineering, mechanical, painting, horticulture, sports ground and turf management, civil construction, warehousing, metal fabrication, boiler making, customer service, finance, human resources, tourism, project management, urban planning and administration.

Equal opportunities and diversity

We recognise that having employees with a range of skills and experiences enhances our ability to provide quality services for the community. Our Equal Employment Opportunity (EEO) and Diversity Management Plan 2019-2022 focuses on initiatives to increase the percentage of employees from identified target groups to be more reflective of our community and to ensure Council operates with the principles of fairness and equity.

The plan is made up of 27 initiatives across four key objectives, of which 89 per cent were achieved in the three years. During 2021-2022, we completed the remaining initiatives in this plan as well as working on our approach and engagement strategy to develop our EEO and Diversity Plan 2023-2025.

Initiatives completed in 2021-2022 included:

Communicating and raising awareness

- Developed online training to grow our inclusive leadership awareness and capability.
- Delivered EEO and diversity training for all staff to educate, engage and determine diversity and EEO actions at the department level.
- Commenced the roll out of accredited Mental Health First Aid training to staff.

Enhancing diversity in the workplace

- Worked in partnership with external experts to support people with disability to apply for roles at Council.
- Engaged with agencies and networks for support and advice to increase applications from Aboriginal and Torres Strait Islander people.

- Developed recruitment strategies designed to redress the gender imbalance in professions or departments, particularly female outdoor roles and engineering professions.
- Received recruitment exemptions from Anti-Discrimination NSW for 10 Trainee Works Assistant roles (five female and five Aboriginal and Torres Strait Islander (ATSI) exemptions). Three of these employees have gained ongoing employment with Council following the end of their traineeships, and four gained employment in the community.
- Received recruitment exemptions from Anti-Discrimination NSW for two cadets; one female identified Civil Engineer Cadet in Asset Management and one ATSI Environmental Health Cadet jointly funded with Hunter New England Health.
- Continued to partner with the Veterans Employment Program, a NSW Government initiative to raise awareness of the values and experience of our veterans.
- Partnered with not-for-profit organisations to support culturally diverse people in our community.
- Worked to implement a Commonwealth-funded ATSI employment mentoring program.
- Exhibited at virtual career fairs and expos, promoting Council as a great place to work and encouraging people from many industries and fields to consider a career in Council.
- Hosted a range of equity and diversity events to celebrate or acknowledge diversity at Council including International Women's Day, Harmony Week, Sorry Day and NAIDOC Week celebrations.

- Expanded our work experience program to provide students with disability work experience opportunities.

Policies, procedures, evaluation and reporting

- Reviewed, developed and delivered training on our merit-based recruitment process to raise awareness and experience of recruitment panel members in shortlisting and assessing applicants from our diverse target groups.
- Enhanced reporting the number of applicants and new starters within our diversity target groups.

Health and wellbeing

We recognise that staff wellbeing requires a holistic approach that considers emotional, physical, intellectual, environment, financial, social, occupational and spiritual health.

In addition to clear performance and development plans, opportunities for career progression including secondments and supporting further study or training, we offer our employees a corporate fitness program, social club, and employee assistance program for access to mental health support. Our new administrative workspace includes a parenting room and a quiet room for meditation or prayer.

Workplace health and safety

The safety and wellbeing of our people and the broader community is a top priority. Some of our projects are delivered in difficult and technically demanding environments, in addition to the recent challenge of keeping people COVID safe. Council improved its Workplace Health and Safety performance in 2021-2022, with reductions in total injury rates, injury durations and costs associated with injuries.

Injury performance

The number of injuries requiring medical treatment or resulting in lost time decreased from 79 in 2020-2021 to 53 in 2021-2022.

Injury severity

Our lost time injuries also decreased, from 40 in 2020-2021, to 25 in 2021-2022.

Medical treatment injuries were lower than the previous year, with 28 in 2021-2022, compared to 39 in 2020-2021. First aid injuries decreased from 44 in 2020-2021 to 35 in 2021-2022.

Safely delivering complex projects on difficult sites

RACECOURSE ROAD, TERALBA

- Road rehabilitation project
- Trialling the use of foamed bitumen stabilisation to address issues caused by old road materials
- Challenging location between endangered ecological communities and the creek

TORONTO FORESHORE – STAGE 1 (VILLAGE GREEN)

- Technically challenging site with:
 - sloping surface
 - limited room
 - high traffic with heavy use from the public

External Awards

2021 AQUATIC AND RECREATION INSTITUTE AWARDS – Winner

DUTY MANAGER – Joseph Clarence, Leisure Services

2021 NSW YOUTH WORK AWARDS – Winner

NSW YOUTH WORKER OF THE YEAR – Tony Ellitt, Lake Macquarie City Council

2021 MINISTERS' AWARDS FOR WOMEN IN LOCAL GOVERNMENT – Winners

ALTERNATIVE PATHWAYS AWARD – Belinda Thomson, Vegetation Maintenance Supervisor

YOUNG ACHIEVERS AWARD – Shanon Gray, Cadet Accountant

2022 AUSTRALASIAN REPORTING AWARDS – Silver Award Lake Macquarie City Council Annual Report 2020-2021

2022 NSW LOCAL GOVERNMENT PROFESSIONALS AWARDS – Highly Commended

ASSET AND INFRASTRUCTURE AWARD (PROJECTS UNDER \$1.5M) – Making a Splash at Charlestown's Learn-to-Swim Pool

2022 NSW LOCAL GOVERNMENT EXCELLENCE AWARDS – Special Acknowledgement

ARTS AND CULTURAL PROJECT – Creative Lake Program, Lake Macquarie Reimagined

2022 PARKS AND LEISURE AUSTRALIA AWARDS OF EXCELLENCE – Highly Commended

STRATEGIC AND MASTER PLANNING AWARD – Sports, Parks and Play, Public Amenities and Lake Aquatic Strategies

Volunteers supporting Council

The events of recent years have highlighted the critical role that volunteers play in our communities. Whether it's through spontaneous volunteering in response to disasters, stewardship of the local environment or looking after community facilities, volunteers are the backbone of our community. With this in mind, Council adopted the Volunteer Engagement Strategy 2021-2024. Council currently delivers a range of programs through a variety of volunteering models that are linked to the four pillars of sustainability: economic, social, environmental and governance.

Throughout 2021-2022, Council engaged with more than 1000 volunteers, contributing to more than 56,000 hours of volunteer work, and saving Council more than \$2.5 million. In May 2022, as part of National Volunteer Week, Council hosted unified recognition events across the region to recognise the efforts and involvement of all volunteers, including those with disability, and to thank them for their commitment to the community. We launched a volunteer portal to provide a single point of entry and information for all Council's volunteering opportunities.

Sandra helping out at the Fast and Loud Festival, one of more than 1000 volunteers who support Council's work.



ORGANISATIONAL DEVELOPMENT

Over the last two years, Council staff have been working together to transform our organisation, bringing together our purpose, organisational values and new ways of working to empower people to achieve the best for our community, today and in the future.

The Lake Mac Way 2021-2023+

We have reflected on the last few years, especially the dramatic changes we made to maintain services to our community in the early stages of the COVID-19 pandemic. Our Lake Mac Way Organisational Roadmap imagines how we can achieve even better service delivery if we continue to innovate and collaborate as individuals, in our teams and as an organisation.

The road-map comprises a range of change projects that support our organisational values: Leading at all levels, Working together and Shaping our future. The projects aim to unleash the potential of our organisation and our city by:

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

In this section we highlight some of these projects.

Troy, Council's Customer Service Centre Coordinator, who helped answer 154,000 queries from the community in 2021-2022.



Improving customer service

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

In 2021-2022, Council managed 154,000 calls, emails, over-the-counter transactions and social media enquiries – an average of 590 every business day.

New ways to access Council services were introduced including more self-serve online options, a telephone call-back service and a new customer hub at Morisset Library.

Other initiatives included:

- new concierge service in the Customer Service Centre reception area to triage customer inquiries at the point of entry into the Administration Building
- services and processes identified to help resolve customer enquiries at the first point of contact such as providing online fee estimates for development applications, and managing missed recycling bin issues without needing to transfer callers
- Council-wide talent pool developed for customer facing roles
- Voice of the Customer reporting incorporated in service design.

In June 2021, we commenced the design of our Even Better Services Framework, which builds on our strong continuous improvement and innovation

practices to introduce a systematic review of the services we provide.

This service review program uses evidence-based processes to monitor and adjust our service levels and resources to ensure they are sustainable, relevant, contemporary and aligned with community expectations and values.

This year, we developed a framework that catalogues the entire range of services offered by Council and forms the basis for reviewing priority services over 2022-2026. Each service review will result in an improvement plan to adjust service levels or improve efficiency where required.

Building business improvement capability

Council has a strong commitment to continuous improvement. Over the last few years we have focused on embedding business improvement into our ways of working through an all-staff quick win program and a leadership program.

In early 2022, more than 300 staff responded to a survey about Council's understanding and capability in continuous improvement. The results showed:

- 90 per cent have a good understanding of business improvement
- 89 per cent of teams are reflecting on their work and identifying improved ways of working
- 80 per cent encourage business improvement and treat it as a priority
- 80 per cent feel empowered to work on small business improvement initiatives.

Maturing enterprise risk management

During 2021-2022, Council has worked to improve risk visibility and governance through a more integrated and consistent approach to risk management. Our revised Enterprise Risk Management Framework provides a formal yet practical way to articulate risk appetite, and to identify, assess and manage risks.

The framework complements Council's organisational culture of business improvement and innovation, by encouraging employees to maximise opportunity and minimise loss in the delivery of services to our community.

This project aims to embed effective risk management by:

- acknowledging risk in our everyday language
- formalising the way we assess risk
- understanding the opportunities to improve service delivery through better risk management
- demonstrating evidence-based decisions, compliance and sound governance.

Project management governance

To improve our ability to deliver on our commitments to our community and to internal customers, in 2021-2022 an updated Project Management Policy was endorsed as part of our Project Management Framework. The framework ensures that the projects we undertake align to Council's strategic plans, the appropriate resources and funding are allocated, and projects are managed based on best practice standards to maximise value for the community.

The first implementation initiative was to develop a Project Management Knowledge Base, which brings together best practice project management tools and templates. It helps to standardise project-related governance processes and facilitates sharing of resources, methodologies, tools and techniques before we roll out a new project management system in 2022-2023.

Council has also endorsed a project complexity matrix that helps identify major projects that may require a project control group to provide high-level leadership.

Commitment to fraud and corruption control

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

We raise awareness of fraud risk and fraud control responsibilities through:

- Council's Integrity Framework
- a code of conduct training program for staff and Councillors
- a reporting process for the management of public interest disclosures
- Council's Fraud and Corruption Prevention Policy and Fraud Control Plan
- risk treatments as appropriate.

Our Business Ethics Policy encourages our stakeholders to engage and report concerns, working with us to maintain confidence in Lake Macquarie City Council.

Internal Ombudsman and Internal Auditor

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

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

The Internal Ombudsman investigates any complaints and identifies improvements in Council's governance framework.

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

Danny, senior lifeguard, part of our team that supervised 785,000 visits to the city's four patrolled beaches.



ASSET MANAGEMENT IMPROVEMENT

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

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

The new amenities block at the Fernleigh
Awabakal Shared Track at Belmont.



Life cycle management

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

In 2021-2022, we reviewed and updated our Asset Management Framework. The framework forms part of Council's revised Resourcing Strategy, and consists of an Asset Management Policy, Strategy and Plan.

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

Maintenance

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

Capital renewal

Council has a program of projects to build new community assets, rehabilitate or replace ageing facilities or upgrade existing assets to improve their functionality. This year, Council has invested \$103.32 million in capital projects comprising \$43.15 million in new assets and \$60.16 million on replacements and upgrades.

Program	New	Replacement
Road infrastructure including bridges, pedestrian improvements, road rehabilitation and sealing, stormwater and drainage, traffic and transport upgrades	\$7.96m	\$35.27m
Recreation facilities – beach, aquatic, parks and playgrounds, swimming pools and sporting facilities	\$10.32m	\$9.92m
Cycling facilities	\$7.57m	\$0.56m
Environmental enhancement	\$2.32m	\$0.43m
Business supporting projects and holiday parks	\$4.18m	\$10.02m
Community buildings, libraries and cultural facilities	\$5.70m	\$3.59m
Property and other projects	\$5.09m	\$0.34m
Emergency services supporting projects	\$0.00m	\$0.04m
	\$43.15m	\$60.16m

Expenditure on infrastructure maintenance during 2021-2022	\$'000
Buildings	\$3,731
Drainage/stormwater	\$2,934
Natural areas	\$4,082
Parks and reserves	\$16,125
Roads and bridges	\$7,780
Traffic and transportation	\$1,500
Total	\$36,152

COUNCIL'S CULTURAL CENTRES

Facility	Awabakal name	Meaning
Rathmines Theatre	<i>Nawayiba</i>	Canoe place
Warners Bay Theatre	<i>Baramayiba</i>	Cockle place
Museum of Art and Culture	<i>yapang</i>	Journey or pathway
Multi-Arts Pavilion	<i>mima</i>	Cause to stay
Edgeworth Library	<i>Kirantakamyari</i>	North creek
Speers Point Library	<i>Milyaba</i>	Fun place
Cardiff Library	<i>Kuram</i>	Winding creek
Charlestown Library	<i>Walyamayi</i>	Top camp
Windale Library	<i>Bilyabayi</i>	Valley
Redhead Library	<i>Bunjibanyal</i>	Sunrise
Toronto Library	<i>Tirrabiayangba</i>	Fathers tooth place
Belmont Library	<i>Ngarrabangba</i>	Change place
Wangi Library Creative Hub	<i>Wanji Wanji</i>	The traditional name for the area
Swansea Library	<i>Kariyawangba</i>	Southwards
Morisset Library	<i>Bawarramalang</i>	The traditional name for the area



Julian Czyzewski, Year 2, contributed to Council's Create Our Future Now program with his drawing of what he loves about Lake Mac. This feedback informed the 2022-2032 Community Strategic Plan.

LAKE
MACQUARIE
CITY

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 Wyee Point and Stingaree Point, Dora Creek	Saltmarsh and swamp oak floodplain forest rehabilitation works at Wyee 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	<p>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.</p> <p>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.</p> <p>The Good Neighbour Program has been promoted in the Over 55s newsletter, social media posts, and radio, including an inter-generational story promoted through an ABC radio interview.</p> <p>Significant dates have been promoted on website for seniors each month to raise community awareness.</p>	

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.



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 Wyee	A concept master plan for Wyee 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 Wyee. 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"> - Alton Road Cooranbong intersection - Charlestown Lions Park - Ulinga Sports Field and Community Centre - Swansea Foreshore Northern entry stairs and ramp - Swansea Foreshore adult exercise equipment - Rathmines Park and playground upgrade - Harold Knight Sports Complex - Hunter Region Sports Centre expansion - Swansea Combined Pensioners Centre. 	
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 Alkrington 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




Action	Progress comment	Status
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	<p>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.</p> <p>The Dobell Festival featured an additional 38 events and nearly 10,000 additional participants, on top of those who attended Float Your Boat 2022.</p>	

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 Wyee Road between Wallarah Street and Munmorah Street, Wyee	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.	

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.



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'.






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"> - replacement of two sewer pump stations - realignment of front entry road precinct - construction of safari tents - construction of concrete carparking spaces - raised waterfront sites - construction of artificial turf sites - installed cafe blinds to camp kitchen - relocation of cabins and extension of new decks and roofs - landscaping near amenities A block and relocated cabins - conversion of unpowered sites to powered sites - construction of new concrete paths - construction of solar collection array in public car parking area next to the park entry. 	
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.	

	<p>Other projects completed during 2021-2022:</p> <ul style="list-style-type: none"> - 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. 	
4.1.3.4 Implement upgrades and replacement works to the Blacksmiths Beachside Holiday Park	<p>Camp kitchen upgrade is complete with windows and door installed to camp kitchen to improve functionality of building and all-weather use.</p> <p>Other projects completed in 2021-2022 were:</p> <ul style="list-style-type: none"> - 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. 	
4.1.3.5 Implement upgrades and replacement works to the Sails Holiday Park, Belmont including establishing more powered sites.	<p>Camp kitchen upgrade is complete with windows and door installed to camp kitchen to improve functionality of building and all-weather use.</p> <p>Other projects completed in 2021-2022 were:</p> <ul style="list-style-type: none"> - 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



Action	Progress comment	Status
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


Action	Progress comment	Status
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, Cooranbong 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. Cooranbong 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).	

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.



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"> 1. 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. 2. 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. 3. Interactive augmented reality experiences were installed, focusing on MAP's north wall. 	
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	Since July 2021, Council staff have initiated 12 programs targeting the youth, culturally and linguistically diverse and disability audiences. Highlights for the year included: - Out of the Vaults - First Nations sporting heroes and memorabilia talk - Byte Wise by Questacon, which is a travelling exhibition program aimed at	

	<p>schools</p> <ul style="list-style-type: none"> - 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. 	
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	<p>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.</p> <p>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.</p>	
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	<p>Actions delivered from the Child and Family Strategy 2021-2024 during 2021-2022 have included:</p> <ul style="list-style-type: none"> - 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. 	

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.









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"> - 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. - 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. - 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. 	
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	The Community Partnerships Prospectus has been developed, including a marketing brochure, initial risk assessment, marketing plan and sponsorship agreement.	
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	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	

	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.	
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.	
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	<p>12 initiatives were completed during 2021-2022 with local services and communities including:</p> <ul style="list-style-type: none"> - 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"> - Write Here Festival, which included developing memoirs and narratives plus non-fiction writing and publication. - 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. <p>The following museum-based training workshops were completed:</p> <ul style="list-style-type: none"> - digitisation workshops - photography - digitisation workshops - Adobe suite - digitisation workshops - scanning and uploading documents - 9 Squadron exhibition training - training e-hive cataloguing - curating large objects webinar. 	

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">- Swansea tidal gates pilot project with three different gate types was installed and evaluated- concept designs for foreshore adaptation/stabilisation treatment of 100m of foreshore in Belmont Bay have been completed- 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).	





5.4.1.5 Report on Council and the city's energy, water, waste and greenhouse gas emission targets	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.	
5.4.1.6 Seek grant funding for North Creek Floodplain Risk Management Study		
5.4.1.6 Seek grant funding for North Creek Floodplain Risk Management Study	The NSW Department of Planning and Environment advised Council that the grant application to support this proposed project was unsuccessful.	
5.4.1.7 Maximise electricity procurement activity targeting 100 per cent renewables	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.	
5.4.1.8 Complete proposed upgrades to the Lake Macquarie Flood Warning Network such as website and flood gauges	The following upgrades have been completed: - rainfall stations (four sites) - installations of new rainfall stations (four sites) - new automatic water level recording stations (three sites). Upgrades to the Lake Macquarie flood model and FloodWatch web page has been completed.	
5.4.1.9 Implement flood warning systems at priority sites, including Jewells Crossing, Dora Creek, Gateshead and Warners Bay	Electronic flood warning signage was installed at Dora Creek (four signs), Jewells Crossing (two signs), Gateshead (two signs), and Boolaroo (two signs).	

Strategy: Empower our community to adopt sustainable behaviours

Action	Progress comment	Status
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>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>	
5.4.2.2 Implement two new initiatives that reduce waste at events	<p>Four ongoing initiatives were implemented, including:</p> <ul style="list-style-type: none"> - replacing reusable cups for all events and facilities rather than single-use - making only biodegradable or recyclable containers and bags to be used by stallholders - implementing licence conditions for no plastic drinking straws and only biodegradable/combustible utensils or reusable utensils. - received funding from Hunter Water to have two water refuelling stations at all events. 	
5.4.2.3 Maintain and increase community engagement and participation in the Sustainable Neighbourhoods program from the 2019-2020 baseline	<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	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. 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.	

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)	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. In 2021-2022 there were 11 exhibitions in total at MAC yapang. MAP, mima held six since the opening in October 2021.	
6.1.2.2 Investigate opportunities for a Morisset Community and Cultural Hub	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. 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.	

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.

Status



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

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

Progress comment

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.

Status



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

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


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.	

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.



STATUTORY REPORT

Legislative checklist

Requirement	Reference	Section	Page
Capital expenditure review	OLG Capital Expenditure Guidelines	Annual Report	76
		Statutory report	38
Carers recognition	<i>Carers Recognition Act 2010</i> , section 8(2)	Statutory report	37
CEO and senior staff remuneration	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(b)(i),(ii),(iii),(iv),(v)	Statutory report	37
	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(c)(i),(ii),(iii),(iv),(v)		
Coastal protection services charge	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(e1)	Statutory report	13
Companion animals	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(f) Companion Animals Guidelines	Statutory report	11
Contracts awarded	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a2)(i),(ii)	Statutory report	19
Contributions and donations	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a5) <i>Local Government Act 1993</i> , section 356	Statutory report	3
Controlling interests in companies	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a7)	Statutory report	12
Councillor professional development	<i>Local Government (General) Regulation 2005</i> , clause 186	Statutory report	36
Councillors' and Mayor's expenses	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a1)(i),(ii),(iii),(iv),(v),(vi),(vii),(viii)	Statutory report	36
Disability Inclusion Action Plan	<i>Disability Inclusion Act 2014</i> , section 13(1)	Annual report	36
Environmental upgrade agreements	<i>Local Government Act 1993</i> , section 54P(1)	Statutory report	34
External bodies exercising Council functions	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a6)	Statutory report	24
Fair and equal employment	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a9)(v)	Annual report	69
Inspections of private swimming pools	<i>Swimming Pools Act 1992</i> , section 22F(2) <i>Swimming Pools Regulation 2018</i> , clause 23	Statutory report	13
Labour statistics	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(d)(i),(ii),(iii),(iv)	Statutory report	38
Legal proceedings	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a3)	Statutory report	28
Overseas visits	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a)	Statutory report	37
Partnerships, cooperatives and joint ventures	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a8) <i>Local Government Act 1993</i> , section 54P(1)	Statutory report	29
Private works	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(a4) <i>Local Government Act 1993</i> , section 67 and 67(2)(b)	Statutory report	24

Requirement	Reference	Section	Page
Public access to information	<i>Government Information (Public Access) Act 2009</i> , section 125(1) <i>Government Information (Public Access) Regulation 2018</i> , clause 8, schedule 2	Statutory report	14
Public interest disclosures	<i>Public Interest Disclosures Act 1994</i> , section 31 <i>Public Interest Disclosures Regulation 2011</i> , clause 4	Statutory report	13
Rates and charges written off	<i>Local Government (General) Regulation 2005</i> , clause 132	Statutory report	35
Retiring Councillor equipment purchases	Lake Macquarie City Council Payment of Expenses and Provision of Facilities to Councillors Policy	Statutory report	36
Special rate variation	Special Rate Variation Guidelines 7.1	Statutory report	35
Stormwater management charge	<i>Local Government (General) Regulation 2005</i> , clause 217(1)(e)	Statutory report	12
Voluntary planning agreements	<i>Environmental Planning and Assessment Act 1979</i> , section 7.5(5)	Statutory report	16

1. Contributions and donations

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

In total, \$4,269,152 was contributed or otherwise granted to financially assist others in 2021-2022.

1.1 DONATIONS PROGRAM

Through the Donations Program, Council provides financial assistance to not-for-profit groups and organisations who have significant local membership and/or who are undertaking a project that will provide significant local benefit.

In 2021-2022, Council awarded a total of \$34,713 in donations to community groups and organisations.

Applicant	Funding awarded
Swansea Belmont Surf Life Saving Club	\$1845
Toronto Centenary Hub	\$2000
Mount Sugarloaf Croquet Club Inc.	\$1990
OzHarvest	\$1152
Quirky Quilters (St Luke's Uniting Church Belmont)	\$2000
Redhead Community Library	\$2000
Catherine Hill Progress Association	\$2000
Healing Path to Wellness Inc.	\$2000
Belmont Neighbourhood Centre	\$2000
Eastlakes Physical Culture	\$2000
Wyee Rural Fire Brigade	\$2000

Applicant	Funding awarded
Lake Macquarie Woodworking Club Inc.	\$2000
1 st Byattunga Scout Group	\$2000
Road Safety Education Ltd	\$2000
Mums' Cottage	\$2000
Cardiff Boolaroo District Cricket Club	\$2000
Lake Macquarie Live Steam Locomotive Society	\$2000
Catherine Hill Bay Surf Life Saving Club Inc.	\$1726
Total	\$34,713

1.2 NAIDOC WEEK GRANTS

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

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

In 2021-2022, Council awarded a total of \$15,250 to 22 successful applicants for NAIDOC Week events.

CATEGORY 1 (UP TO \$2500)

Applicant	Funding awarded
Biraban Local Aboriginal Land Council	\$2500
Total	\$2500

CATEGORY 2 (UP TO \$750)

Applicant	Funding awarded
St Francis Xavier Primary School, Belmont	\$750
St Joseph's Primary School, Charlestown	\$750
Lake Macquarie High School	\$750
Cardiff Public School	\$750
West Wallsend High School	\$750
St Mary's Catholic College, Gateshead	\$750
Argenton Public School	\$750
St Kevin's Primary School, Cardiff	\$750
Edgeworth Public School	\$750
Swansea Community Cottage	\$750
Whitebridge High School	\$750
Heritage College Lake Macquarie	\$750
Windale Public School	\$500
Centre for Hope Windale	\$500
Toronto High School	\$500
Sugar Valley Neighbourhood Centre	\$500
Charlestown South Public School	\$350
Belmont Neighbourhood Centre	\$350
Care Activities Inc.	\$350
Cardiff High School	\$350
Caves Beach Public School	\$350
Total	\$12,750

1.3 YOUTH WEEK GRANTS

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

In 2021-2022, the grants program funded 11 events that involved 60 young people in planning and were attended by 412 young people.

The NSW Government provided half of the core funding totalling \$4760 (which Council is required to match) and an additional \$800 regional subsidy, resulting in a total grant pool of \$10,320.

Applicant	Event	Funding awarded
Lake Macquarie PCYC (Windale)	Colour Run event	\$1000
Morisset PCYC	Colour Run event	\$1000
Community Activities Lake Macquarie	Youth/community hub, electronic gaming van	\$1000
Hunter Sports High School	Youth Leadership Forum	\$900
Southlake Community Services	Youth Raw Challenge	\$1000
Northlake Youth Service	Youth It Up Festival	\$1000
Youth Artisan Market Place	Youth arts market	\$500
Centre for Hope	Youth Festival, Windale Skate Park	\$1000
Eastlake Youth Centre	Breakdance workshop and event	\$1000
Headspace Newcastle	Arts workshop for Big Picture students	\$1000
Sugar Valley Neighbourhood Centre, West Wallsend	Youth Activities Day for students of West Wallsend High	\$920
Total		\$10,320

1.4 LOCAL HERITAGE FUND

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

In 2021-2022, Council awarded \$6385 to seven property owners.

Heritage item address	Project	Funding awarded
159 Main Road, Speers Point LEP No. 148	Exterior repair and repainting	\$500
47 Dobell Drive, Wangi Wangi Dobell House. LEP No. 190	Exterior repair and repainting	\$985
21 Elsdon Street, Redhead Mine Manager's House. LEP No.134	Preparation of Conservation Management Plan	\$1000
10 Council Street, Speers Point LEP No.142	Restoration of front fence	\$500
57-59 Carrington St, West Wallsend Clyde Inn Hotel. LEP No.202	Preparation of Conservation Management Plan	\$1000
29 St Helen Street, Holmesville Uniting Church. LEP No.241	Exterior repair of timber cladding and guttering	\$900
105 Burwood Road, Whitebridge LEP No. 222	Roof repair	\$1500
Total		\$6385

1.5 RENT SUBSIDIES

Council leases premises to a variety of community and recreational groups. The rent subsidies provided by Council represent the

difference between the determined market rent and the actual rent paid.

In 2021-2022, Council provided rent subsidies to a total value of \$3,745,787.

Grouping	Subsidy
Bowling clubs	\$883,315
Community and recreation	\$1,411,813
Child care centres	\$1,112,178
Crown reserves	\$338,481
Total	\$3,745,787

1.6 EVENT FUNDING PROGRAM

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

In 2021-2022, Council awarded a total of \$247,225 for event funding in the city.

Funding is provided in three categories:

LOCAL EVENTS AND CELEBRATIONS

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

Applicant	Event	Funding approved
Cardiff Northlakes Brass Band Inc	Christmas in Brass concert Concert held at the Warners Bay Theatre on 19 December 2021.	\$645
Whittley Club NSW Inc	Whittley Club National Regatta NSW 2022 Four-day regatta from 24-27 February 2022 from the Royal Motor Yacht Club, Toronto.	\$2000
Anglican Parish of Belmont North Redhead	Redhead Community Carols Evening event held on 11 December 2021 at Webb Park, Redhead.	\$2000
Speers Point Amateur Sailing Club Inc	Learn to Sail programs Funding for the program from 2 October 2021-24 April 2022 at Speers Point.	\$2000
New Vine Lakes Baptist Church	Carols by the Lake 2021 Evening event on 12 December 2021 at Thomas H Halton Park, Croudace Bay.	\$2000
Cardiff Northlakes Brass Band Inc	And The Band Played On concert 7 August 2022 at the Warners Bay Theatre for 100 attendees.	\$530
Lions Club of Valentine Inc	ANZAC Day 25 April 2022 at Valentine for 500 attendees.	\$2000
Boolaroo Speers Point RSL Sub-branch	ANZAC Day 25 April 2022 at Speers Point Park for 5000 attendees.	\$2000
Boolaroo Speers Point RSL Sub-branch	ANZAC Day 25 April 2022 at Teralba for 200 attendees.	\$2000
Caves Beach Surf Life Saving Club	Caves Beach Ocean Swim 3 April 2022 at Caves Beach for 500 attendees.	\$1500

Applicant	Event	Funding approved
South Lake Macquarie RSL Sub-branch	ANZAC Day 25 April 2022 at Dora Creek for 700 attendees.	\$2000
Sugar Valley Neighbourhood Centre Inc	ANZAC Day 25 April 2022 at Cameron Park for 1500 attendees.	\$2000
Art Lovers Movement	Art Lovers Exhibition and Sale 2022 25-27 March 2022 at Morisset Sports Centre for 500 attendees.	\$2000
Toronto Centenary Hub	Textile Tasters 10 January to 28 February at the Toronto Community Hub for 120 participants.	\$2000
Lake Macquarie Winds Inc	Lake Macquarie Winds – Music Dreamtime to Modern 24 September 2022 at Rathmines Theatre for 60 attendees.	\$1800
Cardiff Northlakes Brass Band Inc.	CNL Brass in Concert 3 April at Warners Bay Theatre for 100 attendees.	\$830
Lake Macquarie Rowing Club	Lake Macquarie Rowing Club Regatta 2022 19-20 February 2022 at Booragul for 500 participants.	\$1600
Pelican Flat RSL Sub-branch	ANZAC Day 25 April 2022 at Pelican for 1000 attendees.	\$2000
Waratah Brass Newcastle	Waratah Brass Concert Series 6-18 May 2022 at Warners Bay Theatre for 200 attendees.	\$2000
Cardiff RSL Sub-branch	ANZAC Day 25 April 2022 at Cardiff for 1000 attendees.	\$2000

Applicant	Event	Funding approved
Total		\$34,905

COMMUNITY EVENTS

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

Applicant	Event	Funding approved
NSW Police Lake Macquarie	Lake Macquarie Say NO to Domestic Violence Family Fun Day Event held on 16 November 2021 at Speers Point Park.	\$5000
Pound Paws Inc	Pound Paws Dog Day at Lake Macquarie Event at Speers Point Park on 11 December 2021.	\$1000
Police and Citizens Youth Clubs NSW Ltd Morisset Club	Southlake Christmas Spectacular Evening event on 12 December 2021 at the Morisset Showgrounds.	\$5000
Warners Bay Business Network	Lake Macquarie Twilight Markets Evening event to be held on 30 November 2021 on the Warners Bay foreshore.	\$5000
Athletics NSW Ltd	Fernleigh 15 All-day event on 17 October 2021 on the Fernleigh Track.	\$5000

Applicant	Event	Funding approved
Swansea Belmont Surf Life Saving Club	Kracka Iron Person Challenge 2021 All-day event on 6 November 2021 at Blacksmiths Beach.	\$6000
MTB Series	Ride 4 Rescue MTB Series 26 March 2022 at Awaba for 500 participants.	\$5000
Newcastle Fringe Festival	Fringe for Families 26 March 2022 at Warners Bay Theatre and the Multi-Arts Pavilion (MAP), mima for 2000 attendees.	\$3000
Warners Bay Chamber	Music in the Podium Eight Fridays from 7 January-25 March 2022 for 12,000 attendees.	\$10,000
Royal Motor Yacht Club Toronto	Lakefest 2022 26 January-19 February 2022 at Toronto for 4000 attendees.	\$5000
Wangi Amateur Sailing Club	Commodores Ball 19 February 2022 at Toronto for 200 attendees.	\$5000
Swansea Belmont Surf Life Saving Club	Moon Island Classic 22 June 2022 for 150 people at Blacksmiths Beach.	\$6500
Wangi Wangi Lions	New Year's Eve Wangi Fireworks 31 December 2022 at Wangi Wangi for 6000 attendees.	\$5000
Total		\$66,500

SPONSORED EVENTS AND FESTIVALS

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

Applicant	Event	Funding approved
NSW Police and Emergency Services Sailing Club	Emergency Services Regatta – Lake Macquarie 2021 Two-day event held at Toronto on 8-9 September 2021.	\$3000
Cardiff ATUNE Squash Centre	Lake Macquarie Squash Open Two-day event held on 24-25 July 2021.	\$2500
Max Adventure Pty Ltd	Maximum Adventure Race Series, Lake Macquarie Two-day event on 12-13 February 2022 at Cams Wharf.	\$10,000
Warners Bay Business Network	Lake Macquarie Superboats 2021, Warners Bay foreshore Two weekends of 16 October 2021 and 24 October 2021 on the Warners Bay to Eleebana foreshore.	\$20,000
Newcastle Cricket Zone Inc	Bradman Cup Cricket Carnival Four-day event from 4-7 January 2022 at various Lake Macquarie cricket grounds.	\$10,000
Samurai Judo Academy	The Lake Macquarie Games – judo competition Tournament on 21 November 2021 at the Windale Police Citizens Youth Club.	\$1550

Applicant	Event	Funding approved
Speers Point Amateur Sailing Club	Lake Macquarie sailing event calendar initiative All-year program at various dates for 1600 participants.	\$20,000
Fingers Crossed Creative Ltd	Migration Intergalacular – an original immersive 360-degree multimedia journey through space and imagination 22-23 April 2022 at MAP mima for 500 attendees.	\$15,800
Tangerine Events	Kids Day Out 30 October 2021 at Speers Point Park for 5000 attendees.	\$15,000
Rotary Club of Warners Bay	Lake Mac Autumn Fair 29 April 2022 at Speers Point Park for 8000 attendees.	\$7500
Max Adventure Pty Ltd	Raffertys Coastal Run 9 July 2022 at Raffertys Resort for 1100 participants.	\$7500
Hunter Opera	A Gentleman's Guide to Love and Murder 18 June-3 July 2022 at Warners Bay Theatre for 1000 attendees.	\$13,000
Catapult Dance Choreographic Hub	Catapult's Chasing Dreams children's event 7 March-28 October 2022 at Warners Bay Theatre for 5000 participants and attendees.	\$20,000
Total		\$145,850

1.7 COMMUNITY ENVIRONMENTAL GRANTS

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

In 2021-2022, Council awarded \$34,634 in grant funding to 10 community and school parents and community groups.

Applicant	Project	Funding approved
Rathmines Area Sustainable Neighbourhood Group	Community land planting project, Styles Point	\$3089
Edgeworth Memorial Neighbourhood Centre	Sowing the Seeds of Good Health	\$2150
Glendale Early Education Centre	Welcome to Hotel Frogtopia	\$1250
St Joseph's Primary School, Charlestown NSW	Bush tucker garden and yarning circle	\$5000
Dora Creek Public School P and C	Dora Creek vegetable patch	\$4285
Lake Macquarie Sustainable Neighbourhood Alliance Inc	Plastic free cafes/coffee vans	\$2923
Lake Macquarie Sustainable Neighbourhood Alliance Inc	ReLeaf Lake Mac - tree trail amongst the sculpture park	\$4224
OzHarvest Ltd	Nourish educational garden project	\$3558
Lake Macquarie Family Day Care	Sustainability practices in Family Day Care	\$3155

OzFish Unlimited	Saving saltmarsh in Salt Bay and Black Neds Bay, Lake Macquarie	\$5000
Total		\$34,634

1.8 ENVIRONMENTAL RESEARCH GRANTS

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

Council, with assistance from sponsors, has provided environmental management support in Lake Macquarie City since 1987. Sponsors of the Lake Macquarie Environmental Research Grants for 2021-2022 included Delta Electricity, Origin Energy, and Hunter Water.

In 2021-2022, four projects were funded for a total of \$25,000.

Applicant	Project	Funding approved
Dr Ashley Ansari University of Wollongong	Profiling antibiotic contamination in Lake Macquarie	\$7500
Mr Laureano Gonzalez (PhD candidate) University of the Sunshine Coast	Monitoring sedimentation and storage capacity changes using fibre optic sensing	\$6312
Dr Leigh Martin University of Technology Sydney	Distribution, abundance and ecological impacts of feral deer in Lake Macquarie	\$5700
Ass. Prof. Troy Gaston University of Newcastle	Sub-lethal stressors in seagrass: getting the data before it's too late	\$5488

Total	\$25,000
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1.9 RESOURCES FOR REGIONS

Council was successful in receiving a \$50,000 grant under round seven of the NSW Resources for Regions program. This funding enabled Council to support the Biraban Local Aboriginal Land Council (LALC) to undertake a business case for its priority land holdings, which aimed to identify tourism, cultural conservation, residential and industrial development potential and land with significant environmental values.

The project, which was funded by the NSW Government, was completed in June 2022 with the full \$50,000 grant amount being paid to Biraban LALC in 2021-2022.

1.10 COVID-19 ASSISTANCE

Council provided COVID-19 rent relief to the following values:

Clubs	\$3200
Commercial leases	\$40,196

1.11 COVID-19 COMMUNITY GRANTS

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

The program provided a total of \$99,838 in funding, with individual grants limited to \$5000 per application.

Applicant	Project	Funding approved
Belmont Neighbourhood Centre	Purchase of vouchers to help those in the community suffering financially due to the COVID-19 lockdown	\$5000
Charlestown Caring Group	Provision of hampers and vouchers for local club high-tea meals	\$2500
Community Activities Lake Macquarie Inc	Emergency relief vouchers for food and prepaid data	\$5000
Edgeworth Memorial Neighbourhood Centre Inc	Provision of food and other essential household items Garden blitz project	\$4500
Gateway Care	Weather screens to protect food hampers awaiting distribution/pick-up Food hamper packaging/boxes Hand trolleys for transportation	\$4280
Healing Path to Wellness	Purchase of telehealth equipment to enable clients to access medical care	\$5000
Hunter Care Ltd	Food and personal hygiene hampers to the local community	\$5000
Hunter Homeless Connect Inc	Food relief and community directory support	\$5000
Hunter Multicultural Communities Inc	Provision of care packages and multicultural meals	\$5000
JobQuest - Skills for Jobs (HIPPY Program)	Mental health wellbeing resources for families	\$5000
Lifeline Direct Ltd	Telehealth and face-to-face counselling	\$1800

Applicant	Project	Funding approved
Macquarie Preschools Cooperative Ltd	Carey Bay Preschool mindfulness program for young children	\$1680
Mums Cottage	Providing wellbeing packs for children and families	\$5000
Newcastle Meals on Wheels	Funding to support cost of meal delivery	\$5000
Nova for Women	Emergency accommodation and support	\$5000
Our Community Place Inc	Lunch hub	\$2750
Police Citizens Youth Clubs NSW Ltd	Provision of personal hygiene/personal protective equipment packs	\$5000
Southlake Community Services Inc	Social connection activities targeted towards young people and families	\$5000
Southlake Community Services Inc	Funding to support cost of meal delivery	\$4000
Sugar Valley Neighbourhood Advancement Group Inc	Provision of hampers and vouchers	\$5000
Survivor's R Us Inc	Provision of food hampers	\$4000
Swansea Community Cottage Inc	Wifi for identified families evouchers to complement food hampers	\$4328
Wyee Hub	Food pantry/shelving and fridge to enable greater supply of food	\$5000
Total		\$99,838

2. Companion animals

OUR ROLE

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

REVENUE

Council received \$254,666 in companion animal revenue in 2021–2022, comprising:

- \$162,068 from registrations fees
- \$77,426 from infringement notices
- \$15,172 from impounding fees

Council's expenditure for the year includes the cost of running a holding facility, wages for two Council staff members who form the dog attack response team, and for administration staff who complete our companion animal data entry, communications with animal owners and payment processes. Eight general duties rangers also assist with animal impounding and seizing stray and roaming dogs. The cost for all companion animal-related duties, equipment and facility was \$547,162.

IMPOUNDED ANIMALS

Council rangers impounded 677 companion animals during 2021–2022.

Council rangers returned 239 pets to their owners within five days of being impounded.

When a Council ranger collects an animal, it is checked for identification and returned to the owner where possible. If the owner cannot be identified, a ranger will start communications with rehoming organisations.

DOG ATTACKS

In 2021-2022, there were 306 dog attack reports, 203 involving other animals and 103 involving people. This figure includes five reports that were a combination of animals and people.

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

RESPONSIBLE PET OWNERSHIP EDUCATION

Information at lakemac.com.au educates people about their responsibilities as pet owners and actively promotes the importance of de-sexing dogs and cats. Signage at Council parks, beaches and reserves informs residents of their responsibilities with their companion animals in public. The signage targets issues like keeping dogs on a leash, keeping animals away from children's play areas, and promotes all of our off-leash areas.

Council regularly mails information to companion animal owners about their obligations under the *Companion Animals Act 1988* to obtain annual permits and to ensure they register their dogs and cats. By improving registration rates and delivering targeted education, Council aims to increase the number of pets returned to their owners and reduce the number of animals rehomed.

Council rangers offered free microchipping on two days this year.

ALTERNATIVE TO EUTHANASIA FOR UNCLAIMED ANIMALS

Council has established relationships with various companion animal welfare and rehoming groups to ensure we increase re-homing rates. We manage a very successful lost and found page and use social media to improve return-to-home efforts. Our Dogs in Open Space Strategy aims to provide safe and inviting spaces for dogs and owners, while balancing the recreational needs of the wider community.

OFF-LEASH AREAS FOR DOGS

Council currently has 29 off-leash areas at beaches, parks and reserves throughout the city.

Off-leash locations are available at visit lakemac.com.au.

3. Controlling interests in companies

At 30 June 2022, Council held no controlling interests in companies.

4. Stormwater management charge

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

5. Coastal protection services charge

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

6. Inspections of private swimming pools

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

Inspections of tourist and visitor accommodation	3
Inspections of premises on which there were more than two dwellings	0
Number of properties issued with a certificate of compliance	1174
Number of properties issued with a certificate of non-compliance	87

7. Public interest disclosures

Public authorities are required to report annually to Parliament on their obligations under the *Public Interest Disclosures Act 1994* (PID Act). The PID Act sets in place a system to encourage public officials to report serious wrongdoing. The conditions around this reporting are set out in Council's internal reporting Public Interest Disclosures Policy.

During 2021-2022, the following disclosures were made under the policy.

	Made by public officials performing their day-to-day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	2		
Number of PIDs received	2		
Of PIDs received, number primarily about:			
• Corrupt conduct	2		
• Maladministration			
• Serious and substantial waste			
• Government information contravention			
• Local government pecuniary interest contravention			
Number of PIDs finalised	2		
Have you established an internal reporting policy?	Yes		
Has the head of your public authority acted to meet their staff awareness obligations?	Yes		

8. Public access to information

PROACTIVE RELEASE OF INFORMATION

Council is committed to proactively releasing information to promote accountability and transparency, and to help the community participate in its decision-making.

We publish information via our website, media releases, community engagement and various social media and electronic platforms.

As required under Section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), each year Council reviews the information that can be proactively released through these channels.

We assess formal and informal access applications to determine the types of information our community wants. We consult customer service centre and key departmental staff about the types of requests they receive through telephone calls, emails and at the service counter. We regularly examine what other councils make publicly available on their websites.

SOCIAL MEDIA

In 2021-2022, Council continued to use social media to distribute information to the wider community. It proved particularly useful during the COVID-19 pandemic when we needed to communicate quickly and safely. Our social channels have continued to grow, gaining a combined total of 6544 new followers, bringing our 'digital community' to 78,925 followers across Facebook, Instagram, Twitter and LinkedIn. We published more than 6700 posts, stories, replies to comments and private messages across our four social channels and received 31,431 comments, wall posts, tags, retweets, mentions and private messages.

COUNCIL WEBSITES

We made several enhancements to our website to improve online access to information and services, such as:

- dedicated websites for Lake Mac Arts and Lake Mac Swim Centres
- providing up-to-date COVID-19 related information to the public
- updated Councillor information for the newly elected Council
- a development contributions calculator enabling self-service for our customers
- further development of our web chat feature to improve our customer service
- multiple digital services/online forms to streamline the process of submitting information to Council including the online lodging and payment of formal GIPA applications and applications for internal review.

Council continues to review the content available on its website to ensure it is transparent, accurate and informative. In 2021-2022, the Council website had 4,270,873 page views from 1,990,906 individual sessions.

The most frequently visited pages on Council website were:

Page	Views
Homepage	506,112
Bulk waste collection dates	191,996
Bin collection days	140,012
COVID-19	94,426
Application enquiry	80,741

MEDIA AND OTHER COMMUNICATIONS

In 2021-2022, Council published more than 200 media releases and news stories. Four editions of the Your City newsletter were distributed with quarterly rates notices. The Your City newsletter was also issued fortnightly to an average of 14,942 subscribers, an increase of 5183. We distributed 13 editions of our business newsletter to more than 20,000 subscribers, providing relevant updates, news and support opportunities for small and medium enterprises.

COMMUNITY ENGAGEMENT

Council's online community engagement portal, Shape Lake Mac, has continued to provide information to residents. In 2021-2022, there were more than 77,300 visits to Shape Lake Mac and 5824 active participants provided feedback on a number of long-term strategies for the city.

Council's online interactive mapping tool, Social Pinpoint, had 13,950 visits, and there were 550 community members engaged in online sessions, community pop-ups and workshops.

There were 27 key engagement projects, proactively providing information to our community on long-term strategies and plans for the city. Some of these projects included:

- Community Strategic Plan and other key Integrated Planning and Reporting documents
- Lake Activation Strategy
- Disability Inclusion Action Plan
- Volunteer Engagement Strategy
- Dogs in Open Space Strategy
- Ageing Population Strategy
- Aquatic Facilities Strategy
- Urban Heat Strategy
- Urban Greening Strategy

- Community Engagement Strategy including Community Participation Plan
- Cemeteries Conservation Management Plan
- infill housing amendments
- bulk waste review.

FORMAL ACCESS REQUESTS

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

Council received 130 formal access to information applications, including withdrawn but not invalid applications. Two access to information requests were declared invalid.

Council made decisions on 127 applications within the statutory timeframe (20 days plus any extensions). This figure may include applications received in the previous reporting year, but processed in the statutory timeframe. Three applications were decided after 35 days by agreement with the applicant.

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

Reasons information was not disclosed	Number of times consideration used
Conclusive presumption of overriding public interest against disclosure	
Legal professional privilege	2
Other public interest considerations	
Responsible and effective government	15
Law enforcement and security	2
Individual rights, judicial processes and natural justice	16
Business interests of agencies and other persons	3

Outcome of formal applications received

Access granted in full	Number of times consideration used
Private sector business	35
Members of the public (by legal representative)	21
Members of the public (other)	42
Access granted in part	
Members of the public (by legal representative)	2
Members of the public (other)	7
Access refused in full	
Members of the public (by legal representative)	4
Members of the public (other)	12
Information not held	
Private sector business	1
Members of the public (by legal representative)	7
Members of the public (other)	8

Information already available	
Members of the public (by legal representative)	3
Members of the public (other)	2
Refuse to deal with application	
Members of the public (by legal representative)	1
Members of the public (other)	3
Application withdrawn	
Private sector business	2
Members of the public (by legal representative)	2
Members of the public (other)	8

9. Voluntary planning agreements

A voluntary planning agreement is an agreement entered into by a planning authority, such as Lake Macquarie City Council, and a developer. Under the agreement, a developer agrees to provide or fund public amenities and public services, affordable housing, transport and/or other infrastructure. Contributions can be made through dedication of land, monetary contributions, construction of infrastructure or provision of material public benefit.

AGREEMENTS IN FORCE

Seven planning agreements were in force during 2021-2022, as outlined below:

Developer	Agreement details	Date made
Rezoning of land at North Cooranbong - Residential land subdivision		
Johnson Property Group Pty Ltd	<p>The agreement requires a range of public benefits in the form of land dedication, capital works and cash contributions that include:</p> <ul style="list-style-type: none"> • open space land • recreation facilities • community facilities land and capital works • road works. <p>It also requires the dedication of 119.24ha of conservation land and payment of endowment fund monies of about \$1 million (plus indexation) relating to this environmental corridor.</p> <p>The developer will be required to prepare a rehabilitation and maintenance plan for the environmental area, and provide a maintenance schedule for five years for the following facilities, once completed:</p> <ul style="list-style-type: none"> • onsite neighbourhood park • onsite sports facility and dog exercise park • north and south local parks • town common sports facility and multi-courts area • multi-purpose centre. 	<p>26 November 2008*</p> <p>*most recent version, 7 June 2021</p>
Rezoning of land at Bonnells Bay		
Stannic Securities Pty Ltd	The agreement requires the developer to dedicate conservation land to Council at no cost. The developer will also prepare a management plan for the conservation land,	3 March 2009

Developer	Agreement details	Date made
	to provide for the rehabilitation and maintenance of the land over a three-year period by the developer at their cost.	
Employment generating development at Windale		
Hydrox Nominees Pty Ltd	<p>The agreement requires the developer to:</p> <ul style="list-style-type: none"> • acquire and transfer to Council various unformed roads land (4.35ha) • undertake maintenance works on the proposed environmental conservation land, which includes preparing a vegetation management plan for a minimum of three years, or until the land reaches a stable state (as defined in the planning agreement) • assist Council in preparing a plan of management for the offset site • pay an endowment fund of \$429,000 (plus indexation) to Council to support the ongoing management of the biodiversity offset lands. <p>Under the agreement, Council is required to reclassify the roads land (once it has been transferred to Council) from operational land to community land, to support its proposed end use as a biodiversity offset.</p>	21 January 2015
Quarry extension at Teralba		
Metromix Pty Ltd	The agreement requires the developer to pay a haulage contribution to Council for the renewal and repair of parts of Rhondda Road, Wakefield Road, Northville Drive, Railway Street, William Street, Short Street, York Street and Toronto Road, Teralba.	6 February 2017

Developer	Agreement details	Date made
	The haulage contribution paid to Council is at a rate of \$0.066 (plus indexation) per tonne per kilometre of materials hauled.	
Rezoning of land at George Booth Drive, Edgeworth		
Hammersmith Management Pty Ltd	The agreement requires the landowner to improve or maintain the biodiversity values of the offset land for a period of 10 years (or as otherwise agreed between the parties) from the date a construction certificate is granted for subdivision work on the land. Once that maintenance period is complete, the landowner will dedicate the offset land to Council. When the land is dedicated to Council, the landowner will pay a monetary contribution to Council for the maintenance in perpetuity of the offset land from the date it is dedicated. The landowner has also agreed to register a biobanking agreement for land within Lot 2 DP 1050996 and to acquire and retire biodiversity credits in connection with the development of the land.	13 August 2018
Reconfiguration of shops and restaurants at Glendale		
Stockland Development Pty Ltd	<p>The agreement requires the developer to:</p> <ul style="list-style-type: none"> • pay Council \$1,005,900 (increased by indexation) towards the construction of road works by Council associated with Section One of Stage One of the Lake Macquarie Transport Interchange and Stockland Drive • transfer land to Council for the purpose of road widening associated with Section Two of Stage One of the Lake Macquarie Transport Interchange. 	1 March 2021
Rezoning of land at Eleebana		

Developer	Agreement details	Date made
NS DR Properties Pty Ltd	<p>The agreement requires the developer to transfer to Council land for the public purpose of conserving the natural environment.</p> <p>It also requires the developer to:</p> <ul style="list-style-type: none"> • prepare a management plan • undertake a maintenance period of five years • pay a monetary contribution of \$49,000 (plus indexation) to Council to support the ongoing management of the land. 	27 July 2020

10. New contracts awarded and renewal of existing contracts

Contracts are listed from highest to lowest spend. All amounts exclude GST.

Heavy plant and truck hire*

Schedule of rates

Estimated spend of panel contract over five years: \$35,000,000

Accurate Asphalt and Road Repairs Pty Ltd
 Allscho Bulldozer Hire Pty Ltd
 ANA Industries Pty Ltd trading as ANA Asphalts
 Aqua-Assets Pty Ltd
 Australian Catchment Management
 B and M McCulloch Pty Ltd trading as Bruce's Water Cartage
 B and N Excavations Pty Ltd
 Base Course Management Pty Ltd
 Coates Hire Operations Pty Ltd trading as Coates
 Conplant Pty Ltd
 Cramps Earthmoving Pty Ltd
 Dannenberg Earthmoving Pty Ltd trading as DE Plant Hire
 Easylift Towing (NSW) Pty Ltd
 Fenech Group Pty Ltd
 Fluren Pty Ltd
 Flynn Haulage and Earthmoving Pty Ltd
 Freeman Civil Pty Ltd
 Glenn Anderson Earth Moving Pty Ltd
 Hunter Valley Concrete Pumping Service
 Hydra-Wash Pty Ltd
 Ian Rich Asphalt Pty Ltd
 JP Civilworx Pty Ltd
 JR and EG Richards (NSW) Pty Ltd
 Julestan Pty Ltd trading as Stan Davies Excavations
 Lantry Earthmoving Pty Ltd

M and R Mason Pty Ltd trading as Mason Earthmoving
 MR Diggitt Pty Ltd
 Newcastle Locating Services Pty Ltd
 Porter Hire Pty Ltd
 Price, Steven Wayne trading as Full Tilt Haulage
 Pryor Plant Hire Pty Ltd
 T and N Earthworks Pty Ltd
 TATS Downunder Pty Ltd trading as TATS Downunder Earthmoving and Construction
 TCM Civil Pty Ltd
 The Excavation Specialists Pty Ltd
 The Trustee for Iacconi Family Trust trading as Iacconi Earthmoving and Demolition
 The Trustee for Keegan Family Trust trading as Keegan Civil Pty Ltd
 The Trustee for P and D Brown Family Trust trading as Australian Civil and Environmental Services Pty Ltd
 The Trustee for the Koppman Discretionary Trust trading as Noraville Earthmoving Pty Ltd
 The Trustee for Zeal Family Trust trading as Lawcon Plant Hire
 Total Drain Cleaning Services Pty Ltd
 Trek Concrete Pumping
 Tutt Bryant Hire Pty Ltd

Asphaltic concrete and bitumen emulsion services*

Schedule of rates

Estimated spend of panel contract over five years: \$20,000,000

Accurate Road Repairs Pty Ltd
 Boral Construction Materials
 Colas New South Wales Pty Ltd
 Downer Edi Works
 Fulton Hogan Industries Pty Ltd

Supply and delivery of bulk fuel and diesel exhaust fluid

Estimated spend of contract over three years: \$7,800,000

Ampol Ltd

Construction of Windale Hub

\$7,744,541

North Construction and Building Pty Ltd

Design and construction of The Weir Bridge, Barnsley

\$7,044,200

Robson Civil Projects Pty Ltd

Hunter and Central Coast Councils – renewable energy for large sites and street lighting

Estimate spend on contract over 10 years: \$7,003,502

Mojo Power Pty Ltd

Small plant hire services

Schedule of rates

Estimated spend of panel contract over five years \$5,000,000

Carljohn Pty Ltd trading as Newcastle Car and Truck Rental

Coates Hire Operations Pty Ltd trading as Coates

Conplant Pty Ltd

Kennards Hire Pty Ltd

Porter Hire Pty Ltd

Premiair Services Pty Ltd trading as Premiair Hire

RPM Hire Australia Pty Ltd

Shore Hire Pty Ltd

Solution Plant Hire Pty Ltd

TATS Downunder Pty Ltd trading as TATS Downunder Earthmoving and Construction

Tutt Bryant Hire Pty Ltd

Construction of Sugar Valley Library Museum

\$3,885,288

Lloyd Group Pty Ltd

Supply and delivery of compostable bin liners and kitchen caddies

\$3,600,000

Source Separations Systems Pty Ltd

Traffic control and management*

Schedule of rates

Estimated spend of panel contract over two years: \$3,000,000

Watchout Training and Traffic Control

Workforce Road Services Pty Ltd

Bituminous spray seal*

Schedule of rates

Estimated spend of panel contract over three years: \$3,000,000

Boral Construction Materials

Colas New South Wales Pty Ltd

Fulton Hogan Industries Pty Ltd

Croudace Bay amenities construction

\$2,793,474

Collaborative Construction Solutions

Swansea western foreshore boardwalk

\$2,333,726

North Construction and Building Pty Ltd

Construction of bridge 109 at Wilton Road, Awaba

\$1,909,645

Symal Infrastructure Pty Ltd

Belmont Lakeside Holiday Park management**Estimated spend of contract over three years: \$1,808,802**

Rennej Pty Ltd

Blacksmiths Beachside Holiday Park management**Estimated spend of contract over three years: \$1,439,485**

Affberg Pty Ltd - A and C Affleck

Waterboard Oval, Blackalls Park, amenities building and car park construction**\$1,319,246**

Mat Brown Building Pty Ltd

Legal services**BUY NSW panel****Estimated spend of panel contract over two years \$1,300,000**

Sparke Helmore Lawyers

Holding Redlich

Moray and Agnew - Newcastle

Bartier Perry Pty Ltd

Hunter Region Sport Centre warm-up facility**\$1,257,942**

Polytan Asia Pacific Pty Ltd

Sails Holiday Park management**\$999,973**

Rennej Pty Ltd

Supply and delivery of five Isuzu FVD165-300 cab chassis with tipping bodies**\$978,758**

Gilbert and Roach

Charlestown Learn to Swim facility**\$915,017**

Pluim Commercial Contractors Pty Ltd

Leachate tankering services**\$800,000**

Rico Enterprises Pty Ltd as trustee for the Rico Family Trust trading as Solo Resource Recovery

Flowers Drive culvert replacement**\$777,347**

TOISCH Pty Ltd

Detailed design and documentation for Hunter Sports Centre expansion**\$775,985**

CKDS Architecture Pty Ltd

Enterprise voice solution**\$743,897**

Generation-e Productivity Solutions Pty Ltd

Design and construction of a splash park at Swansea Lakeside Holiday Park**\$700,000**

ParkEquip Pty Ltd

Regional mattress collection and processing**\$699,187**

Community Resources Ltd trading as Soft Landing Mattress Recycling

Mobile voice and data services

\$647,700

Telstra Corporation Pty Ltd

Croudace Bay Sporting Complex sport field lighting

\$625,900

Rees Electrical Pty Ltd

Hunter Sports Centre track resurfacing

\$602,005

Polytan Asia Pacific Pty Ltd

Construction of dual occupancy at 1 Skye Street, Morisset

\$596,962

Westbury Constructions Pty Ltd

Supply and installation of RMS type 5 pedestrian barrier fencing

\$575,040

Colemans Security Fencing Pty Ltd

Owens Walkway boardwalk construction

\$567,788

Collaborative Construction Solutions

Road and line marking*

Schedule of rates

Estimated spend of panel contract over three years: \$500,000

Combined Traffic Management Pty Ltd

Oz Linemarking NSW Pty Ltd

Whiteline Road Services (Hunter)

Supply and installation of Elsholz pedestrian median and Elsholz nearside kerb for Fernleigh Awabakal Shared Track

\$493,230

Total Kerbing Solutions Trust

Alkington Reserve, Fishing Point, park upgrade and playground

\$465,528

Mat Brown Building Pty Ltd

Supply and delivery of one 4x4 cab chassis with alternate cover applicator

\$424,721

Gilbert and Roach

Pirrita Island and Miners Point foreshore rehabilitation project

\$417,784

Soil Conservation Service

Croudace Bay Sporting Complex new cricket nets

\$392,119

Mat Brown Building Pty Ltd

Supply and delivery of one Isuzu FVY240-300 cab chassis with a Bucher Municipal UrBin 20 rear loading waste compaction body

\$381,409

Gilbert and Roach

Streetscape improvements to Pearson and Ridley streets, Charlestown

\$362,913

Kingston Building Pty Ltd

Thomas H Halton Park galleon

\$351,950

Proludic Pty Ltd

Portfolio and project management solution

\$323,736

EPM Partners Pty Ltd

Provision of real estate sales

Estimate spend on contract: \$317,630

First National Altitude

Advisory services detailed design for Fibre City

\$306,166

Universal Communications Group Ltd

Fencing supply and installation

Estimated spend on contract: \$300,000

Walters Fencing t/as Chainwire Fencing Specialist

West Wallsend Cemetery remediation

\$298,615

Enviropacific Services Limited

Watermain and sewer relocation for Alton Road intersection upgrade

\$291,686

Mullane Construction Plumbing Pty Ltd

Fernleigh Awabakal Shared Track amenities construction

\$272,437

Collaborative Construction Solutions

Croudace Bay Sporting Complex new netball courts

\$261,310

Mat Brown Building Pty Ltd

Wangi Point Holiday Park management

\$257,000

J Arnott and M Arnott

Pirritia Island and Miners Point foreshore rehabilitation works

\$219,942

Local Land Services trading as Soil Conservation Service

Administrative Centre replacement of chiller unit

\$209,351

Air Conditioning Industries Pty Ltd

Awaba Waste Management Facility leachate pumping bunded area works

\$199,726

Daracon Contractors Pty Ltd

Southern section cycleway fencing for Fernleigh Awabakal Shared Track

\$179,320

Bluedog Fences Australia

Supply and delivery of one Isuzu FRR 110-260 11,000 GVM cab chassis with aluminium tipping body and storage boxes

\$173,047

Gilbert and Roach

Toronto Baths jetty rectification works

\$169,420

Hunter Wharf and Barge Pty Ltd

Supply and delivery of one Isuzu NQR80-190 8,000kg GVM cab chassis with a steel tipping body and storage boxes manufactured by Capital Body Works and Palfinger PC2700B vehicle loading crane

\$168,916

Gilbert and Roach

Supply and delivery of one Isuzu NQR80-190 8,000kg GVM cab chassis with a steel tipping body and storage boxes manufactured by Capital Body Works and Palfinger PC2700B vehicle loading crane

\$165,807

Gilbert and Roach

Locksmith services

Estimated spend on contract over one year: \$160,000

Newcastle Locksmiths and Security Pty Ltd

Council corporate wardrobe

\$150,000

BJ's Workwear Newcastle Pty Ltd

*Supplier panels with estimated expenditure value. Schedule of rates refers to 'do and charge', with contracts of estimated value to be in excess of \$150,000.

11. Private works

Council did not make any resolutions concerning work carried out on private land under section 67 of the *Local Government Act 1993* in 2021-2022.

12. External bodies exercising Council functions

HUNTER RESOURCE RECOVERY PTY LTD

Hunter Resource Recovery (HRR) is the contract manager of kerbside collection, sorting and marketing of dry recyclables for Council. Lake Macquarie, Cessnock, Maitland and Singleton councils jointly operate the service.

HRR is an incorporated not-for-profit joint venture company limited by guarantee. It is a delegate of these member councils and has also been appointed as a trustee of the member councils' recycling collection fund.

HRR manages the collection and processing contract with Solo Resource Recovery. Lake Macquarie residents' active participation in the kerbside collection of recyclables continues to divert thousands of tonnes of material away from landfill.

HUNTER JOINT ORGANISATION GROUP ENTITIES

The Hunter Joint Organisation, and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over 60 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing. Participating councils include Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council and Upper Hunter Shire Council.

There are five key entities that operate as part of the current enterprise offering:

Hunter Joint Organisation – a statutory body under the *Local Government Act 1993*, established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter Joint Organisation's statutory mandate includes identifying key regional strategic priorities, advocating for these priorities and building collaborations around these priorities with other levels of government, industry and the community.

Arrow Collaborative Services Limited (and its wholly owned subsidiaries **Hunter Councils Legal Services Limited** and **Arrow Collaborative Communications**) – companies limited by guarantee under the *Corporations Act 2001* and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through five divisions: Local Government Training Institute, Local Government Legal, GoodChat TV, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council-owned and controlled land), and the Hunter JO Policy and Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program, on behalf of both Hunter Joint Organisation member councils and Central Coast Council).

Hunter Councils Incorporated – an incorporated association under the *Associations Incorporation Act 2009* that holds property assets for the Hunter Joint Organisation group.

Lake Macquarie City Council has representation on each entity's board, and shares ownership and governance of the entities with the other nine councils of the Hunter Region.

DANTIA

Dantia is the city's independent economic development company that is funded by Council, but independently governed and managed. Dantia works with business, government, the community and partners to advance the sustainable economic prosperity of Lake Macquarie City.

DELEGATED AUTHORITY TO EXTERNAL BODIES

Council delegates authority to external groups to manage and operate public facilities. This arrangement is more efficient for Council and gives the community greater ownership of public facilities, such as sporting and recreation facilities and community halls and centres.

COMMUNITY FACILITIES

Facility	External body
Holmesville Community Garden	Holmesville Community Garden Operating Committee
Nords Wharf Community Hall	Nords Wharf Community Hall Operating Committee
Redhead Community Library	Redhead Community Library Operating Committee
Ulinga Park Community Hall	Ulinga Park Community Hall Operating Committee
Wyee Community Hall	Wyee Community Hall Operating Committee

SPORTING AND RECREATION FACILITIES

Facility	External body
Aitchison Reserve, Pelican	Belmont Swansea Junior Soccer Club Inc
Auston Oval and Bernie Goodwin Reserve, Morisset	Morisset United Football Club Inc
Awaba Oval	Awaba Oval Community Operating Committee

Facility	External body
Balcomb Field, Dudley	Balcomb Field Community Operating Committee
Baxter Field, Marks Point	Baxter Field Community Operating Committee
Belmont North Netball Courts	Belmont North Netball Club Inc
Belmont Ovals (Cahill, Miller, Barton and Lumsden Ovals)	Belmont Ovals Community Operating Committee
Bill Bower Oval, Glendale	Glendale Junior Rugby League Club Inc
Blackalls Park (Finnan, Waterboard, Croft and Todd Street Ovals)	Blackalls Park Ovals Community Operating Committee
Blacksmiths Oval	Belmont Swansea United Football Club Inc
Blacksmiths Tennis Courts	Blacksmiths Tennis Club Inc
Bolton Point Tennis Courts	Bolton Point Tennis Club Inc
Bonnells Bay Netball Courts	Morisset Netball Club Inc
Cardiff Ovals (No. 1, 2 and 3 Ovals)	Cardiff Ovals Community Operating Committee
Cardiff Park Tennis Courts	Cardiff Park Tennis Community Operating Committee
Caves Beach Netball Courts	Caves Beach Netball Inc
Caves Beach Tennis Courts	Caves Beach Tennis Club Inc
Chapman Oval, Swansea	Swansea Football Club Inc
Charlestown Oval	Charlestown Junior Football Club Inc
Cooranbong Recreation and Equestrian Reserve	Cooranbong Recreation and Equestrian Reserve Community Operating Committee
Croudace Bay Sports Complex	Valentine Eleebana Netball Inc, Valentine Eleebana JRLFC Inc and Valentine Eleebana Football Club Inc
Dora Creek Ovals (Douglass Street Ovals)	Dora Creek Ovals Community Operating Committee
Edgeworth Junior Football	Edgeworth Junior Soccer Club Inc
Edgeworth Little Athletics	Edgeworth and District Little Athletics Centre Inc

Facility	External body
Edgeworth Netball	Sugar Valley Netball Club Inc
Eleebana Oval	Valentine Eleebana Soccer Club Inc
Evans Park, Cardiff	Evans Park Community Operating Committee
Fassifern Oval	Westlakes Archers Inc
Feighan Oval, Warners Bay	Feighan Oval Community Operating Committee
Fishburn Fields, Rathmines	Westlakes Wildcats Junior Football Club Inc
Fred Wright, Harold Knight Ovals and Mick Middleton Field, Gateshead	Kahibah Football Club Inc
Gateshead Ovals (Allen Davis and Ernie Calland Fields)	Gateshead Ovals Community Operating Committee
Gibson Field, Morisset	Southern Lakes Rugby Union Club Inc
Gregory Park, West Wallsend (Les Wakeman Field)	Gregory Park Community Operating Committee
Hillsborough Oval	Warners Bay Football Club Inc
Hillsborough Tennis Courts	Hillsborough Tennis Club Inc
Holford Oval, Mount Hutton	Valentine Eleebana Football Club Inc
Jack Stewart Netball Courts, Charlestown	Charlestown Netball Association Inc
John Street Field, Warners Bay	Warners Bay Football Club Inc
Johnston Park, West Wallsend	West Wallsend Senior Soccer Club Ltd
Kahibah Oval and Andy Bird Field, Kahibah	Kahibah Ovals Community Operating Committee
Keith Barry Oval, Toronto West	Macquarie Sub Junior Rugby League Club Inc
Kevin Evans Oval, Holmesville	West Wallsend Senior Soccer Club Ltd
Kindyerra Reserve, Argenton (Jack Edwards Fields)	Argenton United Junior Soccer Club Inc
Lakelands Oval	Warners Bay Football Club Inc

Facility	External body
Lakelands Tennis Courts	Lakelands Tennis Club Inc
Lance York Field, Garden Suburb	Garden Suburb Soccer Club Inc
Lenaghan Oval, Belmont North	Belmont North Junior Rugby League Club Inc
Liles Oval, Redhead	Liles Ovals Community Operating Committee
Lisle Carr Field, Whitebridge	Charlestown City Blues Football Club Inc
Lydon Field, Dudley	Dudley Redhead United Soccer Club Inc
Macquarie Field, Speers Point	Lake Macquarie City Football Club Inc
Marks Oval, Floraville	Belmont Football Club Ltd
Marks Oval Tennis Courts, Floraville	Marks Oval Tennis Community Operating Committee
Martinsville Oval	Martinsville Oval Community Operating Committee
Molly Smith Netball Courts, Belmont	Lakeside Netball Association Inc
Morisset Showground	Morisset Showground Operating Committee
Mount Hutton Tennis Courts	Mount Hutton Tennis Club Inc
Nancy Dwyer and Ken Booth Netball Courts, Cardiff	Cardiff Netball Club Inc
Neegulbah Park, Macquarie Hills	Cardiff and District Little Athletics Centre Inc
New Tredinnick Fields, Speers Point	Lake Macquarie Football Club Inc
Parbury Park, Swansea	Parbury Park Community Operating Committee
Pasterfield Sports Complex, Cameron Park	Pasterfield Sports Complex Community Operating Committee
Peacock Field, Toronto Ovals	Toronto Ovals Community Operating Committee
Pendlebury Oval, Bolton Point	Lakers Baseball Club Inc
Pickering Oval, Adamstown Heights	Pickering Oval Community Operating Committee
Rathmines Tennis Courts	Rathmines Tennis Club Inc

Facility	External body
Redhead Tennis Courts	Redhead Tennis Club Inc
Ron Hill Oval, Toronto	Ron Hill Oval Community Operating Committee
St John Oval, Charlestown	St John Oval Community Operating Committee
Swansea Equestrian Ground	Swansea Horse and Riders Club Inc
Swansea South Tennis Courts	Swansea South Tennis Club Inc
Taylor Park, Barnsley	Taylor Park Community Operating Committee
Tulkaba Park, Teralba	Lake Macquarie Australian Football Club Inc
Ulinga Park (Jack Neave Fields), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Ulinga Park (Netball), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Ulinga Park (Tennis), Cardiff South	Ulinga Park (Playing Fields) Community Operating Committee
Walters Park, Speers Point	Lake Macquarie Rugby Club Inc
Wangi Wangi Netball Courts	Westlakes District Netball Association Inc
Wangi Wangi Oval	Wangi Oval Community Operating Committee
Warners Bay Netball Courts	Warners Bay Netball Inc
West Wallsend Tennis Courts	West Wallsend Tennis Club Inc
Windale Netball Courts	Atuka Netball Club Inc
Windale Ovals (Hunter Barnett and Michael Bird Fields)	Windale Ovals Community Operating Committee
Windsor Park, Gateshead	Phoenix Charlestown Baseball Club Inc
Woodrising Netball Courts	Bolton Point Fennell Bay Netball Club Inc
Wyee Community Tennis Courts	Wyee Community Hall Community Operating Committee

13. Legal proceedings

During 2021-2022, Lake Macquarie City Council was involved in legal proceedings in the Local Court, NSW Civil and Administrative Tribunal, Land and Environment Court, and the Supreme Court.

LOCAL COURT

Council's involvement in legal proceedings in the Local Court over 2021-2022 was mainly for Court elections in respect of Penalty Infringement Notices (PINs), and proceedings related to debt recovery. In addition, Council was involved in a companion animal appeal relating to a dangerous dog declaration.

COURT ELECTIONS FOR PINS

Court elections in response to PINs issued by Council can be for a range of matters. Mainly these are for traffic and parking infringements or companion animal offences. They may also relate to failure to obtain or comply with an approval, or non-compliance with Council orders and notices.

In 2021-2022, Council was involved in 62 Court elections in relation to PINs.

Of these, 40 Court elections were related to traffic and parking PINs, which are generally managed by Council with support from NSW Police.

Outcome of Court elections relating to traffic and parking PINs

Convictions recorded and/or fines imposed by the Court	8
Found proven and the Court either did not record a conviction, or recorded a conviction without further penalty	19
Withdrawn by Council prior to hearing	10

Dismissed by the Court	2
Ongoing at the end of the reporting period	1

There were 20 Court elections in relation to companion animal PINs.

Outcome of Court elections relating to companion animal PINs

Withdrawn by Council prior to hearing	4
Convictions recorded and/or fines imposed by the Court	6
Found proven and the Court either did not record a conviction, or recorded a conviction without further penalty	3
Ongoing at the end of the reporting period	7

There were two development compliance PIN appeal matters. Of those, one was found proven, but the court did not record a conviction, and the other matter was ongoing.

Over the reporting period, Council did not incur any legal expenses in relation to Court elections for PINs.

DEBT RECOVERY

Debt recovery proceedings by Council are generally focused on the recovery of unpaid rates or sundry debts.

Council incurred expenses of \$20,914 (ex GST) during 2021-2022 and commenced 54 statements of claim in relation to the recovery of unpaid rates and other debts by Council.

In addition, Council was involved in one application to set aside a default judgment which had been obtained by Council in a debt recovery matter. That matter was resolved by agreement.

COMPANION ANIMAL APPEAL

There was one companion animal appeal in 2021-2022 relating to a dangerous dog declaration, in which Council incurred legal expenses of \$8305. That matter was resolved by agreement, with orders imposed setting out conditions regarding the care and control of the dog.

NSW CIVIL AND ADMINISTRATIVE TRIBUNAL (NCAT)

Council was involved in proceedings in NCAT in 2021-2022 relating to a privacy complaint. No legal expenses were incurred in relation to the matter, and it was resolved by agreement.

LAND AND ENVIRONMENT COURT

All of the Land and Environment Court litigation involving Council over 2021-2022 were Class 1 proceedings relating to environmental planning and assessment appeals.

Council was involved in five Class 1 appeals, and incurred legal expenses of \$44,620 (ex GST). Of those appeals, three were withdrawn by the applicant, and one was resolved by agreement with consent conditions imposed. There was one appeal which was ongoing.

SUPREME COURT

Council was involved in proceedings in the Supreme Court in 2021-2022 related to relief claimed for property damage. Legal expenses of \$643,593 (ex GST) were incurred by Council and the matter is ongoing.

FURTHER INFORMATION REGARDING LEGAL PROCEEDINGS

Further information regarding legal expenses incurred by Council during 2021-2022, including the legal proceedings set out above, is

included in Council's financial statements. Workers compensation and other employment matters, as well as public liability and professional indemnity claims, are disclosed separately in Council's annual and financial reports, and are not included in the summary above.

14. Partnerships, cooperatives and joint ventures

Participants with Lake Macquarie City Council	Description
Alternative water supply	
Hunter Water Corporation	A collaboration with Hunter Water to identify opportunities for use of recycled water from water treatment plants in Council operations.
Awesome Lake Mac	
Community Activities Lake Macquarie Lake Mac residents from a range of industries such as not-for-profit organisations, state government departments and small business owners	Delivering micro-grants of \$1000 to support community initiatives every second month, created by donations of volunteer participants.
Backyard and Beyond (including Explore Our Great Outdoors)	
Australian Museum FrogID Great Southern Bioblitz Hunter Bird Observers Club Newcastle Disc Golf Operation Posidonia	Council partners with a range of stakeholders to raise residents' awareness of the importance of our natural environment. The program encourages residents to connect with natural areas, modify their behaviours and actively participate in citizen science and community programs.

Backyard Habitat for Wildlife

Hunter Indigenous Plants Lake Macquarie Landcare Nursery Newcastle Wildflower Nursery Poppy's Garden Centre Riverdene Nurseries The Wildflower Nursery Trees in Newcastle Wildplant Nursery	Participating nurseries offer native plants at a discounted rate to Backyard Habitat for Wildlife program members.
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Be Ready, Be Safe

Community organisations NSW Rural Fire Service Red Cross Resilience NSW NSW State Emergency Service	Council partners with stakeholders to raise residents' awareness of the importance of being prepared for, and able to respond to, natural disasters. The program encourages residents to build resilience and networks so they are better able to respond in the event of a natural disaster.
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Charlestown Stakeholder Group

Out of Home Care Services Department of Education Eastlake Youth Centre GPT Charlestown McDonalds Charlestown NSW Police Force NSW Transport The Place: Charlestown Community Centre	This collaborative stakeholder group works to reduce instances of anti-social behaviour or crime and increase legitimate use of public places and space in the Charlestown central business and recreational precinct.
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Chemical CleanOut

Belmont TAFE	Residents are encouraged to drop-off their household chemical waste on two designated
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Cleanaway (waste contractor)
Department of Planning and Environment
NSW Department Industry

Saturdays each year. Council partnered with Belmont TAFE for one drop-off location, in addition to hosting a second event at Rathmines Boat Ramp.

Clean Up Australia Day

Belmont Wetlands State
Park Trust
Cardiff Citizens Alliance
Church groups
Lake Macquarie SES
Landcare groups
Lions and Rotary Clubs
Schools
Local businesses
NSW SES
Sports clubs and groups
Sustainable Neighbourhood
groups

Council coordinates local branches of Clean Up Australia Day and works with communities to clean up and conserve our environment.

Clean Up the Lake

Bahtabah Local Aboriginal
Land Council

Partnership to facilitate removal and monitoring of litter in aquatic environments of Lake Macquarie.

Community development activities

Various community
organisations, government
departments and agencies

Council works with a range of community and government stakeholders to deliver policies and programs for the social services in our city. This includes crime prevention and service programs for young people, Aboriginal people, people with disability, older people, children and families, and people from culturally and linguistically diverse backgrounds.

Community Recycling Centre

Cleanaway Department of Planning and Environment	Household problem wastes are collected for free and processed by Cleanaway, including light globes, batteries, paints, oils, gas cylinders, fire extinguishers, smoke alarms and polystyrene.
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Dantia

The Lake Macquarie Economic Development Company Ltd	See Section 12 for details of this organisation.
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Eco Angel program

Hunter Valley Paddlesport Club Community members	Local groups and businesses participate in the program and encourage residents to take pride in their place. Tangaroa Blue coordinate the Australian Marine Debris Database, in which data collected from Eco Angel activities is stored and available for public access.
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Environmental Upgrade Agreements

Better Building Finance Sustainable Australia Fund	A service provided by Council to help commercial building owners enhance the environmental performance and operational costs of their buildings, through the use of an innovative financing mechanism.
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Food Regulation Partnership

NSW councils	Ensures the food sold in NSW is safe for human consumption and correctly labelled.
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Graffiti Hotspot program

Department of Communities and Justice - Juvenile Justice NSW	This program facilitates opportunity for young people with community service orders to remove graffiti from private property, commercial premises and other locations around the city that are not Council's responsibility to maintain.
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Greater Newcastle Multicultural Action Group

City of Newcastle Community-managed organisations Northern Settlement Services Department of Communities and Justice Maitland City Council	This group is involved in networking, information sharing, collection action and advocacy.
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Hunter-Central Coast Regional Illegal Dumping (RID) Squad

Central Coast Council Cessnock City Council City of Newcastle Dungog Shire Council Hunter and Central Coast Development Corporation (HCCDC) Maitland City Council Muswellbrook Shire Council NSW Environment Protection Authority (NSWEPA) NSW National Parks and Wildlife Service (NSW NPWS) Singleton Council Upper Hunter Shire Council	Council entered into a partnership agreement in June 2014 to commence planning and operation of a regional illegal dumping squad. The RID Squad is a partnership between nine local councils and NSWEPA. The EPA and councils are currently reviewing a new program model commencing next year to tackle illegal dumping across the region. The RID Squad has completed joint on-ground operations with NSWEPA, NSW NPWS and HCCDC in the past financial year.
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Hunter Councils Social Planners and Community Development Network

Social planning roles with councils in the Hunter region, including MidCoast Council and Central Coast Council	This network is involved in information sharing, networking and identifying social and community needs/strengths across local government areas for the Hunter region.
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Hunter Homelessness Connect Day

Hunter Homeless Connect Committee	An annual event that links people to vital services such as accommodation and housing providers, health and wellbeing, legal and financial assistance, employment, study, and general support to people who are experiencing homelessness, doing it tough and/or at risk of homelessness.
Various community organisations, government departments and agencies, and private businesses	

Hunter Joint Organisation

Cessnock City Council	See Section 12 for details of this organisation.
City of Newcastle	
Dungog Shire Council	
Maitland City Council	
MidCoast Council	
Muswellbrook Shire Council	
Port Stephens Council	
Singleton Council	
Upper Hunter Shire Council	

Hunter Multicultural Expo

City of Newcastle	A partnership to deliver an expo promoting services to the region's multicultural community.
Multicultural Neighbourhood Centre	
Northern Settlement Services	
TAFE NSW	
Various community organisations	

Hunter Region Sports Centre

Hunter Region Sports Centre (HRSC)	HRSC is owned by Council but managed by Hunter Region Sports Centre Inc. The board of HRSC Inc consists of community representatives, Councillors and the CEO or delegate.
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Hunter Resource Recovery (HRR)

Cessnock City Council	See section 12 for details of this organisation.
Maitland City Council	
Singleton Council	

Lake Macquarie Community Safety Precinct Committee

Business sector representatives	This is a police-convened committee to update the community regarding crime rates and crime prevention initiatives and programming.
Community organisations	
Local MP representatives	
NSW Police Force	
Resident groups	

Lake Macquarie Domestic Violence Committee

Community Corrections	A partnership to raise awareness in the community about domestic and family violence. Council works in partnership with this committee to deliver events such as the 16 Days of Activism campaign and the Reclaim the Night march.
Department of Human Services	
Domestic Violence Court Advocacy Service	
Nova Women's Accommodation and Support Service	
NSW Department of Family and Community Services	
NSW Police	
Southlakes Refuge	
Staying Home Leaving Violence project	
Toronto Youth Service	

Lake Macquarie Family Day Care (LMFDC) – TAFE children's play session

TAFE NSW – Hunter Institute (Glendale Campus)	Lake Macquarie FDC Educators work with Hunter TAFE children's services staff and students to deliver regular play sessions for LMFDC children at a purpose-built early education and care environment at the Glendale Campus. This partnership broadens opportunities for children, facilitates vocational training for students, supports educator immersion in current industry practice, and promotes FDC as a professional service model.
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Lake Macquarie Landcare program

Lake Macquarie Landcare Volunteer Network Inc	Collaborative delivery of support program to a network of almost 200 groups in Lake Macquarie that volunteer to restore natural areas through weeding, planting and other actions.
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Lake Macquarie Youth Council

Community Activities Lake Macquarie	A partnership to resource and support the ongoing operations of Lake Macquarie Youth Council.
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Lifeline Hot Spot Project

Lifeline	This project involves investigating and implementing help-seeking signage at Redhead.
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Local Government Community Safety and Crime Prevention Network NSW (LGCSCPN)

Local government agencies across NSW	The LGCSCPN acts a peak organisation for local government across NSW regarding community safety and crime prevention work undertaken by local government.
Local Government NSW	

Local Government Multicultural Network

Councils across NSW	Meetings for advocacy, shared information and upskilling.
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Me2 Program

Various community organisations	This is a free program of activities for people with disability to build skills and social networks.
Cricket NSW and Sport NSW	

Mental Health Professionals Network (MHPN)

MHPN not-for-profit organisation	This network involves coordinating four meetings a year with guest speakers to an audience of mental health professionals across Greater Newcastle.
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NAIDOC Week

Various community organisations, schools, government departments and agencies	A partnership to deliver events to celebrate NAIDOC Week, as well as providing funding to community organisations and schools to undertake activities.
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National Youth Week

Various community organisations and educational institutions	Council provides funding and worked with various community organisations to deliver events and activities to celebrate National Youth Week.
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North Lake Macquarie Stakeholder Group

Cameron Park Plaza The Canopy Cardiff Business Chamber Department of Communities and Justice – Juvenile Justice Department of Education Glendale High School Northlake Youth Service/Edgeworth Neighbourhood Centre NSW Police Force Out of Home Care Providers	This collaborative stakeholder group works to reduce instances of anti-social behaviour or crime and increase legitimate use of public places and space across the northern area of Lake Macquarie from Cardiff to West Wallsend.
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Stockland, Glendale
Sugar Valley Neighbourhood
Centre
West Wallsend High School

Over 55s Program

Various community organisations including Service NSW, Anglican Care, Dementia Australia

This is a free program for residents aged 55 years and over, which focuses on health, safety and wellbeing.

The Place: Charlestown Community Centre

Charlestown Youth and Community Centre Inc
GPT Group

The Place: Charlestown Community Centre is a positive investment in the community's future, particularly for Charlestown and surrounding areas. The management model for the facility is a governing board comprising Council's CEO, Mayor, Councillors, GPT Group, as well as general community and youth representatives. The board employs a Centre Manager responsible for delivering the centre strategic plan.

Regional Capacity Building Program for Contaminated Land

Hunter councils

An advisory group for contaminated land management, and policy and procedure development for local government.

Tree Cities of the World

The Arbor Day Foundation

An international recognition and awareness raising program for urban tree management.

University of Newcastle

University of Newcastle

A partnership to explore areas of mutual interest including the circular economy, energy and the visitor economy.

Welcoming Cities Network

Partnership between not-for-profit organisations, councils and other government departments Australia-wide

This network involves attending the annual conference and meetings, and sharing information and resources. It also includes liaison and advice support to Council.

You're Kidding Me Program

BEAM Health Centre
Clio Badenhorst Yoga
Early Start Speech Pathology
Whole family Health
Charlestown
Julie Logan Music

Offering families access to free workshops and clinics to support children's development.

15. Environmental upgrade agreements

Council used an environmental upgrade agreement to support environmental upgrades at ATUNE's \$13 million health centre in Cardiff South via Building Upgrade Finance.

Building Upgrade Finance is a loan for building upgrade works, repaid quarterly via council rates. A lender provides the upfront capital for the works, which the business then repays through the council rates system over periods of up to 20 years. Council then remits it back to the lender. Council's involvement means businesses can upgrade buildings sooner all while accessing affordable finance terms and savings along the way.

16. Rates and charges written off

Council wrote off a total of \$10,806 in rates and charges during the 2021-2022 year.

17. Special rate variation

No activities were funded via a special rate variation in 2021-2022.

SUSTAINABILITY AND ENVIRONMENTAL LEVY

In 2009, the Minister for Local Government approved a special rate variation to increase general rates income for sustainability and environmental projects. This funding has helped Council to carry out on-ground works to protect and improve the health of Lake Macquarie and its catchment, and improve the environmental sustainability of the city, focusing on:

- water
- energy
- transport
- waste
- ecosystem enhancement
- climate change adaptation
- natural disaster risk minimisation
- monitoring and reporting of environmental performance
- community engagement.

The special variation expired in June 2014. At that time, \$555,495 of special variation funds remained unspent, and additional income in 2014-2015 of \$62,564 brought the balance of unspent funds to \$618,059. These remaining funds have been spent in subsequent years, as follows:

Year	Funds	Funds spent	Funds remaining at 30 June
2014-2015	\$618,059	\$176,720	\$441,339
2015-2016	\$441,339	\$178,876	\$262,463
2016-2017	\$262,463	\$88,401	\$174,062
2017-2018	\$174,062	\$120,187	\$53,875
2018-2019	\$53,875	\$51,316	\$2559
2019-2020	\$2559	Nil	\$2559
2020-2021	\$2559	Nil	\$2559
2021-2022	\$2559	\$2559	Nil

The project funded by the special rate variation in 2021-2022 was the environment improvement of the Pelican foreshore.

18. Councillors' and Mayor's expenses

Expenditure item	Amount
Mayoral allowance	\$90,334
Councillors' allowance	\$403,397
Provision of dedicated office equipment (leased laptop computers, tablets, faxes, mobile phones and accessories)	\$45,645
Telephone calls and communications (including phone allowance)	\$9975
Councillors' attendance at conferences/seminars (including transport and accommodation)	\$27,618
Induction training and professional development programs for Mayor and Councillors	\$15,122
Councillors' training	\$34,564
Child care	Nil
Spouse, partner or other person attendance costs	Nil
Overseas visits including transport and accommodation (excluding conferences)	Nil
Interstate visits including transport and accommodation (excluding conferences)	Nil
Other elected Council costs	
- Meeting expenses	\$27,775
- Motor vehicle expenses	\$50,908
Total	\$705,338

19. Retiring Councillor equipment purchases

In accordance with Council's Payment of Expenses and Provision of Facilities to Councillors Policy, retiring Councillors can apply to purchase equipment at the end of their Council term at an agreed fair market price or written down value as assessed by Council staff.

Under the policy, the annual report must include the prices for all equipment purchased by Councillors who ceased to hold office during the year.

Equipment item purchased by Councillor	Purchase value
2 x mobile phones	\$100
1 x laptop	\$234
1 x ipad	\$105
Total	\$439

20. Councillor professional development

Council supports professional development for the Mayor and Councillors to ensure they can fulfil their statutory roles and responsibilities. The Mayor and all Councillors participated in the Councillor professional development program offered by Council.

Council delivered a total of 10 sessions, including full-day and multi-day workshops, as part of a comprehensive induction program for new and returning Councillors and the Mayor following local government

elections in December 2021. The induction program included delivery of an online learning module for Councillors and other digital tools and information to support Councillors in their role as elected officials. The Mayor and all Councillors completed the Councillor induction program, with the Mayor completing a supplementary induction program.

As part of the ongoing program for professional development, an additional five formal conferences, training or workshop events were delivered for the Mayor and Councillors in 2021-2022, along with 14 briefing sessions.

Council supported the Mayor and Councillors to attend the following external professional development activities:

- LGNSW Annual Conference
- LGNSW Special conference
- Australian Local Government Women's Association NSW Branch Annual Conference
- National General Assembly of Local Government and Regional Forum
- Planning for Councillors

Council continued to provide experiential and structured internal professional development activities for Councillors including strategic briefing sessions.

Since the December 2021 elections, Council has developed an ongoing professional development program for the Mayor and Councillors for the 2021-2024 Council term, following consultation with the Mayor and all Councillors.

21. CEO and senior staff remuneration

Council employed five senior staff and the CEO as at 30 June 2022. The total money payable to employ senior staff members during 2021-2022, including salary, the provision of fringe benefits, and all other associated employment costs was \$1,891,009.

Contract employment conditions for senior staff are in accordance with section 338 of the *Local Government Act 1993*.

Total remuneration packages

Chief Executive Officer	\$417,653
Other senior staff	\$1,401,789
Fringe benefits tax payable for any non-cash benefits	\$71,567

22. Overseas visits

There were no overseas visits by Councillors or Council staff in 2021-2022.

23. Carers recognition

Council is not considered to be a human services agency under the *Carers Recognition Act 2010*.

24. Recovery and threat abatement plans

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.

25. Labour statistics

In accordance with the Office of Local Government Circular No 22-20 Annual Reporting of Labour Statistics, Wednesday 25 May 2022 has been chosen as the 'relevant day' for councils to report on their labour statistics in their annual reports under this section.

Persons employed by Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	1105
Persons employed by Council as senior staff members	6
Persons engaged by Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	22
Persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0

26. Capital expenditure review

Council did not have any capital works projects for which a capital expenditure review was submitted in 2021-2022.

Information about Council's capital works program for 2021-2022 can be found in Appendix 2: Detailed Progress Report.

ENVIRONMENTAL SUSTAINABILITY 2021-2022:

Trend and condition summary

ENVIRONMENTAL SUSTAINABILITY 2021-2022

TREND AND CONDITION SUMMARY

This summary outlines Council's results for 2021-2022 in implementing the Lake Macquarie City Environmental Sustainability Strategy and Action Plan 2020-2027 (ESSAP 2020-2027).

It provides a trend and condition report on the priority environmental sustainability themes:

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

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

COUNCIL'S RESPONSE

For each of the priority environmental issues, we provide a high-level rating on the effectiveness of Council's response:



GOOD – shows an effective response consistent with best practice.



MODERATE – shows that the management response is moderate.



POOR – shows that the response could be improved.

Cover image shows the Ken and Audrey Owens Walkway, which opened in early 2022 and winds through an important coastal ecosystem

STRATEGIC THEME 1

Protecting and enhancing our natural landscapes

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

Targets

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

Response

2021-2022 summary outcomes

Natural environment



10,136ha reserved for conservation
37 natural area works projects (improving water quality and biodiversity and preventing erosion)
Six registered biobank and biodiversity stewardship sites (236.48ha)
97 per cent of respondents agree our natural landscape is an important part of our city's identity (Lake Macquarie City Council Community Research, November 2021)
Native vegetation cover has reduced to 58.1 per cent - the average annual rate of vegetation clearing (between 2018 and 2022) is 47.1 hectares a year, which is a reduction in rate from previous (69.5ha/year between 2014 and 2018)

STRATEGIC THEME 2

Supporting resilient communities

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

Targets

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

Response

2021-2022 summary outcomes

Climate change adaptation



Two local area adaptation plans.

(In action: Belmont South and Marks Point, and Pelican and Blacksmiths combined with Swansea and surrounds).

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

2.55mm-3.5mm a year average change in relative lake level (2011 baseline reported 2.6mm a year)

Natural hazards



\$993,804 bush fire hazard reduction funding (from NSW Rural Fire Service Rural Fire Fighting Fund (\$561,575) and Bush Fire Risk Mitigation and Resilience Program (\$432,229)

\$1.3 million bush fire mitigation costs to Council (within community land)

14.9ha managed through four hazard reduction burns (Bolton Point (two sites), Blacksmiths and Jewells)

Environmental health



82 illegal dump sites cleaned up by offender (saving Council \$35,959)

31 asbestos-related issues investigated

3.7 per cent decrease in smoke, dust and fugitive emission complaints (78 complaints received)

Implementing Council's contaminated land database

STRATEGIC THEME 3

Creating a sustainable city and communities

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

Targets

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

Response

2021-2022 summary outcomes

Energy



45.79 per cent increase in solar generation exported to grid within the city (20,354 Ausgrid customers now exporting solar to grid – resulting in a 22,428MWh increase on 2020-2021 reporting)

1749kW solar generation capacity on Council infrastructure (an additional 160 solar panels)

9.5 per cent reduction in Council greenhouse gas emissions (1186t CO₂-e less than 2020-2021)

11 active Sustainable Neighbourhood groups

Water and land



3.18 per cent reduction in residential water use (421,181kL decrease on 2019-2020)

14.38 per cent reduction in Council water consumption (45,323kL decrease on 2020-2021 climate corrected 315,246kL)

2.8ha rezoned for infill development (including 1.2ha zoned for public recreation use and 0.2ha rezoned for conservation)

1046 registered Aboriginal sites in the city

Transport



8.42km shared pathway constructed (4617m by Council and 3800m by developers)

13.38km of footpath constructed (3648m by Council and 9727m by developers)

46 per cent of Council's passenger fleet is electric or hybrid (nine electric and 76 hybrid passenger vehicles)

11.48 per cent reduction in Council fleet fuel burn emissions (down 577t CO₂-e on 2020-2021)

STRATEGIC THEME 4

Responsible consumption and production

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

Targets

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

Response

2021-2022 summary outcomes

Waste and recycling



102,503 tonnes total waste diverted from landfill

47,338 tonnes food and garden green waste diverted from landfill

0.96 per cent more waste to landfill (623 tonnes increase on 2020-2021)

241 tonnes hazardous and problem waste collected through Community Recycle Centre program and Chemical CleanOut

93.6 per cent of construction and demolition waste, generated by Council operations, diverted from landfill

Circular economy



71 businesses in the region involved in circular economy activity

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

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

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



CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

PRIORITY 11

Sustainable cities and communities



Potential influence	Our status	Future plans
Guide land use planning to support development of a high-quality built environment.	<p>Council is working to protect and enhance the city's natural heritage.</p> <p>Urban Greening and Urban Heat Strategies developed and adopted.</p>	<p>Implement the Urban Greening Strategy including the development of: an urban greening and tree planting prioritisation tool; and a tool to inform tree species selection, considering future climate change scenarios.</p> <p>Implement the Urban Heat Strategy and develop a cooler materials specification document to enable improved built outcomes for Council facilities regarding urban heat.</p>
Strengthen efforts to protect and safeguard the world cultural and natural heritage.	<p>Engagement with Aboriginal and Torres Strait Islander (ATSI) groups (Local Aboriginal Land Councils and Traditional Owner groups) occurring as part of the Coastal Management program.</p> <p>Council engages with ATSI groups including applications of traditional 'fire stick' approach to manage bushland areas and bush fire hazard reduction.</p> <p>Council support of grant applications by Local Aboriginal Land Council for traditional burn activity.</p>	<p>Ensure terrestrial landscape health projects incorporate involvement of indigenous groups and communities.</p> <p>Develop and implement programs to enhance indigenous involvement in lake health initiatives.</p> <p>Continue to use traditional Aboriginal fire management.</p> <p>Continue to engage ATSI perspectives in new strategy development (for example, Coastal Management Program).</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Potential influence	Our status	Future plans
Reduce the adverse environmental impact of cities - air quality, municipal and other waste management.	Council is addressing air quality issues through a range of initiatives including updating air pollutant dispersion modelling, registering and investigating air pollution incidents and reviewing Air Quality Assessment reports as part of pollution-intensive development applications, and making recommendations to approval authorities to mitigate air quality impacts.	Continue to work collaboratively with the community and internal/external stakeholders to ensure air quality emissions in the city meet the National Environment Protection (Ambient Air Quality) Measure.
	Council focuses on opportunities for the maximum recycling and re-use of bulk construction materials and is undertaking an audit program of all licensed on-site sewage management systems within the local government area (risk category applied).	Continued participation in regional, and state-funded illegal dumping programs. Reuse or recycle more than 90 per cent of Council-generated construction and demolition waste each year (2027 target). Draft and implement priority recommendations from the on-site sewage strategy.
Provision of access to safe public spaces.	Council's objective is for our open and shared spaces to be inclusive, enabling us to live a healthy and safer social lifestyle.	Implement the Lake Activation Strategy.
	To protect the community, assets and the environment, Council continues to implement actions from the Bush Fire Risk Management Plan.	Implement the Urban Greening and Urban Heat strategies.
	Council's Lake Activation Strategy (adopted October 2021) includes actions to improve access to foreshore areas.	Review fertiliser, herbicide and pesticide use on public land by Council and community groups, and make recommendations aimed at reducing the potential for public and ecosystem health impacts.

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

PRIORITY 12

Responsible consumption and production



Potential influence	Our status	Future plans
Ensure the community has the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	<p>Council aims to connect people to nature through programs and activities designed to foster enhanced social resilience, health and wellbeing and environmental stewardship.</p> <p>Education and engagement programs are delivered to business and community, on accessible ways to live a low impact lifestyle.</p> <p>Council provides ongoing support for Landcare and Sustainable Neighbourhood programs and aims to increase community engagement and participation in these programs and within other volunteer and community groups.</p>	<p>Explore the ways in which cultural and practical 'Caring for Country' principles can assist in integrating people with nature.</p> <p>Continue to protect and conserve natural heritage places that define our city's distinctive identity, now and into the future, through protection of biodiversity, geodiversity and ecosystem processes.</p> <p>Continue to strengthen existing citizen science programs and explore collaborative citizen science partnerships.</p>
Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle and significantly reduce their release to air, water and soil in order to minimise adverse impacts on human health and the environment.	<p>Council:</p> <ul style="list-style-type: none"> continues to implement recommendations from the Lead Expert Working Group Report on managing residual lead contamination in North Lake Macquarie is investigating the feasibility of the establishment of an Environment Audit Program for the identification of high-risk industry and activity applies regulatory controls where contamination of land is considered to be of harm to public health and environment is developing and implementing effluent management strategies and policies to reduce environmental health impacts is developing and implementing strategies to manage contaminated land and implements works to address contamination at priority sites. 	<p>Establish objectives for an Environment Audit Program and implement inspection program.</p> <p>Strategically plan for and undertake remediation of Council managed contaminated land at priority sites.</p> <p>Continue to plan and implement engagement campaigns related to priority environmental health issues (including air pollution, heat stress and contaminated land).</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Potential influence	Our status	Future plans
Achieve the sustainable management and efficient use of natural resources, promote sustainable public procurement practices and encourage companies to adopt sustainable practices.	<p>The Hunter, Central Coast and Lake Macquarie area is on a mission to become Australia's leading circular economy region and Lake Macquarie City Council is collaborating with the Hunter Joint Organisation (HJO), NSW Government Sustainability Advantage and other key stakeholders to make this a reality.</p> <p>A partnership between the University of Newcastle, Council and Dantia has established Australia's first Circular Economy Living Lab (CELL). The living lab approach is designed to set up the circular economy through a user-centred open innovation ecosystem co-designed and operating in real life settings.</p> <p>Working together, in the past year, the region has already completed a number of impressive circular economy projects including participating in the first CELL pilot project with Origin Energy, which will introduce an innovative re-use of fly ash.</p> <p>Council also continues to use recycled plastics and recycled glass sand in pavement, road construction and kerb and guttering projects across the city.</p>	<p>Council will continue its representation within the HJO, NSW Government Sustainability Advantage and the Hunter Central Coast Circular Economy Facilitators group to develop regional projects and realise circular economy projects.</p> <p>Council will continue implementing its internal Circular Economy Action Plans and looking for opportunities to improve its procurement practices to adopt more circular and sustainable practices.</p> <p>Working as a founding partner of Australia's first Circular Economy Living Lab (CELL), Council will continue to identify circular opportunities within the area and seek innovative pilot projects and initiatives to trial in practical real-world settings.</p> <p>Council will work with other local councils and the business community on circular economy initiatives to galvanise change in the region.</p>
Substantially reduce waste generation through prevention, reduction, recycling and reuse.	<p>Council will lead by example in waste avoidance, repair, reuse and recycling, in purchasing and disposal of assets, resources and wastes.</p> <p>The amount of waste landfilled has stabilised at a lower rate for the fourth year following the 2018 transition to weekly kerbside food and garden organics and fortnightly garbage collections with 22,000 tonnes (26 per cent) less material being landfilled each year than before the service change.</p>	<p>Continue to work closely with the Hunter and Central Coast Waste Region, the NSW Government's Sustainability Advantage program, and local industry leaders to advance circular economy in the region.</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

PRIORITY 13

Climate action



Potential influence	Our status	Future plans
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.	<p>Council continues to work with government/emergency service agencies and non-governmental organisations to address natural hazard awareness and preparedness issues, prioritising vulnerable communities, businesses and individuals.</p> <p>Sea level rise policy and guidelines and new flood levels are incorporated in planning for, and designing, all new Council infrastructure, with all infrastructure design adjusted to meet new standards that include consideration of climate change.</p> <p>Council is working collaboratively with the community and internal and external stakeholders to achieve natural hazard/disaster risk reduction - to prepare, respond and recover from adverse events. These events may be natural disasters, economic shocks or social disconnection. Working to achieve our environmental sustainability targets will help us support resilient communities by: addressing the risks to health, safety and infrastructure from natural hazards and pollution events, and developing strong local networks, and addressing the influence climate change is expected to have on the frequency and severity of natural hazards.</p>	<p>Continue to implement programs and activities designed to increase householder preparedness for natural disasters and climate change.</p> <p>Continue to investigate and develop new building and landscape design guidelines, and encourage innovative building, infrastructure and landscape designs that are able to adapt more easily to climate change and sea level rise (urban design to mitigate the combined effects of climate change and urban heat islands).</p> <p>Review and undertake flood studies and floodplain risk management studies/plans, that include climate change predictions, for prioritised catchments and tributary catchments in the local government area. Flood studies currently cover 56.44 per cent of the city's population who reside within an identified flood prone catchment. Council endeavours to implement recommended management actions emanating from these completed reports.</p> <p>Finalise and be ready to implement a Lake Macquarie Emergency Waste Management Sub-plan - identifying disaster waste prevention and management measures.</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Potential influence	Our status	Future plans
Integrate climate change measures into policies, strategies and planning.	<p>Recommendations from the Coastal Ecosystem Resilience in Lake Macquarie Report incorporated in the Coastal Management Program.</p> <p>Lake Macquarie Local Emergency Management Plan (EMPLAN) - endorsed December 2021.</p> <p>Development conditions for floor heights, setbacks and subdivision have been incorporated in the Lake Macquarie Development Control Plan 2014 and are being applied to new development. Strategic planning for the long-term management of risks to existing settlements and infrastructure commenced with the adoption of a local area adaptation plan for Marks Point and Belmont South. Council, in collaboration with the community, also completed the Local Adaptation Plan for Pelican, Blacksmiths, Swansea and surrounds (adopted by Council in October 2021).</p> <p>Council continues to develop and implement local adaptation plans to address current and emerging climate change risks.</p>	<p>Integrate climate change adaptation strategies into asset management plans and programs for built and natural assets.</p> <p>Risk reduction strategies in place for the city's extreme and high natural hazard risks.</p> <p>Implement Urban Heat Strategy (adopted June 2022).</p> <p>Implement Urban Greening Strategy (adopted June 2022).</p> <p>Continue to identify and assess emerging climate change risks and review and update policies, strategies and guidelines to mitigate impacts.</p>
Raise capacity for effective climate change-related planning and management.	<p>Council and the community are becoming better informed about climate change and its effects, and incorporating this information into planning and operational decisions.</p> <p>Lake Macquarie City Coastal Management Program is being finalised prior certification by the NSW Government. This program, together with the Floodplain Risk Management Plans and Local Adaptation Plans, will provide a framework to support Council and the community manage the impacts of climate change including sea level rise.</p>	<p>Implement Coastal Management Program for Lake Macquarie City's coastal zone.</p> <p>Continue to implement priority recommendations from approved floodplain risk management studies and plans for all major/prioritised catchments in the city.</p> <p>Continue to identify, research and assess environmental risks and develop and implement strategies to reduce Council's and the community's exposure to identified risks.</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

PRIORITY 14

Life below water



Potential influence	Our status	Future plans
Monitor key aquatic health indicators and maintain up-to-date water cycle models.	<p>Council works in partnership with other agencies such as the NSW Department of Planning and Environment to undertake aquatic ecosystem modelling, water quality analysis and assessment of sea grass coverage. The 2021-2022 outcomes indicated the improved aquatic ecosystem health, achieved over the previous 15 years, has been maintained.</p> <p>Research into aquatic biodiversity is ongoing through the Lake Macquarie Research Grants program with specific research including the completion of Stage One of a foreshore ecological assessment project (with Macquarie University, University of New South Wales and NSW Department of Planning and Environment).</p>	<p>Continue to support research into aquatic ecosystem health topics (including the use of remote sensing and innovation in monitoring).</p> <p>Undertake partnerships with industry and the community to reduce impacts on water quality and aquatic ecosystem health.</p>
Implement on-ground natural area rehabilitation works across the local government area.	<p>In 2021-2022, Council implemented on-ground natural area rehabilitation works at 37 sites across the city. Focus areas of the works included post-fire regeneration, terrestrial biodiversity restoration and management, coastal and littoral rehabilitation, foreshore stabilisation and rehabilitation, streambank and riparian rehabilitations and wetland rehabilitation, which included:</p> <ul style="list-style-type: none"> - 3.79ha of post-fire regeneration works on areas following hazard reduction burns - 7.73ha of terrestrial restoration works in areas of high biodiversity value - 3.5ha of coastal and littoral rehabilitation works - 6.9ha and 470m of foreshore stabilisation and rehabilitation works - 9.2ha of streambank and riparian rehabilitation works - 16.02ha of coastal wetland and saltmarsh restoration works - 2.98ha revegetation works in natural areas, planting 19,445 native plants. - 250m of dune stabilisation works to limit significant erosion impacts on coastal dunes. <p>Council is undertaking works to protect and enhance the health of aquatic and terrestrial ecosystems including the development of a local biodiversity framework to guide acquisition of strategically important conservation lands and encourage biodiversity offsets locally and within the city.</p>	<p>Continue to review and implement strategic works program for the enhancement of natural areas in the city, including dune, riparian and wetland ecosystem enhancement, and continue to assess, understand and mitigate the impacts of climate change.</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Potential influence	Our status	Future plans
Sustainably manage, protect and conserve marine and coastal ecosystems.	<p>There has been an emphasis on updating the strategic documents that relate to coastal and estuary ecosystems. A more balanced focus on both lake and coastline is emerging, with Council: undertaking works to protect and enhance the health of aquatic and terrestrial environments; and preparing the Coastal Management Program for Lake Macquarie City's coastal zone (being finalised prior to certification by the NSW Government).</p> <p>There are no marine reserves in the city and the health of Lake Macquarie remains a matter of high community concern.</p>	<p>Continue to advocate for establishment of Intertidal Protected Area, and/or Marine Reserve status in high priority locations (potential sites include Swansea Heads and Fennell Bay).</p> <p>Finalise and implement the Lake Macquarie Coastal Management Program.</p> <p>Finalise and exhibit waterway development guidelines and associated planning controls.</p> <p>Review and implement the Lake Macquarie Water Cycle Management Guidelines and associated planning controls to provide best practice water cycle management for new developments.</p>
Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities.	<p>Pressures of urbanisation, industry and recreational use of the marine/estuarine ecosystems continue to increase and the on-going effects of climate change will have an impact on the stability and functioning of coasts, estuaries and foreshores.</p> <p>Council provides appropriate training and information to Council staff to facilitate the assessment and compliance of new development with conditions of approval relating to stormwater management and treatment. Water sensitive urban design (WSUD) applied to all new developments (ensuring treatment of 50-80 per cent of stormwater from each sub-catchment in new subdivisions) and Water Cycle Management Guidelines updated to incorporate WSUD objective.</p> <p>Council partners with industry (e.g. power stations, Hunter Water Corporation) and the community to reduce impacts on water quality and aquatic ecosystem health.</p>	<p>Continue to design and construct water quality and flow control devices (such as constructed wetlands) at priority locations identified within existing stormwater and catchment management plans and at newly identified priority sites.</p> <p>Develop and deliver a city-wide campaign to reduce the impacts from stormwater on water quality and aquatic ecosystem health.</p> <p>Investigate and support measures to minimise adverse impacts from all forms of mining (including coal seam gas exploration on surface and groundwater and on ecosystem health), and minimise environmental impacts and negative effects from offshore oil and gas exploration (including the impacts on marine and other wildlife, the sea floor and the devastating cumulative effects of pollution), as required.</p>

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PRIORITY 15

Life on land



Potential influence	Our status	Future plans
Prevent habitat loss due to land clearing for urban infrastructure and other development.	<p>Land clearing places a fundamental pressure on the environment, causing habitat loss, fragmentation and degradation, species death and exacerbates other environmental threatening processes.</p> <p>Conservation planning framework includes a draft local biodiversity offset framework to encourage biodiversity offsets locally and within the city.</p> <p>Indicators suggest that biodiversity and native habitats are still in a state of decline. Recent assessment reports the area of the city covered by native vegetation (bushland) is now 37,361 hectares. This covers 58.1 percent of the total land area in the city. The average annual rate of vegetation clearing (bushland to cleared, between 2018 and 2022) is assessed at 47.1 hectares a year, which is a reduction in rate from the previous mapping period (69.5ha/year between 2014 and 2018).</p>	<p>Continue conservation planning for the city to protect important biodiversity values and build ecological resilience.</p> <p>Implement guidelines (and associated planning controls) to ensure that biodiversity, and ecological connectivity is adequately assessed and impacts avoided and/or mitigated, and further develop the Awaba Conservation Area proposal.</p> <p>Complete conservation planning framework including guidance on the acquisition of strategically important conservation land in the city.</p> <p>Maximise rezoning for urban land uses on land not identified as high conservation.</p> <p>Retain existing conservation zones and apply such zones to land identified as high conservation.</p> <p>Council to encourage, support and partner with industry and private organisations to reduce the intensity of threats facing biodiversity (including the destruction, degradation and fragmentation of habitats) and the impacts on terrestrial ecosystem health through developing terrestrial ecosystem partnership projects and effectively administering vegetation management plans.</p>

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Potential influence	Our status	Future plans
Introduce measures to further prevent the introduction and significantly reduce the impact of invasive pest species on land and water ecosystems.	<p>Council contributes to regional feral animal control programs and implements programs for the control and eradication of noxious and invasive plants.</p> <p>Biosecurity inspections within Council's strategic works program have been included for the enhancement of natural areas in the city, including high priority bushland, foreshore and wetland sites.</p>	<p>Active participation in HJO's five yearly review of the Regional Weed Strategy and the continued identification, management and monitoring of weed species in accordance with the regional Weed Action Program.</p> <p>Council will to continue to use <i>NSW Biosecurity Act 2015</i>, to provide the framework to managing vertebrate pests.</p>

