



LAKE
MACQUARIE
CITY

**END OF TERM
REPORT**
2017-2021



ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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

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



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MESSAGE FROM THE CEO



As the term of our current Council comes to an end, it is right that we take a moment to reflect on all that we have achieved over the last five years as we have worked together to create an even better Lake Macquarie for the residents and businesses that call our city home.

This term was unique in many ways not least its extended five-year length as a result of 2020 Local Government Elections being postponed in response to the COVID-19 pandemic.

Despite global challenges, this term of Council has delivered unprecedented investment and growth in our city in terms of development and technology.

The 2018-2019 financial year saw a record \$1.24 billion worth of development approved across the city. At the same time, we welcomed new tourism operators to the city, capitalising on the success of our 'Love the Lake' tourism campaign, a partnership between Lake Macquarie Tourism and Destination NSW.

In 2019-2020, we partnered with TPG Telecom on the Hunter Region's first 'Fibre City' program, an initiative that will further drive investment and innovation in Lake Macquarie by giving local businesses access to internet speeds at up to 24 times the national average.

Our support for business continued through the COVID-19 pandemic when we worked directly with businessowners to help them adapt to their new operating environment and keep customers safe. Recognising our position as a major economic driver within our region, particularly in uncertain times, Council's COVID-19 business support package also included a commitment to pay invoices

within 14 days of receipt, as well as rent relief for businesses leasing Council-owned premises.

In addition to supporting local businesses, I'm equally proud of how we engaged with our wider community throughout this term of Council.

We engaged with our community on dozens of projects each year; sharing in the decision-making process and allowing our residents to play an active role in shaping the future of their city.

We improved the delivery of our services through the creation of a new-look Council website and saw our innovative efforts recognised at the 2019 National Local Government Customer Service Awards, where we took home the National Customer Service Excellence Award. We adopted the Lake Macquarie City Community Participation Plan to ensure our culture of open and transparent collaboration continues into the future.

We are a growing city and the work and accomplishments throughout this term will ensure Lake Macquarie continues to be a prosperous and liveable city.

Morven Cameron
Chief Executive Officer

MESSAGE FROM THE MAYOR



We are so lucky to live in a place that offers unrivalled lifestyle, opportunity and potential for even more success. I am incredibly proud to be Mayor of such a wonderful city that at the heart is supported by our amazing community that is rich in generosity and resolve.

I am excited to share our achievements over the last five years in this end of term report. During this term of council, we have seen our city mature and change as we begin to realise our enormous potential for progress and growth.

We've made great strides in this time, highlighted by the unlocking of the Cockle Creek precinct, which is a key location in the north west of Lake Macquarie for new housing, business investment and jobs. The completion of the \$4.7 million Munibung Road extension in 2020 was one of the milestone projects that has helped this area of our city begin to take shape.

Importantly as we grow, it's critical that we consider future transport options and I am pleased to see work continue on making it easier for everyone to move around the city. Part of this work has been improving accessibility options at our beaches, bus stops and amenities. I'm also passionate about increasing footpaths and shared pathways in our communities that connect us to our economic centres, so I'm thrilled to see work begin on Fernleigh Awabakal Shared Track and completion of the pathway from Wallsend through Glendale to Speers Point.

As a community we love being active and we are renowned for our sporting prowess. It is part of who we are and contributes to our incredible lifestyle. Our magnificent lake is the

centrepiece and improving how we interact and utilise the lake for recreation has been a focus over this term of council. The \$300,000 upgrade to Grannies Pool in Blacksmiths, the redevelopment of Belmont Baths in 2019 and the many jetty upgrades have all contributed to improving our life by the water.

The other aspect of our lifestyle that we cherish is our environment and doing all we can to protect our waterways, bushland, beaches and wildlife. Together with the community we have regenerated and restored hectares of natural bushland, as well as made improvements to our coastal and foreshore management. We've also invested in how we manage our waste with the introduction of the 3-bin system and completed a \$30 million expansion of the Awaba Waste Management Facility.

It has certainly been a busy five years and while it has required tremendous commitment from us all, it has also delivered immense rewards for our community. It reminds me again, how lucky we are to call Lake Macquarie home.

Councillor Kay Fraser
Mayor



ABOUT THE REPORT

End of Term report

The aim of the End of Term Report 2017-2021 is to provide an update to the Lake Macquarie community on progress towards achieving the social, environmental, economic and civic leadership objectives of the Community Strategic Plan during the elected Council's term in office.

The plan is a requirement under the NSW Government's Integrated Planning and Reporting Legislation for Local Government.

Our End of Term Report outlines progress Council has made through its 2017-2021 Delivery Program and annual operational plans, against the vision and strategies presented in the Community Strategic Plan.

The Community Strategic Plan groups community priorities in seven focus areas. The End of Term Report highlights Council's achievements in each of these focus areas as well as progress against the measures set at the beginning of the term.

HOW WE PLAN AND REPORT

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

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

Our Integrated Planning and Reporting Framework



OUR VISION AND VALUES

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

OUR VISION

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

OUR VALUES



UNIQUE LANDSCAPE

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



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.



CONNECTED COMMUNITIES

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



CREATIVITY

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



SHARED DECISION MAKING

Lake Macquarie communities continue shared responsibility for governance.

OUR COUNCILLORS AND WARDS

Visit lakemac.com.au for contact details and information about our Councillors.



Mayor
Councillor **Kay Fraser** (ALP)

North Ward

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



Left to right: Councillor **Brian Adamthwaite** (ALP), Councillor **Kevin Baker** (LIB), Councillor **Barney Langford** (ALP) and Councillor **Colin Grigg** (LM IND).

East Ward

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



Left to right: Councillor **Adam Shultz** (ALP), Councillor **Nick Jones** (LIB), Councillor **Christine Buckley** (ALP) and Councillor **John Gilbert** (LM IND).

West Ward

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



Left to right: Councillor **David Belcher** (ALP), Councillor **Jason Pauling** (LIB), Councillor **Wendy Harrison** (IND) and Councillor **Luke Cubis** (LM IND).

OUR COVID-19 RESPONSE

As the pandemic continued to unfold during 2020 and 2021, Council played a critical role in ensuring our community continued to feel safe.

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

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

We have three principles guiding our COVID-19 response:

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

Community measures

- Offering help to residents, businesses and landlords to pay their rates.
- Removing credit card surcharges on rates payments.
- Waiving lease fees for community organisations who lease Council-owned land or buildings.
- Initiating a staff redeployment and volunteering program.
- Staying open for face-to-face customer service, whenever safe.
- Promoting a COVIDsafe summer through a 'Be safe, keep space' communications and engagement campaign at our beaches, pools and foreshore areas.
- Making available a range of grants to support our community, including the \$100,000 COVID-19 Community Funding Program awarded to 27 community groups, clubs and other organisations.
- Delivering many Council community programs online, complimented by face-to-face activities when it was safe to do so.
 - A Matter of Seconds water safety program was delivered as a digital resource in July-September 2020 due to COVID-19 restrictions.
 - Over 55s sessions, such as virtual history bus tours with a local historian, and gardening activities with local horticulturists, were developed through 16 online videos reaching 1010 views.
 - Several other online workshops were held for the You're Kidding Me and Me2 programs.

Business measures

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



MAKING PROGRESS





The following section of this report provides an overview of the city's seven focus areas. This includes how we are tracking against our performance indicators and our progress towards achieving community objectives over the past five years.

A range of performance indicators were developed to measure our progress towards delivering the city's vision. These indicators were selected to track the effectiveness of the community objectives across Lake Macquarie City.

Each indicator is measured using data collected by Council, government and/or community-based agencies. Since they were developed, Council has reviewed service levels and program delivery in a number of areas resulting in some data sources no longer being collected. Other indicators rely on Australian Bureau of Statistics (ABS) data collected every five years.

Focus area objectives and performance indicators will be reviewed in the next version of the Community Strategic Plan, to be delivered in 2022.



UNIQUE LANDSCAPE



\$30m expansion streamlines Awaba Waste Management Facility

A \$30 million expansion of the Awaba Waste Management Facility was completed in 2019, marking a milestone in the implementation of our city's Waste Strategy.

A revamped Community Recycling Centre, new waste transfer station and two giant landfill cells streamlined waste and recycling drop-off, and significantly extended the life of our landfill. Ongoing diversion of waste and further expansion of the facility planned for years to come mean the facility will serve the city's needs for at least the next 30 years.

Green thumbs up for three-bin waste system

Completion of the Lake Macquarie Organics Resource Recovery Facility in 2017-2018 marked an exciting moment in the evolution of waste services in Lake Macquarie City, and a milestone in achieving our long-term Waste Strategy 2015-2023.

The state-of-the-art processing plant, constructed in partnership with REMONDIS, converts up to 44,000 tonnes of organic waste a year into compost and soil improvement products.

Completion of the facility paved the way for introduction of Council's three-bin waste management system, which allows food scraps to be disposed of in the household green waste bin.



Hunter firsts

In 2018, Council deployed a drone along isolated cliff sections of Swansea Heads and Caves Beach to spray tracts of bitou bush – one of Australia's most invasive noxious weeds. The project was also a first for the Hunter.

Crushed glass and recycled plastic strips were used in a Hunter-first footpath project trialling environmentally sustainable 'greencrete' in 2019. Council crews poured a 30m greencrete footpath on Steel Street, Redhead.



Other achievements

2017-2018



Improved coastal and foreshore management



Regenerated 16.93 hectares of natural bushland through the Lake Macquarie Landcare program

2018-2019



Commenced work on \$30 million expansion of Awaba Waste Management Facility



Installed Australia's largest trash rack on Winding Creek, Glendale



30m of 'greencrete' footpath trialled on Steel Street, Redhead (Hunter-first)



Opening of Downer's asphalt plant in Teralba to produce sustainable road and pavement materials (known as Reconophalt) for use in the Hunter Region and Central Coast

2019-2020



Lake Macquarie Housing Strategy adopted



20 years of Landcare in Lake Macquarie celebrated



Natural area restoration works completed at 19 project sites

2020-2021



Commenced work on an Urban Greening Strategy



More than 12,000 native plants planted for dune stabilisation at Redhead, Blacksmiths and Swansea Heads



Fishery Point Road in Bonnells Bay became the first public road in Lake Macquarie City to be resurfaced with Reconophalt – a road-pavement alternative that uses processed soft plastics



Progressed a low carbon road project with Hunter Water, Edge Environment and Sustainability Advantage to explore different materials, such as fly ash, to use in our roads



Investigated the potential of using hydrogen as a power source in our heavy vehicle fleet to mitigate carbon emissions and support local advanced manufacturing

Measuring success

OBJECTIVES

- ✔ Natural environments are protected and enhanced
- ✔ We have vibrant town centres and villages
- ✔ New development and growth complement our unique character and sense of place
- ✔ Our natural landscape is an integral part of our city's identity

MEASURE	ACTUAL TREND
1. No net decline in catchment waterway and estuary health	✔ MET STANDARDS
2. Areas of public and/or private land with conservation status is increasing	✔ MET STANDARDS
3. Satisfaction with new development is increasing	↓ DECREASING
4. Hunter Region business confidence and sentiment is increasing (data provided by Hunter Research Foundation)	⊗ NO NEW DATA
5. The proportion of people living and working in, and adjacent to our town centres is increasing	⊗ NO NEW DATA



LIFESTYLE AND WELLBEING

Key achievements

Award-winning Pasterfield Sports Complex opens in Cameron Park

The official opening of the award-winning Pasterfield Sports Complex was cause for great celebration in 2018. The \$15 million complex is one of the largest-ever recreation infrastructure projects for our city, and Council marked the occasion of its handover to the community with a family fun day.

The complex extends across eight hectares and features cricket practice nets, full-sized AFL sporting fields, netball courts, a shared pathway loop, outdoor fitness equipment, a parkour area, a skate park and a giant playground with separate play areas for younger and older children featuring the Hunter region's tallest climbing net.

Iconic update to Belmont Baths

Although a relatively small-scale project, the redevelopment of Belmont Baths was an iconic achievement as it reflected so many aspects of our city vision. The redeveloped baths opened in time for the 2018-2019 summer swim season, providing safe and accessible lake swimming. Foreshore improvements completed in May 2019 added new showers and toilets, a family change room, an accessible change room and aquatic wheelchair storage. The new facility is a dramatic improvement on the original baths, providing a 70m jetty and all-abilities access. It addresses the community's long-held desire for a netted swimming enclosure in the lake.



Grannies Pool in all its glory

A \$300,000 upgrade to Grannies Pool at Blacksmiths helped reveal one of our city's best-kept secrets. The improvements included 350m of accessible pathways, two new benches and 1600 plantings.



Splash for Toronto

Toronto Swim Centre reopened its doors to the community in October 2019 after a \$6.5 million refurbishment to deliver an inclusive swimming environment for people of all abilities. The revamp included retiling of all pools, a new combined hydrotherapy and spa pool, a new entry, kiosk and training room, along with refurbished and accessible 'Changing Places' amenities.



Other achievements

2017-2018



1.4 million visits recorded at our four patrolled beaches

2018-2019



Opening of lifeguard observation room at Catherine Hill Bay



Reopening of Pelican Boat Ramp

2019-2020



\$1.5 million upgrade to Speers Point Jetty (83m long)



2020-2021



Construction underway of new lakeside park precinct at Thomas H Halton Park, Croudace Bay



Adoption of Child and Family Strategy



Construction underway on a new skate park at Bernie Goodwin Memorial Reserve, Morisset which complements the recently completed inclusive playground and outdoor fitness equipment

Measuring success

OBJECTIVES

- ✔ Our community has access to adaptable and inclusive community and health services
- ✔ Our public spaces help us feel healthy and happy
- ✔ Our vibrant city has events and festivals that enhance our lifestyle

MEASURE	ACTUAL TREND
1. Satisfaction with our facilities and public spaces is increasing	↓ DECREASING
2. Ability of residents to access community and health services is increasing	↓ DECREASING
3. Participation rates in sporting and recreation activities is increasing	↑ INCREASING
4. Participation rates for events and festivals is increasing	↓ DECREASING
5. The city's regional wellbeing index is increasing	↓ DECREASING

*see appendix for full data



MOBILITY AND ACCESSIBILITY

Key achievements

Munibung Road lays foundation for future growth

The 820m Munibung Road extension officially opened to drivers on time and on budget in 2020, marking a seminal moment in the future growth of our city. The \$4.7 million project, was jointly funded by the Australian Government and Council, and achieved in partnership with Daracon. It is a regionally significant infrastructure project designed to unlock business investment, commercial development and housing opportunities.

City-wide parking strategy

Council adopted a city-wide car parking strategy that provides a long-term strategic plan for the management of parking and transportation. It will maximise the use of our existing parking spaces and guide Council's decisions and actions on parking – now and in the future.

\$380,000 accessibility upgrades at Blacksmiths Beach

In 2020, an accessibility upgrade at Blacksmiths beach was completed, allowing people of all abilities to have the chance to enjoy the beach.

The completed works include an all-access ramp, pathway and viewing platform at the high point of the foredunes, overlooking the water. The works provide beach access to wheelchair and mobility aid users, people with prams and other people who have difficulty walking in soft sand.

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





Other achievements

2017-2018



Delivered more than 3km of new footpath throughout the city



Completed 80km of road sealing, resurfacing and rehabilitation works

2018-2019



Completed construction of new inclusive amenities at Caves Beach



Improved beach access at Blacksmiths Beach and Redhead Beach



Improved accessibility of bus stops

2019-2020



\$2.6 million upgrade to Wyee Road, Wyee

2020-2021



New shared pathway from Wallsend through Glendale to Speers Point



Created safer access to Fassifern Station



Commenced construction of Fernleigh Awabakal Shared Track



Completed 1.1-kilometre-long and 3-metre-wide shared pathway along Bay Vista Road connecting Fishery Point Road and Bulgonia Road in Brightwaters



Sealing of Mandalong Road, Mandalong, and the upgrade and widening of Ruttleys Road, Wyee

Measuring success

OBJECTIVES

- ✔ It is safe and easy to connect with others and get around our city
- ✔ People of all abilities use and enjoy our places and spaces
- ✔ User-friendly and direct public transport connects our towns and villages
- ✔ New technology supports our transport choices

MEASURE

ACTUAL TREND

1. The number of accessibility upgrades at Council facilities is increasing	STEADY
2. Percentage of trips undertaken on public transport is increasing	NO NEW DATA
3. Amount of new cycleways and footpaths being provided is increasing	STEADY
4. Number of non-petrol/diesel vehicle registrations in the city is increasing	STEADY
5. The Pavement Condition Index (PCI) remains above the target PCI of 6.5 out of 10	STEADY

*see appendix for full data



DIVERSE ECONOMY



Key achievements

Fibre City partnership

The new service offering provides uncontested, reliable and business-grade internet for the North West Catalyst Area, with online connection speeds of one gigabyte a second and beyond. The connection is more than six times faster than average speeds in Singapore, which holds the global number one title.

The network is available in Charlestown's commercial precinct, Cardiff's retail centre and the nearby Cardiff industrial estate through to Boolaroo, along the new Munibung Road extension. Fibre City allows companies to migrate in-house applications to cloud-based services, increase business efficiency and employee productivity, and make use of modern, unified collaboration tools and video conferencing.

Record tourism push to drive overnight stays in Lake Mac

Stunning natural beauty and jaw-dropping outdoor pursuits starred in the biggest tourism push in the city's history. Developed by Destination NSW and Lake Macquarie Tourism, the \$200,000 Love the Lake campaign targeted the lucrative overnight market with a 30-second promotional video aimed squarely at under-45 visitors in search of adventure and fun. The campaign exceeded all targets set by Destination NSW, with 12 million advertising impressions and more than 38,000 visits to the Lake Macquarie campaign webpage, while 10,000 leads were generated for our local tourism industry. These results delivered enormous potential to drive tourism in Lake Macquarie and ensure we're front of mind when Sydneysiders think about their next weekend getaway.

Waste as a resource

We're leading the way with our Circular Economy Policy and Framework, the first of its kind by a council in Australia. This places the city and the wider Hunter region in a great position in the midst of the global shift to a Circular Economy that is aiming to:

- design out waste and pollution
- keep products and materials in use at their highest possible value
- regenerate natural systems.

Applying our Circular Economy principles will provide a way for us to build greater resilience within our businesses and communities and aligns to our focus on innovation and thought leadership.

Nurturing innovators





Council continued to implement short-term actions from our Innovators Support Roadmap Action Plan. The roadmap guides activities designed to attract, nurture and retain innovators in our city. It connects innovators, problem-solvers and helpers, spanning government, private enterprise and the tertiary education sector. We also plan to deliver a schools and industry co-innovation program and develop a community challenges ideas platform.



Other achievements



2017-2018

-  Advocacy submissions made for our city - Draft Greater Newcastle Metropolitan Strategy and to the Parliamentary Inquiry into Waste and Recycling in Australia
-  New cultural trails online
-  Strengthening of local business sector with Dantia
-  Launch of Internet of Things

2018-2019

-  Record \$1.24 billion worth of development approved
-  Adoption of the city's first Night Time Economy Strategy
-  Adoption of Imagine Lake Mac Strategy
-  Support for the launch of Lake Macquarie Cruises and Coast XP, and Lake Macquarie Seaplanes development approval

2019-2020

-  Adoption of Local Strategic Planning Statement



2020-2021



Completion of creative lighting trial to increase night-time use of public spaces at Pearson Street Mall, Charlestown

Measuring success

OBJECTIVES

- ✔ Our city is a popular destination with a wide variety of experiences
- ✔ We have an adaptable and diverse economy
- ✔ Our growing population supports a thriving local economy

MEASURE	ACTUAL TREND
1. Number of businesses in the city that employ one or more persons is increasing	↑ INCREASING
2. The city's employment growth matches workforce growth	⊗ NO NEW DATA
3. Number of visitors (day tripper and overnight stays) is increasing	↑ INCREASING
4. The city's Gross Regional Product is increasing	↑ INCREASING
5. The proportion of people that live and work within the city is increasing	⊗ NO NEW DATA

*see appendix for full data



CONNECTED COMMUNITIES



Key achievements

Vibrant events

In 2018, the Living Smart Festival was bigger than ever, with more than 30,000 people flocking to the event, headlined by ABC TV's War on Waste presenter Craig Reucassel. This major sustainable lifestyle festival for our region was named the 2018 Australian Event Awards' Best Community Event. We added two successful after-dark events to the city's calendar. Feast for the Senses and the Belmont Beers, Blues and BBQ Festival proved highly popular, and we look forward to rolling out many more after-dark events like these, following the adoption in June 2019 of our Night-Time Economy Strategy and Action Plan. An exciting new Event and Festival Strategy was developed in 2019 to give our community much to look forward to over the next five years. The Strategy paves the way for our city to stage large outdoor festivals and a diversity of small events that will boost our economy while bringing people together to connect and celebrate culture. It will see us build on successful signature events such as the Living Smart Festival, Float Your Boat and the Offshore Superboats, which attract a combined total of more than 110,000 people each year.

Urban art connects

The Creative Lake Sculpture Trail has brought a curated collection of sculptures and interactive murals by nationally and internationally acclaimed artists to our lake foreshore. The Chimera, installed in February 2019, is a striking 12m-tall sculpture which towers like a shimmering sentinel over Speers Point Park. The Creative Lake Sculpture Trail now incorporates 10 artworks dotted along a shared pathway around the lake. Also, during 2019, The Urban and Public Art Strategic Plan was endorsed by Council.



Digital storytelling

A digital storytelling course was delivered to the Lake Mac Sustainable Neighbourhood Groups and Landcare volunteers to help them create their own storytelling videos.






Aboriginal cultural programs

Our Cultural Services team has hosted at least 30 Aboriginal and Torres Strait Islander programs annually. These included the FLINT Indigenous digital literacy program, which was hosted by Lake Mac Libraries, and two major exhibitions, Resolution: contemporary indigenous photomedia and Hunter RED: Re(A)d Earth. In addition, open and market days, talks, workshops and cultural events were held at MAC – Museum of Art and Culture, yapang. We have also delivered quarterly editions of the Koori Grapevine, a dedicated Council newsletter for the Aboriginal community.







Other achievements




2017-2018

-  693,567 visitors to our libraries, 1.15 million users of our electronic resources and 43,465 attendees across our programs
-  Seven public artworks created and installed around the city
-  Hosted 36 Aboriginal and Torres Strait Islander programs
-  Launched SEEN@Swansea exhibition space
-  Partnered with community groups on 60 projects to improve facilities

2018-2019

-  Sustainable Neighbourhood program volunteers across the city contributed 9300 hours towards more than 50 activities
-  Mobile library van, The Rover, roamed the city, attracting 7608 visitors and recording 13,912 loans.
-  Free Wi-Fi installed at Speers Point Park, Lake Mac Libraries, Warners Bay Theatre and Lake Mac Holiday Parks
-  Me2 Program developed for people with a disability to build skills and connect with others

2019-2020

-  Supported our community during COVID-19, including \$100,000 COVID-19 Community Funding Program
-  Implemented Click and Collect service at Lake Mac Libraries
-  Implemented Books at the Beach online storytime program

2020-2021



Design work completed for four new cabins to be installed at Swansea, Belmont Pines and Blacksmiths Holiday Parks



Adopted Culturally Diverse Lake Mac Plan



Wi-Fi deployed at Pearson Street Mall, Charlestown



Sustainable Neighbourhood volunteers delivered more than 100 events, meetings and training activities

Measuring success

OBJECTIVES

- ✔ Public spaces help connect us with each other and the world
- ✔ We are a supportive and inclusive community
- ✔ We are proud of our city's heritage and cultures
- ✔ Our community responds and adapts to change

MEASURE

ACTUAL TREND

1. Volunteer participation is increasing	✘ NO NEW DATA
2. Satisfaction with supporting the city's arts, heritage and culture is increasing	🔒 STEADY
3. The city's energy and water consumption is decreasing	⬇️ ENERGY AND WATER DECREASING
4. The city's greenhouse gas emissions are decreasing	⬇️ DECREASING
5. The proportion of walking and cycling trips in the city is increasing	✘ NO NEW DATA

*see appendix for full data



CREATIVITY

Key achievements

MAC turns a new leaf

The former Lake Macquarie City Art Gallery reopened under its new name, MAC – the Museum Art and Culture, yapang – following a \$2.3 million makeover. The word yapang (pronounced yah/pung) in Awabakal language means ‘journey’ or ‘pathway’ and is the name given to a new First Peoples program of the Museum of Art and Culture. The transformed gallery officially opened on 22 November 2019 to a crowd of 1500 people. The opening event saw the launch of the exhibition,

We. Be. Us., and the Sculpture Cafe.

The enhancements to the building mean it can better cater to the community through diverse and inclusive programs, with an emphasis on Aboriginal programming, contemporary art and artists, cultural tourism and audience engagement programs. The expansion is vital to the overall delivery of Council’s Arts, Heritage and Cultural Plan, and is part of Council’s vision to create a dynamic cultural precinct within the city.

Creative city with public art installations

Lake Macquarie successfully secured \$2.66 million through 10 grants to deliver more than \$5 million in cultural programs and infrastructure. These funds included grants totalling \$2.1 million through the NSW Cultural Infrastructure Fund for a new Multi Arts Pavilion in Speers Point Park, and for expansion of Lake Macquarie City Art Gallery to include a new wing dedicated to contemporary Aboriginal art.

Twenty-eight urban and public art commissions were created and permanently installed around the city, which includes public art commissions, kinetic public art and technology inspired installations.



A cutting-edge Multi Arts Pavilion

Council continued a focus on bringing creativity outdoors and making it accessible, with work underway on a new purpose-built Multi Arts Pavilion (MAP) in our city's best-loved recreational precinct, Speers Point Park. The project is funded by the NSW Government's Regional Cultural Fund and Council. Australia's first arts pavilion will assist in growing our economy, strengthening our reputation as a premier cultural destination, and attracting new visitors to our city.







Pearson Street Mall revitalised





An innovative revitalisation project for Pearson Street Mall in Charlestown saw this popular outdoor lunch spot and meeting place transformed, with integrated artworks, new landscaping, climate sensors, free public Wi-Fi, and provision for food trucks and market stalls.

Other achievements

2017-2018

-  2018 symposium program for the galleries, libraries and museums sector (GLAM)
-  Maintained a volunteer base of 30 people to support SEEN, Community History and Lake Macquarie City Art Gallery programs.
-  Virtual Awaba project launched
-  Eight community-initiated arts projects supported

2018-2019

-  Secured Chimera as the 10th sculpture in the Creative Lake Sculpture Trail
-  Belmont Beers, Blues and BBQ Festival attracted 1500 blues and brews fans
-  Float Your Boat attracted 20,000 people
-  Launched Lake Mac Heritage Symposium to support volunteers and professionals in caring for collections of historic significance

2019-2020

-  Established the Hunter and Central Coast Local Government Smart Cities Network to build practical regional collaboration





2020-2021



Consulted with the community on the design of Sugar Valley Library Museum



\$3.3 million refurbishment of Rathmines Theatre, nawayiba and Warners Bay Theatre, baramayiba



Commenced work on Australia's first Multi Arts Pavilion (MAP) at Speers Point Park

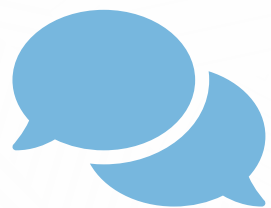
Measuring success

OBJECTIVES

- ✔ Creative thinking drives our city
- ✔ Our city has a strong creative industry
- ✔ Cultural experiences and public art connect us with the past, present and future

MEASURE	ACTUAL TREND
1. Number of opportunities and partnerships formed with creative and cultural sectors is increasing	 INCREASING
2. Number of activities initiated that attract audiences is increasing	 PROGRAMS & ATTENDANCE STEADY
3. Number of cultural groups/ creatives in the city is increasing	 INCREASING
4. Satisfaction with public art and cultural facilities is increasing	 INCREASING
5. Employment and economic output in non-traditional industries such as the creative sector and knowledge sector is increasing	 NO NEW DATA

*see appendix for full data



SHARED DECISION MAKING



Key achievements

Engaging with our community

We have continued to work closely with our community through a variety of online forums each year, including growing our popular engagement website, Shape Lake Mac. This platform lets the community share ideas and provide feedback on projects covering a broad range of issues, plans and designs for the city.

Council also adopted the Lake Macquarie City Community Participation Plan, a new guide that explains how people have their say on planning matters, such as development applications, planning proposals and strategies. The Community Participation Plan details how and when Council will engage with the community across the planning functions it performs under the Environmental Planning and Assessment Act 1979. Through this plan we aim to ensure our community knows how and when they can provide feedback on planning decisions that could affect their future.

New website

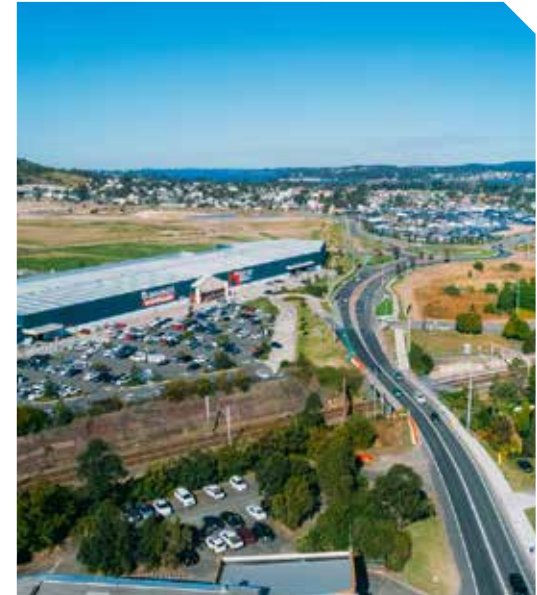
We launched a new-look website to improve service experience for our customers by making more Council services available online. The changes allow customers to do business with Council when and where it is most convenient for them. As part of the process, we've identified the services most frequently accessed by our customers and worked to put them front and centre on the new website. This means services such as rates payments, reporting an issue to Council and finding the date of the next bulk waste collection are easily accessible from the homepage, saving customers time.



Advocating for our city

Council continued to advocate for the strategic development of our city. In 2018, we welcomed the Greater Newcastle Metropolitan Plan's recognition of North West Lake Macquarie as a significant catalyst for economic growth across the wider region. The plan sets out a blueprint for coordinated regional growth over 20 years across an area that comprises all or significant parts of the Lake Macquarie, Newcastle, Maitland, Cessnock and Port Stephens local government areas.

Council continues to contribute to the regional strategic planning process through the Hunter Joint Organisation, as well as the Greater Newcastle Metropolitan Plan Steering Group.






Recognition for our customer-first approach

We were extremely proud to be recognised in the 2019 National Local Government Customer Service Awards, winning the overall National Customer Service Excellence Award for our innovative improvements to customer service. In particular, our comprehensive customer service strategy, which engages seven elements to strengthen customer experience.

Other achievements





2017-2018

-  Community satisfaction with Council's services at 91 per cent
-  Several submissions during the year to advocate for positive outcomes for our city
-  Engaged with the community on over 20 projects

2018-2019

-  Negotiated with landholders to proceed with the Munibung Road connection
-  Piloted central knowledge management system and upgraded technology
-  Engaged with community on 33 projects through a variety of online forums, with 50,000 visits to Shape Lake Mac

2019-2020

-  Engaged with community on 37 projects through a variety of online forums, with 66,000 visits to Shape Lake Mac
-  Webcasted Council meetings and commenced operation of seven Portfolio Committees



2020-2021



Updated Council's website to advise of near-real-time road closure information, swim centre closure notification information and other improvements to website content



Planned for local government election with information provided on Council's website

Measuring success

OBJECTIVES

- ✔ We know how and why decisions are made
- ✔ Our community influences decisions that shape our city
- ✔ Partnerships between community, government and business benefit our city.

MEASURE	ACTUAL TREND
1. Number of registrations to Council's Have Your Say site is increasing	↑ INCREASING
2. Number of unique users, page views and time spent on Council's website is increasing	↑ UNIQUE USERS, PAGE VIEWS & TIME SPENT INCREASING
3. Number of people following Council on Facebook, Instagram, Twitter and LinkedIn is increasing	↑ INCREASING
4. Customer service satisfaction is increasing	↑ INCREASING
5. Volume of online customer transactions is increasing	↑ INCREASING

*see appendix for full data



APPENDIX - MEASURING SUCCESS



UNIQUE LANDSCAPE

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. NO NET DECLINE IN CATCHMENT WATERWAY AND ESTUARY HEALTH	Meet standards	Yes	Yes	Yes	Yes	Yes	MET STANDARDS	Office of Environment and Heritage, Lake Macquarie City Council
2. AREAS OF PUBLIC AND/OR PRIVATE LAND WITH CONSERVATION STATUS IS INCREASING	Meet standards	No data	Yes	Yes	Yes	Yes	MET STANDARDS	Lake Macquarie City Council
3. SATISFACTION WITH NEW DEVELOPMENT IS INCREASING	Increasing (1-5 scale)	No data	3.21	No data	3.16	No data (Due 2021/2022 Community Satisfaction Survey)	DECREASING*	Lake Macquarie City Council
4. HUNTER REGION BUSINESS CONFIDENCE AND SENTIMENT IS INCREASING (DATA PROVIDED BY HUNTER RESEARCH FOUNDATION)	Increasing	No data	0.3	0.2	No data	No data	NO NEW DATA	Hunter Research Foundation
5. THE PROPORTION OF PEOPLE LIVING AND WORKING IN, AND ADJACENT TO OUR TOWN CENTRES IS INCREASING	Increasing	Employment 4230 Residents 1312	No data	No data	No data (Due 2021 Census)	No data (due 2021 Census)	NO NEW DATA	Australian Bureau of Statistics

* Statistically significant change



LIFESTYLE AND WELLBEING

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. SATISFACTION WITH OUR FACILITIES AND PUBLIC SPACES IS INCREASING	Increasing (1-5 scale)	No data	3.74	No data	3.16	No data	↓ DECREASING	Lake Mac Community Survey
2. ABILITY OF RESIDENTS TO ACCESS COMMUNITY AND HEALTH SERVICES IS INCREASING	Increasing	5.5	5.7	4.8	No data	5.2	↓ DECREASING	Regional Wellbeing Survey
3. PARTICIPATION RATES IN SPORTING AND RECREATION ACTIVITIES IS INCREASING	Increasing	No data	No data	No data	23,677	No data (Due 2021/2022 Community Satisfaction Survey)	↑ INCREASING	Australian Bureau of Statistics; Lake Mac Community Survey
4. PARTICIPATION RATES FOR EVENTS AND FESTIVALS IS INCREASING	Increasing (number of events)	146	264	287	84*	227*	↓ DECREASING*	Lake Macquarie City Council
5. THE CITY'S REGIONAL WELLBEING INDEX IS INCREASING	Increasing (1-7 index)	5.8	5.1	5.6	No data	5.4	↓ DECREASING	Regional Wellbeing Survey**

* Increasing pre-COVID-19

** small sample size (< 250 people)



MOBILITY AND ACCESSIBILITY

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. THE NUMBER OF ACCESSIBILITY UPGRADES AT COUNCIL FACILITIES IS INCREASING	Increasing	1	1	2	1	1	STEADY	Lake Macquarie City Council
2. PERCENTAGE OF TRIPS UNDERTAKEN ON PUBLIC TRANSPORT IS INCREASING	Increasing	4.1%	3.6%	No data	No data	No data	NO NEW DATA	Australian Bureau of Statistics; NSW Bureau of Transport Statistics
3. AMOUNT OF NEW CYCLEWAYS AND FOOTPATHS BEING PROVIDED IS INCREASING	Increasing (footpaths and cycleways)	2.71 km	4.1 km	4.3 km	5.5km	3.24km	STEADY	Lake Macquarie City Council
4. NUMBER OF NON-PETROL/DIESEL VEHICLE REGISTRATIONS IN THE CITY IS INCREASING	Increasing	2826	2556	2379	2529	No data	STEADY	Roads and Maritime Services
5. THE PAVEMENT CONDITION INDEX (PCI) REMAINS ABOVE THE TARGET PCI OF 6.5 OUT OF 10	Meet standards	6.8	6.7	6.6	7	No data	STEADY	Lake Macquarie City Council



DIVERSE ECONOMY

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. NUMBER OF BUSINESSES IN THE CITY THAT EMPLOY ONE OR MORE PERSONS IS INCREASING	Increasing	5593	5832	5971	No data	No data	INCREASING	<i>ABS Business Register</i>
2. THE CITY'S EMPLOYMENT GROWTH MATCHES WORKFORCE GROWTH	Increasing	Workforce 193 Employment 10,017	No data	No data	No data	No data (Due 2021 Census)	NO NEW DATA	<i>ABS Business Register</i>
3. NUMBER OF VISITORS (DAY TRIPPER AND OVERNIGHT STAYS) IS INCREASING	Increasing	No data	1,121,000	No data	1,225,000	No data	INCREASING	<i>Tourism Research Australia</i>
4. THE CITY'S GROSS REGIONAL PRODUCT IS INCREASING	Increasing	\$10bn	\$9.82bn	\$10.29bn	\$11.02bn	\$11.17bn	INCREASING	<i>REMPPLAN</i>
5. THE PROPORTION OF PEOPLE THAT LIVE AND WORK WITHIN THE CITY IS INCREASING	Increasing	47.5%	No data	No data	No data	No data (Due 2021 Census)	NO NEW DATA	<i>ABS Business Register</i>



CONNECTED COMMUNITIES

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. VOLUNTEER PARTICIPATION IS INCREASING	Increasing	28,988	No data	No data	No data	No data (Due 2021 Census)	NO NEW DATA	<i>Australian Bureau of Statistics</i>
2. SATISFACTION WITH SUPPORTING THE CITY'S ARTS, HERITAGE AND CULTURE IS INCREASING		No data	0.28	No data	0.28	No data	STEADY	<i>Lake Macquarie City Council</i>
3. THE CITY'S ENERGY AND WATER CONSUMPTION IS DECREASING	Decreasing Energy	869,693 3 MWh	843,529 9 MWh	848,119 9 MWh	832,671	No data	DECREASING	<i>Ausgrid</i>
	Decreasing Water	18.44GL 90.89kL/capita	19.90GL 97.62kL/capita	19.48GL 95.07kL/capita	18.31GL 88.92 kL/capita	16.77GL 80.71kL/capita		<i>Hunter Water</i>
4. THE CITY'S GREENHOUSE GAS EMISSIONS ARE DECREASING	Decreasing (on a per capita basis vs 07/08 baseline 25.21 t CO2-e/capita)	22.32t CO2-e/capita	22.32t CO2-e/capita	22.86t CO2-e/capita	22.58t CO2-e/capita	Calculated a year behind due to reliance on utility company/industry reports	DECREASING	<i>Lake Macquarie City Council</i>
5. THE PROPORTION OF WALKING AND CYCLING TRIPS IN THE CITY IS INCREASING	Increasing	12%	10%	No data	No data	No data	NO NEW DATA	<i>NSW Bureau of Transport Statistics Household Travel Survey</i>










CREATIVITY

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. NUMBER OF OPPORTUNITIES AND PARTNERSHIPS FORMED WITH CREATIVE AND CULTURAL SECTORS IS INCREASING	Increasing	1	3	4	7	7	INCREASING	Lake Macquarie City Council
2. NUMBER OF ACTIVITIES INITIATED THAT ATTRACT AUDIENCES IS INCREASING	Increasing -Programs	2722	2859	2669 (Art Gallery closed for four months)	1853*	2188*	STEADY	Lake Macquarie City Council
	- Attendance	41,060	42,468	41,720 (Art Gallery closed for four months)	40,659*	44,573*	STEADY	Lake Macquarie City Council
3. NUMBER OF CULTURAL GROUPS/ CREATIVES IN THE CITY IS INCREASING	Increasing	No data	310	780	990	1100	INCREASING	Lake Macquarie City Council
4. SATISFACTION WITH PUBLIC ART AND CULTURAL FACILITIES IS INCREASING	Increasing	No data	3.65	No data	3.67	No data (Due 2021/2022 Community Satisfaction Survey)	INCREASING	Lake Mac Community Survey
5. EMPLOYMENT AND ECONOMIC OUTPUT IN NON-TRADITIONAL INDUSTRIES SUCH AS THE CREATIVE SECTOR AND KNOWLEDGE SECTOR ARE INCREASING	Increasing Employment	1574	No data	No data	No data	No data (Due 2021 Census)	NO NEW DATA	Australian Bureau of Statistics
	Increasing Economic output	Output: \$365m	No data	No data	No data	No data (Due 2021 Census)	NO NEW DATA	REMPPLAN

* Affected by COVID-19



SHARED DECISION-MAKING

MEASURE	DESIRED TREND	16/17	17/18	18/19	19/20	20/21	ACTUAL TREND	DATA SOURCE
1. NUMBER OF REGISTRATIONS TO COUNCIL'S HAVE YOUR SAY SITE IS INCREASING	Increasing	2526	2702	3259	3629	4555	 INCREASING	Lake Macquarie City Council
2. NUMBER OF UNIQUE USERS, PAGE VIEWS AND TIME SPENT ON COUNCIL'S WEBSITE IS INCREASING	Increasing - Unique users	404,135	No data	509,789	753,094	942,717	 INCREASING	Lake Macquarie City Council
	- Page views	2,362,120	No data	2,121,152	4,216,551	4,246,260	 INCREASING	Lake Macquarie City Council
	-Time spent	1:34	No data	1:27	1:11	1:52	 INCREASING	Lake Macquarie City Council
3. NUMBER OF PEOPLE FOLLOWING COUNCIL ON FACEBOOK, INSTAGRAM, TWITTER AND LINKEDIN IS INCREASING	Increasing	30,975	40,037	51,089	61,440	72,382	 INCREASING	Lake Macquarie City Council
4. CUSTOMER SERVICE SATISFACTION IS INCREASING	Increasing	No data	3.57	No data	4.37	No data (Due 2021/2022 Community Satisfaction Survey)	 INCREASING	Lake Macquarie City Council
5. VOLUME OF ONLINE CUSTOMER TRANSACTIONS IS INCREASING	Increasing	34,022	36,741	51,295	54,373	64,057	 INCREASING	Lake Macquarie City Council

For more information



lakemac.com.au



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