

MAC

Museum of Art and Culture
Lake Macquarie

**REVISED DELIVERY
PROGRAM 2017-2022
AND OPERATIONAL
PLAN 2021-2022**

LET'S LAKE MAC

We live in a City like no other, with lively communities, beautiful beaches, lush forests and the delights of lakeside life. A City that's rich in new ideas and next generation thinking – a natural playground for progress and possibility.

To live here is to be connected. To be part of a genuine community that values creativity and collaboration, wellbeing and sustainability, opportunity and diversity. A community alive with energy and optimism, thriving in a City that's home to exciting adventures and industry, new experiences and innovation.

Our people shape our future, rather than waiting for it. And our vision for Lake Macquarie does the same, forging ahead with purpose and working tirelessly to make tomorrow greater.

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.

CONTENTS

- 4 From the Mayor
- 5 From the CEO

6 OUR CITY

- 6 City profile
- 8 Our Councillors and Wards
- 10 Our Council
- 12 Our Vision and Values

14 OVERVIEW

- 16 Funding summary
- 18 Focus areas

28 DEVELOPING OUR PLAN

- 29 About this Plan
- 30 How we plan and report
- 33 Involving our community

36 OUR PLAN

- 38 How to read this Plan
- 40 Unique landscape
- 46 Lifestyle and wellbeing
- 56 Mobility and accessibility
- 70 Diverse economy
- 76 Connected communities
- 82 Creativity
- 86 Shared decision-making

92 SUPPORTING OUR PLAN

- 94 Resourcing Strategy
- 94 Business activities
- 96 Financial management
- 101 Proposed borrowings



MESSAGE FROM THE MAYOR

The strength of our community has shone brightly in the past year, as we all demonstrated our resolve in responding to the pandemic and continued on the path to recovery. The values of our amazing community are reflected in the priorities of our City Vision, and as we look ahead, it is these values that will drive the delivery of Council's Operational Plan for 2021-2022.

Our Plan sets out many important projects we will endeavour to accomplish in this fifth and final year of our Delivery Program. I am always incredibly proud of the efforts to provide quality services to our City and make Lake Macquarie an even better place for all our residents.

Over the course of the next year, we are committed to building new places to play, new paths to explore our City, making our roads safer, creating more to see and do, and making sure our lifestyle and community remains sustainable for the future. In this new Plan, you will see 286 actions, including \$89.7 million invested in City works, which together builds on this vision.

I look forward to seeing this Plan come to life and watching as our dynamic City reaches towards its potential and enables our community to thrive.

Councillor Kay Fraser
Mayor

MESSAGE FROM THE CEO

I am pleased to present the Operational Plan 2021-2022, which outlines our budget and the actions we aim to deliver for our community in the year ahead. This Plan marks an unusual fifth and final year of the Delivery Program (normally a four-year program) that will see progress made on many important projects for the City.

As an organisation we have had to change and adapt the way we deliver many of our services, and this has brought both opportunities and challenges. I am very proud of the organisation's ability, in the last 12 months, to continue to deliver services to meet community needs during the pandemic. It was a challenging time for many people in our City, including local businesses. Our commitment to deliver services the community relies on and progress important projects remains unwavering.

The City Vision sets our course for 2021-2022 and the 286 actions detailed in this new Plan align to this vision, reflecting our comprehensive and transparent approach to planning and reporting. Through this Operational Plan, we continue to

invest in the City and improve services.

It remains important for our City's economy to continue to keep moving and, despite the recent challenges experienced through the pandemic, we have seen confidence return and the City move forward on its trajectory of growth.

Our City will continue to change over coming years. Council's focus is to strengthen our agile position so we can keep pace with this change and continue to provide the services and facilities that a modern city needs.

I am excited by many of the projects and initiatives that we are aiming to achieve in this Plan and believe it strikes a good balance between making amazing things happen for our City while managing our financial resources for the long term.

Morven Cameron
Chief Executive Officer



OUR CITY

174KM
LAKE CIRCUMFERENCE

4000HA
NATURAL AREAS

757KM²
AREA

Location

90 minutes to Sydney on the M1, two hours to Sydney International Airport, 10 minutes to Newcastle, 35 minutes to Hunter Wine Country and 40 minutes to Newcastle Airport.

Economy

82,100 WORKFORCE

13,100 BUSINESSES

1.2 MILLION
ANNUAL VISITORS



\$11 BILLION
GROSS REGIONAL PRODUCT

207,775
POPULATION



POPULATION BY 2030:

230,000

23%

AGED 19 YEARS
OR UNDER

42

MEDIAN
AGE

26%

AGED 65
OR OVER

6.6%

PEOPLE WITH
DISABILITY*

14.7%

BORN
OVERSEAS

8032

ABORIGINAL AND/OR TORRES
STRAIT ISLANDER PEOPLE

4924 HOUSEHOLDS
WHERE A NON-ENGLISH
LANGUAGE IS SPOKEN



665KM
OF FOOTPATHS/
CYCLEWAYS



1369KM
OF ROADS



123
PLAYGROUNDS



\$139 MILLION
WORTH OF PARKS
AND RESERVES



3
CULTURAL
BUILDINGS



8
LIBRARIES

718KM OF
DRAINAGE
PIPELINE

714 FLOOD MITIGATION
STRUCTURES AND
STORMWATER DEVICES

117

SPORTING
FACILITIES



6

COUNCIL
SWIM CENTRES



27

DOG OFF-LEASH
EXERCISE AREAS



4
PATROLLED BEACHES
AND LIFESAVING CLUBS

* needing core function supports – estimated 20 per cent of population have some form of disability

OUR COUNCILLORS AND WARDS

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

A portrait of Mayor Councillor Kay Fraser (ALP). She is a woman with short brown hair, smiling, wearing a light pink blazer over a dark blue floral top. She is seated on a dark leather couch. A small orange pin with 'LAKE MAC CITY' is on her lapel. The background is a blurred indoor setting with green plants. The image is partially framed by a blue and white striped geometric shape on the left.

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 COUNCIL



GOVERNANCE

Lake Macquarie City Council has 13 elected Councillors including the Mayor, who is popularly elected. The City is divided into three wards, North, East and West. Each ward is represented by four Councillors.

Our Mayor and Councillors have held office since 19 September 2016.

Council elections are normally held every four years. All local government elections across NSW were postponed to 2021 in response to COVID-19.

WORKFORCE

We employ more than 1100 people who work across diverse professional fields to deliver the breadth and quality of services we offer our community.

Our employees work under the guidance of a clear set of organisational values: Shaping our future, Leading at all levels and Working together.

SERVICE DELIVERY

We operate under a Customer Charter that sets out our commitment to our community and the service they can expect from their 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.

RECOGNITION

We are an award-winning organisation that has been recognised for excellence across many areas of our operations including financial and asset management, risk management, and for innovative approaches to improving the natural and built environment.

FACILITIES

Council delivers services throughout the City. Our City Administration Building in Speers Point includes our Customer Service Centre and the Council Chamber, where formal meetings of our elected Council are held.

Other key facilities for our operations include our Works Depot in Boolaroo, Lake Mac Libraries, Lake Mac Swim Centres, Museum of Art and Culture (MAC), Warners Bay Theatre, The Swansea Centre, Awaba Waste Management Facility and Lake Macquarie Landcare Resource Centre in Teralba.

In addition to Council's own operating facilities, we provide a wealth of facilities for the community.

KEY PARTNERS

We foster partnerships wherever we can with organisations in our region and beyond, where we can see it delivering benefits for our community.

Recent partnership agreements with the University of Newcastle and Hunter Water, highlight Council's commitment to an integrated approach to doing business.

Our key community partners include Lake Macquarie Landcare, Sustainable Neighbourhood Groups and local community and sporting groups and operating committees who manage our facilities.

We also partner with Dantia, the City's independent economic development company. Dantia manages Dashworks Makespace, a business innovation accelerator at Warners Bay, as well as Dashworks Workspace, a coworking space at Charlestown, home to 120 members from more than 75 businesses of all sizes and industries.

Council is an active member of the Hunter Joint Organisation and is a Hunter First member of the Hunter Business Chamber, which enables Council to share ideas, hear from government leaders and industry experts, and advocate for common goals with others from across the Hunter Region. Council is also a member of the Committee for the Hunter, which provides a platform for a united voice and collaborative action to move our region forward.

Other key partners include the Hunter Sports Centre in Glendale and The Place in Charlestown.



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.



DIVERSE ECONOMY

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



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.



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.





Let's bring it to life

The Operational Plan 2021-2022 is our way of shaping success for the Lake Macquarie community. We plan to make significant progress towards achieving our City Vision over the next 12 months.

Investment in roadworks, cycleways, footpaths and lighting will make our favourite places and spaces more accessible, while upgrades to community buildings, cultural and sporting facilities, swim centres, parks and playgrounds will ensure Lake Macquarie continues to emerge as a vibrant and liveable City.



**We will spend a total of
\$365.1M**



We will deliver

286

total actions

151

works projects

135

operational actions

FUNDING SUMMARY

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

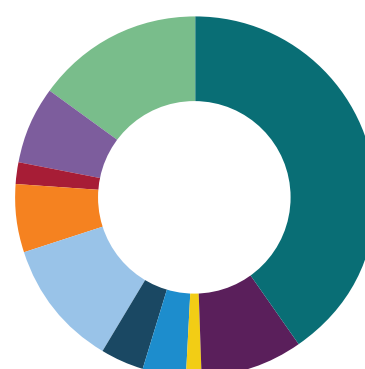
These funds are used to maintain and improve the City while delivering a range of quality services to the community.

USE OF FUNDS 2021-2022



* including section 7.11 funded capital projects of \$15.9 million

SOURCE OF FUNDS 2021-2022



Works program funding

We will spend \$89.7 million on works projects throughout Lake Macquarie City in 2021-2022.

 Beach and aquatic facilities \$0.7M	 Parks and playgrounds \$12.7M	 Pedestrian improvements \$7.1M
 Sporting facilities \$7.2M	 Holiday parks \$1.7M	 Road sealing, resurfacing and rehabilitation \$28.6M
 Lake Mac Swim Centres \$0.9M	 Community buildings \$3.7M	 Stormwater \$2M
 Libraries and cultural facilities \$3.2M	 Traffic and transportation \$3.9M	 Environmental enhancement \$0.9M
	 Cycling facilities \$1.2M	

A further \$15.9 million will be spent on information technology infrastructure, plant/fleet and property-related projects to support the works program.

KEY PROJECTS

2021-2022 SPEND



Implement playing fields, tennis courts, netball courts, car park and amenities building at Croudace Bay Sporting Facility

\$4.1 million



Complete playground, amenities, dog off-leash park, landscaping and path improvements at Thomas H. Halton Park, Eleebana

\$4 million



Implement the Fernleigh Awabakal Shared Track (FAST) from Belmont to Blacksmiths

\$2.4 million



Implement stage two of the Landcare Resource Centre upgrade, Teralba

\$1 million



Implement Windale Hub

\$0.5 million



Implement a new crossing solution at The Weir Road, Barnsley

\$1.5 million



Implement the Sugar Valley Library Museum at Cameron Park

\$0.5 million



FOCUS AREAS

From vision to action

In 2021-2022, we will work to achieve our City Vision and Values by delivering projects and programs in seven key focus areas. Expenditure by focus area includes operating expenses, borrowing costs, new capital expenditure, replacement capital expenditure, loan repayments and transfers to restricted cash. It excludes depreciation and dedications.



Connected communities

44 actions
\$17.1M budget

.....



Creativity

17 actions
\$12.9M budget

.....



Lifestyle and wellbeing

63 actions
\$157.4M budget

.....



Diverse economy

28 actions
\$44.2M budget

.....



Shared decision-making

20 actions
\$5.9M budget

.....



Mobility and accessibility

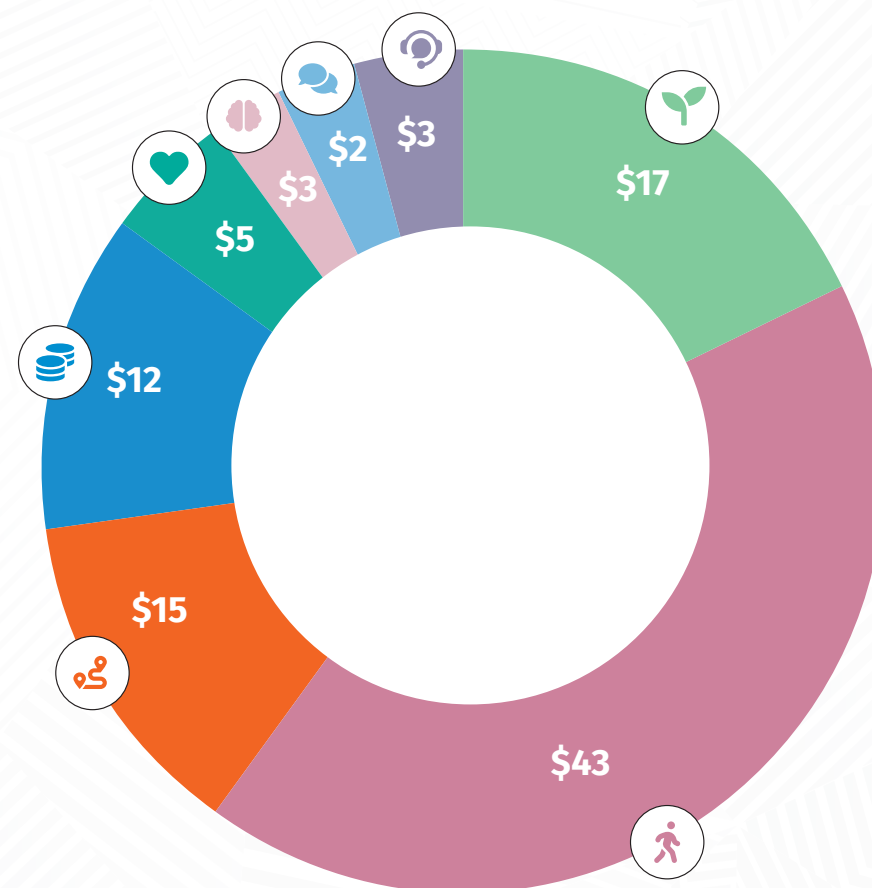
89 actions
\$55.1M budget

Focus area funding

OUR BUDGETED SPEND FOR 2021-2022 BY FOCUS AREA

-  Unique landscape
-  Lifestyle and wellbeing
-  Mobility and accessibility
-  Diverse economy
-  Connected communities
-  Creativity
-  Shared decision-making
-  Organisational support

FOR EVERY \$100 BUDGETED, WE PLAN TO ALLOCATE





FOCUS AREA HIGHLIGHTS



UNIQUE LANDSCAPE

URBAN GREENING STRATEGY

We will consult on a key Council document that will explore ways to increase tree canopy cover across the City, reducing urban heat and making our City healthier and more liveable.

Although more than 55 per cent of land in Lake Macquarie City is covered by native vegetation, some suburban areas have only 10-15 per cent tree canopy cover. Newly developed areas are often designed to support less than 10 per cent cover, which increases urban heat.

Our consultation on the Urban Greening Strategy will help us find ways to maintain the overall ratio of tree cover while increasing the green infrastructure in rapid-growth areas. Ideas include tree-lined streets, parks and sports fields, suburban gardens, and newer concepts such as green roofs and walls.

Other key actions:

- **Housing Strategy** – We will implement our strategy to ensure a supply of diverse housing options that meet the needs of people who call Lake Mac home, now and in the future.
- **Conservation framework** – We will design a new framework to guide acquisition of strategically important conservation lands City-wide, including critical habitat and ecosystems.





MOBILITY AND ACCESSIBILITY

FERNLEIGH AWABAKAL SHARED TRACK

The Fernleigh Awabakal Shared Track (FAST), a shared pathway linking the end of the Fernleigh Track at Belmont with Blacksmiths Beach, is in progress, with work continuing throughout the coming year.

This multi-year project will create a 27km active transport route from Murrays Beach to Adamstown, improving lifestyle and fitness in the community, showcasing Lake Macquarie's natural assets and increasing active transport options.

Construction of the northern section is expected to begin in 2022, and the entire pathway, including public art installations recognising the cultural significance of the area, is scheduled for completion by late 2023.

Other key actions:

- **Barnsley Weir** – We will provide a bridge crossing adjacent to the existing weir/causeway at The Weir Road, Barnsley, to improve traffic access between Barnsley and Teralba during flood events.
- **Greenway Track improvements** – We will undertake restoration works on the shared pathway along Greenway Track at Blackalls Park.
- **Cycling and walking strategy** – We will complete development of our strategic framework to guide the planning and delivery of improved walking and cycling experiences and bus stop facilities City-wide.
- **Alton Road** – We will complete design of the upgrade of the Alton Road, Central Road and Freemans Drive, Cooranbong intersection, including traffic signals. The new design will improve the efficiency of the transport network, including walking and cycling.



CONNECTED COMMUNITIES

VIBRANT, SKILLED AND CONNECTED

We want young people to thrive in our City, have opportunities for social connection and employment, feel safe, and have a voice.

We will deliver on this commitment through completion of actions aligned to our Youth Strategy 2020-2023. Highlights include a series of workshops for young people such as digital 'claymation', filming action shorts, parkour skills and a drone operating program.

The year will see Council's Events team work with the Lake Macquarie Youth Advisory Council on a special youth talent event to be held at Warners Bay Theatre in November. Two low or no-cost youth festivals are also planned, along with a smart phone video competition.

Council will also support the Youth Advisory Council with an outreach program in local high schools to link with school leadership groups and form pathways for young people to become more involved in the public life of the City.

Other key actions:

- **Adapting to sea level rise** – We will continue work on actions in our adaptation plans for Belmont South and Marks Point, and commence work on priority actions for Pelican, Blacksmiths, Swansea and surrounds.
- **City Wi-fi network** – We will continue to expand our community access Wi-fi network at community facilities across the City and at Council-run events.
- **Disability Inclusion Action Plan** – We will develop a new Disability Inclusion Action Plan for 2021-2025 based on four focus points: building positive attitudes; creating liveable communities; establishing accessible systems, information and processes; and supporting access to meaningful employment.





LIFESTYLE AND WELLBEING

WINDALE HUB GIVEN GREEN LIGHT

Construction is poised to begin in the second half of 2021 on a multi-purpose centre in Windale featuring a high-tech library, modern community spaces and a flexible layout where the community can connect, learn and create.

Features include a range of adaptable community spaces including a large community hall and an activity room for gatherings and functions, as well as 'maker-space' activities, smaller sound-proof meeting rooms for use as a recording studio, and several office and co-working spaces.

The new centre will be built on the former Windale Community Hall and Windale Library sites, with references to the history of the area subtly woven into the facility's design.

Other key actions:

- **Action on homelessness** – We will deliver actions in our Ending Homelessness Plan 2021-2024, including strengthening knowledge of referral pathways and supporting Hunter Homeless Connect Day.
- **Toronto town green** – We are due to complete the new/upgraded town green as part of the Toronto Foreshore Master Plan.
- **Sustainable power** – We will improve energy efficiency by increasing our solar power generating capacity at Council facilities.



DIVERSE ECONOMY

CREATING NEW JOBS

We want to grow business in Lake Macquarie, bring new business to our City and ensure we are equipped to drive innovation and creativity for years to come. To support the City's capacity to change and adapt, we will review and identify potential new land for employment. This will guide future land use planning, investment and management.

This review would increase job opportunities in Lake Macquarie, provide certainty for the City's future, benefit the environment and the community, and address challenges and opportunities for all employment lands, including business, tourism and industrial. It builds on the work undertaken so far in key strategic economic centres such as the North West Catalyst Area, Charlestown and Morisset.

Other key actions:

- **Dantia's support for an adaptable and diverse economy** – We will support Dantia to help development, investment, expansion or relocation ideas come to life in Lake Macquarie. This will create investment and long-term employment opportunities for our growing City and region.
- **Circular Economy Framework** – We will begin to implement a Circular Economy Framework for our City to support a transition to renewable energy, future-fit existing businesses and attract innovators to our region.
- **Inclusive holiday parks** – We will continue to create inclusive tourism facilities within the Lake Mac Holiday Parks group, including installing an aquatic wheelchair at Belmont Lakeside Holiday Park and building new footpaths at Swansea Lakeside Holiday Park.





CREATIVITY

SUGAR VALLEY LIBRARY MUSEUM

The Sugar Valley Library Museum will provide an engaging, innovative space at the forefront of public libraries in the region. The ultimate aim is to deliver an enhanced library experience in northern Lake Macquarie where people can come together to learn, create and connect.

Council has submitted a development application, with construction of the new library museum scheduled for 2021-2022, pending approvals.

The proposed facility will feature a range of spaces for meeting and gathering, events, and programming. As well as providing library services, it will feature a museum collection showcasing the history of West Wallsend and north west Lake Macquarie, with the opportunity to attract touring exhibitions.

Other key actions:

- **Public art on track** – Working closely with the local Aboriginal and Torres Strait Islander community, we will commission Aboriginal artists to create public artworks for the Fernleigh Awabakal Shared Track (FAST) that express their connection to Country and the cultural significance of the site.
- **Multi-Arts Pavilion mima** – Exhibition programming will commence for the new Lake Macquarie Multi-Arts Pavilion mima in Speers Point Park. The pavilion will incorporate innovative public artworks that experiment with new technologies and facilitate a relationship between people and place through art.
- **Live entertainment** – We will deliver an enticing local performing arts and live music program with the aim of increasing employment for City creatives.



SHARED DECISION MAKING

CUSTOMER EXPERIENCE STRATEGY

In our bid to create great customer experiences, we will continue to implement our Customer Experience Strategy. Actions for 2021-2022 include providing new, easy-access service options for our community, such as being able to make rates payments over the counter at our libraries.

Our 'Voice of the Customer' reporting framework allows us to use customer feedback and insight analysis to provide proactive, rather than reactive, service solutions. We will use this framework throughout the coming year to help build services that meet our customers' expectations and adapt to their preferences.

Other key actions:

- **New Community Strategic Plan** – We will work with the community and other key stakeholders to create a new 10-year vision and Community Strategic Plan for Lake Macquarie City that will guide our Resourcing Strategy, Delivery Program and Operational Plan for the coming decade.
- **Engaging our community** – We will engage our community and key stakeholders on diverse issues for our City, ranging from strategies to address urban heat and urban greening, to master planning for future infrastructure investment for Morisset, and community and recreation facilities at Catherine Hill Bay.





DEVELOPING OUR PLAN



ABOUT THIS PLAN

The Delivery Program 2017-2022 and Operational Plan 2021-2022 form part of Council's Integrated Planning and Reporting Framework.

This document outlines actions and strategies Council will undertake to achieve the objectives defined in the Lake Macquarie City Community Strategic Plan 2017-2027.

The integrated planning process allows Council to prioritise projects based on the needs and direction provided by our community, and ensure our actions align to our community's Vision and Values for the City.

HOW WE PLAN AND REPORT

The NSW Local Government 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



COMMUNITY STRATEGIC PLAN

The key document in the Framework is the 10-year Community Strategic Plan. The purpose of this Plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups, may also be engaged in delivering the long-term objectives of the Plan.

The Community Strategic Plan, Delivery Program and Operational Plan are organised under seven key focus areas that reflect the community's Vision and Values. This provides a clear strategic alignment between Council's long-term, mid-term and annual planning and reporting.

RESOURCING STRATEGY

A Community Strategic Plan can only be achieved with sufficient resources. Council's 10-year Resourcing Strategy supports the Community Strategic Plan, Delivery Program and Operational Plan by detailing how Council can help achieve the community's goals in terms of time, money, assets and people.

DELIVERY PROGRAM

The Delivery Program covers the term of an elected Council. To create the Program, we look at the Community Strategic Plan and ask what we can achieve over the coming term to bring us closer to the community's Vision and Values.

The Operational Plan outlines the actions that Council will undertake in the coming year to achieve the Delivery Program strategies under each key focus area. The Operational Plan also details how Council will fund these actions.

MONITORING AND REPORTING

The Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.

In addition to our Annual Report, we report four times each year on progress towards our Delivery Program and current annual Operational Plan. These reports are available at lakemac.com.au



INVOLVING OUR COMMUNITY

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

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

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

This Plan has been developed based on feedback from a range of stakeholders and the community, including results of the 2020 Lake Macquarie City Council Community Survey, the Lake Macquarie City Vision and Values Survey and feedback received as part of the 'Shape Your Future' project.

STAKEHOLDER ENGAGEMENT FRAMEWORK

Council's stakeholder engagement approach is based on the public participation spectrum developed by the International Association for Public Participation (IAP2).

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

For more information about engagement for this Plan and other projects, go to shape.lakemac.com.au.



COMMUNITY SURVEY

One of the ways we engage our community is through a City-wide community survey, conducted every two years.

The current Delivery Program and Operational Plan were informed by the results of the most recent community survey conducted in February 2020.

The 2020 sample size was 1002 residents, with 829 of these selected by a computer-based random selection process using the electronic White Pages. The remaining were recruited through face-to-face interactions at a number of locations around the City. A sample size of 1002 residents provides a maximum sampling error of plus or minus 3.1 per cent at 95 per cent confidence.

Survey respondents rated importance and satisfaction for more than 50 services and facilities.

Overall, 86 per cent of respondents were either 'Somewhat satisfied', 'Satisfied' or 'Very satisfied' with Council's performance over the previous 12 months

The survey also revealed that the top priority for our community is to maintain road surfaces. This is based on the gap between importance and satisfaction ratings, that is, where importance is high and satisfaction is low.

Further analysis shows that there are nine key drivers of satisfaction with Council. Council staff have ensured these priorities were included in development of this Plan.

TOP 5 DRIVERS OF OVERALL SATISFACTION



OPPORTUNITIES TO PARTICIPATE IN COUNCIL DECISION-MAKING



CUSTOMER SERVICE REQUESTS



LONG-TERM PLANNING FOR THE CITY



KERBSIDE GARBAGE COLLECTION



CONTACT WITH COUNCILLORS



OF RESIDENTS RATED THEIR QUALITY OF LIFE AS 'GOOD' TO 'EXCELLENT'

50/54
SERVICES/FACILITIES

HAD A SATISFACTION SCORE RATING OF 70%+



SATISFACTION

WITH COUNCIL PERFORMANCE HAS SOFTENED

86%

2020

91%

2018

92%

2016

93%

2014

MOST VALUED

ASPECTS OF LAKE MACQUARIE



NATURAL ENVIRONMENT



LOCATION



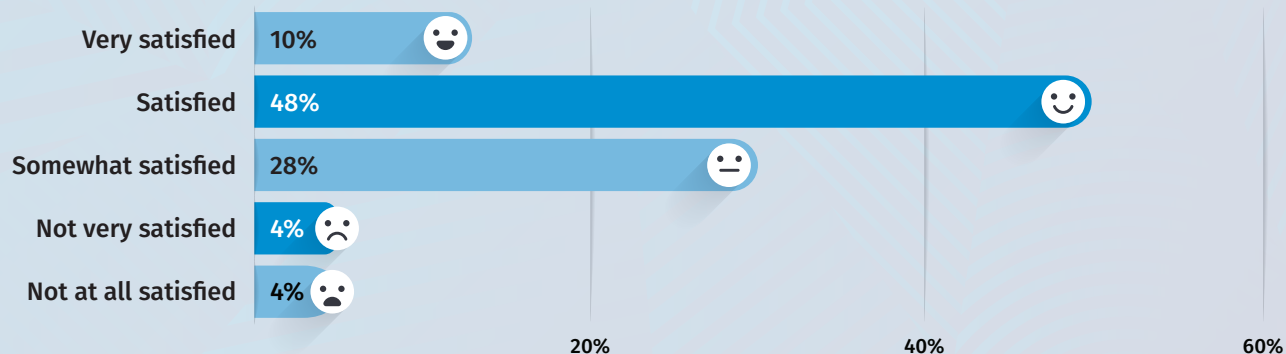
LIFESTYLE



COMMUNITY FEEL

COMMUNITY SATISFACTION RATING 2020

Source: Lake Macquarie City Council Community Survey, February 2020





OUR PLAN



LET'S GO

This section details 286 actions Council commits to achieving in 2021-2022, along with the financial resources we have budgeted to support their delivery.

The actions and financial resources include the services, programs and capital works projects that we will be working on during the year.

HOW TO READ THIS PLAN

KEY FOCUS AREAS

The plan is presented under the seven key focus areas that underpin our Community Strategic Plan and Delivery Program. We have developed these actions in consultation with our community to help achieve the strategies of our Delivery Program and deliver on the objectives of our Community Strategic Plan.

FINANCIAL RESOURCES

The detailed budget for 2021-2022 is provided for each focus area and includes projections for the next two financial years. The high-level overall budget is provided in the Financial Management section on pages 96-109 of this Plan, along with the corresponding rates, fees and charges and borrowings for 2021-2022.

WORKS PROGRAM

Capital works actions are incorporated in the key focus area actions to demonstrate and track how they align to the strategies and objectives of our Integrated Planning and Reporting Framework. These actions include work Council will do during the year regarding feasibility, design, implementation and completion of our works projects.



Feasibility

describes tasks such as site investigations, specialist studies, master planning, strategic planning and concept design.



Design

describes detailed design tasks such as civil or structural engineering, landscape design, architectural design, electrical design, hydraulic design, project approvals/development consent and the tender process.



Implement

describes projects that will commence or are under construction, but will not be completed by 30 June 2022.



Complete

describes projects that will be finished by 30 June 2022.

1 KEY FOCUS AREA

This heading indicates which key focus area this section of the Plan relates to.

2 OBJECTIVES

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



3 STRATEGIES

These are the five-year activities and plans Council will undertake that contribute to achieving the long-term objectives, and ultimately the City Vision.


4 ACTIONS





The Operational Plan actions detail the activities and projects that Council will undertake during 2021-2022. Each action relates to a Delivery Program strategy.

5 INTEGRATED ACTIONS

These are sets of actions that contribute to achieving strategies in multiple focus areas. Each set has a primary action  in one focus area and secondary actions  in other focus areas.

6 LOCAL STRATEGIC PLANNING STATEMENT ACTIONS

Actions marked with  also form part of the Lake Macquarie City Local Strategic Planning Statement. The Local Strategic Planning Statement describes how we intend to

1 UNIQUE LANDSCAPE			
2	3	4	5
OBJECTIVE 1.1 NATURAL ENVIRONMENTS ARE PROTECTED & ENHANCED	STRATEGY 1.1.1 UNDERTAKE WORKS TO PROTECT AND ENHANCE THE HEALTH OF AQUATIC AND TERRESTRIAL ENVIRONMENTS	ACTION 2020-2021	PRIMARY RESPONSIBILITY
		5  Develop Project 1	7 Community Partnerships
		6  Undertake Project 2	Community Partnerships
		6  Complete Project 3	Community Partnerships
		6  Work towards Strategy 1	Community Partnerships
	8 RELATED PLANS	Development Control Plan 2014, Contaminated Land Policy and Procedure, Lead Expert Working Group Recommendation Report	

DRAFT REVISED DELIVERY PROGRAM 2017-2022 AND OPERATIONAL PLAN 2021-2022

33

achieve our City's Vision and Values by guiding the growth of the City over the next 20 years. It is based on our community's land use priorities and includes strategic actions that reinforce global, national and regional plans.

7 PRIMARY RESPONSIBILITY

The responsible Council department that will oversee and report on the relevant action.

8 RELATED PLANS

Council prepares and implements a range of other plans and strategies that support the Integrated Planning and Reporting Framework. Many of the actions in the Operational Plan are derived from these plans.





UNIQUE LANDSCAPE

OBJECTIVE 1.1

NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED






STRATEGY 1.1.1

UNDERTAKE WORKS TO PROTECT AND ENHANCE THE HEALTH OF AQUATIC AND TERRESTRIAL ENVIRONMENTS

ACTION 2021-2022	PRIMARY RESPONSIBILITY
 Complete the stormwater gross pollutant trap at Park Avenue, Caves Beach	Environmental Systems
Complete the Coastal Management Program for Lake Macquarie City's coastal zone and submit for certification to the NSW Government	Environmental Systems
 Design a framework to guide acquisition of strategically important conservation lands City-wide	Environmental Systems
 Design a draft local biodiversity offset framework that encourages biodiversity offsets locally and within the City	Environmental Systems
Regenerate eight hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities	Community Partnerships
RELATED PLANS	Environmental Sustainability Strategy and Action Plan

STRATEGY 1.1.2

ENSURE COUNCIL-OWNED LAND IS MANAGED TO PROTECT AND ENHANCE NATURAL ENVIRONMENTS

ACTION 2021-2022	PRIMARY RESPONSIBILITY
 Complete lake foreshore rehabilitation at Thomas H Halton Park, Eleebana	Environmental Systems
Complete the foreshore stabilisation at Buttaba and bushland restoration works at Eraring foreshore	Environmental Systems
 Implement dune stabilisation works at Redhead, Blacksmiths and Swansea Heads	Environmental Systems
 Implement a strategic program of works to manage high-priority natural areas	Environmental Systems
Implement the quarry rehabilitation at Oakdale Quarry, Redhead	Environmental Systems
 Undertake feasibility for the foreshore stabilisation at Coon Island Reserve, Swansea	Environmental Systems
 Undertake feasibility and planning for the Eastlake Community Recycling Centre	Waste Services
Provide material support to Landcare groups engaged in on-ground activities across the City	Community Partnerships

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022



INTEGRATED

actions contribute to achieving strategies in multiple focus areas



LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)

STRATEGY 1.1.3

PROVIDE SUSTAINABLE WASTE MANAGEMENT SERVICES THAT MEET COMMUNITY NEEDS AND EXPECTATIONS

ACTION 2021-2022



Undertake feasibility and planning for leachate treatment at Awaba Waste Management Facility, Awaba

PRIMARY RESPONSIBILITY

City Projects

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

Waste Services

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

Waste Services

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

Environmental Regulation and Compliance

Commence review of the Bulk Waste service

Waste Services

OBJECTIVE 1.2

WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

STRATEGY 1.2.1

PLAN FOR AND IMPLEMENT IMPROVEMENTS TO ECONOMIC CENTRES AND SUBURBS

ACTION 2021-2022



Exhibit the Urban Greening Strategy and report to Council for adoption

PRIMARY RESPONSIBILITY

Environmental Systems

Implement the Tree Replacement Program

Environmental Systems

RELATED PLANS

Environmental Sustainability Strategy and Action Plan

OBJECTIVE 1.3
**NEW DEVELOPMENT
 AND GROWTH
 COMPLEMENTS
 OUR UNIQUE
 CHARACTER AND
 SENSE OF PLACE**

STRATEGY 1.3.1

**OPTIMISE LAND USE
 TO MEET SOCIAL,
 ENVIRONMENTAL AND
 ECONOMIC NEEDS OF
 THE CITY**

ACTION 2021-2022

PRIMARY RESPONSIBILITY



Prepare and present a development plan to Council for consideration before holding a landowner ballot for the Wyee West Paper Subdivision

Integrated Planning



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

Integrated Planning

RELATED PLANS

Housing Strategy

OBJECTIVE 1.4
**OUR NATURAL
 LANDSCAPE IS AN
 INTEGRAL PART
 OF OUR CITY'S
 IDENTITY**

STRATEGY 1.4.1

**PROMOTE HIGH QUALITY
 DEVELOPMENT**

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Report to Council on progress of Council-assigned actions identified in the Lead Expert Working Group recommendations

Environmental Systems



Report to Council the final draft Teralba Heritage Area Plan and Local Environmental Plan amendment

Integrated Planning

Respond to all requests regarding unauthorised development and commence initial investigations within 21 days

Environmental Regulation and Compliance

RELATED PLANS

Environmental Sustainability Strategy and Action Plan

UNIQUE LANDSCAPE:
**FINANCIAL
RESOURCES**

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational Revenue	20,249	20,608	21,474	22,223
Capital Revenue	180	-	-	-
TOTAL REVENUE	20,429	20,608	21,474	22,223
Operational expenditure	(43,243)	(44,653)	(45,948)	(46,492)
Operating result	(22,814)	(24,045)	(24,474)	(24,269)
Operating result before capital	(22,994)	(24,045)	(24,474)	(24,269)
Capital - new	(775)	(2,966)	(2,192)	(3,307)
Capital - replacement	(1,145)	(1,790)	(387)	(398)
Dedications	-	-	-	-
Transfer to restricted cash	(17,106)	(17,822)	(18,698)	(19,454)
Loan repayments	-	-	-	-
TOTAL CAPITAL	(19,026)	(22,578)	(21,277)	(23,159)
Funds required	(42,020)	(46,623)	(45,751)	(47,428)
Funded by:				
Loans utilised	570	3,818	2,192	3,307
Proceeds from asset sales	-	-	-	-
Restricted cash - depreciation	639	938	387	398
Restricted cash - other	18,823	18,716	19,355	19,773
BUDGET SURPLUS / (DEFICIT)	(21,988)	(23,151)	(23,817)	(23,950)
CAPITAL WORKS				
Feasibility Projects (Capital - new)	430	2,170	1,500	2,600
Awaba and Eastlake Community Recycling Centre				
Awaba Waste Management Facility extension				
Coon Island Reserve Swansea foreshore stabilisation				
Capital - new				
Creek stabilisation and riparian vegetation works	25	115	216	219
Foreshore stabilisation and littoral vegetation	-	38	39	40
Park Avenue Caves Beach - stormwater treatment device	320	-	-	-
Stormwater treatment devices	-	643	437	448
	775	2,966	2,192	3,307
Capital - replacement				
Essential services compliance	-	111	111	114
Green Point Foreshore protection	-	145	148	152
Lake foreshore rehabilitation	20	100	-	-
Landcare Resource Centre Teralba	1,000	1,310	-	-
Noxious weed mapping	4	-	-	-
Stormwater Quality Improvement Devices	121	124	128	132
	1,145	1,790	387	398





LIFESTYLE AND WELLBEING

OBJECTIVE 2.1

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

STRATEGY 2.1.1

**SUPPORT AND CONTINUE
TO DEVELOP SERVICES
AND PROGRAMS TO
PROMOTE COMMUNITY
HEALTH AND WELLBEING**

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022



INTEGRATED

actions contribute to achieving strategies in multiple focus areas



LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Deliver the water safety program 'A Matter of Seconds' to a minimum of 50 Lake Macquarie City primary schools

Leisure Services

Operate Lake Macquarie Family Day Care to meet or exceed the seven Education and Care Services National Quality Standards

Community Partnerships

Provide an initial response to reports of urgent dog attacks within 24 hours

Environmental Regulation and Compliance

Provide ocean lifeguard services at patrolled locations seven days a week for seven months of the year

Leisure Services

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

Environmental Regulation and Compliance

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

Community Partnerships

STRATEGY 2.1.2

**DEVELOP AND
IMPLEMENT ACTIONS
FROM SUPPORTING
PLANS AND STRATEGIES
THAT SUPPORT
COMMUNITY HEALTH AND
WELLBEING**

ACTION 2021-2022

PRIMARY RESPONSIBILITY

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

Community Partnerships

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

Community Partnerships

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

Community Partnerships

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

Community Partnerships

OBJECTIVE 2.2

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.1.3

ENSURE PUBLIC HEALTH PREMISES AND RELATED SERVICES MEET LEGISLATIVE REQUIREMENTS AND COMMUNITY EXPECTATIONS

ACTION 2021-2022

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

PRIMARY RESPONSIBILITY

Environmental Regulation and Compliance

RELATED PLANS



Ageing Population Plan, Disability Inclusion Action Plan, Youth Strategy, Crime Prevention Strategy, Ending Homelessness Plan

STRATEGY 2.2.1

ENSURE SPORTS AND RECREATIONAL FACILITIES AND SERVICES ARE AVAILABLE TO MEET COMMUNITY NEEDS AND EXPECTATIONS

ACTION 2021-2022

PRIMARY RESPONSIBILITY

	Complete the running track refurbishment at Hunter Sports Centre, Glendale	Asset Management
	Implement an exercise trail, wayfinding and vegetation management along Swansea Channel eastern foreshore	Asset Management
	Design the athletics warm-up and testing facility at Hunter Sports Centre, Glendale	Asset Management
	Design the sportsfield upgrade at Harold Knight, Fred Wright and Mick Middleton fields, Gateshead	Asset Management
	Design Belmont Sports Complex in accordance with the adopted master plan	Asset Management
	Design the sport and recreation facility at Wyee	Asset Management
	Design sporting facility improvements, including upgrading sporting amenities, a community hall and modular toilet at Ulinga Reserve, Cardiff South	Asset Management
	Design the Lake Macquarie Croquet Facility, Glendale	Asset Management
	Investigate options for extending the recycled water system at Edgeworth	Environmental Systems
	Attract more than 300,000 visits to Lake Mac Swim Centres	Leisure Services
	Maintain operational cost recovery of Council-managed swim centres at 50 per cent or higher	Leisure Services













STRATEGY 2.2.2**ENSURE FUTURE
DEVELOPMENT SUPPORTS
THE GROWTH OF OUR
COMMUNITY****ACTION 2021-2022**




















Implement the Section 7.11 funded acceleration program to expedite design and delivery of community infrastructure projects throughout the City

PRIMARY RESPONSIBILITY

Asset Management

STRATEGY 2.2.3**ENSURE PUBLIC SPACES
AND COMMUNITY
BUILDINGS MEET
THE NEEDS OF THE
COMMUNITY****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Complete City-wide modular toilet replacement program	Asset Management
	Complete replacement of the large picnic shelter at Belmont Foreshore	Asset Management
	Complete the town green as stage one of Toronto Foreshore Master Plan	Asset Management
	Implement playground upgrade at Rathmines Park	Asset Management
	Implement new works to support accessibility at community facilities, City-wide	Community Partnerships
	Implement the parks improvement program	Asset Management
	Implement the skate park and BMX facilities at Rathmines Park	Asset Management
	Implement cemeteries improvement and replacement works	Asset Management
	Implement walking trail and boardwalk at Coon Island, Swansea	Asset Management
	Design new playground and hit wall at Murrays Beach Park	Asset Management
	Design upgrades to Toronto Foreshore	Asset Management
	Develop a management plan for Munibung Hill and adjoining strategic parcels	Asset Management
	Report to Council a draft master plan for community and recreation facilities at Catherine Hill Bay for public exhibition	Asset Management
	Report to Council a draft Plan of Management and master plan for Morisset Showground for adoption	Asset Management
	Report to Council an updated City-wide Aquatic Facilities Strategy (pool service delivery model) for public exhibition	Asset Management
	Review City-wide dog off-leash areas	Asset Management

STRATEGY 2.2.4		ACTION 2021-2022	PRIMARY RESPONSIBILITY
UNDERTAKE COMMUNITY BUILDINGS CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM		Implement stage two of the Landcare Resource Centre upgrade, Teralba	Asset Management
		Implement energy and water upgrades at priority Council facilities	Environmental Systems
		Implement Windale Hub	City Projects
STRATEGY 2.2.5		ACTION 2021-2022	PRIMARY RESPONSIBILITY
UNDERTAKE SWIM CENTRE CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM		Complete replacement of the learn to swim pool at Charlestown Swim Centre	Asset Management
		Complete building management system upgrade at West Wallsend Swim Centre	Asset Management
		Implement replacement of 50m pool plant room and infrastructure at Swansea Swim Centre	Asset Management
STRATEGY 2.2.6		ACTION 2021-2022	PRIMARY RESPONSIBILITY
UNDERTAKE AQUATIC CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM		Complete construction of a new recreational fishing platform, suitable site to be determined	Asset Management
		Complete signage upgrade at Caves and Hams beaches	Asset Management
		Complete new pontoon jetty, Balcolyn	Asset Management
		Implement equipment replacement program for beach lifeguard and Lake Mac Swim Centres, City-wide	Leisure Services
		Implement structural repairs to Toronto Baths	Asset Management
STRATEGY 2.2.7		ACTION 2021-2022	PRIMARY RESPONSIBILITY
UNDERTAKE PARKS AND PLAYGROUNDS CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM		Complete Cooranbong playground replacement	Asset Management
		Complete playground and park upgrade at Alkrington Avenue, Fishing Point	Asset Management
		Complete replacement of the Ken and Audrey Owens Walkway, Redhead	Asset Management
		Complete playground replacement at Russell Reserve, Adamstown Heights	Asset Management
		Complete playground replacement at Bahloo Reserve, Windale	Asset Management
		Complete playground replacement at Belmont foreshore	Asset Management
		Implement timber sports light pole replacements at various reserves City-wide	Asset Management
		Design park upgrades at Charlestown Lions Park	Asset Management

STRATEGY 2.2.8**UNDERTAKE SPORTS
FACILITY CAPITAL
PROJECTS IN
ACCORDANCE WITH THE
WORKS PROGRAM****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

Complete playground, amenities building, dog off-leash park, landscaping and path improvements at Thomas H. Halton Park, Eleebana

Asset Management



Complete construction of the skate park at Windale

Asset Management



Complete construction of the skate park at Bernie Goodwin Memorial Park, Morisset

Asset Management



Implement playing fields, tennis courts, netball courts, car park and amenities building at Croudace Bay Sporting Facility

Asset Management

RELATED PLANS

Forward Capital Works Program, Asset Management Plans, Coastal Zone Management Plan, Community Facilities Strategy, Sports Facility Strategy, Better Buildings Strategy, Development Contributions Plans, Toronto Foreshore Master Plan

OBJECTIVE 2.3**OUR VIBRANT CITY
HAS EVENTS AND
FESTIVALS THAT
ENHANCE OUR
LIFESTYLE****STRATEGY 2.3.1****HOST AND SUPPORT
A DIVERSE RANGE OF
FESTIVALS AND EVENTS****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

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

Arts, Culture and Tourism

LIFESTYLE AND
WELLBEING:

FINANCIAL RESOURCES

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	42,252	43,866	45,526	48,060
Capital revenue	21,241	17,702	34,667	18,010
TOTAL REVENUE	63,493	61,568	80,193	66,070
Operational expenditure	(99,948)	(100,572)	(106,496)	(109,689)
Operating result	(36,455)	(39,004)	(26,303)	(43,619)
Operating result before capital	(57,696)	(56,706)	(60,970)	(61,629)
Capital - new	(19,097)	(22,846)	(37,690)	(29,351)
Capital - replacement	(4,339)	(7,309)	(6,776)	(6,295)
Dedications	(500)	(500)	(500)	(500)
Transfer to restricted cash	(43,413)	(45,035)	(46,626)	(49,182)
Loan repayments	-	-	-	-
TOTAL CAPITAL	(67,349)	(75,690)	(91,592)	(85,328)
Funds required	(125,045)	(132,396)	(152,562)	(146,957)
Funded by:				
Loans Utilised	1,331	7,999	1,518	13,049
Proceeds from Asset Sales	-	-	-	-
Restricted Cash - Depreciation	2,728	6,028	7,430	6,335
Restricted Cash - Other	40,936	41,837	45,095	43,429
BUDGET SURPLUS / (DEFICIT)	(80,050)	(76,532)	(98,519)	(84,144)
CAPITAL WORKS				
Capital new				
26 Charles Street Edgeworth - acquisition	500	-	-	-
Alkington Avenue Fishing Point - park and playground upgrade	561	-	-	-
Barton and Lumsden Fields Belmont	100	155	-	-
Catherine Hill Bay sportsground and SLSC concept planning	150	-	-	-
Charlestown Lions Park - detail design and delivery	100	1,000	1,200	-
Community and recreation infrastructure	-	500	205	205
Coon Island Eastern foreshore exercise trail, wayfinding and landscaping	345	-	-	-
Croudace Bay Sporting Complex	4,060	-	300	-
Development contributions capital expenditure	-	-	5,036	8,282
Fernleigh Awabakal shared track amenities - Belmont to Blacksmiths	200	-	-	-
Harold Knight Oval and Mick Middleton Field Gateshead - amenities building and carparks	115	3,000	-	-
Hunter Regional Sports Centre - warm up track drug testing facilities and accessible car spaces	100	1,750	-	-
Hunter Sports Centre - new capital works	59	60	62	64
Hunter Sports Centre extension	-	-	23,000	7,869

LIFESTYLE AND
WELLBEING:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Kaleen Street	-	2,797	2,797	2,797
Lake Macquarie Croquet Centre	150	1,533	-	1,533
Lake Macquarie variety playground	-	250	-	-
Lot 4998 Radcliffe Wyee - land acquisition	4,954	-	-	-
Minor works	-	259	265	273
Morisset skate park	100	-	-	-
New aquatic works	-	227	-	63
New park development at Murrays Beach	50	1,584	-	-
New recreational fishing platform - site to be determined	168	-	-	-
Parks improvements - City-wide	165	170	176	181
Pontoon Jetty Balcolyn	214	-	-	-
Rathmines Park	-	1,300	-	-
Rathmines Youth Hub skate park and BMX facility	115	372	-	-
Subdivision compliance	737	759	782	806
Swansea Crown Reserve	-	200	200	250
Thomas H. Halton Park - park and playground upgrade	4,000	300	-	-
Toronto Foreshore	150	1,500	1,500	3,000
Toronto Foreshore Public Square and Town Green	828	-	-	-
Vehicle control - community land	-	27	28	28
West Wallsend Swim Centre - signage upgrade	-	10	-	-
Windale Hub	500	5,093	2,139	4,000
Windale skate park	426	-	-	-
Wyee West - Saltro recreation area	250	-	-	-
	19,097	22,846	37,690	29,351
Capital - replacement				
Acquisition of infringement devices	-	12	20	-
Arcadia Reserve Arcadia Vale - playground replacement	-	155	-	-
Awaba Oval amenities - showers replacement	-	-	50	-
Awaba Oval and Pony Club - fence replacement	-	50	-	-
Bahloo Reserve Windale playground replacement	62	-	-	-
Beach Lifeguard Service - equipment replacement	9	3	86	3
Belmont Foreshore Public - wharf replacement	-	100	-	-
Belmont Foreshore Reserve - shelter replacement	90	-	-	-
Belmont Foreshore Reserve playground replacement	100	-	-	-
Belmont South Foreshore Reserve - fence replacement	-	49	-	-
Biraban Reserve Coal Point modular toilet replacement	82	-	-	-
Blacksmiths - signage upgrade	-	8	-	-
Blacksmiths Beach access board and chain walkways - replacement	-	133	-	-
Blacksmiths Oval - fence replacement	-	5	-	-
Blacksmiths Surf Life Saving Club - observation tower replacement	-	300	-	-

LIFESTYLE AND
WELLBEING:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Bolton Point - boat ramp replacement	-	100	-	-
Cardiff No. 1 Oval - fence replacement	-	46	-	-
Catherine Hill Bay Beach - signage upgrade	-	10	-	-
Caves Beach - signage upgrade	10	-	-	-
Charlestown Swim Centre - equipment replacement	-	22	11	122
Charlestown Swim Centre - Learn to Swim Pool upgrade	600	-	-	-
Charlestown Swim Centre - signage upgrade	-	10	-	-
Community facilities	-	-	820	841
Cooranbong Equestrian Reserve - fence replacement	-	39	-	-
Cooranbong Reserve - playground replacement	120	-	-	-
Croudace Bay Sports Fields floodlighting	-	220	-	-
Eddie Charlton Waterfront Reserve - fence replacement	-	8	-	-
Eleebana Tennis Courts - court surface replacement	-	50	-	-
Gregory Park West Wallsend modular toilet replacement	175	-	-	-
Hunter Barnett Field Windale amenities - awning replacement	-	100	-	-
Hunter Sports Centre - replacement works	153	157	161	166
Hunter Sports Centre - running track replacement	550	-	-	-
Irene Austin Reserve Morisset - park and playground replacement	-	150	-	-
Irene Austin Reserve Morisset Park modular toilet replacement	153	-	-	-
Jack Edwards Oval - park seat replacement	-	15	-	-
Jack Edwards Oval - retaining wall replacement	-	12	-	-
Ken and Audrey Owens Walkway Beach Road Redhead - replacement	1,038	-	-	-
Kilaben Park Kilaben Bay modular toilet replacement	75	-	-	-
Lake and foreshore replace fenders Toronto baths enclosure	140	-	-	-
Lake foreshore - replacement works	-	223	433	444
Lenaghan Oval Belmont North floodlighting	-	295	-	-
Les Wakeman Field West Wallsend amenities - canteen replacement	-	-	90	-
Morisset Lions Park - table replacement	-	3	-	-
Myuna Bay Foreshore modular toilet replacement	-	8	-	-
Optimising sports turf surfaces - John Street Oval Warners Bay	30	-	-	-
Parking patrol officers capital equipment	-	-	8	-
Parks building - replacement works	-	-	554	710
Parks facilities - park fencing various locations	-	37	-	-
Parks facilities - replacement works	50	169	1,213	1,244
Pendlebury Park Bonnells Bay - table replacement	-	12	-	-
Public cemeteries - replacement works	112	115	117	120
Rathmines Foreshore Playground Hub upgrade	165	-	-	-
Rathmines Music Hall - asbestos removal and building refurbishment	-	1,000	660	-
Redhead Beach - signage upgrade	-	10	-	-
Redhead Surf Life Savings Club - pump house replacement	-	145	-	-

LIFESTYLE AND
WELLBEING:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Replacement aquatic works	-	150	148	232
Russell Reserve Adamstown Heights playground replacement	100	-	-	-
Shingle Splitters Reserve Balcolyn public toilet	-	250	-	-
Speers Point Swim Centre - equipment replacement	102	-	11	14
Speers Point Swim Centre - signage upgrade	-	10	-	-
Surf club - replacement works	-	-	227	237
Swansea Swim Centre - equipment replacement	9	15	2	9
Swansea Swim Centre - plant room upgrade	125	950	-	-
Swansea Swim Centre - signage upgrade	-	9	-	-
Swim Centres - replacement works	-	-	1,163	1,201
Sylvia Grodanovski Park Gateshead - playground replacement	-	150	-	-
Toronto Swim Centre - equipment replacement	-	-	-	18
Ulinga Oval Cardiff Playground upgrade	-	160	-	-
Ulinga Oval Cardiff Sports Field - floodlighting upgrade	-	330	-	-
Ulinga Sports Complex and Community Hall	200	1,000	1,000	916
Valentine Soccer Fields - optimising sports turf surfaces	-	514	-	-
Wakool Street Windale Park upgrade	10	-	-	-
West Wallsend Swim - building management system	70	-	-	-
West Wallsend Swim Centre - equipment replacement	9	-	2	18
	4,339	7,309	6,776	6,295



MOBILITY AND ACCESSIBILITY

OBJECTIVE 3.1
IT IS SAFE AND EASY TO CONNECT WITH OTHERS AND GET AROUND OUR CITY

STRATEGY 3.1.1

ENSURE ROADS, DRAINAGE AND ASSOCIATED INFRASTRUCTURE MEETS COMMUNITY NEEDS AND SERVICE LEVELS

ACTION 2021-2022

	Complete bridge culvert replacement at Flowers Drive, Catherine Hill Bay	City Projects
	Complete bridge culvert replacement on Fassifern Road, between Bridge Street and Miller Road, Fassifern	Asset Management
	Complete bridge strengthening works on Freemans Drive Bridge, Cooranbong	Asset Management
	Complete embankment rehabilitation at Excelsior Parade, Toronto	Asset Management
	Implement new bridge to replace existing weir at The Weir Road, Barnsley	City Projects
	Design culvert improvements at 10 Oakdale Road, Gateshead	Asset Management

STRATEGY 3.1.2

UNDERTAKE STORMWATER DRAINAGE CONSTRUCTION PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2021-2022

	Complete drainage and footpath improvements at Elbrook Drive, Rankin Park	Asset Management
	Complete Alkrington Avenue road rehabilitation, including drainage, footpath and kerb and channel, between Bournville Road and Hereford Rise at Fishing Point	Asset Management
	Complete drainage and road rehabilitation, shared project with City of Newcastle, at Boundary Street, Kotara South	Asset Management
	Implement drainage improvements and culvert restoration at Lakeview Street, Speers Point	Asset Management
	Implement stormwater pit renewals program at priority sites around the City	Asset Management
	Implement drainage improvements at 3 Stratton Road, Edgeworth	Asset Management
	Implement drainage upgrade at 10 Reynolds Street, Blackalls Park	Asset Management
	Design detention basin at 27A Country Grove, Edgeworth	Asset Management
	Design detention basin improvements at Cupania Crescent, Garden Suburb	Asset Management
	Design drainage improvements at 531A Lake Road, Argenton	City Projects
	Design road and drainage improvements at Park Avenue, Argenton	Asset Management
	Undertake feasibility and planning for drainage improvements at 20 Yoorala Road, Yarrawonga Park	Asset Management
	Undertake feasibility and planning for drainage improvements at Macquarie Grove, Caves Beach	Asset Management
	Undertake feasibility and planning for drainage improvements of Hawkins Creek at Leyton Street, Speers Point	Asset Management

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022







INTEGRATED

actions contribute to achieving strategies in multiple focus areas





LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)















STRATEGY 3.1.3**UNDERTAKE KERB AND CHANNEL CONSTRUCTION PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

















	Complete Alkrington Avenue road rehabilitation, including drainage, footpath and kerb and channel, between Bournville Road and Hereford Rise at Fishing Point	Asset Management
	Undertake feasibility and planning for kerb and channel and road sealing at Park Street, Arcadia Vale	Asset Management
	Undertake feasibility and planning for kerb and channel at Balcolyn Street, Balcolyn	Asset Management
	Undertake feasibility and planning for kerb and channel at Helena Street, Balcolyn	Asset Management

STRATEGY 3.1.4**UNDERTAKE SEALING GRAVEL ROADS PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM****ACTION 2021-2022****PRIMARY RESPONSIBILITY**




	Complete sealing of Mandalong Road from end of existing seal to Council boundary, Mandalong	Asset Management
	Design sealing of gravel road at Neds Bay Access Track, Swansea Heads, from Unnamed Road to car park	Asset Management

STRATEGY 3.1.5**UNDERTAKE ROAD REHABILITATION IN ACCORDANCE WITH THE WORKS PROGRAM****ACTION 2021-2022****PRIMARY RESPONSIBILITY**








	Complete road rehabilitation at Ocean Street, from Pitt Street to boundary of 131/133 Ocean Street, Dudley	Asset Management
	Complete road rehabilitation on Morris Crescent, from Kane Road to Regent Street, Bonnells Bay	Asset Management
	Complete road rehabilitation at Evans Street, Belmont	Asset Management
	Complete road rehabilitation on Wyee Road between Wallarah Street and Munmorah Street, Wyee	Asset Management
	Complete Macquarie Road road rehabilitation and footpath between 97 Macquarie Road and Fassifern Road, Fassifern	Asset Management
	Complete Alkrington Avenue road rehabilitation, including drainage, footpath and kerb and channel, between Bournville Road and Hereford Rise at Fishing Point	Asset Management
	Complete drainage and road rehabilitation, shared project with City of Newcastle, at Boundary Street, Kotara South	Asset Management
	Implement road rehabilitation on Thomas Street, from Harrison Street to 29 Thomas Street, Cardiff	Asset Management
	Implement Ruttleys Road stage three road rehabilitation between railway bridge east towards Government Road, Wyee	Asset Management
	Implement Watkins Road stage two road rehabilitation and drainage improvement, from Crescent Road to the Caravan Park entry, Wangi Wangi	Asset Management
	Implement road rehabilitation on Wyee Road, from B53 to south of Alliance Avenue, Wyee	Asset Management
	Implement retaining wall renewal program at priority sites around the City	Asset Management
	Implement road rehabilitation on E K Avenue, from Tango Street to Trent Street, Charlestown	Asset Management
	Implement road rehabilitation on Harper Avenue, from Sedgwick Avenue to Neilson Street, Edgeworth	Asset Management
	Implement road rehabilitation on Racecourse Road, from Blair Street to 21 Racecourse Road, Teralba	Asset Management

STRATEGY 3.1.5	ACTION 2021-2022	PRIMARY RESPONSIBILITY
	Implement road rehabilitation on Sedgwick Avenue, from Minmi Road to Neilson Street, Edgeworth	Asset Management
	Design road rehabilitation at Woodlands Avenue, from Clydebank Road to Hadleigh Road including Hendon Close and Newhaven Close, Balmoral	Asset Management
	Design road rehabilitation on Elizabeth Parade, from Waratah Avenue to Jennifer Street, Charlestown	Asset Management
	Design road rehabilitation on Kingsland Avenue, from Clydebank Road to Hadleigh Road, Balmoral	Asset Management
	Design road rehabilitation on Thompson Road, from Speers Street to Moulden Street, Speers Point	Asset Management
	Undertake feasibility and planning for road rehabilitation on Bridge Street, from Yambo Street to Newcastle Street, Morisset	Asset Management
	Undertake feasibility and planning for road rehabilitation on Dunkley Parade, from Bayview Street to Dunkley Parade, Mount Hutton	Asset Management
	Undertake feasibility and planning for road rehabilitation on Floraville Road, from Lentara Road to Pacific Highway, Belmont North	Asset Management
	Undertake feasibility and planning for road rehabilitation on Floraville Road, from Violet Town Road to 148 Floraville Road, Floraville	Asset Management
	Undertake feasibility and planning for road rehabilitation on Grand Parade, from Princes Street to Macquarie Street, Bonnell's Bay	Asset Management
	Undertake feasibility and planning for road rehabilitation on Main Road, from Eighth Street to Park Road, Speers Point	Asset Management
	Undertake feasibility and planning for road rehabilitation on Middle Point Road, from 28 Middle Point Road to Bay Road, Bolton Point	Asset Management
	Undertake feasibility and planning for road rehabilitation on Minmi Road, from Northlakes Drive to Newcastle Link Road, Cameron Park	Asset Management
	Undertake feasibility and planning for road rehabilitation on Ntaba Road, from Lepton Parade to Harrison Street, Jewells	Asset Management
	Undertake feasibility and planning for road rehabilitation on Piriwal Street, from Kullara Street to Karoburra Street, Pelican	Asset Management
	Undertake feasibility and planning for road rehabilitation on Rose Street, from Railway Street to John Street, Dudley	Asset Management
	Undertake feasibility and planning for road rehabilitation on South Parade, from Centre Avenue to South Parade and Todd Street, Blackalls Park	Asset Management

STRATEGY 3.1.6**ENSURE ACTIVE
TRANSPORTATION
INFRASTRUCTURE MEETS
COMMUNITY NEEDS AND
SERVICE LEVELS****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Implement the Streets as Shared Spaces grant project, to test and pilot new and innovative ideas for streets as safe, shared public spaces	Asset Management
	Undertake feasibility and planning for the cycling facilities from Charlestown to Whitebridge	Asset Management
	Undertake feasibility and planning for the shared pathway at Bareki Road Bends, from the Eleebana Lions Park to Thomas H. Halton Park, Eleebana	Asset Management











STRATEGY 3.1.7**ENSURE OFF-
ROAD CYCLEWAY
CONSTRUCTION
PROJECTS ARE
UNDERTAKEN IN
ACCORDANCE WITH THE
WORKS PROGRAM****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Complete shared pathway replacement at Greenway Track, Blackalls Park	Asset Management
	Complete final section of the shared pathway from Speers Point to Glendale	Asset Management
	Implement the Fernleigh Awabakal Shared Track (FAST)	City Projects
	Implement the shared pathway from Fifth Street to Wilkinson Park, Cardiff	Asset Management
	Design the shared pathway from Fernleigh Track to Belmont Foreshore, Belmont	Asset Management
	Design the shared pathway from Fernleigh Track to John Darling Avenue, Belmont North	Asset Management
	Design stage one of the shared pathway between Calancra Avenue and Sandpiper Court, Glendale	Asset Management
















STRATEGY 3.1.8

ENSURE LOCAL TRANSPORT INFRASTRUCTURE PROJECTS ARE UNDERTAKEN TO IMPROVE SAFETY AND MULTI-MODAL TRAVEL, SUCH AS BUS SHELTERS, PEDESTRIAN REFUGES, CROSSINGS AND KERB RAMPS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2021-2022**PRIMARY RESPONSIBILITY**

	Implement Fassifern underpass traffic signals and footpath at Fassifern Road and Greenway Parkway, Fassifern	Asset Management
	Design intersection upgrade at Alton Road and Freemans Drive, Cooranbong	City Projects
	Design bridge upgrade at Wilton Road, Awaba	City Projects
	Design intersection upgrade and shared pathways at Morisset Park Road and Fishery Point Road, Bonnells Bay	Asset Management
	Design intersection upgrade and footpaths at Main Road and Wallsend Road, Cardiff	Asset Management
	Design the footpath and school children's crossing on James Street, from The Esplanade to Mills Street, Warners Bay	Asset Management
	Design the pedestrian and traffic facilities for Windale Local Centre	Asset Management
	Design the road widening and intersection upgrades along Minmi Road, from Newcastle Link Road, Cameron Park, to Transfield Avenue, Edgeworth	Asset Management
	Design land acquisitions and service relocations for intersection upgrade at Bayview Street and Warners Bay Road, Mount Hutton	Asset Management
	Undertake feasibility for pedestrian and cycling improvements at intersections on Pacific Highway, between Awabakal Avenue and Maneela Street, Blacksmiths	Asset Management

STRATEGY 3.1.9**UNDERTAKE
FOOTPATH AND
ROADSIDE PROJECTS
IN ACCORDANCE
WITH THE WORKS
PROGRAM****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Complete footpath and kerb ramps from Blackalls Park School to Rhodes Street, Blackalls Park	Asset Management
	Complete footpath construction at James Street and Wakal Street, Charlestown	Asset Management
	Complete footpath on Oxford Street, from Plane Street to Goundry Street, Gateshead	Asset Management
	Complete footpaths at Sydney Street, Goundry Street, Oxford Street, Casey Street and The Crescent, Gateshead	Asset Management
 	Complete Macquarie Road road rehabilitation and footpath between 97 Macquarie Road and Fassifern Road, Fassifern	Asset Management
 	Complete Alkrington Avenue road rehabilitation, including drainage, footpath and kerb and channel, between Bournville Road and Hereford Rise at Fishing Point	Asset Management
	Implement footpath on Lowry Street, Cardiff, and Bancroft Street, Pandel Avenue, Clarence Street, Graham Street and Glendale Drive, Glendale	Asset Management
	Implement City-wide small-scale miscellaneous pedestrian and cycling improvements	Asset Management
	Implement footpath on Lachlan Road, Macquarie Road and connecting streets, Cardiff	Asset Management
	Implement Ridley Street and Smith Streets, Charlestown raised pedestrian crossing, and footpath from pedestrian crossing to Emslie Street, Charlestown	Asset Management
	Design footpath from Hillsborough Road Access Road to the pedestrian signals on Hillsborough Road, Warners Bay	Asset Management
	Design footpath at Floraville Road, Belmont North	Asset Management
	Design the shared pathway on John Fisher Road, from Belmont Christian College to Wommara Avenue, Belmont North	Asset Management

RELATED PLANS

Forward Capital Works Program, Asset Management Plans, Coastal Zone Management Plan, Footpath Strategy, Energy Resilience Plan, Cycling Strategy, Transport Management Plans

OBJECTIVE 3.2

PEOPLE OF ALL ABILITIES USE AND ENJOY OUR PLACES AND SPACES

STRATEGY 3.2.1

ENSURE COMMUNITY AND TRANSPORTATION INFRASTRUCTURE ARE ACCESSIBLE FOR PEOPLE WITH A WIDE RANGE OF ABILITIES



ACTION 2021-2022

Implement City-wide bus stop infrastructure upgrades for accessibility

PRIMARY RESPONSIBILITY

Asset Management

RELATED PLANS

Disability Inclusion Action Plan, Environmental Sustainability Strategy and Action Plan

OBJECTIVE 3.3

USER-FRIENDLY AND DIRECT PUBLIC TRANSPORT CONNECTS OUR TOWNS AND VILLAGES

STRATEGY 3.3.1

PLAN AND ADVOCATE FOR THE PROVISION OF STATE PUBLIC TRANSPORT FACILITIES AND SERVICES THAT MEET COMMUNITY NEEDS AND SERVICE LEVELS



ACTION 2021-2022

Collaborate with the State Government on delivery of public transport improvements

PRIMARY RESPONSIBILITY

Communications and Corporate Strategy

OBJECTIVE 3.4

NEW TECHNOLOGY SUPPORTS OUR TRANSPORT CHOICES

STRATEGY 3.4.1

ENSURE CONTEMPORARY TECHNOLOGY IS UTILISED FOR MANAGING THE CITY'S TRANSPORTATION INFRASTRUCTURE ASSETS AND OPERATIONS

ACTION 2021-2022

Trial real-time bus information at Pearson Street Mall bus stop

PRIMARY RESPONSIBILITY

Integrated Planning

FINANCIAL RESOURCES

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	1,611	1,640	1,639	1,655
Capital revenue	30,899	30,669	23,331	23,798
TOTAL REVENUE	32,510	32,309	24,970	25,453
Operational expenditure	(56,771)	(58,771)	(58,397)	(59,129)
Operating result	(24,261)	(26,462)	(33,427)	(33,676)
Operating result before capital	(55,160)	(57,131)	(56,758)	(57,474)
Capital - new	(11,729)	(20,364)	(12,429)	(9,765)
Capital - replacement	(30,966)	(39,074)	(28,097)	(29,432)
Dedications	(21,350)	(21,350)	(21,350)	(21,350)
Transfer to restricted cash	-	-	-	-
Loan repayments	-	-	-	-
TOTAL CAPITAL	(64,045)	(80,788)	(61,876)	(60,547)
Funds required	(119,205)	(137,919)	(118,634)	(118,021)
Funded by:				
Loans utilised	7,371	12,899	11,743	9,765
Proceeds from asset sales	-	-	-	-
Restricted cash - depreciation	22,239	33,608	26,538	26,984
Restricted cash - other	3,537	4,712	264	-
BUDGET SURPLUS / (DEFICIT)	(86,058)	(86,700)	(80,089)	(81,272)
CAPITAL WORKS				
Feasibility Projects (Capital - New)	425	686	-	-
20 Yoorala Road Yarrawonga Park - drainage improvements				
Balcolyn Street Balcolyn - kerb and channel construction				
Bareki Road to Thomas H. Halton Park - shared pathway				
Charlestown to Whitebridge - shared pathway				
Helena Street Balcolyn - kerb and channel construction				
Leyton Street Speers Point - drainage improvement				
Pacific Highway Blacksmiths pedestrian and cycling improvements				
Park Street Arcadia Vale - kerb and channel construction				
Tirriki Street Blacksmiths - kerb and channel construction				
Capital New				
3 Stratton Road Edgeworth - drainage upgrade	264	71	-	-
531A Lake Road Argenton - drainage upgrade	200	1,408	1,000	1,000
Adjacent 10 Reynolds Street Blackalls Park - drainage upgrade	100	420	-	-

MOBILITY AND
ACCESSIBILITY:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Bayview Street and Dunkley Parade Mount Hutton - intersection	68	1,000	1,000	262
Blackalls Park School to Shops - footpath and kerb ramps	885	-	-	-
Boarding points constructed at existing bus stops	200	-	-	-
Cameron Park to Edgeworth - shared pathway	-	52	-	-
Citywide miscellaneous infrastructure	150	200	200	200
Detention Basin 27A Country Grove Edgeworth	92	-	-	-
Drainage improvement program	-	2,780	2,863	2,949
Elbrook Drive Rankin Park - drainage investigation	150	-	-	-
Elvidge Crescent Kotara South - drainage investigation and reconstruction	-	300	605	-
Fassifern Road and Greenway Parkway - underpass lights	1,000	500	-	-
Feighan Park to John Street and New Road Warners Bay - shared pathway	-	33	-	-
Fernleigh Awabakal shared track - Belmont to Blacksmiths - footpath	1,500	4,270	-	-
Fernleigh Awabakal shared track - Green Street Belmont South to Hilda Street Marks Point - footpath	500	-	-	-
Fernleigh Awabakal shared track - Railway Parade to Green Street Belmont South-footpath	-	2,119	1,237	-
Fernleigh Awabakal Shared Track (FAST) - Belmont to Awabakal Avenue Blacksmiths	209	150	-	-
Fernleigh Track Extension to Belmont Foreshore - shared pathway	100	-	-	-
Fernleigh Track to John Darling Avenue Belmont North - shared pathway	80	-	-	-
Fifth Street Cardiff to Wilkinson Park Along Winding Creek - shared pathway and bridge	182	-	-	-
Floraville Road Belmont North - footpath	40	-	-	-
Footway and cycleway program	-	1,500	1,500	1,500
Goundry Street to Plane Street Gateshead - footpath	890	-	-	-
Hillsborough Road Warners Bay - footpath	250	150	-	-
James and Wakal Street Charlestown - footpath	600	-	-	-
James Street and Mills Street Warners Bay School children's crossing and footpath	50	-	-	-
John Fisher Road Belmont North - shared pathway	45	-	-	-
Kerb and channel construction	-	991	1,549	1,618
Lachlan Road Merewether Street Brown Street Pendlebury Road and Macquarie Road Cardiff - footpath	400	-	-	-
Lakeview Street Boolaroo - drainage and embankment investigation	400	-	-	-
Little Valley Road Mandalong - sealing of gravel roads	-	409	-	-
Lowry Street Cardiff and Bancroft Street Glendale - footpath	150	150	120	120
Main Road and Wallsend Road Cardiff - intersection upgrade	150	-	-	-
Main Road Edgeworth - shared pathway	150	-	-	-
Mandalong Road- Stage 2 - sealing of gravel roads	385	-	-	-
Mannings Road Cooranbong - sealing of gravel road	-	49	-	-
Minmi Road Cameron Park roundabout - power pole and guardrail relocation	-	56	-	-

MOBILITY AND
ACCESSIBILITY:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Morisset Park Road and Fishery Point Road Bonnell's Bay - intersection upgrade	150	112	-	-
Oakdale Road Gateshead - culvert upgrade	115	-	422	-
Owens Road Martinsville - sealing of gravel roads	-	250	-	-
Pacific Highway Blacksmiths - pedestrian creek crossing	-	-	20	160
Park Avenue Argenton - kerb and channel construction	-	978	-	-
Pearson and Ridley Street Charlestown - shared spaces	646	-	-	-
Racecourse Road Teralba - rail bridge approaches and barriers	-	65	-	-
Ridley and Smith Street Charlestown - raised pedestrian crossing and footpath	370	-	-	-
Salt Bay Track Swansea Heads - sealing of gravel road	-	304	-	-
Sealing gravel roads program	-	-	913	956
Speers Point to Glendale cycleway	650	-	-	-
St Albans Charlestown - drainage upgrade	-	200	-	-
Tennent Road Mount Hutton - pedestrian refuge	-	50	-	-
Teralba transfer station	33	-	-	-
Traffic facilities improvement program	-	923	1,000	1,000
Unnamed Road Swansea Heads - sealing of gravel roads	100	91	-	-
Windale Local Centre High pedestrian activity area	50	-	-	-
Windale to Charlestown - shared pathway	-	97	-	-
	11,729	20,364	12,429	9,765
Feasibility Projects (Capital - Replacement)	639	1,647	-	-
Bridge Street Morisset - road rehabilitation				
Dunkley Parade Mount Hutton - road rehabilitation				
Floraville Road Belmont North - road rehabilitation				
Floraville Road Floraville - road rehabilitation				
Glover Street Belmont - road rehabilitation				
Grand Parade Bonnell's Bay - road rehabilitation				
Macquarie Grove Caves Beach - drainage replacement				
Main Road Speers Point - road rehabilitation				
Middle Point Road Bolton Point - road rehabilitation				
Minmi Road Cameron Park widen road				
Ntaba Road Jewells - road rehabilitation				
Piriwal Street Pelican - road rehabilitation				
Rose Street Dudley - road rehabilitation				
Shade Lane Windale - road rehabilitation				
South Parade Blackalls Park - road rehabilitation				

MOBILITY AND
ACCESSIBILITY:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Capital Replacement				
Alkrington Avenue Fishing Point - road rehabilitation and kerb and channel	150	-	-	-
Alton Road and Freemans Drive Cooranbong - intersection upgrade design	500	1,500	1,500	1,450
Beach Road Silverwater - drainage channel	-	271	-	-
Boundary Street - road rehabilitation	900	-	-	-
Cupania Crescent Garden Suburbs - detention basin investigations	20	-	-	-
Dandaraga Road Mirrabooka - road rehabilitation	-	88	-	-
Drainage	40	-	633	652
Dunkley Parade Mount Hutton - roadside safety barrier and seal upgrade	-	-	50	512
E K Avenue Charlestown - road rehabilitation	800	-	-	-
Elizabeth Parade Charlestown - road rehabilitation	94	-	-	-
Evans Street Belmont - minor asset rehabilitation	500	1,200	-	-
Excelsior Parade Toronto - embankment rehabilitation	200	-	-	-
Fassifern Road Fassifern - culvert replacement	590	-	-	-
Fernleigh Track Whitebridge - embankment stabilisation	-	735	-	-
Flowers Drive Catherine Hill Bay - culvert replacement	629	-	-	-
Footway and cycleways	-	123	127	130
Freemans Drive Cooranbong - bridge replacement	700	-	-	-
Greenway cycleway replacement - shared pathway	311	29	-	-
Harper and Sedgewick Avenues Edgeworth - road rehabilitation	280	250	-	-
Heavy patching - East	750	750	750	750
Heavy patching - West	750	750	750	750
Macquarie Road Fassifern - rehabilitation	900	-	-	-
Marmong and Fourth Streets Booragul - minor asset rehabilitation	300	-	-	-
Minmi Road Edgeworth widen road	150	-	-	-
Minor road works	-	630	675	681
Morris Crescent Bonnells Bay - road rehabilitation	540	-	-	-
Newport to Greenway - road rehabilitation	-	480	-	-
Ocean Street Dudley - road rehabilitation	3,159	-	-	-
Park Avenue Argenton - drainage replacement	200	777	-	-
Racecourse Road Teralba - road rehabilitation	1,400	-	200	354
Relocation and re-establishment of Civilake's bulk materials storage	240	-	-	-
Resurfacing - asphalt	4,250	3,950	3,950	3,950
Resurfacing - spray seal	3,037	3,187	3,195	3,200
Retaining walls	-	450	233	239
Road Resurfacing and Rehabilitation Program	-	13,012	13,012	13,013
Rocky Point Road Eraring - rehabilitation	-	-	500	1,000
Ruttleys Road Wyee - road rehabilitation	1,650	-	250	305

MOBILITY AND
ACCESSIBILITY:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Sedgewick Avenue Edgeworth - road rehabilitation	130	250	150	-
Seventh Street Boolaroo - road rehabilitation	-	141	-	-
The Esplanade Warners Bay - re-seal carpark	-	34	-	-
The Weir Road Teralba - bridge renewal	1,500	5,529	-	-
Thomas Street Cardiff - road rehabilitation	1,700	-	250	450
Thompson Road Speers Point - road rehabilitation	76	-	-	-
Traffic minor works East	-	768	791	815
Watkins Road Wangi Wangi - road rehabilitation	2,000	-	900	1,000
Wilton Road Awaba bridge upgrade	150	2,016	-	-
Woodlands and Kingsland Avenue Balmoral - road rehabilitation	350	288	-	-
Wyee Road Morisset - road rehabilitation	1,200	-	-	-
Wyee Road overlay between Wallarah Street and Munmorah Street	181	-	-	-
Wyee Road Wyee - road rehabilitation	-	182	181	181
Wyee Road Wyee - road rehabilitation and kerb and channel	-	37	-	-
	30,966	39,074	28,097	29,432





DIVERSE ECONOMY

OBJECTIVE 4.1

**OUR CITY IS
A POPULAR
DESTINATION
WITH A WIDE
VARIETY OF
EXPERIENCES**

STRATEGY 4.1.1

RAISE THE CITY'S PROFILE AS A DESIRABLE VISITOR DESTINATION

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022



INTEGRATED

actions contribute to achieving strategies in multiple focus areas



LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)

PRIMARY RESPONSIBILITY

ACTION 2021-2022

Advocate for investment in regionally significant sport and recreation facilities in Lake Macquarie

Executive

Complete two arts, culture and tourism industry benchmarking research projects to assess sector growth and economic opportunities

Arts, Culture and Tourism

Connect with industry and assist in the development of four quality tourism experiences for the City

Arts, Culture and Tourism

Develop and trial four projects and products that grow the creative and cultural economy

Arts, Culture and Tourism

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

Arts, Culture and Tourism

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

Arts, Culture and Tourism

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

Arts, Culture and Tourism

STRATEGY 4.1.2

BUILD A STRONG CITY IDENTITY

ACTION 2021-2022

Deliver two brand campaigns that promote our City as a vibrant destination for business and lifestyle to audiences outside of the Hunter Region

Communications and Corporate Strategy

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

Environmental Systems



Showcase at least six case studies highlighting Council and community initiatives and local innovators

Communications and Corporate Strategy

STRATEGY 4.1.3**CONTINUALLY IMPROVE
AMENITIES AT HOLIDAY
PARKS WHERE FEASIBLE****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Implement ground-mounted solar photovoltaic system at Swansea Lakeside Holiday Park	Environmental Systems
	Implement upgrades and replacement works to the Swansea Lakeside Holiday Park, including construction of a splash park	Property and Business Development
	Implement upgrades and replacement works to the Belmont Lakeside Holiday Park, including stages four and five of a community path	Property and Business Development
	Implement upgrades and replacement works to the Blacksmiths Beachside Holiday Park, including refurbishing the central amenities block	Property and Business Development
	Implement upgrades and replacement works to the Sails Holiday Park, Belmont, including establishing more powered sites	Property and Business Development
	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	Property and Business Development


RELATED PLANS

Destination Management Plan, Environmental Sustainability Strategy and Action Plan

**OBJECTIVE 4.2
WE HAVE AN
ADAPTABLE
AND DIVERSE
ECONOMY****STRATEGY 4.2.1****PROMOTE AN
ENVIRONMENT WHERE
START-UPS, SMALL AND
MEDIUM BUSINESSES
ARE ENCOURAGED****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Consider annual progress reports from Dantia to ensure continued alignment with the City Vision	Executive
	Deliver the annual Lake Macquarie Business Excellence Awards	Communications and Corporate Strategy

STRATEGY 4.2.2**SUPPORT THE CAPACITY
OF KEY INDUSTRIES TO
CHANGE AND ADAPT****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

	Report the employment land review to Council including identification of areas for new employment zoned lands	Integrated Planning
---	---	---------------------

OBJECTIVE 4.3
OUR GROWING
POPULATION
SUPPORTS A
THRIVING LOCAL
ECONOMY

STRATEGY 4.2.3

ACTION 2021-2022

PRIMARY RESPONSIBILITY

SUPPORT BUSINESSES TO BUILD CAPABILITY TO USE NEW TECHNOLOGY IN ORDER TO REALISE ECONOMIC OPPORTUNITIES



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

Integrated Planning

RELATED PLANS

Night Time Economy Action Plan

STRATEGY 4.3.1

ACTION 2021-2022

PRIMARY RESPONSIBILITY

ENSURE LAND USE PLANS HAVE THE APPROPRIATE BALANCE OF DIFFERENT LAND USES



Report to Council for exhibition a draft master plan and future infrastructure investment schedule for Morisset, to support strategic objectives and opportunities for the area

Integrated Planning



Report to Council for exhibition Local Environmental Plan and Development Control Plan amendments to support growth and development of the Charlestown strategic economic centre

Integrated Planning

STRATEGY 4.3.2

ACTION 2021-2022

PRIMARY RESPONSIBILITY

MANAGE STRATEGICALLY HELD PROPERTIES AND LAND HOLDINGS TO CREATE REOCCURRING INCOME AND INCREASE RETURN ON INVESTMENT



Complete background information, data collection, and consultation with State agencies and community groups for the preparation of a draft Integrated Transport and Land Use Plan for the North West Catalyst Area

Integrated Planning

Implement capital works to facilitate the sale of scattered lots located at Wyee, Fennell Bay, Dora Creek and Windermere Park

Property and Business Development

Implement the residential subdivision works at Booragul, Cooranbong and Killingworth

Property and Business Development



Design the redevelopment of Awaba House, Booragul

Property and Business Development

Undertake market testing to determine highest and best land use and continue strategic land purchases for major holdings in Belmont

Property and Business Development

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

Property and Business Development

STRATEGY 4.3.3

ACTION 2021-2022

PRIMARY RESPONSIBILITY

**UNDERTAKE EXTERNAL
CIVIL WORKS TO GENERATE
COMMERCIAL RETURNS AND
PROVIDE BENCHMARKING
OPPORTUNITIES AGAINST
BROADER INDUSTRY**

No actions this year

DIVERSE ECONOMY:

FINANCIAL RESOURCES

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	18,919	19,851	23,399	22,095
Capital revenue	-	-	-	-
TOTAL REVENUE	18,919	19,851	23,399	22,095
Operational expenditure	(22,006)	(22,077)	(22,627)	(23,354)
Operating result	(3,087)	(2,226)	772	(1,259)
Operating result before capital	(3,087)	(2,226)	772	(1,259)
Capital - new	(4,300)	(1,904)	(1,540)	(2,326)
Capital - replacement	(1,042)	(2,208)	(4,213)	(3,826)
Dedications	-	-	-	-
Transfer to restricted cash	(18,164)	(15,586)	(18,484)	(17,076)
Loan repayments	-	-	-	-
TOTAL CAPITAL	(23,506)	(19,698)	(24,237)	(23,228)
Funds required	(26,593)	(21,924)	(23,465)	(24,487)
Funded by:				
Loans utilised	20	-	-	-
Proceeds from asset sales	3,883	500	-	-
Restricted cash - depreciation	1,260	1,114	1,197	1,107
Restricted cash - other	15,224	14,508	16,565	17,519
BUDGET SURPLUS / (DEFICIT)	(6,206)	(5,802)	(5,703)	(5,861)
CAPITAL WORKS				
Feasibility Projects (Capital - New)	996	135	403	408
1 Skye Street Morisset - development and sale of Council land				
1 Woodbine Place Toronto - sale of Council land (Industrial Land)				
4 Bath Street Toronto - new development				

DIVERSE ECONOMY:
**FINANCIAL
RESOURCES**
(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
8 Ocean Park Road Belmont South - sale of Council land				
Anticipated projects - land development				
Livingstone Street Belmont from Crown Lands - acquisition				
Ramsgate Estate Wyee - sale of Council land				
Capital - new				
147 Ocean Street Dudley construction of smart home	29	-	-	-
17A Douglass Street Dora Creek - sale of Council land	2	-	-	-
1A Macquarie Road Fennell Bay - sale of Council land	17	-	-	-
20 Ruttleys Road Wyee - sale of Council land	102	-	-	-
21 and 27 Narara Road Cooranbong - sale of Council land	900	-	-	-
22-32 Bridge Street West Wallsend - sale of council land	17	-	-	-
402-410 Main Road Cardiff - new land	530	187	-	-
92 Toronto Road Booragul - new land	600	500	-	-
Belmont Lakeside Holiday Park	140	425	115	8
Blacksmiths Beachside Holiday Park	25	217	217	425
Killingworth - land development	110	-	-	-
King Street, John Street and Charles Street Warners Bay - development	17	-	-	-
New commercial capital works	20	20	20	20
Sails Holiday Park Belmont	15	40	-	300
Swansea Holiday Park splash park	700	-	-	-
Swansea Lakeside Holiday Park	60	80	440	820
Wangi Point Holiday Park	-	300	345	345
Wyee West paper subdivision infrastructure planning and design	20	-	-	-
	4,300	1,904	1,540	2,326
Capital - replacement				
36 Watt Street Windermere Park - sale of Council land	8	-	-	-
Awaba House rebuild - 1a First Street Booragul	70	162	2,000	1,749
Belmont Lakeside Holiday Park	90	675	675	680
Belmont Lakeside Holiday Park - road entrance	115	-	-	-
Blacksmiths Beachside Holiday Park	155	100	370	465
Blacksmiths Beachside Holiday Park - central amenities	90	-	-	-
Commercial replacement works	100	102	104	106
Residential replacement works	100	102	104	106
Sails Holiday Park Belmont	149	230	165	85
Swansea Lakeside Holiday Park	165	285	285	315
Swansea Lakeside Holiday Park - road resealing	-	362	-	-
Wangi Point Lakeside Holiday Park	-	190	510	320
	1,042	2,208	4,213	3,826



CONNECTED COMMUNITIES

OBJECTIVE 5.1

**PUBLIC SPACES
HELP CONNECT US
WITH EACH OTHER
AND THE WORLD**

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022



INTEGRATED

actions contribute to achieving strategies in multiple focus areas



LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)

STRATEGY 5.1.1

EMPOWER OUR COMMUNITY TO EMBRACE TECHNOLOGY

ACTION 2021-2022

Deliver three creative technology inspired installations and kinetic public art commissions at various locations across the City

PRIMARY RESPONSIBILITY

Arts, Culture and Tourism

Ensure The Rover, Lake Mac Libraries' mobile library and outreach vehicle, attends 20 community events, with 6000 customer interactions

Arts, Culture and Tourism

STRATEGY 5.1.2

ELIMINATE BARRIERS TO ACCESSING INFORMATION AND SERVICES

ACTION 2021-2022

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

PRIMARY RESPONSIBILITY

Arts, Culture and Tourism

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

Business Information and Technology Solutions

Provide public access to relevant Council data sets and information

Business Information and Technology Solutions

STRATEGY 5.1.3

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

ACTION 2021-2022



Complete public art along the Glendale to Speers Point Shared Pathway

Arts, Culture and Tourism



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

Arts, Culture and Tourism

STRATEGY 5.1.4

ENABLE MEANINGFUL CREATIVE LEARNING AND CULTURAL EXPERIENCES

ACTION 2021-2022

Implement 40 programs for Aboriginal and Torres Strait Islander, early childhood, families, heritage and aged communities

Arts, Culture and Tourism

Implement the yapang Aboriginal Professional Development work experience program

Arts, Culture and Tourism

Deliver and evaluate two open studio programs that allow the community to engage with artists across the City

Arts, Culture and Tourism

RELATED PLANS

Urban and Public Art Strategy and Action Plan, Lake Mac Libraries Strategic Plan, Arts, Heritage and Cultural Plan

OBJECTIVE 5.2

WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY

STRATEGY 5.2.1

CREATE OPPORTUNITIES FOR PEOPLE FROM ALL DEMOGRAPHICS AND ABILITIES TO PARTICIPATE IN COMMUNITY LIFE

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Curate six targeted events and activities for focused audience groups, including youth, people with disability and culturally and linguistically diverse (CALD) community

Arts, Culture and Tourism

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

Community Partnerships

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

Community Partnerships

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

Community Partnerships

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

Community Partnerships

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

Community Partnerships

Deliver the annual Lake Mac Awards

Communications and Corporate Strategy

Develop a Community Partnership Prospectus aimed at corporate social responsibility and sponsorship opportunities

Community Partnerships

Hold at least 60 activities as part of Council's Over 55s program, including an activity to celebrate NSW Seniors Festival

Community Partnerships

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

Community Partnerships

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

Community Partnerships

STRATEGY 5.2.2**SUPPORT VOLUNTEER AND COMMUNITY GROUPS TO INCREASE COMMUNITY CAPACITY****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

Implement replacement Emergency Services facility works in collaboration with NSW Rural Fire Service and State Emergency Services

Environmental Regulation and Compliance

Continue to develop and improve the Arts, Culture and Tourism volunteering program to include 100 active volunteers, with a 70 per cent retention rate

Arts, Culture and Tourism

Host six professional development workshops within the heritage and cultural industry and four museum-based training workshops

Arts, Culture and Tourism

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

Community Partnerships

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

Community Partnerships

RELATED PLANS

Disability Inclusion Action Plan, Aboriginal Community Plan, Ageing Population Plan, Culturally Diverse Lake Mac Plan, Children and Family Strategy, Volunteering Strategy, Cultural Collections Strategy, Environmental Sustainability Strategy and Action Plan

OBJECTIVE 5.3**WE ARE PROUD OF OUR CITY'S HERITAGE AND CULTURES****STRATEGY 5.3.1****CELEBRATE OUR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE AND OTHER CULTURES****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

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

Community Partnerships

Support NAIDOC Week through administration of the NAIDOC Week grant program, participation in activities during NAIDOC Week and hosting a flag raising ceremony at Council

Community Partnerships

STRATEGY 5.3.2**RECOGNISE, PROTECT AND CELEBRATE OUR HERITAGE****ACTION 2021-2022****PRIMARY RESPONSIBILITY**

Deliver four Aboriginal Cultural Awareness training sessions for Council staff and service providers who engage with the Aboriginal community

Community Partnerships



Report to Council for exhibition a review of the Local Environmental Plan and Development Control Plan for the West Wallsend Heritage Conservation Area

Integrated Planning



Report to Council for adoption a Catherine Hill Bay Local Environmental Plan amendment and Heritage Conservation Area Plan

Integrated Planning

OBJECTIVE 5.4
OUR COMMUNITY
RESPONDS AND
ADAPTS TO
CHANGE

STRATEGY 5.4.1

ADAPT OUR CITY TO A CHANGING CLIMATE

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Develop Fennell, Edmunds and Kooroorra Bays Climate Resilience Plan using a community co-design approach

Environmental Systems

Exhibit the Lake Macquarie Urban Heat Strategy and report to Council for adoption

Environmental Systems

Implement Bush Fire Risk Management Plan actions in collaboration with the community and internal and external stakeholders

Environmental Systems



Implement priority actions in Council's Local Adaptation Plans covering suburbs from Belmont South to Swansea and surrounds

Environmental Systems

Report on Council and the City's energy, water, waste and greenhouse gas emission targets

Environmental Systems

Seek grant funding for North Creek Floodplain Risk Management Study

Environmental Systems



Maximise electricity procurement activity targeting 100 per cent renewables

Environmental Systems

RELATED PLANS

Coastal Zone Management Plan, Environmental Sustainability Strategy and Action Plan

STRATEGY 5.4.2

EMPOWER OUR COMMUNITY TO ADOPT SUSTAINABLE BEHAVIOURS

ACTION 2021-2022

PRIMARY RESPONSIBILITY

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

Community Partnerships

Implement two new initiatives that reduce waste at events

Arts, Culture and Tourism

Maintain and increase community engagement and participation in the Sustainable Neighbourhoods program from the 2019-2020 baseline

Community Partnerships

STRATEGY 5.4.3

ENCOURAGE UPTAKE OF SMART AND SUSTAINABLE INFRASTRUCTURE

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Implement energy and water usage modelling at high consuming Council facilities, to improve performance

Environmental Systems



Implement priority actions from the energy resilience program at Council facilities

Environmental Systems



Implement year two actions from Council's Electric Vehicle Charging Strategy, including electric vehicle charging infrastructure

Environmental Systems

RELATED PLANS

Environmental Sustainability Strategy and Action Plan

CONNECTED
COMMUNITIES:

FINANCIAL RESOURCES

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	1,141	1,156	1,179	1,144
Capital revenue	1,487	687	1,587	687
TOTAL REVENUE	2,628	1,843	2,766	1,831
Operational expenditure	(15,587)	(15,659)	(15,985)	(16,010)
Operating result	(12,959)	(13,816)	(13,219)	(14,179)
Operating result before capital	(14,446)	(14,503)	(14,806)	(14,866)
Capital - new	(1,968)	(1,128)	(1,784)	(891)
Capital - replacement	(36)	(256)	(213)	(217)
Dedications	(687)	(687)	(687)	(687)
Transfer to restricted cash	(31)	(33)	(22)	(35)
Loan repayments	-	-	-	-
TOTAL CAPITAL	(2,722)	(2,104)	(2,706)	(1,830)
Funds required	(17,168)	(16,607)	(17,512)	(16,696)
Funded by:				
Loans utilised	933	1,128	884	891
Proceeds from asset sales	-	-	-	-
Restricted cash - depreciation	280	429	344	284
Restricted cash - other	370	35	35	34
BUDGET SURPLUS / (DEFICIT)	(15,585)	(15,015)	(16,249)	(15,487)
CAPITAL WORKS				
Capital new				
Aged and disabled services	20	281	225	232
Council energy resilience	668	569	569	569
Electric vehicle charging infrastructure	50	55	-	-
Fernleigh Awabakal shared track public art	100	-	-	-
George Booth Drive Seahampton - Rural Fire Service Station building construction	-	-	900	-
Mandalong Road Mandalong - Rural Fire Service Station building construction	800	-	-	-
SES headquarters design at 1A Lawson Road Macquarie Hills	-	120	-	-
Smart sportsfield technologies	-	10	-	-
Solar PV (photovoltaic) and battery installations	310	-	-	-
Swansea Multi-Purpose Centre - building optimisation analytics	-	3	-	-
Urban and public art implementation	20	90	90	90
	1,968	1,128	1,784	891
Capital replacement				
Children services buildings	-	-	177	181
Emergency services	36	36	36	36
Redhead Preschool staff and children's bathroom replacement	-	220	-	-
	36	256	213	217



CREATIVITY

OBJECTIVE 6.1 CREATIVE THINKING DRIVES OUR CITY

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022



INTEGRATED

actions contribute to achieving strategies in multiple focus areas



LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)

STRATEGY 6.1.1

CREATE OPPORTUNITIES THAT PROVIDE OPEN COMMUNICATION, PARTNERSHIPS AND LEADERSHIP WITH THE CREATIVE AND CULTURAL SECTOR

ACTION 2021-2022

Implement activities in creative incubators and spaces in our City, such as the Wangi Wangi Creative Hub

PRIMARY RESPONSIBILITY

Arts, Culture and Tourism

STRATEGY 6.1.2

DEVELOP AND IMPLEMENT STRATEGIES THAT ENHANCE PUBLIC ACCESS TO CULTURAL FACILITIES AND EVENTS

ACTION 2021-2022

Implement an exhibition program at the new Multi Arts Pavilion (MAP), Speers Point, and the Museum of Art and Culture (MAC)



Investigate opportunities for a Morisset Community and Cultural Hub

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

PRIMARY RESPONSIBILITY

Arts, Culture and Tourism

Arts, Culture and Tourism

Arts, Culture and Tourism

RELATED PLANS

Lake Mac Libraries Strategic Business Plan

STRATEGY 6.1.3

COMMUNICATE OUR CULTURE: BE LOCAL, AIM GLOBAL

ACTION 2021-2022

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

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

PRIMARY RESPONSIBILITY

Arts, Culture and Tourism

Arts, Culture and Tourism

OBJECTIVE 6.2
OUR CITY HAS A STRONG CREATIVE INDUSTRY

STRATEGY 6.1.4

DEVELOP AND IMPLEMENT INITIATIVES TO ATTRACT, NURTURE AND RETAIN INNOVATORS

ACTION 2021-2022

PRIMARY RESPONSIBILITY

	Explore the expansion of digital infrastructure to build better connectivity for our community	Business Information and Technology Solutions
	Showcase at least six case studies highlighting Council and community initiatives and local innovators	Communications and Corporate Strategy
	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	Integrated Planning

STRATEGY 6.2.1

INVESTIGATE OPPORTUNITIES FOR IMPROVING INCOME GENERATION IN THE CULTURAL SECTOR

ACTION 2021-2022

PRIMARY RESPONSIBILITY

	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	Arts, Culture and Tourism
	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	Arts, Culture and Tourism
	Implement a performing arts and live music program and engage a minimum of 30 creatives	Arts, Culture and Tourism
	Hold an Acquisitive Award Exhibition at Museum of Art and Culture (MAC)	Arts, Culture and Tourism

RELATED PLANS



Arts, Heritage and Cultural Plan

STRATEGY 6.2.2

UNDERTAKE LIBRARIES AND CULTURAL FACILITY CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2021-2022

PRIMARY RESPONSIBILITY

	Complete Multi Arts Pavilion (MAP) mima fit-out, Speers Point	Arts, Culture and Tourism
	Implement the Sugar Valley Library Museum at Cameron Park	Arts, Culture and Tourism
	Provide service delivery opportunities to the community during construction of Windale Hub	Arts, Culture and Tourism

STRATEGY 6.3.1

DEVELOP A SUITE OF INTERPRETATION THEMES AND SITES AROUND THE CITY

ACTION 2021-2022

PRIMARY RESPONSIBILITY

	Deliver six projects that interpret our City's heritage including interpretive signage	Arts, Culture and Tourism
	Host an annual creative festival	Arts, Culture and Tourism

OBJECTIVE 6.3
CULTURAL EXPERIENCES AND PUBLIC ART CONNECT US WITH THE PAST, PRESENT AND FUTURE

CREATIVITY:
**FINANCIAL
RESOURCES**

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	1,470	1,686	1,726	1,684
Capital revenue	-	200	-	-
TOTAL REVENUE	1,470	1,886	1,726	1,684
Operational expenditure	(11,067)	(11,350)	(11,665)	(11,975)
Operating result	(9,597)	(9,464)	(9,939)	(10,291)
Operating result before capital	(9,597)	(9,664)	(9,939)	(10,291)
Capital - new	(2,350)	(2,773)	(1,773)	(20)
Capital - replacement	(723)	(727)	(965)	(982)
Dedications	-	-	-	-
Transfer to restricted cash	-	-	-	-
Loan repayments	-	-	-	-
TOTAL CAPITAL	(3,073)	(3,500)	(2,738)	(1,002)
Funds required	(12,670)	(13,164)	(12,677)	(11,293)
Funded by:				
Loans utilised	1,850	420	120	20
Proceeds from asset sales	-	-	-	-
Restricted cash - depreciation	723	727	965	982
Restricted cash - other	610	2,262	1,762	110
BUDGET SURPLUS / (DEFICIT)	(9,487)	(9,755)	(9,830)	(10,181)
CAPITAL WORKS				
Capital - new				
Cultural collections	20	20	20	20
Fibre City	600	400	100	-
Speers Point Multi Arts Place	1,230	-	-	-
Sugar Valley Library Museum	500	2,153	1,653	-
Upgrade Performing Arts Centre - Warners Bay	-	200	-	-
	2,350	2,773	1,773	20
Capital - replacement				
Acquisition of library bookstock	550	550	550	550
Acquisition of library digital collection	173	177	180	184
Art Gallery	-	-	35	36
Libraries	-	-	200	212
	723	727	965	982



SHARED DECISION-MAKING

OBJECTIVE 7.1 PARTNERSHIPS BETWEEN COMMUNITY, GOVERNMENT AND BUSINESS BENEFIT OUR CITY

STRATEGY 7.1.1

DEVELOP AND MAINTAIN A NETWORK OF KEY AGENCIES, ORGANISATIONS, PEAK BODIES AND COMMUNITY GROUPS

STRATEGY 7.1.2

INFLUENCE DECISIONS THAT IMPACT OUR REGION

WORKS PROGRAM ACTIONS:



FEASIBILITY

Investigations, planning and concept design will proceed



DESIGN

detailed design, approvals and/or tender processes will proceed



IMPLEMENT

projects will commence or be under construction



COMPLETE

projects will be finished by 30 June 2022



INTEGRATED

actions contribute to achieving strategies in multiple focus areas



LSPS actions also form part of the Lake Macquarie City Local Strategic Planning Statement (LSPS)

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Continue to seek partnerships and report on opportunities such as a Sailing Centre of Excellence

Executive

Maintain an active partnership and determine projects to pursue with the University of Newcastle

Executive

ACTION 2021-2022

PRIMARY RESPONSIBILITY

Contribute to the regional strategic planning process through the Hunter Joint Organisation

Executive

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

Executive

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

Executive

OBJECTIVE 7.2 WE KNOW HOW AND WHY DECISIONS ARE MADE

STRATEGY 7.2.1

DELIVER HIGH QUALITY AND INFORMATIVE CUSTOMER SERVICE

ACTION 2021-2022

PRIMARY RESPONSIBILITY



Design modernisation of Council depot workplaces to meet relevant standards

Property and Business Development

Continue to provide an accessible and personalised customer experience by completing 90 per cent of the year two actions in the Customer Experience Strategy

Customer Experience

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

Business Information and Technology Solutions

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

Customer Experience

STRATEGY 7.2.2**PROVIDE CLEAR,
ACCESSIBLE AND
RELEVANT INFORMATION
TO THE COMMUNITY****ACTION 2021-2022**

Implement the United Nations Sustainable Development Goals in Council's strategies and plans

Integrate the online cultural and library collection catalogues

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

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

PRIMARY RESPONSIBILITY

Environmental Systems

Arts, Culture and Tourism

Customer Experience

Development Assessment and Certification

RELATED PLANS

Environmental Sustainability Strategy and Action Plan

OBJECTIVE 7.3**OUR COMMUNITY
INFLUENCES
DECISIONS THAT
SHAPE OUR CITY****STRATEGY 7.3.1****ACTIVELY ENGAGE WITH
AND SEEK DIRECTION
FROM THE COMMUNITY
AND KEY STAKEHOLDERS****ACTION 2021-2022**

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

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

PRIMARY RESPONSIBILITY

Communications and Corporate Strategy

Communications and Corporate Strategy

STRATEGY 7.3.2**PROVIDE OUR CUSTOMERS WITH SIMPLE AND CONVENIENT WAYS TO ACCESS AND DO BUSINESS WITH COUNCIL****ACTION 2021-2022**

Continue to improve the community portal and Council's website to deliver a personalised experience for our customers

PRIMARY RESPONSIBILITY

Business Information and Technology Solutions

Implement new products to diversify Lake Mac Print services, such as digital video editing

Customer Experience

Implement options to improve accessibility of our Customer Service Centre to the community, such as webchat

Customer Experience

STRATEGY 7.3.3**PREPARE FOR LOCAL GOVERNMENT ELECTIONS****ACTION 2021-2022**

Coordinate the 2021 Local Government election for the Lake Macquarie Local Government Area

PRIMARY RESPONSIBILITY

Communications and Corporate Strategy

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

Communications and Corporate Strategy

SHARED
DECISION-MAKING:
**FINANCIAL
RESOURCES**

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	91	73	74	76
Capital revenue	-	-	-	-
TOTAL REVENUE	91	73	74	76
Operational expenditure	(5,127)	(3,678)	(3,930)	(5,453)
Operating result	(5,036)	(3,605)	(3,856)	(5,377)
Operating result before capital	(5,036)	(3,605)	(3,856)	(5,377)
Capital - new	-	-	-	-
Capital - replacement	(500)	(4,799)	-	-
Dedications	-	-	-	-
Transfer to restricted cash	(270)	(374)	(374)	(748)
Loan repayments	-	-	-	-
TOTAL CAPITAL	(770)	(5,173)	(374)	(748)
Funds required	(5,806)	(8,778)	(4,230)	(6,125)
Funded by:				
Loans utilised	-	1,799	-	-
Proceeds from asset sales	-	-	-	-
Restricted cash - depreciation	500	3,000	-	-
Restricted cash - other	1,430	-	122	1,535
BUDGET SURPLUS / (DEFICIT)	(3,876)	(3,979)	(4,108)	(4,590)
CAPITAL WORKS				
Capital - new				
Nil	-	-	-	-
Capital - replacement				
Council Administrative Centre refurbishment (Creating Spaces)	500	4,799	-	-
	500	4,799	-	-



SUPPORTING OUR PLAN





LET'S MAKE IT POSSIBLE

We are committed to achieving great things for our City and its people. Our Resourcing Strategy and business activities support efficient and effective delivery of our Plan and achievement of our long-term goals and Vision.

RESOURCING STRATEGY

Council provides a wide range of internal support services. These services are made up of our Resourcing Strategy – asset, workforce, financial, information technology and plant and fleet management – plus other services including procurement, supply, risk management, records, governance and corporate planning.

Council's Resourcing Strategy supports the Community Strategic Plan, Delivery Program and Operational Plan by detailing how Council can help achieve the community's goals in terms of money, assets - including technology and plant - and people.

Effective resource planning ensures focus on the short-term and long-term goals for the City.

Detailed strategy and action plans sit within the Resourcing Strategy in the following areas:

- workforce planning
- asset management planning
- financial planning
- information technology and management
- plant and fleet management.

The following table outlines the finances required to deliver on the actions contained in the Resourcing Strategy, as well as those required to provide internal support services.

BUSINESS ACTIVITIES

CITY WORKS

City Works provides a wide range of civil engineering, construction and maintenance works and services, plus open space maintenance, signwriting, and building trades services to private clients. The profits generated from external works contribute to Council's General Fund and are channelled back to the community through improved and additional services.

City Works also carries out private works and services that enables the team to benchmark itself against private enterprise. City Works' private works also contribute to the maintenance of plant, equipment and skills that might not otherwise be affordable or commercially viable.

PROPERTY AND BUSINESS DEVELOPMENT

Property and Business Development maximises the long-term value of Council's property portfolio and provides a range of services including management of Lake Mac Holiday Parks, as well as property valuation, land reclassifications, disposal and acquisition.

ORGANISATIONAL SUPPORT:

FINANCIAL RESOURCES

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Operational revenue	173,158	177,741	182,716	188,816
Capital revenue	-	-	-	-
TOTAL REVENUE	173,158	177,741	182,716	188,816
Operational expenditure	(11,319)	(10,818)	(11,978)	(12,573)
Operating result	161,839	166,923	170,738	176,243
Operating result before capital	161,839	166,923	170,738	176,243
Capital - new	(2,333)	(2,947)	(4,058)	(3,728)
Capital - replacement	(8,354)	(9,113)	(9,461)	(9,731)
Dedications	-	-	-	-
Transfer to restricted cash	11,727	9,015	14,589	14,408
Loan repayments	(9,716)	(10,723)	(12,220)	(13,366)
TOTAL CAPITAL	(8,676)	(13,768)	(11,150)	(12,417)

ORGANISATIONAL
SUPPORT:

FINANCIAL RESOURCES

(CONTINUED)

	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Funds required	153,163	153,155	159,588	163,826
Funded by:				
Loans utilised	1,979	3,189	3,794	2,495
Proceeds from asset sales	1,728	1,504	1,420	1,517
Restricted cash - depreciation	6,234	7,270	7,336	8,902
Restricted cash - other	6,341	6,556	6,592	6,252
BUDGET SURPLUS / (DEFICIT)	169,445	171,674	178,730	182,992
CAPITAL WORKS				
Capital new				
Additional new small plant purchases	40	40	40	40
Administrative Centre	60	-	-	-
Boolaroo Works Depot	250	-	-	-
Case management system	-	250	-	-
Computer workstations	784	677	677	677
Customer request management system	-	540	100	100
Department of Planning portal integration	30	-	-	-
Digitising Council meetings software	174	-	-	-
EiPaas (integration middleware layer) implementation	276	-	-	-
Executive reporting and dashboard implementation	23	270	-	-
Furniture acquisitions	-	66	34	34
Geographic Information System optimisation	117	120	122	124
Information Technology infrastructure	400	408	2,963	2,628
Intranet development software	-	456	-	-
IT Infrastructure	59	-	-	-
ServiceNow software configuration	120	120	122	125
	2,333	2,947	4,058	3,728
Capital replacement				
Administrative Centre	104	318	410	335
Administrative Centre furniture	14	14	14	14
Boolaroo Works Depot	244	334	280	287
Boolaroo Works Depot main distribution electrical board	47	-	-	-
Business Intelligence Solution replacement	-	100	-	-
Information Technology infrastructure	100	140	140	-
Information Technology surge capacity	244	90	-	-
Office furniture replacement	17	17	17	18
Plant and equipment items	7,000	8,000	8,500	9,077
Project management software	270	-	-	-
Risk injury and health management software	-	100	100	-
Software upgrade Q-Flow counter ticketing	81	-	-	-
Telecommunications software	233	-	-	-
	8,354	9,113	9,461	9,731



FINANCIAL MANAGEMENT

REVENUE POLICY

In accordance with Section 404 (1) of the *Local Government Act 1993*, Council provides the following details of its Revenue Policy. This information explains the basis upon which rates and charges will be made.

RATES AND CHARGES

Through rates and charges, Council recovers the cost of providing its services for land within the Council boundaries. Rates and charges raise approximately 40 per cent of Council's operating income and are used to improve and maintain services and facilities for the community.

Some of these services include:

- maintenance of roads, parks and gardens
- libraries
- community services for youth and seniors
- town planning
- food inspections
- animal services
- tourism
- swim centres.

Council rates are determined in accordance with the provisions of the *Local Government Act 1993* and *Local Government (General) Regulation 2005*.

Ordinary rates are levied on all rateable parcels of land based on independent valuations provided by Property NSW on behalf of the NSW Valuer General. Land valuations are supplied every three years by the NSW Valuer General. The land value does not include the value of a house, buildings, or other improvements to the land. The latest valuation of the land in Lake Macquarie occurred recently with a base date of 1 July 2019. These valuations will be used to calculate and levy the 2021-2022 ordinary rate.

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

On 8 September 2020, IPART announced the percentage increase to apply in the 2021-2022 financial year would be two per cent.

The general income for the previous year, 2020-2021 is increased by two per cent to determine the total general income yield which can be levied in 2021-2022. This does not mean that each individual rate assessment will increase by that percentage, but does mean that Council's total income from ordinary rates cannot exceed this percentage increase.

Accordingly, general rate income will increase by \$3.03 million in 2021-2022 to \$148.3 million.

ORDINARY RATES

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

Section 494 of the *Local Government Act 1993* requires Council to make and levy ordinary rates on all rateable land for the year 2021-2022.

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

THESE CATEGORIES ARE:



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

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

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

The rating structure for the farmland category is based on a combination of a base amount and an ad valorem component. The base amount for this category is set the same as the base amount for the residential category, with the ad valorem component being set at 66.5 per cent of the ad valorem component in the residential category.

The rate amounts shown in this document include the ordinary rates variation for 2021-2022 of two per cent.



RATING STRUCTURE AND YIELD (2021-2022)

RATING CATEGORY	RESIDENTIAL	BUSINESS	FARMLAND	MINING
Ad valorem rate	0.23824	1.065333	0.166768	0.848059
Base amount (\$)	759.85	102.25	759.85	1328.50
Land value (2019 base date) (\$)	26,483,918,782	1,920,508,028	33,533,000	138,166,501
Base (%)	50	2	33.45	2
2021-2022 rate yield (\$)	126,189,433	20,877,293	84,037	1,195,646
Average rate (\$)	1520	5113	2271	66,425
Total revenue (%)	85.06	14.07	0.06	0.81

- The amounts shown in the row '2021-2022 rate yield' have been calculated in accordance with the permissible increase in Council's notional general income for 2020-2021 of two per cent. This is in accordance with the rate-peg determination made by IPART.
- As Council will continue to process adjustments to its rating records until the time the Operational Plan is adopted, minor changes to the amounts shown in the above table will occur. These adjustments include the processing of supplementary valuation lists from the Valuer General's Department, changes to rating categories, and changes in the rateability of land.
- The amounts shown in the above table are inclusive of adjustments to notional income for newly rateable Crown Land.
- Interest will accrue on outstanding rates and charges at the rate of seven per cent a year (simple interest calculated daily).

FEES AND CHARGES FOR GOODS AND SERVICES

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

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

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

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

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

- cost of providing the service
- importance of the service to the community
- prices fixed by relevant industry bodies
- any factors specified in the Local Government regulations
- equity factors
- user pays principle
- financial objectives
- customer objectives
- resource use objectives
- cross-subsidisation objectives.

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

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

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

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

Council's annual fees and charges are available at lakemac.com.au.



DOMESTIC WASTE MANAGEMENT CHARGE

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

The domestic waste management charge is an annual charge for waste services that is listed as a separate amount on the residential or farmland rates notice.

The mandatory charge in 2021-2022 for each rateable property in our service area is \$467. Our service area does not include properties that Council considers are vacant and unable to be lawfully developed. The estimated yield for Domestic Waste Management Charge is \$38,403,698.

Alternative domestic waste options are included within the fees and charges document located at lakemac.com.au/fees-and-charges.

COMMERCIAL WASTE MANAGEMENT CHARGE

In accordance with section 501 of the *Local Government Act 1993*, Council may raise an annual charge for the provision of Commercial Waste Management services for each parcel of rateable land categorised as Business for which the service is available.

The Commercial Waste Management Charge is listed as a separate amount on rates notices for all Business properties.

The charge in 2021-2022 for each rateable Business property in the service area is \$510. The estimated yield for the Commercial Waste Management Charge is \$2,440,860.

EFFLUENT REMOVAL CHARGE

Council levies a waste management charge for effluent removal services, which will apply uniformly to each parcel of rateable land for which the service is available. The charge for 2021-2022 per property is \$2580. The estimated yield of the charge is \$1,042,320.

ON-SITE SEWAGE MANAGEMENT SYSTEM

The annual application fee for the approval to operate an on-site sewage management system for 2021-2022 is \$74 and will appear on the 2021-2022 rates and charges notice for those properties affected. The estimated income yield from this charge in 2021-2022 is \$148,296 and will be used specifically on the management of on-site sewage management systems by Council, including the cost of inspections for septic tanks and other waste treatment devices.

Council's annual fees and charges are available at lakemac.com.au.

PROPOSED BORROWINGS

Council's borrowings are governed by the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*.

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

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

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

The proposed loan program on the following page reflects the loan-borrowing program to be adopted by Council for the 2021-2022 financial year.

PROPOSED BORROWINGS 2021-2022 LOAN PROGRAM

PROJECT DESCRIPTION	TOTAL
Administrative centre works	60,000
Aged and disabled services new works	20,000
Awaba and Eastlake Community Recycling Centre	100,000
Awaba extension	100,000
Balcolyn Street Balcolyn - kerb and channel construction	34,850
Barton and Lumsden Fields Belmont	100,000
Basic boarding points constructed at existing bus stops	124,155
Bayview St Dunkley Parade Warners Bay Road - intersection improvements	68,000
Blackalls Park - drainage upgrade	100,000
Blackalls Park - footpath and kerb ramps	885,000
Boolaroo Depot works	250,000
Building management systems West Wallsend swim	70,000
City-wide infrastructure	150,000
Cockle Creek revegetation	25,000
Council Energy Resilience	667,529
Creek stabilisation and river bank vegetation works	25,000
Cultural collections	20,000
Detention basin 27A Country Grove Edgeworth	92,342
Digitising Council meetings software	83,622
Drainage flow upgrade	200,000
Elbrook Drive Rankin Park - drainage investigation	150,000
Electric vehicle charging infrastructure	50,000
Electric vehicle charging strategy	100,000
Fassifern underpass lights	1,000,000

PROJECT DESCRIPTION	TOTAL
Fernleigh Awabakal shared track public art	75,000
Fernleigh track extension to Belmont Foreshore - shared pathway	100,000
Fibre City	600,000
Floraville Road Belmont North - footpath	40,000
Footpath and cycle way program	250,000
Helena Street Balcolyn - kerb and channel construction	23,856
Hunter Regional Sports Centre extension - track, drug testing facilities and car spaces	100,000
Hunter Sports Centre	58,941
James and Wakal Street Charlestown - footpath	600,000
James Street and Mills Street Warners Bay school - children's crossing and footpath	50,000
John Fisher Road Belmont North - shared pathway	45,000
Lachlan Road, Merewether Street, Brown Street, Pendlebury Road and Macquarie Road Cardiff - footpath	400,000
Lakeview Street Boolaroo - drainage and embankment investigation	100,000
Leyton Street Speers Point - drainage improvement	50,000
Lowry Street Cardiff and Bancroft Street Glendale - footpath	150,000
Macquarie Road Fassifern - rehabilitation	900,000
Oakdale Road Gateshead culvert upgrade	25,000
Pacific Highway Blacksmiths pedestrian and cycling improvements	80,000
Park Avenue Caves Beach - stormwater treatment device	320,000
Park Street Arcadia Vale - kerb and channel construction	36,214

PROJECT DESCRIPTION	TOTAL
Parks improvement City-wide	165,279
Plant replacement - plant and equipment items	1,585,000
Recreational fishing platform Foreshore Reserve	99,966
Ridley and Smith Streets Charlestown - raised pedestrian crossing and footpath	370,000
Speers Point Multi Arts Place	1,230,000
Speers Point to Glendale cycleway	175,000
Stratton Road Edgeworth - drainage upgrade	132,000
Subdivision compliance - project management	737,244
Swansea Heads - seal	100,000
Sydney/Goundry/Oxford/Casey/The Crescent Gateshead - footpath	890,000
Urban and public art implementation	20,000
Windale Local Centre high pedestrian activity area	50,000
Wye West paper subdivision infrastructure planning and design	20,000
TOTAL	14,053,998

PROJECTED FINANCIAL STATEMENT

	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Rates	143,697	148,058	152,268	156,987	161,724
Annual Charges	40,422	41,227	43,423	45,919	48,565
User Charges & Fees	21,335	22,224	23,075	24,221	25,265
Interest on Investments	5,519	7,233	6,962	6,385	7,668
Grants & Contributions - Operating	28,556	25,943	26,242	26,660	26,993
Grants & Contributions - Capital	60,762	53,806	49,258	59,585	42,495
Other Revenue	11,560	14,205	14,651	17,562	15,538
TOTAL REVENUE	311,851	312,696	315,879	337,319	328,248
Employee Costs	(100,449)	(101,440)	(104,948)	(106,593)	(108,694)
Materials & Contracts	(57,596)	(58,604)	(55,568)	(60,339)	(63,191)
Borrowing costs	(8,354)	(8,765)	(8,744)	(8,904)	(8,875)
Depreciation	(66,356)	(66,561)	(67,843)	(70,234)	(71,769)
Other Operating Expenses	(30,843)	(29,697)	(30,476)	(30,956)	(32,147)
Net loss on disposal of assets	(1,408)	-	-	-	-
Net Operational Expenditure	(265,006)	(265,067)	(267,579)	(277,026)	(284,676)
Operating Result	46,845	47,629	48,300	60,293	43,572
Operating Result (excluding capital)	(13,917)	(6,177)	(958)	708	1,077
Capital Additions - New	(42,535)	(42,551)	(54,927)	(61,466)	(49,388)
Capital Additions - Replacement	(67,449)	(47,106)	(65,275)	(50,112)	(50,882)
Dedications	(23,789)	(22,537)	(22,537)	(22,537)	(22,537)
Transfer to Restricted Cash	(79,627)	(67,257)	(69,834)	(69,615)	(72,088)
Loan Repayments	(7,435)	(9,716)	(10,723)	(12,220)	(13,366)
TOTAL CAPITAL	(220,835)	(189,167)	(223,296)	(215,950)	(208,261)
Funds required	(173,990)	(141,538)	(174,996)	(155,657)	(164,689)
Funded by:					
Loans Utilised	25,075	14,054	31,252	20,249	29,527
Sale of Assets	4,140	5,611	2,004	1,420	1,517
Restricted Cash – Asset Replacement	65,968	47,964	63,746	60,344	60,989
Restricted Cash – Other	77,438	72,637	76,699	72,326	71,315
Provision for Future Rehabilitation	1,250	1,272	1,295	1,318	1,341
Budget Surplus / (Deficit)	(119)	0	0	0	0
BALANCE OF FUNDS					
Unspent Loans	16,971	16,971	16,971	16,971	16,971
Unspent Grants and Contributions	6,282	3,799	2,533	2,533	2,533
Funded Provision for Asset Replacement	35,191	53,696	57,693	67,482	78,159
Other Restricted Cash	243,837	242,261	238,014	236,682	238,861
Unrestricted Cash	8,754	8,754	8,754	9,331	9,331
Total Cash	311,035	325,481	323,965	332,999	345,855
Gross Debt	203,693	208,031	228,560	236,589	252,750

PROJECTED STATEMENT OF FINANCIAL POSITION

	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
CURRENT ASSETS					
Cash and cash equivalents	20,262	21,203	21,104	21,692	22,530
Investments	200,951	210,284	209,305	215,142	223,448
Receivables	15,020	15,320	15,627	15,939	16,258
Inventories	1,744	1,779	1,814	1,850	1,887
Other	836	853	870	887	905
TOTAL CURRENT ASSETS	238,813	249,439	248,720	255,510	265,028
NON-CURRENT ASSETS					
Investments	89,822	93,994	93,556	96,165	99,877
Receivables	1,558	1,589	1,621	1,654	1,687
Inventories	3,039	3,100	3,100	3,162	3,225
Infrastructure, property, plant and equipment	3,168,918	3,207,767	3,279,532	3,340,206	3,388,495
Other	49,149	50,132	51,135	52,157	53,200
TOTAL NON-CURRENT ASSETS	3,312,486	3,356,582	3,428,944	3,493,344	3,546,484
TOTAL ASSETS	3,551,299	3,606,021	3,677,664	3,748,854	3,811,512
CURRENT LIABILITIES					
Payables	18,548	18,919	19,297	19,683	20,077
Borrowings	9,716	10,723	12,220	13,366	14,931
Provisions	91,606	93,438	95,307	97,213	99,157
Other	963	982	1,002	1,021	1,043
TOTAL CURRENT LIABILITIES	120,833	124,062	127,826	131,283	135,208
NON-CURRENT LIABILITIES					
Borrowings	193,977	197,308	216,340	223,224	237,819
Provisions	26,611	27,143	27,686	28,240	28,804
Other	110	112	115	117	119
TOTAL NON-CURRENT LIABILITIES	220,698	224,563	244,141	251,581	266,742
TOTAL LIABILITIES	341,531	348,625	371,967	382,864	401,950
NET ASSETS	3,209,768	3,257,396	3,305,697	3,365,990	3,409,562
EQUITY					
Accumulated surplus	1,404,199	1,451,827	1,500,128	1,560,421	1,603,993
Revaluation reserves	1,805,569	1,805,569	1,805,569	1,805,569	1,805,569
TOTAL EQUITY	3,209,768	3,257,396	3,305,697	3,365,990	3,409,562

PROJECTED CASH FLOW STATEMENT

FOR YEARS ENDED
30 JUNE

	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
Opening Cash	304,671	311,035	325,481	323,965	332,999
Cash flows from operating activities					
Receipts					
Rates and annual charges	184,119	189,285	195,691	202,906	210,289
User charges and fees	21,335	22,224	23,075	24,221	25,265
Investment revenue and interest	5,519	7,233	6,962	6,962	7,668
Grants and contributions	28,556	25,943	26,242	26,660	26,993
Other	11,560	14,205	14,651	17,562	15,538
Payments					
Employee benefits and oncosts	(100,449)	(101,440)	(104,948)	(106,593)	(108,694)
Materials and contracts	(57,596)	(58,604)	(55,568)	(60,339)	(63,191)
Borrowing costs	(8,354)	(8,765)	(8,744)	(8,904)	(8,875)
Operating expenses	(27,094)	(27,197)	(27,928)	(28,360)	(29,502)
	362,267	373,919	394,914	398,080	408,490
Cash flows from financing activities					
Additional Borrowings	25,075	14,054	31,252	20,249	29,527
Repayments	(7,435)	(9,716)	(10,723)	(12,220)	(13,366)
	379,907	378,257	415,443	406,109	424,651
Cash flows from investing activities					
Capital contributions	36,972	31,270	26,720	37,048	19,957
New acquisitions	(42,535)	(42,551)	(54,927)	(61,466)	(49,388)
Replacement acquisitions	(67,449)	(47,106)	(65,275)	(50,112)	(50,882)
Sale of assets	4,140	5,611	2,004	1,420	1,517
	311,035	325,481	323,965	332,999	345,855
CLOSING CASH	311,035	325,481	323,965	332,999	345,855
Restricted Cash*					
Opening balance	292,033	302,281	316,727	315,211	323,668
Transfers to restrictions	175,250	147,873	168,929	160,099	173,384
Transfers from restrictions	(165,002)	(133,427)	(170,445)	(151,642)	(160,528)
	302,281	316,727	315,211	323,668	336,524
TOTAL RESTRICTED CASH	302,281	316,727	315,211	323,668	336,524
Unrestricted cash	8,754	8,754	8,754	9,331	9,331
Closing balance	311,035	325,481	323,965	332,999	345,855

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

PROJECTED RESTRICTED CASH

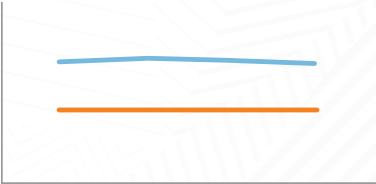
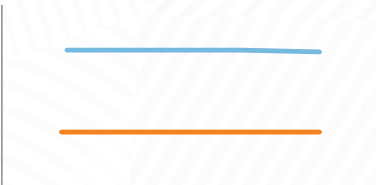

2020-2021 TO
2024-2025

	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000
External Restrictions					
Developer Contributions Section 7.11	131,814	134,081	132,505	133,222	137,538
Specific Purpose Unexpended Grants	6,282	3,799	2,533	2,533	2,533
Domestic Waste Management	10,469	6,849	4,648	3,747	4,453
DWM Land Infrastructure	5,336	5,977	6,631	7,298	7,978
DWM Site Rehabilitation	10,639	11,651	12,684	13,738	14,814
Crown Reserve	338	278	264	249	232
Holiday Park Reserve	2,808	3,574	4,201	5,273	6,117
Waste & Sustainability Improvement (WaSIP)	6	-	-	-	-
Contributions to Works	2,231	2,285	2,342	2,392	2,459
Trust Restricted Asset	4,494	4,494	4,494	4,494	4,494
s90 Restricted Asset	531	531	531	531	531
RMS Restricted Asset	-	-	-	-	-
Other Sundry Contributions	161	161	161	161	161
RID Squad Reserve	845	870	883	895	901
	175,954	174,550	171,877	174,533	182,211
Internal Restrictions					
Asset Replacement Reserve	35,191	53,696	57,693	67,482	78,159
Unexpended Loan Funds	16,971	16,971	16,971	16,971	16,971
Strategic Property Reserve	19,006	17,939	15,964	14,624	10,869
External Works Surplus	-	-	-	-	-
Matching Funds Section 7.11	7,894	7,915	7,946	7,978	7,971
General Fund Restricted Cash	12,235	12,188	12,119	12,119	12,119
Open Space Acquisition	3,679	3,631	3,585	3,538	3,488
Quarry Rehabilitation	-	-	-	-	-
Grant Matching Funds	4,997	4,465	4,485	4,505	4,525
Community Land	13,350	13,013	13,146	11,733	10,461
Cemeteries Improvement	1,187	1,315	1,445	1,578	1,717
IT Replacement Reserve	1,393	1,331	1,157	1,057	1,407
Water & Energy Reduction Strategies Reserve	243	243	243	243	243
Employee Resources	-	-	-	-	-
Charlestown Open Space Endowment Fund	2,980	2,971	1,979	761	734
Cardiff Town Park Endowment Fund	2,218	2,257	2,295	2,327	2,366
Bulk Materials Recycling	-	-	-	-	-
Insurance Proceeds	434	534	634	734	834
Sustainability Environmental Levy	3	3	3	3	3
Roads and Drainage Reserve	19	19	19	19	19
Community Facilities Reserve	1,297	1,311	1,078	1,100	1,122
Wangi Point Lakeside Holiday Park	1,140	1,445	1,268	807	536
Election Reserve	2,090	930	1,304	1,556	769
	126,327	142,177	143,334	149,135	154,313
ELECTION RESERVE	302,281	316,727	315,211	323,668	336,524

RATIOS

	PROJECTED					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	<div>Ratio</div> <div>Target</div>
UNRESTRICTED CURRENT RATIO						
Current assets - external restrictions	4.50	4.40	3.99	3.84	3.73	
Current liabilities - specific purpose liabilities						
Target (greater than)	1.50	1.50	1.50	1.50	1.50	
OWN SOURCE REVENUE RATIO						
Own source revenue	0.71	0.74	0.76	0.74	0.79	
Total revenue						
Target (greater than)	0.60	0.60	0.60	0.60	0.60	
RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE						
Rates and annual charges outstanding	3.84%	3.81%	3.76%	3.70%	3.64%	
Rates and annual charges collectable						
Target (less than)	5.00%	5.00%	5.00%	5.00%	5.00%	
OPERATING PERFORMANCE						
Net operating result (excluding capital and gain/loss on disposal and fair value adjustments and reversal of reval decrements and net share/loss of interests in joint ventures)	(4.98%)	(2.39%)	(0.36%)	0.25%	0.38%	
Operating revenue (excluding capital and gain/loss on disposal and fair value adjustments and reversal of reval decrements and net share/loss of interests in joint ventures)						
Target (equal to)	0.00%	0.00%	0.00%	0.00%	0.00%	
ASSET RENEWAL RATIO						
Asset renewals expenditure	1.02	0.71	0.96	0.71	0.71	
Depreciation, amortisation expenditure						
Target (greater than)	1.00	1.00	1.00	1.00	1.00	

RATIOS

	PROJECTED					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	<div>Ratio</div> <div>Target</div>
DEBT SERVICE COVER RATIO						
Net operating result (excluding capital, depreciation and gain/loss on disposal and fair value adjustments and reversal of reval decrements and net share/loss of interests in joint ventures)	3.94	3.74	3.88	3.78	3.67	
Principal repayments (cashflow statement and interest repayments)						
Target (greater than)	2.00	2.00	2.00	2.00	2.00	
CASH EXPENSE COVER RATIO						
Current year cash, cash equivalents and term deposits	10.54	10.77	10.61	10.48	10.53	
Payments from statement of cash flows of operating and financing activities						
Target (greater than)	3.00	3.00	3.00	3.00	3.00	
CASH FUNDING OF DEPRECIATION						
Amount of funding being applied to the asset replacement reserve	85.00%	85.00%	85.00%	85.00%	85.00%	
Depreciation, amortisation expenditure						
Target (greater than)	85.00%	85.00%	85.00%	85.00%	85.00%	

For more information



lakemac.com.au



[lakemaccity](#)



02 4921 0333



[ourlakemac](#)



[lakemac](#)