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OUR YEAR IN REVIEW

Our report

Our Annual Report is one of the key points of accountability between Council and the community. It reflects our performance and activities for the preceding financial year, and details our achievements against annual targets set in our Operational Plan.

This year's report has been created in an easy-to-read format with highlights, key statistics and details about all areas of our operations, including our financial performance.







Message from the Mayor

I am proud to present Lake Macquarie City Council's 2018-2019 Annual Report.

Lake Macquarie is emerging as a City like no other – a natural playground for progress and possibility, nurturing a community alive with energy and optimism.

We have achieved a great deal in this second year of our Community Strategic Plan 2017-2027 and Delivery Program 2017-2021. Guided by our priorities, we have worked to make the most of our beautiful City as a place where families can grow, businesses can thrive and tourists can have unique adventures.

The magnificent Pasterfield Sports Complex and revitalised Belmont Baths opened to the community this year. We also completed our revitalisation of Warners Bay foreshore and made solid progress on the transformation of Lake Macquarie City Art Gallery, ready for its re-launch as MAC: Museum of Art and

Culture Lake Macquarie in late 2019. These landmark projects demonstrate how strongly we believe in shaping our future, not waiting for it.

Council actively advocated for the strategic development of our City and we welcomed the Greater Newcastle Metropolitan Plan's recognition of North West Lake Macquarie as a significant catalyst area for economic growth. This important area is the geographic centre of the Hunter and will be a focus for infrastructure investment, employment and urban renewal.

As our City grows, issues of mobility and accessibility are high on our agenda. This year, we have delivered new ramps, pathways, changing places and accessible amenities in accordance with our Disability Inclusion Action Plan, and we continue to advocate for better public transport.

Creating a liveable and inclusive City depends heavily on how we adapt to growth and change,

and our efforts to achieve a more sustainable lifestyle.

This year, we completed our largest and perhaps most strategic sustainability project, to expand the Awaba Waste Management Facility. The \$30 million upgrade, which streamlines waste and recycling drop-off in the area and extends the life of our landfill, is a crucial milestone in our efforts to reduce and manage waste.

These are just some of the many achievements of 2018-2019 detailed in this Annual Report.

I hope you enjoy finding out about the ways Council has worked together with the community and our partners in government and business during the year to achieve our Operational Plan and move towards our shared vision for this wonderful City.

Councillor Kay Fraser
Mayor



Message from the CEO

I am pleased to present this Annual Report, which details all we have achieved under our 2018-2019 Operational Plan.

We have continued to make significant advances for our City this year, and have further enhanced our reputation as a dynamic and thriving regional centre.

Over the past twelve months, we have completed 114 priority actions for our City, representing the achievement of 91 per cent of our Operational Plan. This includes successful completion of a \$109 million capital works program that is making our City more liveable and preparing us for the future. These works add to our asset base, which is now valued at \$3 billion.

We are using Council's reserves to build this infrastructure and are funding other reserves for future liabilities. As a result, we ended the year with an

operating deficit. Council met all its financial performance indicators and we remain on track to achieve the targets of our Long-term Financial Plan, with a projected return to surplus by 2022-2023.

As an organisation, we continue to focus our efforts on achieving financial sustainability. We are proactive in seeking grants, finding cost-saving business improvements and maximising income generated through our business activities. Together, these income streams boost our revenue and keep rates affordable.

Throughout the year, we have continued to reorient our organisation as one that puts the customer – our residents, ratepayers and visitors – at the centre of everything we do. We have continued to focus on creating a highly customer-focused organisational culture and on our transition

to a more flexible, cluster-based workforce structure. These changes have been implemented to ensure our organisation is resilient and forward thinking, can adapt to challenges and seize opportunities for our City and its people. Listening well to our community and evolving our organisation to meet their changing needs and aspirations will be the foundation for our success in years to come.

I would like to take the opportunity to thank all of the staff and Councillors for their efforts throughout the year.

Morven Cameron
Chief Executive Officer

Our year in review

MAJOR ACHIEVEMENTS

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

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

The official opening of the award-winning Pasterfield Sports Complex was cause for great celebration this year. The \$15 million complex is one of the largest-ever recreation infrastructure projects for our City, and Council marked the occasion of its hand over to the community with a Family Fun Day in August 2018.

Work began on the \$2.3 million expansion of Lake Macquarie City Art Gallery, which is set to be re-launched as MAC: Museum of Art and Culture Lake Macquarie late in 2019. Enhancements to the building will allow the art museum to better cater to the community through diverse and inclusive programs, with an emphasis on Aboriginal programming, contemporary art and artists, cultural tourism and public education programs.

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

Our City acquired a striking new public sculpture on the lake foreshore at Speer Point, which celebrates our outstanding work improving Lake Macquarie's long-term health and ecological sustainability. Funded with money awarded to Council as part of the prestigious National Thiess Riverprize, Chimera towers like a shimmering sentinel over this most popular of local play spaces and picnic spots. The impressive art piece is the latest addition to the Creative Lake Sculpture Trail, which now incorporates 10 artworks dotted along a shared pathway around the Lake.

EVENTS

Our 2018 Living Smart Festival was bigger than ever, with more than 30,000 people flocking to the event, headlined by ABC TV's War on Waste presenter Craig Reucassel. This major sustainable lifestyle festival for our region was this year named the 2018 Australian Event Awards' Best Community Event. We added two successful after-dark events to the City's calendar this year. Feast for the Senses and the Belmont Beers, Blues and BBQ Festival proved highly popular, and we look forward to rolling out many more after-dark events like these, following the adoption in June of our Night-Time Economy Strategy and Action Plan.

An exciting new Event and Festival Strategy was in development during 2019 that gives our community much to look forward to over the next five years. The Strategy paves the way for our City to stage large outdoor festivals and a diversity of small events that will boost our economy while bringing people together to connect and celebrate culture. It will see us build on successful signature events such as the Living Smart Festival, Float Your Boat and the Offshore Superboats, which already attract more than 110,000 people each year.



The redeveloped Belmont Baths opened in time for the 2018-2019 summer swim season, providing safe and accessible lake swimming.

CAPITAL WORKS

We delivered a \$109 million capital works program, which saw us spend \$38 million on road surfacing, upgrades and traffic and transport improvements; \$19.8 million on upgrades to community facilities; \$13.4 million on asset optimisation; \$9.1 million on recreation master plans and construction of local sporting facilities; \$11.7 million on beach and aquatic facility upgrades; \$6.8 million on land and property development; \$3.8 million on ecosystem enhancement and construction of stormwater drainage; \$3.1 million on footpaths and cycleways; \$2.1 million on library and cultural facility upgrades; and \$1.2 million enhancing our parks and playgrounds.

ACCESSIBILITY

We worked to make our places and spaces more accessible through a number of construction and improvement projects. Some achievements include a new Changing Places facility at Caves Beach, which was part of a broader refurbishment of the amenities building at Caves Beach Reserve; a Changing Places facility at Toronto Swim Centre as part of a broader refurbishment of the Toronto Swim Centre; and new beach access pathways at Blacksmiths Beach.

ADVOCACY FOR OUR CITY

Council continues to advocate for the strategic development of our City.

This year, we welcomed the Greater Newcastle Metropolitan Plan's recognition of North West Lake Macquarie as a significant catalyst for economic growth across the wider region. The Plan sets out a blueprint for coordinated regional growth over 20 years across an area that comprises all or significant parts of the Lake Macquarie, Newcastle, Maitland, Cessnock and Port Stephens Local Government Areas.

During the year, we continued to negotiate regarding Munibung Road, resulting in an agreement with landholders that allowed works to proceed on this important road connection in October 2019.

DEVELOPMENT GROWTH

We have continued to promote and embrace appropriate residential and commercial development across Lake Macquarie. Development is booming in our City, despite a national downturn, with a record \$1.24 billion worth of development approved during 2018-2019, which is seven per cent up on the previous year.

Major new housing subdivisions in the City's west and south, commercial developments at Cameron Park, Gateshead and Morisset, and the \$70 million Wakefield motorsport complex helped push the total past the 2017-2018 figure of \$1.16 billion.

ORGANISATIONAL PERFORMANCE

While delivering 114 of the 125 actions in our Operational Plan, Council has achieved strong performance in managing its resources and delivering quality, cost-effective services to the community.

We have a cohesive corporate governance platform that comprises our Resourcing Strategy, Customer Charter and Service Standards, Enterprise Risk Management Framework and our Business Improvement Program. These guiding frameworks work together to ensure we are an effective and efficient organisation that delivers value for money to our community.

A strong commitment to financial sustainability underpins our Long-term Financial Plan and financial performance indicators.

Although the year ended with an operating deficit before capital revenue, we achieved all of our financial performance indicators for the year and we forecast a return to surplus by 2022-2023.

SERVICE DELIVERY

We have identified seven elements that, when strengthened, will deliver better service and experiences for our customers: shared values, style, strategy, systems, skills, structure, and staff/knowledge management.

This year, we worked to improve our systems by piloting a central knowledge management system and upgrading technology to create multiple access points for customers, including introduction of a new social media service request system.

We've also prepared to launch a new-look website to improve service experience for our customers by making more Council services available online. The changes will allow customers to do business with Council when and where it is most convenient for them.

As part of the process, we've identified the services most frequently accessed by our customers and worked to put them front and centre on the new website. This means services such as rates payments, reporting an issue to Council or finding the date of the next bulk waste collection will be easily accessible from the homepage, saving customers time.

GOVERNANCE

Council has introduced new measures over the last year to enhance our governance and promote community access to Council decision making.

Council commenced webcasting Council meetings from February 2019, as an important measure in promoting transparency of Council decision making. The service allows members of the community to live-stream and view Council meetings through Council's website.

A feature of Council's governance is our seven Portfolio Committees, based on the key focus areas identified in the Lake Macquarie City Community Strategic Plan 2017-2027. The committees include Councillors and senior staff and meet regularly to consider strategic issues and foster an environment of collaboration when developing Council policy. All committees have come into operation over the last year, and have led to a range of important new initiatives coming before Council.

COMMUNITY ENGAGEMENT

We have continued to work closely with our community through a variety of face-to-face and online forums this year, including our popular engagement website, Shape Lake Mac, which received more than 50,000 visits.

During the year, we invited our community to participate and share their ideas and concerns for 33 different projects covering a broad range of issues, plans and designs for the City.

These included seeking feedback on the draft Aboriginal Community Plan – Bayikulinan, which was adopted in April, and gathering input to inform development of the draft Lake Mac Housing Strategy. We also worked with our community to plan for adaptation to tidal inundation and sea level rise, and engaged residents and stakeholders in the design of an exciting new multi-purpose centre for Windale.

FUTURE PLANS

As we move towards the completion of our Delivery Program, we will continue to engage with our community. The Revised Delivery Program 2017-2021 and Operational Plan 2019-2020 were developed in consultation with our community and include many exciting projects, which we plan to deliver for our community over the coming year.

The re-launch of our Art Gallery as MAC: Museum of Art and Culture Lake Macquarie, the re-opening of Toronto Swim Centre following a \$6.5 million redevelopment, and a new Community Participation Plan for how we engage the community in land use planning are just some of the projects we plan to deliver for our community in 2019-2020.



REPORT TO OUR COMMUNITY

Who we are

The following section aims to provide an informative overview of our performance in the past year.

It includes a snapshot of our City and Council, our assets, capital works, and our finances.

It reports on our highlights and challenges in implementing the City's Operational Plan and Delivery Program during the period, along with our plans for the year ahead.



Our vision and values

Lake Mac's City 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, including this Plan.

OUR VISION

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

OUR VALUES

UNIQUE LANDSCAPE

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

LIFESTYLE AND WELLBEING

A place that encourages safe, active and social opportunities.

MOBILITY AND ACCESSIBILITY

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

DIVERSE ECONOMY

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

CONNECTED COMMUNITIES

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

CREATIVITY

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

SHARED DECISION MAKING

Lake Macquarie communities continue shared responsibility for governance.





Our City and its people

POPULATION

Lake Macquarie City's population is almost 205,000, making it the largest city in the Hunter.

People who live in the City's 95 communities are blessed with an enviable lifestyle – a superb natural environment, world-class infrastructure and facilities, engaged and connected communities, the potential for significant economic growth and a positive outlook for our future.

The City's centrepiece is a vast blue water expanse, twice the size of Sydney Harbour.

Lake Macquarie was first inhabited by the Awabakal tribe, Awabakal meaning 'people of the calm surface', more than 8000 years ago. Council acknowledges the Awabakal people as the traditional custodians of the land, Lake and waterways of our City.

European settlement dates from 1826, when land was used mainly for timber production and farming.

The northern part of the City was developed from the 1870s, primarily for the establishment of coal mining. Development in the southern part of the City in the



early 1900s was aided by the construction of the railway line to Sydney. The most rapid development occurred in the years after the two World Wars, especially from the 1960s.

Lake Macquarie is uniquely positioned, 60 minutes to Sydney on the M1, 10 minutes to Newcastle, 35 minutes to Hunter Valley Wine Country and 40 minutes to Newcastle Airport, and is just two hours by car from Sydney's international airport.

OUR PEOPLE AND LIFE

Population growth and change are challenges and opportunities for the City. Based on modest estimates, the City's population is expected to grow to approximately 250,000 by 2050, creating demand for new jobs and dwellings.

The population of our City is changing. We have a higher proportion of people under the age of 25 than those aged 65 and over. Over the next few decades, the gap between these groups is expected to narrow as our residents age. More than 8000 people identified as Aboriginal or Torres Strait Islander in the 2016 Census.

Transport choice and convenience is one of the most important issues for our residents, including having a transport network that allows us to move around our City safely and easily. North West Lake Macquarie has been identified as a focal point for transport connectivity, with plans to improve public transport, road and rail links with other centres, such as Newcastle, Sydney and the Hunter Valley.

The growth in shared pathways connecting our key destinations continues to make walking and cycling a more viable option.

Using technology and creativity to our advantage and incorporating new ways of connecting with each other are important issues for our City. Having safe, vibrant spaces and places for our residents will enable our towns and suburbs to foster involvement, cohesion and a strong sense of community that we all desire.

LAKE, BUSH, COAST AND MOUNTAINS

The Lake, bushland, coast and mountains are important features of our City. The City enjoys 38,000 hectares of bushland. How we manage growth and change will be vital to the long-term preservation of our natural assets.

Climate change is perhaps the greatest challenge facing the globe and Lake Macquarie is not immune to its impacts. How the City responds and adapts to this challenge will have a major bearing on our quality of life.

PROSPERITY AND SUCCESS

Lake Macquarie's economic strength is built upon its diverse landscape and natural resource base, with key industries developing out of timber, agriculture, water and minerals. The City has developed into a hub for small to medium-sized businesses, with professional services, knowledge, healthcare and technology-based industries exhibiting strong growth.

With a labour force of more than 103,000 people, roughly 13,100 businesses, and fluctuations in the growth and decline in various industries, providing jobs within the City for our residents is a key challenge.

Property development in response to population growth and change continues to be a significant driver of economic activity in the City.

CITY AREA
757KM²

LAKE CIRCUMFERENCE
174KM

POPULATION
204,914

WORKFORCE
82,075

BUSINESSES
13,132

GROSS REGIONAL PRODUCT
\$10.3 BILLION





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.

Council elections are held every four years. Our Mayor and Councillors have held office since 19 September 2016.

For more information including profiles of our Councillors and organisational structure see page 80 to 91 of this report.

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 are recruited and work under the guidance of a clear set of organisational values: shaping our future, leading at all levels and working together.

For more information about our workforce see pages 92 to 97 of this report.

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.

BUSINESS ACTIVITIES

Our key business activities includes City Works, our civil engineering, construction and maintenance arm, and Property and Business Development, which oversees Council's property portfolio and the management of our four Holiday Parks.

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, Lake Macquarie City Art Gallery at Booragul, Lake Mac Centre for Performing Arts in Warners Bay, The Swansea Visitor Information Centre, Awaba Waste Management Facility and Lake Macquarie Landcare in Teralba.

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

For more information about the facilities we provide for our community, see pages 132 to 139 of this report.

KEY PARTNERS

Our key partners include Dantia, the City's independent economic development company, who manages Dashworks, a business innovation incubator. Council is an active member of the Hunter Joint Organisation. Council joined the Global Smart City and Community Coalition (GSC3), which gives our City access to communities around the world at the cutting edge of Smart City technology.

Key partners within the community include Landcare, Sustainable Neighbourhood Groups and local community and sporting groups and operating committees who manage our facilities, while other key partners include the Hunter Sports Centre in Glendale, the Business Growth Centre in Gateshead and The Place in Charlestown.

RECOGNITION

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

How we plan and report

The NSW Local Government Integrated Planning and Reporting framework recognises 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 Integrated Reporting Framework has been developed in recognition that council plans and policies should not exist in isolation - that they are inter-connected.

The Framework 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.



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 a 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 is a four-year plan that 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 four years 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 four-year Delivery Program strategies under each key focus area. The Operational Plan also details how Council will fund these actions.

MONITORING AND REPORTING

The four-year 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.

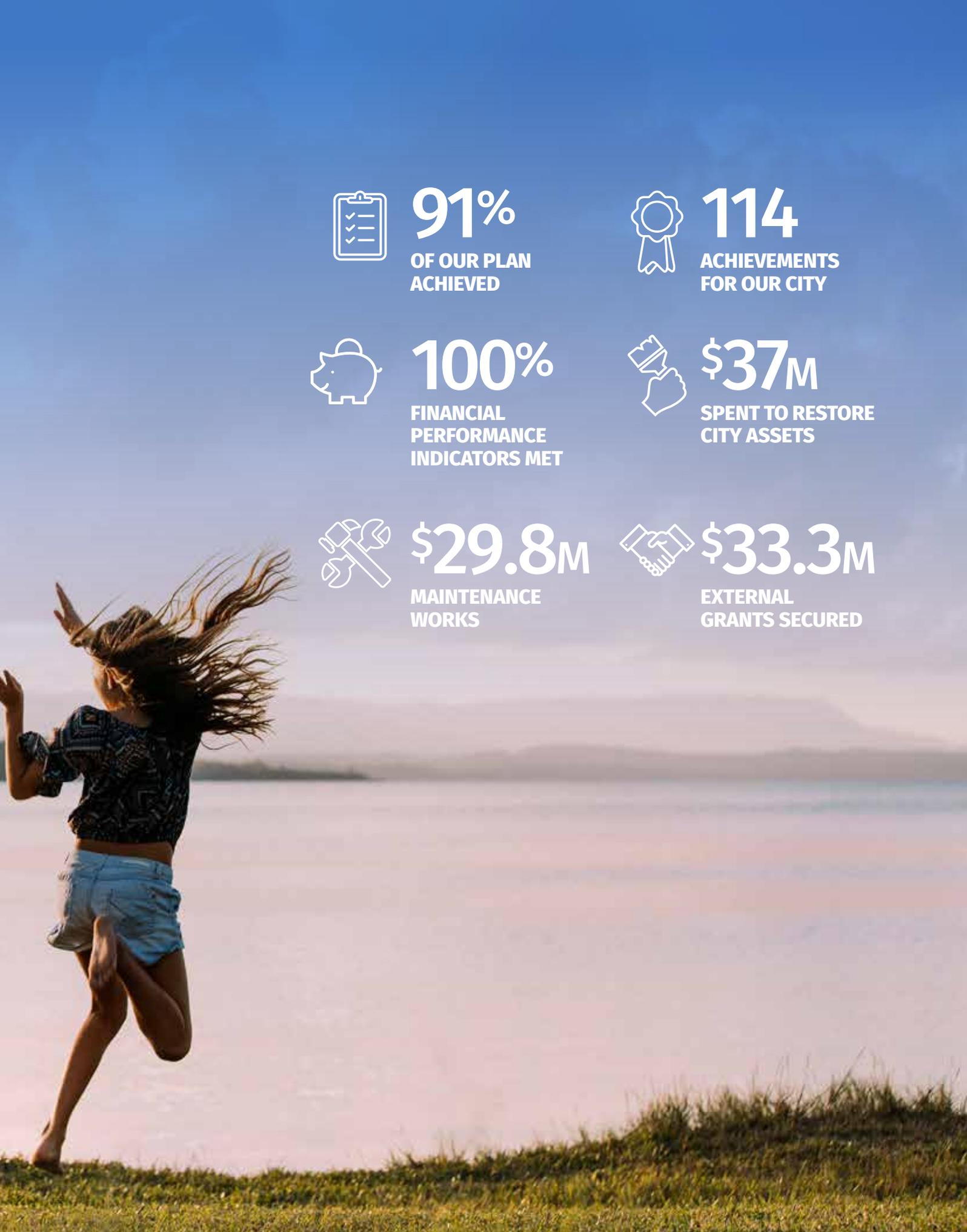
In addition to our Annual Report, we report twice yearly on progress towards our four-year Delivery Program and four times each year on progress towards our current annual Operational Plan. These reports are available at lakemac.com.au.



HOW WE PERFORMED

Our Operational Plan for the year identified 125 actions that would help us work towards the objectives in our Delivery Program 2017-2021. Council successfully completed 114 of these actions, and many of the remaining actions are in progress or scheduled for completion in the 2019-2020 reporting year.





91%

**OF OUR PLAN
ACHIEVED**



114

**ACHIEVEMENTS
FOR OUR CITY**



100%

**FINANCIAL
PERFORMANCE
INDICATORS MET**



\$37M

**SPENT TO RESTORE
CITY ASSETS**



\$29.8M

**MAINTENANCE
WORKS**



\$33.3M

**EXTERNAL
GRANTS SECURED**

FOCUS AREAS

UNIQUE LANDSCAPE

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

88%

**14 ACTIONS ACHIEVED
2 IN PROGRESS**

MOBILITY AND ACCESSIBILITY

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

82%

**14 ACTIONS ACHIEVED
3 IN PROGRESS**

LIFESTYLE AND WELLBEING

A place that encourages safe, active and social opportunities.

100%

28 ACTIONS ACHIEVED

DIVERSE ECONOMY

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

100%

13 ACTIONS ACHIEVED

CONNECTED COMMUNITIES

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

79%

19 ACTIONS ACHIEVED

3 IN PROGRESS

2 NOT ACHIEVED

CREATIVITY

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

100%

5 ACTIONS ACHIEVED

SHARED DECISION MAKING

Lake Macquarie communities continue shared responsibility for governance.

92%

12 ACTIONS ACHIEVED

1 NOT ACHIEVED

BUSINESS ACTIVITIES

CITY WORKS

Provides a wide range of civil engineering, construction and maintenance works and services, plus building trades services and signwriting to Council and private clients.

100%

1 ACTION ACHIEVED

PROPERTY AND BUSINESS DEVELOPMENT

Maximises the long-term value of Council's property portfolio and provides a range of services, including management of our Holiday Parks.

100%

8 ACTIONS ACHIEVED



Our capital works achievements

GLENDALE-CARDIFF AREA



- Completed more than 700m of shared pathway as part of the Speers Point to Glendale Cycleway project
- Completed road rehabilitation at John Street, Cardiff
- Completed rehabilitation of McDonalds Quarry, Glendale
- Completed floodlight upgrade at Bill Bower Sportsground, Glendale

MORISSET-WYEE AREA



- Completed design for Martinsville playground and amenities
- Completed road rehabilitation and kerb and channel installation at Bay Street, Balcolyn
- Completed rehabilitation of Ruttleys Road, Wyee, from the railway bridge 900m towards Government Road

SWANSEA AREA



- Completed cabin refurbishment program at Swansea Lakeside Holiday Park
- Completed the amenities upgrade and installation of artwork at Caves Beach Surf Club
- Completed new beach access pathways at Blacksmiths Beach
- Completed 920m of footpath at Park Avenue, Caves Beach

EDGEWORTH-CAMERON PARK AREA



- Completed and officially opened Pasterfield Sports Complex, Cameron Park
- Completed sealing of gravel road at O'Donneltown Road, West Wallsend
- Commenced work on West Wallsend Heritage Management Strategy, including consultation

COUNCIL SPENT \$109 MILLION ON CAPITAL WORKS ACROSS THE CITY IN 2018-2019



\$38M

On road surfacing, upgrades and traffic and transport improvements



\$1.2M

On parks and playgrounds



\$3.1M

On footpaths and cycleways



\$9.1M

On recreation masterplans and construction of local sporting facilities



\$19.8M

On community facility upgrades

TORONTO AREA



- Construction work to upgrade Toronto Swim Centre neared completion, ready for reopening in October 2019.
- Completed installation of kerb extensions and ramp at pedestrian crossing, Teralba Public School
- Completed construction of several stages of road rehabilitation and footpath at Sealand Road, Fishing Point

WARNERS BAY AREA



- Completed Warners Bay Foreshore upgrades including tiered plaza, landscaping and foreshore protection
- Continued redevelopment of Lake Macquarie Art Gallery
- Completed design for jetty at Speers Point
- Completed concept design for Speers Point Multi-Arts Space

CHARLESTOWN AREA



- Completed upgrade of Redhead Beach kiosk, services and amenities
- Replaced equipment at Kahibah Park playground
- Completed 104m of footpath at Frederick Street, Charlestown
- Completed internal refurbishment of Redhead Pre-school

BELMONT AREA



- Completed Belmont Baths and accessible amenities
- Completed construction of Pelican Boat Ramp
- Completed Belmont Lakeside Holiday Park cabin refurbishment program
- Completed design of pontoon jetty, Valentine



\$3.8M

On stormwater drainage construction and ecosystem enhancement



\$11.7M

On beach and aquatic facility upgrades



\$2.1M

On library and cultural facility upgrades



\$6.8M

On land and property development



\$13.4M

On asset optimisation for a sustainable future

Assets snapshot

Our infrastructure assets are valued at \$3 billion



BUILDINGS

- 379** Community buildings valued at \$316 million
- 1** Athletics centre (Hunter Sports Centre)
 - 3** Cultural buildings
 - 4** Lifesaving clubs
 - 4** Multi-purpose facilities
 - 6** Swim centres
 - 9** Libraries
 - 11** Aged care and disability service facilities
 - 14** Childcare-related buildings and structures
 - 39** Operational buildings
 - 33** Community halls
 - 117** Sporting facilities
 - 138** Public amenity buildings



STORMWATER DRAINAGE

A comprehensive drainage network valued at \$505 million

- 32,061** Pits, inlets and outlets
- 627** Stormwater quality devices and flood mitigation structures
- 792km** Pipes
- 113km** Open drains



ROADS AND BRIDGES

Roads, bridges and car parks valued at \$1.96 billion

- 1498km** Roads
- 1803km** Kerb and channel (gutter)
- 121** Pedestrian bridges
- 88** Vehicle bridges
- 220** Car parks



PARKS AND RESERVES

Parks and reserves assets valued at \$116 million

- 123** Playgrounds
- 34** Jetties
- 31** Boat ramps
- 21** Fish cleaning tables
- 20** Cemeteries and memorial walls



TRAFFIC AND TRANSPORT

Traffic and transport assets valued at \$107 million

- 632km** Footpaths/cycleways
- 2174** Items of road/street furniture
- 1508** Traffic facilities



NATURAL ASSETS

Our natural assets include:

- 4000 ha** Natural areas
- 1200** Sites or clusters
- 19** Fire trails
- 173** Bushfire asset protection zones



MAINTAINING OUR CITY

We spent \$37 million restoring our existing assets to their original condition

We spent \$29.8 million on maintenance works across the City

Community financial report

FINANCIAL PERFORMANCE

Council generates income to fund services and assets for the City through rates on property, government grants, development 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.

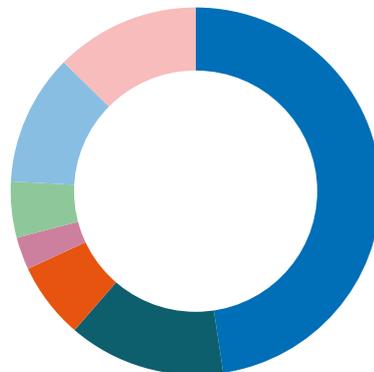
Council met all of its financial performance indicators for the year and its financial position continues to remain sound.

Our operating result before capital revenue for 2018-2019 was a deficit of \$9.9 million, against a budgeted surplus of \$3.3 million.

A key factor affecting our annual result relates to provisions for future remediation of Awaba Waste Management Facility. The deficit also reflects adjustments for the disposal or transfer to another agency (replacement or demolition) of assets that still had a capital value on our balance sheet at the time of their disposal or transfer to another agency. Other factors contributing to our financial performance are detailed opposite.

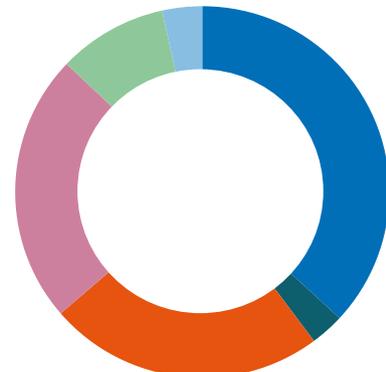
Although the year ended in a deficit position, Council has forecast a return to surplus for the 2022-2023 financial year, and the targets of our Long-term Financial Plan remain achievable.

Income from continuing operations 2018-2019



- Rates 48%
- Annual charges 14%
- User charges and fees 6%
- Interest and investment revenue 3%
- Other revenues 5%
- Grants and contributions for operating purposes 11%
- Grants and contributions for capital purposes 13%

Expenses from continuing operations 2018-2019



- Employee benefits and on-costs 37%
- Borrowing costs 3%
- Materials and contracts 24%
- Depreciation and amortisation 23%
- Other expenses 9%
- Net loss from the disposal of assets 4%

INCOME

Council's main source of income was rates and annual charges, which contributed 62 per cent of our total income for 2018-2019.

Grants and contributions totalled \$66.6 million, or 24 per cent, while user fees and charges provided \$18.5 million, which was 6 per cent of our income.

Rates and annual charges

Rates and annual charges generated \$169.2 million income for 2018-2019, an increase of \$7.1 million from 2017-2018. This increase reflects Council's special rate variation. The special rate variation expired in 2018-2019.

FAST FACTS

\$109M
CAPITAL WORKS PROGRAM

\$9.9M
OPERATING DEFICIT

\$1M
DECREASE IN NET ASSETS

EXPENSES

Grants and contributions

Operating grants and contributions totalled \$31.8 million, an increase of \$2.5 million from 2017-2018. This is mainly due to a contribution relating to road maintenance received in 2018-2019, which was not received in the prior year.

Grants and contributions for capital purposes were \$34.8 million in 2018-2019, a decrease of \$29.4 million from 2017-2018. This decrease reflects a return to expected contributions levels after last year's extraordinary increase in dedications of land to Council in relation to large subdivisions.

Interest and investment revenue

Interest and investment revenue received was \$7.9 million, an increase of \$0.5 million from 2017-2018. This was mainly due to Council investing in medium-term and long-term managed funds through TCorp, the central financing authority for the NSW Government, which realised a higher return on investments for 2018-2019.

Council's major expenses in 2018-2019 were employee costs, which represented 37 per cent of our operating expenses. Depreciation and amortisation totalled \$58.6 million or 23 per cent, and materials and contracts cost \$59.7 million or 24 per cent.

Employee benefits and on-costs

Employee costs were \$92.3 million, which increased by \$2.4 million from 2017-2018. This increase mainly resulted from the planned annual wage increase under Council's Enterprise Agreement.

Borrowing costs

Borrowing costs were \$7.3 million, an increase of \$1.3 million. This increase in borrowing expenses is a consequence of providing for future remediation of Awaba Waste Management Facility.

Materials and contracts

Materials and contracts cost \$59.7 million, an increase from 2017-2018 of \$16.3 million due to higher raw material and external contract costs.

Depreciation and amortisation

Depreciation and amortisation costs totalled \$58.6 million, an increase of \$4.2 million from 2017-2018. This was primarily due to the flow-on impact of an increase in dedicated infrastructure assets.

Other revenues

Other revenues were \$13.6 million, a minimal decrease of \$0.1 million from 2017-2018.

Other expenses

Other expenses totalled \$0.2 million, a minimal decrease of \$0.7 million from 2017-2018.

Net loss from disposal of assets

The net loss from the disposal of assets was \$8.6 million, which increased by \$5.6 million from 2017-2018. The loss in 2018-2019 primarily relates to sale or transfer of roads and buildings.

\$275.8M

REVENUE

\$245.2M

CASH/INVESTMENT
HOLDINGS

\$126.9M

BORROWINGS
OUTSTANDING

FINANCIAL PERFORMANCE INDICATORS

Performance indicators are set the by the Office of Local Government (OLG) and are standard across all NSW councils. These key indicators are used to monitor Council's overall financial condition. Details on how Council performed in 2018-2019 against the OLG benchmarks are detailed below.

UNRESTRICTED CURRENT RATIO

The unrestricted current ratio measures Council's ability to meet its obligations (current liabilities) using current assets.

| | |
|------------------------------------|-------|
| TARGET | > 1.5 |
| OLG GROUP AVERAGE RESULT 2017-2018 | 3.4 |
| OUR RESULT 2018-2019 | 4.9 |

INDICATOR MET 

RATES OUTSTANDING RATIO

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of debt recovery efforts.

| | |
|------------------------------------|--|
| TARGET | < 5% metro, < 10% regional and rural |
| OLG GROUP AVERAGE RESULT 2017-2018 | 4.8% |
| OUR RESULT 2018-2019 | 3.7% |

INDICATOR MET 

OPERATING PERFORMANCE RATIO

This ratio measures Council's achievement of containing operating expenditure within operating revenue. This ratio focuses on operating performance. Capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

| | |
|------------------------------------|-------|
| TARGET | > 0% |
| OLG GROUP AVERAGE RESULT 2017-2018 | 4.7% |
| OUR RESULT 2018-2019 | -0.3% |

The result of -0.3% is materially equivalent to greater than 0% for the purpose of monitoring achievements against the indicators.

INDICATOR MET 

VALUE FOR RATES

Council invests rates income in improving our City and enhancing quality of life for Lake Macquarie residents.

For each \$100 Council spent during the year, the following breakdown shows how we invested these funds in service delivery, infrastructure development and maintenance across our key focus areas.

WHAT \$100 OF RATES BOUGHT IN 2018-2019

UNIQUE LANDSCAPE

\$21.34

LIFESTYLE AND WELLBEING

\$40.81

In 2018-2019, Council met or achieved results better than all of the OLG indicators. We also achieved better than average results compared to similar NSW councils in our OLG grouping across some of these indicators.

OPERATING REVENUE RATIO

This ratio measures fiscal flexibility and the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue.

| | |
|------------------------------------|-------|
| TARGET | > 60% |
| OLG GROUP AVERAGE RESULT 2017-2018 | 75.5% |
| OUR RESULT 2018-2019 | 75.9% |

INDICATOR MET 

DEBT SERVICE COVER RATIO

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

| | |
|------------------------------------|------|
| TARGET | > 2 |
| OLG GROUP AVERAGE RESULT 2017-2018 | 5.6% |
| OUR RESULT 2018-2019 | 6.5% |

INDICATOR MET 

CASH EXPENSE COVER RATIO

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

| | |
|------------------------------------|-------------|
| TARGET | > 3 months |
| OLG GROUP AVERAGE RESULT 2017-2018 | 11.1 months |
| OUR RESULT 2018-2019 | 8.2 months |

INDICATOR MET 

MOBILITY AND ACCESSIBILITY

\$17.33

DIVERSE ECONOMY

\$11.79

CONNECTED COMMUNITIES

\$6.61

CREATIVITY

\$1.07

SHARED DECISION-MAKING

\$1.05

Our plans for the future 2019-2020

UNIQUE LANDSCAPE



**22 ACTIONS
\$73M BUDGET**



We will complete dune restoration works at various sites including Caves Beach and Nine Mile Beach.

LIFESTYLE AND WELLBEING



**94 ACTIONS
\$134M BUDGET**



We will replace the jetties at Speers Point and Wangi Wangi to improve access to the Lake.

CONNECTED COMMUNITIES



**38 ACTIONS
\$22M BUDGET**



We will celebrate the people that make Lake Macquarie City vibrant by refreshing and delivering the Lake Macquarie Awards to encompass broader demographic groups including sports, cultural and civic leadership.

CREATIVITY



**12 ACTIONS
\$7M BUDGET**



A \$2.3 million expansion of Lake Macquarie Art Gallery is underway. The project is proudly funded by Council and the NSW Government through the Regional Growth Fund.

MOBILITY AND ACCESSIBILITY



We will construct a new shared pathway between Argenton and Glendale to create better connectivity for cyclists and pedestrians. This pathway is being completed as part of our ongoing program to create a link between Eleebana to Wallsend.

DIVERSE ECONOMY



We will pilot evening and night-time activities and events in Warners Bay, Charlestown, Belmont and Toronto as part of our Night-Time Economy Action Plan.

SHARED DECISION-MAKING



We will develop a Community Participation Plan for how we engage the community in land use planning.

SNAPSHOT OF PROJECTS

Council is forecast to spend \$102 million on capital works projects across the City in the next 12 months, including:



\$2.5M Upgrading our parks and playgrounds



\$3.5M Upgrading library and cultural facilities



\$4M Constructing new footpaths and cycleways



\$4.3M Implementing recreation master plans and constructing local sporting facilities



\$5.3M Improving stormwater drainage and enhancing ecosystems



\$17.4M Upgrading City assets and preparing for future growth



\$19M Upgrading community facilities



\$42.8M Resurfacing and upgrading roads, improving traffic and transport infrastructure



DETAILED PROGRESS REPORT

Our year in detail

Our Detailed Progress Report provides a comprehensive view of how we have performed in relation to all of the actions in our annual Operational Plan.

We have developed these actions in consultation with our community to help achieve the strategies of our four-year Delivery Program and deliver on the objectives of our 10-year Community Strategic Plan.



MONITORING OUR PROGRESS





KEY FOCUS AREAS

In this section, we report on our performance against the actions we have taken during the past year under the seven key focus areas that reflect our City Vision and underpin our integrated planning and reporting framework.

We outline the year's highlights and challenges, and report on every action we have taken to pursue the objectives and strategies for each key focus area, along with the funds we have spent to achieve them.

OBJECTIVES

These are the community's long-term priorities and aspirations for the City, as set out in the Community Strategic Plan. They contribute to achieving the City Vision.

Council has a custodial role in working towards realising these objectives; however, it is not wholly responsible for achieving them. Other partners, such as state agencies and community groups have an important role to play in achieving these objectives.

STRATEGIES AND ACTIONS

Our strategies guide us to achieve our objectives over the four-year period of our Delivery Program.

Actions are the activities and projects we commit to undertake each year, through delivery of our Operational Plan, to achieve our strategies and deliver our objectives.



ACHIEVED

Indicates an action was achieved during the year.



NOT ACHIEVED

Indicates that an action was not achieved, and generally relates to a target for the year not being met.



IN PROGRESS

Indicates that an action is likely to be achieved in the following reporting period.

NAVIGATING THIS SECTION



1

UNIQUE LANDSCAPE

42

LAKE MACQUARIE CITY COUNCIL

2

14

ACTIONS ACHIEVED

2

IN PROGRESS

3

\$79.6M

CAPITAL WORKS EXPENSES \$34.7 MILLION
OPERATIONAL EXPENSES \$44.9 MILLION

4

Highlights

Giant trash rack cleans up creek

A 'trash rack' that is one of the largest in Australia is trapping waste before it hits our waterways. We installed this pioneering device on Winding Creek at Glendale following discovery of large amounts of waste in mangroves downstream.

'Green' footpath trial

Crushed glass and recycled plastic strips have been used in a Hunter-first footpath project trialling environmentally sustainable 'greencrete'.

Council crews poured a 30m 'greencrete' footpath on Steel Street, Redhead, in March 2019, and will continue to monitor its condition and performance.

Noxious weeds knocked out by drone

In July 2018, Council deployed a drone along isolated cliff sections of Swansea Heads and Caves Beach to spray tracts of bitou bush – one of the worst weeds in Australia. The project was a first for the Hunter.

Compost giveaway

We returned material collected through our green waste service to residents in the form of free compost. The giveaway has been made possible through the yearly diversion of up to 44,000 tonnes of food and garden waste from landfill.

Challenges

West Wallsend Heritage Master Plan

We held three of community workshops during the year to help develop the Draft Master Plan. Development of the plan took longer than anticipated but is progressing well and is scheduled for public exhibition in 2019-2020, pending Council approval.

Charlestown Pearson Street Mall revitalisation

The concept design for the revitalised Mall was met with delays but was completed and approved for community consultation in July 2019. Detailed design and implementation has been included in Council's 2019-2020 works program.

ANNUAL REPORT 2018-2019

43

1 KEY FOCUS AREA

Each key focus area is colour coded to assist navigation of this section.

2 ACTIONS ACHIEVED, NOT ACHIEVED OR IN PROGRESS

Details the status of each action at the end of the year.

3 FUNDS SPENT ON THIS FOCUS AREA

Details the total funds spent and provides a breakdown of total capital and operational expenditure for this focus area.

4 HIGHLIGHTS AND CHALLENGES

Provides highlights of our achievements and any challenges Council faced in delivering the actions for this focus area during the year.

5 OBJECTIVE

6 STRATEGY

7 STATUS

8 ACTION

Unique landscape

5 OBJECTIVE
NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Undertake works to protect and enhance the health of aquatic and terrestrial ecosystems | ✓ | Commence transition of Coastal Zone Management Plan to Coastal Management Program |
| | ✓ | Undertake environmental enhancement projects in accordance with the works program |
| | ✓ | Regenerate eight hectares of natural bush through the Lake Macquarie Landcare Program, including weeding and planting activities |
| Ensure Council-owned land is managed to protect and enhance natural environments | ✓ | Ensure 100 per cent of bulk materials at or from City Works worksites is not subject to adverse audit findings |
| | ✓ | Continue rehabilitation of McDonalds Quarry at Glendale, in accordance with the Quarry Rehabilitation Program |
| Provide sustainable waste management services to meet community needs | ✓ | Continue Awaba Waste Management Facility expansion projects |
| | ✓ | Investigate establishment of Community Recycling Centre for east side of the City |
| | ✓ | Respond to 100 per cent of illegal dumping incidents, investigate 100 per cent of service requests prioritised as high impact and/or with the potential to identify an offender |

6 **7** **8**

OBJECTIVE
WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Plan for and implement improvements to economic centres and suburbs | ✗ | Complete stage one of the Charlestown Pearson Street Mall revitalisation project incorporating actions from the Lake Mac Smart City, Smart Council Digital Economy Strategy |

44 LAKE MACQUARIE CITY COUNCIL

A photograph of a person's hand with a green watch touching a fern in a forest. The background is a dense forest with many trees and ferns. The text 'UNIQUE LANDSCAPE' is overlaid in white. On the left side, there is a decorative graphic of teal lines forming a pattern.

UNIQUE LANDSCAPE



14

ACTIONS ACHIEVED

2

IN PROGRESS

\$79.6M

CAPITAL WORKS EXPENSES \$34.7 MILLION
OPERATIONAL EXPENSES \$44.9 MILLION

Highlights

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Unique landscape

OBJECTIVE

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| | ✓ | Investigate establishment of Community Recycling Centre for east side of the City |
| | ✓ | Respond to 100 per cent of illegal dumping incidents, investigate 100 per cent of service requests prioritised as high impact and/or with the potential to identify an offender |

OBJECTIVE

WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Plan for and implement improvements to economic centres and suburbs | ➔ | Complete stage one of the Charlestown Pearson Street Mall revitalisation project incorporating actions from the Lake Mac Smart City, Smart Council Digital Economy Strategy |

OBJECTIVE

NEW DEVELOPMENT AND GROWTH COMPLEMENTS OUR UNIQUE CHARACTER AND SENSE OF PLACE

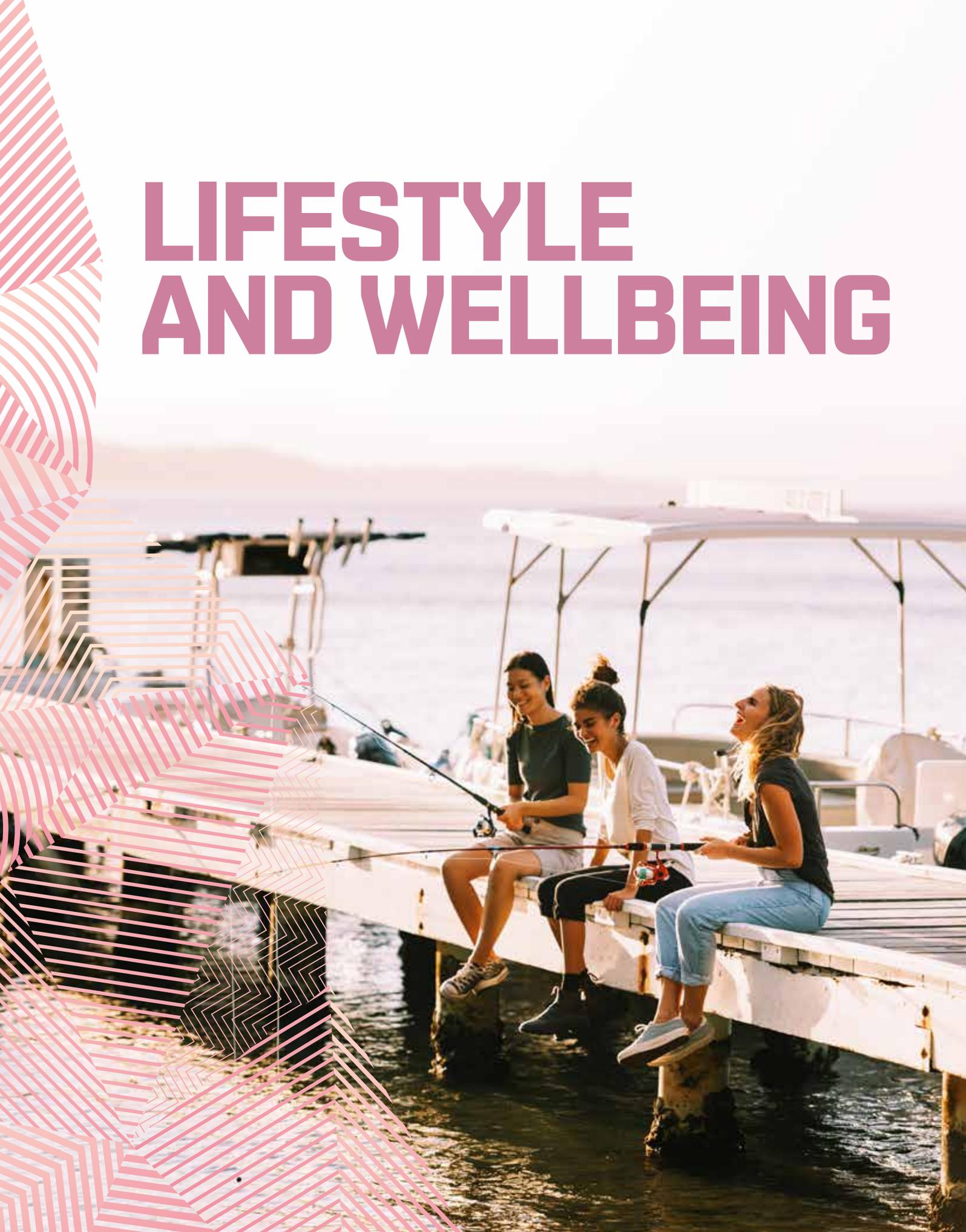
| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Optimise land use to meet social, environmental and economic needs of the City | ✓ | Commence preparation of the Toronto Foreshore Master Plan |
| | ➔ | Prepare the West Wallsend Heritage Master Plan for public exhibition |
| | ✓ | Update Environmental Sustainability Action Plan |

OBJECTIVE

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

| STRATEGIES | STATUS | ACTIONS |
|----------------------------------|--------|---|
| Promote high quality development | ✓ | Respond to all requests regarding unauthorised development and commence initial investigations within 21 days. |
| | ✓ | Implement Lead Expert Working Group recommendations assigned to Council within available resources |
| | ✓ | Commence and review of planning controls to provide a more place-specific emphasis to address medium density housing shortfalls |
| | ✓ | Report on development application processing times for each development processing group |

LIFESTYLE AND WELLBEING



28

ACTIONS ACHIEVED

\$136.5M

CAPITAL WORKS EXPENSES \$65.3 MILLION
OPERATIONAL EXPENSES \$71.2 MILLION

Highlights

Belmont Baths a new summer favourite

The \$1.6 million redevelopment of Belmont Baths has restored Belmont Bay as a swimming destination, with the added benefit of attractive and accessible contemporary facilities.

The baths provide an all-abilities access ramp to a deep-water platform and 70m-long netted swimming enclosure. Foreshore improvements completed in May added new showers and toilets, a family change room, accessible change room and aquatic wheelchair storage.

Opening of Pasterfield Sports Complex

More than 2000 people celebrated the grand opening of the award-winning Pasterfield Sports Complex in August 2018, with Segway rides, an Aboriginal smoking ceremony, and cricket and AFL clinics among the day's highlights. The free event was designed to showcase all that the 8 ha site at Cameron Park has to offer, including its playing field, giant children's playground and street-style skate park.

The \$15 million complex was funded wholly by local development contributions and is designed to service the burgeoning population of Cameron Park and surrounding suburbs.

New lifeguard facility at Catherine Hill Bay

Beach safety has been bolstered at one of Lake Macquarie's most popular beaches with the opening of a new lifeguard observation room in September 2018. The new observation room provides an excellent vantage point for our lifeguard crews.

Reopening of Pelican Boat Ramp

Pelican Boat Ramp reopened to the public in March 2019 following a \$1.2 million upgrade.

The boat ramp is now safer and more accessible, which will benefit both the local residents and visitors who frequent our popular waterways.

We completed modifications to two pontoons, which included adding a skirting to make it easier for boats to move along the pontoons. In response to feedback from the community, we also added docking wheels to assist vessels being moved from outside to inside the pontoons.

Lifestyle and wellbeing

OBJECTIVE

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

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Support and continue to develop services to promote community health and wellbeing | ✓ | Deliver the water safety program 'A Matter of Seconds' to a minimum of 50 Lake Macquarie primary schools |
| | ✓ | Maintain a sustainable Lake Macquarie Family Day Care service |
| | ✓ | Provide ocean lifeguard services at patrolled locations seven days a week for seven months of the year |
| | ✓ | Provide initial response to reports of dog attacks within 12 hours |
| | ✓ | Undertake 12 education and awareness programs including microchipping days and responsible pet ownership programs |
| Implement actions from supporting plans and strategies that support community health and wellbeing | ✓ | Deliver 2018-2019 actions as outlined in Youth Strategy |
| | ✓ | Deliver 2018-2019 actions as outlined in Ageing Population Strategy |
| | ✓ | Deliver 2018-2019 actions as outlined in Disability Inclusion Action Plan |
| | ✓ | Deliver 2018-2019 actions as outlined in Children and Family Strategy |
| | ✓ | Deliver 2018-2019 actions as outlined in Aboriginal Community Plan |
| | ✓ | Deliver actions in the Crime Prevention Strategy to address residential burglary, theft from motor vehicle, malicious damage and domestic violence |
| Ensure public health premises and related services meet legislative requirements and community expectations | ✓ | Inspect all food and regulated premises, including public pools, tattooists and cooling towers, in accordance with food authority partnership and relevant legislative requirements |
| | ✓ | Deliver improved amenity cleaning services and response times by implementing, monitoring and reviewing a system to provide information to residents on amenity cleaning activities, including time and date of the last clean for each public toilet |

OBJECTIVE

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Ensure sports and recreational facilities and services are available to meet community needs and expectations | ✓ | Undertake sports facility capital projects in accordance with the works program |
| | ✓ | Undertake parks and playgrounds capital projects in accordance with the works program |
| | ✓ | Undertake lake aquatic capital projects in accordance with the works program |
| | ✓ | Undertake swim centre capital projects in accordance with the works program |
| | ✓ | Attract more than 300,000 visits to Lake Mac Swim Centres |
| | ✓ | Maintain operational cost recovery of Council-managed swim centres at 50 per cent or higher |
| | ✓ | Commence preparation of a City-wide parks strategy |
| Ensure future development supports the growth of our community | ✓ | Undertake stormwater drainage construction projects in accordance with the works program |
| Ensure public spaces and community buildings meet the needs of the community | ✓ | Undertake community buildings capital projects in accordance with the works program |
| | ✓ | Undertake cemeteries capital projects in accordance with the works program |
| | ✓ | Undertake libraries and cultural facility capital projects in accordance with the works program |
| | ✓ | Commence preparation of a master plan and plan of management for Rathmines Park |

OBJECTIVE

OUR VIBRANT CITY HAS EVENTS AND FESTIVALS THAT ENHANCE OUR LIFESTYLE

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Host and support a diverse range of festivals and events | ✓ | Hold events including: <ul style="list-style-type: none">- Carols by Candlelight- Living Smart Festival- Lake Mac Festival (Australia Day)- Float Your Boat- Lake Macquarie Australia Day Awards- Lake Macquarie Sports Awards- activities to recognise and celebrate various national and international days and weeks (e.g. NAIDOC Week)- small-scale community and cultural events |
| | ✓ | Administer the corporate sponsorship program to expend allocated budget |
| | ✓ | Administer community grants and the Lake Macquarie Games programs to expend allocated budget |



MOBILITY AND ACCESSIBILITY



14

ACTIONS ACHIEVED

3

IN PROGRESS

\$69M

CAPITAL WORKS EXPENSES \$42.6 MILLION
OPERATIONAL EXPENSES \$26.4 MILLION

Highlights

Inclusive amenities for Caves Beach

We commenced construction of a new Changing Places facility at Caves Beach in accordance with our Disability Inclusion Action Plan, and as part of a broader refurbishment of the amenities building at Caves Beach Reserve.

Improved access to Blacksmiths and Redhead

We completed design for improved beach access to Blacksmiths Beach and commenced construction of beach access works at Redhead Beach, in accordance with our Disability Inclusion Action Plan.

Better bus stops

We worked with Transport NSW to improve accessibility of bus stops and supporting infrastructure, in conjunction with changes to the regional transport network.

Interchange and public transport advocacy

Council continues to advocate for improved public transport infrastructure and services across the City.

Challenges

Munibung Road to connect Boolaroo and Cardiff

Progress on this project was delayed due to land access negotiations. Construction is expected to begin in late 2019.

Pedestrian projects delayed

Pedestrian improvement projects for Cardiff, Gateshead, Kotara South and Teralba have been rescheduled.

Construction of a pedestrian refuge at Thomas Street, Cardiff was removed from the 2018-2019 works program and will occur as part of a broader road reconstruction project programmed for Thomas Street in the next five years.

Construction works commenced at Sydney Street in Gateshead, however the pedestrian crossing cannot be marked up until the required lighting is installed by Ausgrid.

Kerb extensions and a ramp for a pedestrian crossing at Teralba Public School were rescheduled for completion by the end of August 2019.

Charlestown Transport Management Plan

Preliminary consultation and analysis took longer than anticipated. The Draft Charlestown Transport Management Plan is almost complete and is scheduled for public exhibition in 2019-2020.

Mobility and accessibility

OBJECTIVE

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

| STRATEGIES | STATUS | ACTIONS |
|---|--------|--|
| Ensure roads, drainage and associated infrastructure meets community needs and service levels | ✓ | Undertake kerb and gutter construction projects in accordance with the works program |
| | ✓ | Undertake sealing of gravel roads in accordance with the works program |
| | ✓ | Undertake road resurfacing and rehabilitation projects in accordance with the works program |
| | ✓ | Maintain roads, drainage and associated infrastructure in accordance with the annual maintenance program |
| | ➔ | Complete construction of Munibung Road, connecting Boolaroo and Cardiff |
| Ensure active transportation infrastructure meets community needs and service levels | ✓ | Undertake footpath projects in accordance with the works program |
| | ✓ | Undertake off-road cycleway projects in accordance with the works program |
| | ➔ | Undertake local traffic and transport infrastructure projects (e.g. bus shelters) in accordance with the works program |
| | ➔ | Prepare the Charlestown Transport Management Plan for public exhibition |
| | ✓ | Update works programs associated with the footpath and cycleway strategies to incorporate active transport objectives |

OBJECTIVE

PEOPLE OF ALL ABILITIES USE AND ENJOY OUR PLACES AND SPACES

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Ensure community and transportation infrastructure are accessible for people with a wide range of abilities | ✓ | Work with Transport NSW to improve accessibility of bus stops and supporting infrastructure, in conjunction with changes to the regional transport network |
| | ✓ | Commence construction of a Changing Places facility at Caves Beach as part of the Disability Inclusion Action Plan, and as part of a broader refurbishment of the amenities building at Caves Beach Reserve |
| | ✓ | Complete design for improved beach access to Blacksmiths Beach, and commence construction of beach access works at Redhead Beach, as part of the Disability Inclusion Action Plan |

OBJECTIVE

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

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Plan and advocate for the provision of State public transport facilities and services that meet community needs and service levels | ✓ | Advocate for improved public transport infrastructure and services across the City |
| | ✓ | Advocate for State and Federal support for the Lake Macquarie Transport Interchange and north west Lake Macquarie area |

OBJECTIVE

NEW TECHNOLOGY SUPPORTS OUR TRANSPORT CHOICES

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Ensure contemporary technology is utilised for managing the City's transportation infrastructure assets and operations | ✓ | Implement strategic asset management systems, including mobile capital works tools |
| | ✓ | Continue the implementation of technology to allow staff to access and action customer requests in the field |



DIVERSE ECONOMY

13

ACTIONS ACHIEVED

\$2M

OPERATIONAL EXPENSES

Highlights

High-energy tourism push

Stunning natural beauty and jaw-dropping outdoor pursuits starred in the biggest tourism push in the City's history. Developed by Destination NSW and Lake Macquarie Tourism, the \$200,000 Love the Lake campaign targeted the lucrative overnight market with a 30-second promotional video aimed squarely at under-45 visitors in search of adventure and fun.

The campaign exceeded all targets set by Destination NSW, with 12 million advertising impressions and more than 38,000 visits to the Lake Macquarie campaign webpage, while 10,000 leads were generated for our local tourism industry. These results delivered enormous potential to drive tourism in Lake Macquarie and ensure we're front of mind when Sydneysiders think about their next weekend getaway.

Nurturing local nightlife and entertainment

The year saw adoption of the City's Night Time Economy Strategy and public exhibition of a draft Event and Festival Strategy for 2019-2024.

Imagine Lake Mac

Council set a goal to become one of the most productive, sustainable and liveable places in Australia, following the adoption of its Imagine Lake Mac strategy in June 2019. The long-term strategy includes aspirations for the future, which have been derived from extensive community consultation, to fulfil the City's potential to provide the highest quality of life. More housing, transport options, and jobs in and around the existing centres will drive economic growth, provide easier access to services and give rise to vibrant community spaces for residents and visitors.

Aqua tourism makes a splash

Council supported the launch of two new aquatic tourism products this year operated by Lake Macquarie Cruises and Coast XP. Council approved a development application for a third aquatic tourism operator, Lake Macquarie seaplanes.

Diverse economy

OBJECTIVE

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

| STRATEGIES | STATUS | ACTIONS |
|---|------------------------------|--|
| Raise the City's profile as a desirable visitor destination | ✓ | Implement the 2018-2019 actions as outlined in the Lake Macquarie Destination Management Plan |
| | ✓ | Initiate a minimum of 60 nationally-focused tourism media and editorial opportunities to promote the City |
| | ✓ | Assist industry in the development of four quality tourism products for the City (for example, on-lake activities and tours) |
| | ✓ | Develop and implement quarterly online tourism destination marketing campaigns to key priority markets, including families, visiting friends and relatives, over 55s and special interest groups |
| | ✓ | Initiate two visitor economy research projects within the sporting and adventure tourism markets to assess growth and economic opportunities |
| | ✓ | Partner with surf clubs to deliver high priority business development opportunities |
| | Build a strong City identity | ✓ |

OBJECTIVE

WE HAVE AN ADAPTABLE AND DIVERSE ECONOMY

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Promote an environment where start-ups, small and medium businesses are encouraged | ✓ | Consider annual progress reports from Dantia to ensure continued alignment with the City's vision |
| | ✓ | Advocate for red tape reduction for housing development and construction with relevant NSW Government entities |
| Support businesses to build capability to use new technology in order to realise economic opportunities | ✓ | Support implementation of the 1 Gigabyte City initiative to provide a high-speed, high-performance data network |

OBJECTIVE

OUR GROWING POPULATION SUPPORTS A THRIVING LOCAL ECONOMY

| STRATEGIES | STATUS | ACTIONS |
|---|--------|--|
| Ensure land use plans have the appropriate balance of different land uses | ✓ | Publish key City demographic, development approvals and economic details on Council's website annually |
| | ✓ | Develop evening and night-time economy policy |
| | ✓ | Exhibit a long-term land use strategy for the City - Lake Mac 2050 |

CONNECTED COMMUNITIES





19

ACTIONS ACHIEVED

3

IN PROGRESS

2

NOT ACHIEVED

\$23.6M

CAPITAL WORKS EXPENSES \$3.6 MILLION
OPERATIONAL EXPENSES \$20 MILLION

Highlights

Creating sustainable neighbourhoods

Sustainable Neighbourhood program volunteers across the City contributed 9300 hours towards more than 50 activities this year. Activities included nature-play activities, Eco Angel clean-up events and sustainability workshops.

Urban art connects

The Chimera, a striking 12m-tall sculpture towers like a shimmering sentinel over Speers Point Park. The piece, installed in February 2019, is the latest addition to the Creative Lake Sculpture Trail, which now incorporates 10 artworks dotted along a shared pathway around the lake.

Mobile library reaches out

Council's mobile library van, The Rover, roamed the City, attracting 7608 visitors and recording 13,912 loans. Highlights of The Rover's packed itinerary included attendance at 24 community events and 14 trips to preschools for story-time.

Free Wi-Fi

We installed free Wi-Fi at Speers Point Park, Lake Mac Libraries, Lake Mac Centre for Performing Arts and Lake Mac Holiday Parks.

Me2

The Me2 Program provides opportunities for people with a disability to build networks and skills. This year, we hosted 32 free activities for 910 participants, who were accompanied by 250 carers, teachers and support workers.

Challenges

Open data

Council has released 68 sets of data about the City and is now working across the organisation to facilitate public release of new data. This involves reviewing data sensitivity and suitability.

Windale Library and community facility

The new facility will have a strong technology focus, which has resulted in project delays to allow technology requirements to be written into design and construction documentation.

Cultural programs

During 2018-2019, 2669 programs were delivered across Lake Macquarie's cultural facilities, with 42,767 people attending. The target was not achieved due to closure of the Art Gallery for expansion works.

Aboriginal cultural heritage management reforms

The implementation of the reforms cannot progress until the Aboriginal Cultural Heritage Act has been gazetted by Parliament.

Connected communities

OBJECTIVE

PUBLIC SPACES HELP CONNECT US WITH EACH OTHER AND THE WORLD

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Empower our community to embrace technology | ✓ | Implement new technologies, such as 3D printing, coding workshops or audio/digital media, in three library spaces |
| | ✓ | Deliver a mobile library program where The Rover attends a minimum of 10 community events with 7000 customer interactions |
| | ✓ | Engage with four host sites within the City on community renewable energy projects |
| Eliminate barriers to accessing information and services | ➔ | Increase to 100 the total number of Council data sets publicly available to increase transparency and provide a resource to catalyse local innovation and app development |
| | ➔ | Develop a diverse program of arts, literacy and technology for the new Windale Library and community facility |
| | ✓ | Develop a cultural collections strategy and review collection procurement strategies to improve customer requests and access |
| | ✓ | Expand free Wi-Fi at Council facilities and community events |
| Enhance community spaces with urban and public art, place making and place activation | ✓ | Facilitate four urban and public art projects for the City, including those listed in the works program |
| Enable meaningful creative learning and cultural experiences | ✗ | Deliver a minimum of 2800 cultural programs and activities at Lake Mac Libraries and Lake Macquarie City Art Gallery |

OBJECTIVE

WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY

| STRATEGIES | STATUS | ACTIONS |
|---|--------|--|
| Implement and review plans and strategies to support an inclusive community | ✓ | Hold at least 60 activities in Council's Over 55s program and 12 activities in the You're Kidding Me program to educate families and older people, and ensure that they are able to participate in the community |
| | ✓ | Undertake 10 capacity-building initiatives with local services and communities to meet the needs of disadvantaged groups or isolated communities |
| | ✓ | Implement six actions in Council's Disability Inclusion Action Plan that develop positive community attitudes and behaviours, and support meaningful access to employment |
| | ✓ | Receive at least 20 nominations for the Lake Macquarie Australia Day Awards |
| | ➔ | Commence implementation of Aboriginal cultural heritage management reforms as outlined in the Aboriginal Cultural Heritage Act |
| Support volunteer and community groups to increase community capacity | ✓ | Work with community groups to deliver capital works on at least 10 local facilities |

OBJECTIVE

WE ARE PROUD OF OUR CITY'S HERITAGE AND CULTURES

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Celebrate our Aboriginal and Torres Strait Islander culture and other cultures | ✘ | Produce and distribute four editions of the Koori Grapevine newsletter to provide information to the Aboriginal community on relevant programs and projects |
| | ✔ | Administer the NAIDOC Week Grant Program to provide funding for schools and community groups to undertake activities and events to celebrate and recognise NAIDOC Week |
| | ✔ | Seek opportunities to facilitate the interpretation of Aboriginal cultural heritage throughout the City, for example, artwork and interpretive signage |
| | ✔ | Develop and deliver 30 Aboriginal heritage educational and contemporary art programs in consultation with the community through the Lake Macquarie City Art Gallery and Lake Mac Libraries |

OBJECTIVE

OUR COMMUNITY RESPONDS AND ADAPTS TO CHANGE

| STRATEGIES | STATUS | ACTIONS |
|--|--------|---|
| Adapt our City to a changing climate | ✔ | Complete hazard assessment and commence cost benefit and distribution analysis to inform the Pelican Blacksmiths Local Adaptation Plan |
| | ✔ | Deliver emergency preparedness workshops to at least five community groups and promote the Early Warning Network |
| Empower our community to adopt sustainable behaviours | ✔ | Support the Sustainable Neighbourhoods Program to deliver environmental sustainability initiatives and activities that attract at least 4000 attendees and volunteers |
| | ✔ | Deliver at least three programs to enhance the connection between residents and the natural environment, including Explore Our Great Outdoors, Backyard Habitat for Wildlife and Community Ecosystem Monitoring Program |
| Encourage uptake of smart and sustainable infrastructure | ✔ | Develop an electric vehicle charging strategy for the City |

CREATIVITY



5

ACTIONS ACHIEVED

\$3.8M

CAPITAL WORKS EXPENSES \$1.6 MILLION
OPERATIONAL EXPENSES \$2.2 MILLION

Highlights

Belmont Beers, Blues and BBQ

The Belmont Beers, Blues and BBQ Festival has won a spot on the City's annual calendar after 1500 blues and brews fans packed Belmont foreshore for the inaugural event in May. The festival featured craft brewers, music by The Bondi Cigars and some of the Hunter's best 'slow and low' barbecue exponents.

Float Your Boat

A magical flotilla of lights, Float Your Boat, attracts more than 20,000 people to the lake foreshore over two nights in June. This year, vessels adorned with fairy lights and neon tubing lit up the lake with weird and wonderful characters. A giant turtle, pineapple and koala drifted by, comically pursued by a marauding T-rex.

Lake Mac Heritage Symposium

Council launched the Lake Mac Heritage Symposium in March 2019. The free event, open to all, is designed to support the continuing work of volunteers and professionals in caring for collections of historic significance.

Cultural volunteers program

In 2018-2019, 58 volunteers were engaged in creative programs across Council facilities including Lake Mac Art Gallery, SEEN@Swansea, Lake Mac Libraries and community history.

Arts, Heritage and Culture

We achieved 57 of 67 actions planned for 2018-2019 under our Arts, Heritage and Cultural Plan 2017-2027.

Highlights included receipt of 10 grants, worth \$2.65 million in total, to deliver just over \$5 million in programs and infrastructure. Council's Cultural Collections, comprising the Art Gallery and Heritage Archives, acquired 69 artworks, 90 photographs, objects and catalogues, as well as 79 civic items for their collections.

In addition, 10 public art commissions were completed and added to the City's cultural asset register.

Creativity

OBJECTIVE

CREATIVE THINKING DRIVES OUR CITY

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Create opportunities that provide open communication, partnerships and leadership with the creative and cultural sector | ✓ | Undertake 2018-2019 actions as outlined in the Arts, Heritage and Cultural Plan |

OBJECTIVE

OUR CITY HAS A STRONG CREATIVE INDUSTRY

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Investigate opportunities for improving income generation in the cultural sector | ✓ | Identify and develop three income-generating programs within the creative and cultural economy |

OBJECTIVE

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

| STRATEGIES | STATUS | ACTIONS |
|--|--------|---|
| Develop a suite of interpretation themes and sites around the City | ✓ | Host a minimum of four heritage network meetings and deliver engagement and awareness programs within the sector |
| | ✓ | Run a cultural volunteer program with a minimum of 50 volunteers actively engaged in cultural programs |
| | ✓ | Deliver two virtual space projects that exploit technology to bring to life our history, landscape and oral history |



SHARED DECISION MAKING





12

ACTIONS ACHIEVED

1

NOT ACHIEVED

\$3.7M

CAPITAL WORKS EXPENSES \$0.2 MILLION
OPERATIONAL EXPENSES \$3.5 MILLION

Highlights

Hunter Joint Organisation

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

Youth Advisory Council

Council supported 12 meetings of the Lake Macquarie Youth Advisory Council, which offers young people the opportunity to participate in the public life of Lake Macquarie City, advocate for issues important to young people and participate in the planning, running and evaluation of local youth initiatives and projects.

Online consultation proves popular

The year saw more than 50,000 visits to the Shape Lake Mac online engagement portal, with 33 active projects including the Draft Operational Plan 2019-2020 and Draft Lake Mac Libraries Strategic Plan 2019-2024.

Interagency

Approximately 350 people attended Lake Macquarie Interagency meetings including two combined sessions with Newcastle Interagency. Topics covered included alcohol and other drugs, homelessness, small business support, mental health, self-care, volunteering and social enterprise.

Keeping content engaging

Video content for Council's website increased, with 89 videos created in 2018-2019.

Counter service

On average, customers were greeted at Council's customer service counter within two minutes and 48 seconds.

Challenges

Call centre wait times

This financial year, we answered 64 per cent of calls to our Customer Service Centre within 30 seconds. This was short of our target of 80 per cent. The introduction of a new customer request management system in November 2018 was one of several factors that affected our performance.

Shared decision making

OBJECTIVE

PARTNERSHIPS BETWEEN COMMUNITY, GOVERNMENT AND BUSINESS BENEFIT OUR CITY

| STRATEGIES | STATUS | ACTIONS |
|---|--------|--|
| Develop and maintain a network of key agencies, organisations, peak bodies and community groups | ✓ | Contribute to the regional strategic planning process through the Hunter Joint Organisation of Councils |
| | ✓ | Facilitate five meetings of the Lake Macquarie Interagency, eight meetings for children's or family services, and conduct two training sessions for community groups |
| Influence decisions that impact our region | ✓ | Provide solutions-focused submissions and attend appropriate workshops and consultation forums regarding Government policy reviews |

OBJECTIVE

WE KNOW HOW AND WHY DECISIONS ARE MADE

| STRATEGIES | STATUS | ACTIONS |
|---|--------|--|
| Deliver high quality and informative customer service | ✗ | Answer 80 per cent of phone calls to Customer Service Centre within 30 seconds |
| | ✓ | Greet customers at the Customer Service counter within three-and-a-half minutes on average |
| | ✓ | Maintain and improve website content and processes to enhance the customer experience |
| | ✓ | Develop a process to close the loop with customers on finalising the outcome of service requests |
| | ✓ | Develop a process for benchmarking Council's quality of customer service |
| Provide clear, accessible and relevant information to the community | ✓ | Increase video content and investigate new tools for Council's website and intranet |
| | ✓ | Use interactive online tools to present progress of Council's Operational Plan and financial performance |



OBJECTIVE

OUR COMMUNITY INFLUENCES DECISIONS THAT SHAPE OUR CITY

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Actively engage with and seek direction from the community and key stakeholders | ✓ ✓ | Identify new opportunities for community engagement and provide a broad range of engagement tools to ensure accessibility for community participation Provide resources to support 10 meetings of the Lake Macquarie Youth Advisory Council, with outcomes of meetings informing Council's strategies and plans |
| Provide our customers with simple and convenient ways to access and do business with Council | ✓ | Increase the number of people registered to receive their rates by email to more than 4000 |



BUSINESS ACTIVITIES

Council is involved in a range of entrepreneurial activities. Profits generated by Council businesses are returned to the community through the provision of new or improved services and facilities.

Council reports annually on the performance of its two key business units, City Works and Property and Business Development, against actions outlined in the Operational Plan.







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.

Carrying out private works and services also enables City Works to benchmark itself against private enterprise and demonstrates that its works and services carried out for Council are done in an industry-competitive manner.

City Works' private works also contribute to the maintenance of plant, equipment and skills that might not otherwise be affordable or commercially viable.

OBJECTIVE

EXTERNAL WORKS PROVIDE ADDITIONAL REVENUE TO COUNCIL

| STRATEGIES | STATUS | ACTIONS |
|---|--------|---|
| Undertake external works to generate commercial returns and provide benchmarking opportunities against broader industry | ✔ | Undertake external works that generate a profit of greater than five per cent of actual costs |

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 our Holiday Parks, as well as property valuation, land reclassifications, disposal and acquisition.

OBJECTIVE

WE PROVIDE A HIGH STANDARD OF FACILITIES AT OUR HOLIDAY PARKS

| STRATEGIES | STATUS | ACTIONS |
|--|--------|--|
| Continually improve amenities at Holiday Parks where feasible | ✓ | Undertake Holiday Park projects in accordance with the works program |
| | ✓ | Develop and implement an annual asset management plan for each Holiday Park |
| | ✓ | Develop and implement an annual marketing plan with a comprehensive strategy, budget and action plans to enhance the profile of Lake Mac Holiday Parks |
| Ensure holiday park fees and charges are in line with industry standards | ✓ | Carry out an annual benchmarking report prior to setting the fees and charges each year |

OBJECTIVE

MAXIMISE THE LONG-TERM VALUE OF COUNCIL'S STRATEGIC PROPERTY PORTFOLIO

| STRATEGIES | STATUS | ACTIONS |
|---|--------|--|
| Manage strategically held properties and land holdings to create reoccurring income and increase return on investment | ✓ | Report on actions undertaken in town centres that address development opportunities, constraints, value-add and disposal options for Council-owned operational classified land |
| | ✓ | Undertake actions to manage Council-owned operational holdings outside town centres in accordance with the 10-year strategic review |
| | ✓ | Update and implement asset management plans for Council-owned investment holdings in line with return on investment parameters |
| Apply the Lease Equity Model for leased facilities | ✓ | Renew all applicable leases and licenses that expire during the year in line with the Lease Equity Model |

STATUTORY REPORTING

This section of the Annual Report includes information required from NSW councils under the Local Government (General) Regulation 2005. These requirements have been included in the Regulation because the information is important and helps the community understand how their council has performed, as both a service provider and a community leader.

An index to the statutory reports contained in this section is provided on page 152.

Under the Local Government Integrated Planning and Reporting Framework, a comprehensive State of the Environment Report is required every four years. In addition, Council prepares an annual State of the Environment Report each year to provide information on progress in implementing the Lake Macquarie Sustainability Action Plan. The 2018-2019 Lake Macquarie City State of the Environment Report is published as a separate volume of this Annual Report.





GOVERNANCE AND PERFORMANCE

CITY GOVERNANCE

Lake Macquarie City Council exists as a body politic under the NSW Local Government Act 1993 (the LG Act). We deliver our statutory roles, functions and objectives through a democratic and corporate governance structure.

DEMOCRATIC GOVERNANCE

Community

The community elects the Mayor and Councillors

> Mayor and Councillors

The elected Council appoints the Chief Executive Officer

CORPORATE GOVERNANCE

Chief Executive Officer

The Chief Executive Officer appoints all other staff, including the Executive Team.

> Executive Team

The Executive Team provides strategic and operational leadership within the organisation and ensures the organisational strategy is executed effectively and efficiently.

> Senior Leadership Network and staff

The Senior Leadership Network (managers, coordinators and key staff) lead the day-to-day operations of Council.

ELECTED COUNCIL

Thirteen Councillors, including the Mayor, make up the decision-making body of Council. The City is divided into three wards, North, East and West. Each ward is represented by four Councillors.

The Mayor is elected by popular vote, using an optional preferential method of voting. Both the Mayor and Councillors hold office for four years.

CHIEF EXECUTIVE OFFICER

The elected Council appoints the Chief Executive Officer (CEO), and the CEO appoints all other staff, including the Executive Team. The CEO reports to the Mayor and is the only Council staff member to whom the Council can provide direct instructions.

The CEO works closely with the elected Council in setting the long-term direction of the organisation, and is responsible for leading employees in implementing these plans.

EXECUTIVE TEAM

Led by the CEO, Council's Executive Team comprises six senior staff members who were appointed, in consultation with the elected Council, across 2017-2018 and 2018-2019 following a review of Council's organisational structure.

INTERNAL OMBUDSMAN

Council is committed to good governance and the highest standard of ethical behaviour and accountability. The Internal Ombudsman combines an investigatory function with the capacity to identify improvement opportunities within Council's governance framework.

The Internal Ombudsman provides residents, community members, local businesses, staff, Councillors and other Council stakeholders with an 'independent ear' regarding complaints about administrative conduct, ethical behaviour, corrupt conduct, misconduct or maladministration.

COUNCIL ELECTIONS

Under the LG Act, council elections are held on the second Saturday in September every four years.

COUNCIL MEETINGS

Council normally meets on the second and fourth Monday of each month from February to December each year. The meetings are held in the Council Chambers at the Administration Building. Meetings are open to the public with the exception of confidential items. Council commenced live streaming of its meetings in February 2019.

ROLE OF THE MAYOR AND COUNCILLORS

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

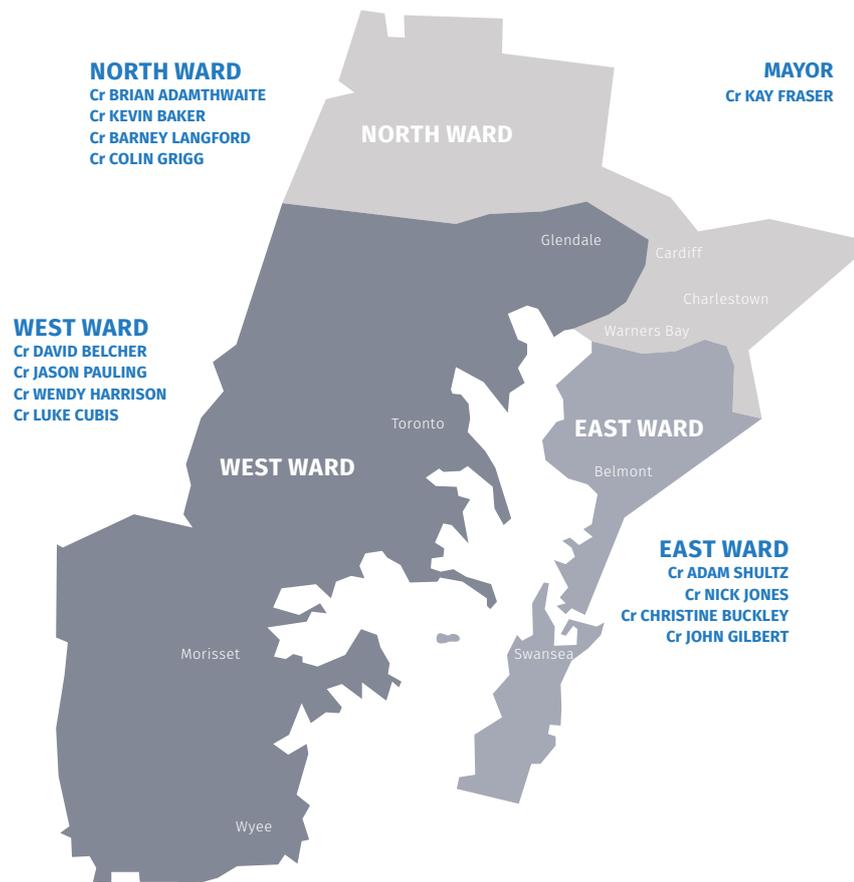
A Councillor represents residents and ratepayers, provides leadership and guidance to the community and facilitates communication between the community and the Council. Their role is to represent the Lake Macquarie community and make decisions in the best interest of the public and the environment.

STANDING COMMITTEE MEETINGS

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

- Organisational services standing committee
- Development and planning standing committee
- Service delivery standing committee
- Planning for the future standing committee
- Built and natural assets standing committee
- General business standing committee

Our Councillors and wards



COUNCILLOR PROFESSIONAL DEVELOPMENT

Council supports ongoing professional development for the Mayor and Councillors to ensure they can fulfil their statutory roles and responsibilities.

The Mayor and all Councillors participated in ongoing professional development during 2018-2019.

Council supported professional development by facilitating Councillor attendance at relevant conferences, forums, and seminars, and providing regular briefing sessions conducted by Council.

In 2018-2019, Council provided the Mayor and Councillors with support to attend 12 external professional development

activities and three internal professional development activity types including briefing sessions. The total cost of training and professional development provided to the Mayor and Councillors (incorporating Councillors' attendance at conferences/seminars, including transport and accommodation) was \$52,951.

MAYOR



COUNCILLOR KAY FRASER (ALP)

As a resident of Lake Macquarie for more than 40 years, and popularly elected as Mayor of Lake Macquarie City in September 2016, Cr Fraser understands that our City offers an incredible lifestyle, with world-class infrastructure, engaged and connected communities, a strong and diversified local economy and superb natural beauty.

Having had the privilege of representing the residents of East Ward for the past 12 years, Cr Fraser remains committed to making Lake Macquarie a great place to live, work and visit, and she's delighted to be building on the successes of previous councils.

Cr Fraser is passionate about social justice and ensuring that everybody has access to necessary services, a cause close to her heart that she also pursued throughout her working life, prior to the Mayoral election. She believes that the people of Lake Macquarie City should have a quality of life that meets their needs, increased opportunities for education, employment and a lifestyle that promotes a strong connection to the community and the environment.

NORTH WARD



COUNCILLOR BRIAN ADAMTHWAITE (ALP)

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

Cr Adamthwaite believes Council should be responsive to the needs of its community and provide the services and infrastructure needed to enhance residents' quality of life. He wants to ensure that Council planning optimises the strengths of the built and natural environment and mitigates problems that have occurred in the past.

Cr Adamthwaite is committed to enhancing economic development through strategies that improve employment prospects and support local business to start up, grow and expand.



COUNCILLOR KEVIN BAKER (LIB)

Cr Baker has experience in a range of business and industry sectors, including industrial, electrical, automotive, engineering, mining, local government, aged care and not-for-profit.

Elected to Council in 2016, Cr Baker has two children and lives in Cameron Park. As vice-chairman of HeartKids NSW, he works with families of children living with congenital heart disease and has first-hand experience raising a young child battling a serious illness. Cr Baker is also a director of the Hunter Breast Cancer Foundation.

As a former Australian Apprentice of the Year, he has a strong interest in skills training and creating apprenticeship opportunities for young Australians, as well as older people looking to reskill. Cr Baker is passionate about giving back to the community by supporting those in need.



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



COUNCILLOR BARNEY LANGFORD (ALP)

Cr Langford has spent a lifetime working with and for young people. As a teacher with the Department of Education, he founded 2 Til 5 Youth Theatre, now Tantrum Youth Arts, and was its artistic director for 22 years. Cr Langford also managed the Loft Youth Arts and Cultural Centre, in Newcastle, before its closure in 2013.

He is serving his second term on Council and has a focus on fostering community cohesion and building social capital. Cr Langford is keen to promote strategies in which the community and Council can work together to develop better outcomes for the community.



COUNCILLOR COLIN GRIGG (LMIND)

Cr Grigg has spent most of his working life in the ministry and is serving his first term on Council. He uses his professional knowledge to help the Lake Macquarie community become an even greater place to live, work and visit. He is dedicated to helping local people live better lives in a variety of ways.

Cr Grigg aims to encourage positive development and innovation in the areas of the environment, affordable housing, the arts, sports and tourism. By building on the foundations of past elected councils, Cr Grigg's vision is to see the City move forward and harness its full potential.

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

WEST WARD



COUNCILLOR DAVID BELCHER (ALP)

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

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

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



COUNCILLOR JASON PAULING (LIB)

Cr Pauling is an active member of the Hunter business community with a professional background in operations management. He is serving his second term on Council. Cr Pauling is president of the University of Newcastle Hunter Alumni Network and a former Board Member of Tourism Hunter and the Hunter Business Chamber. He has a diverse work history, including experience in the mining industry, with the former BHP Newcastle Steelworks and with Franklins Charlestown.

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



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, Warners Bay, Windermere Park, Woodrising, Wyee, Wyee Point, Yarrawonga Park



COUNCILLOR WENDY HARRISON (IND)

Cr Harrison is a fourth-term Councillor with extensive experience in local government and governance. She has served as Deputy Mayor of Lake Macquarie on four occasions.

A long-term resident of Lake Macquarie, Cr Harrison is keen to see the lifestyle and natural assets of the area protected, and employment opportunities enhanced through sustainable economic development.

Cr Harrison is working to ensure Council provides value for ratepayers by delivering quality services and facilities through strong leadership and good governance. She is committed to creating a City that embraces diversity, where all citizens feel included and want to contribute to its future.



COUNCILLOR LUKE CUBIS (LMIND)

Cr Cubis is a director of software company ItsFound and task outsourcing platform Employs Au.

The west ward Councillor also has an extensive educational background with a Bachelor of Teaching/Bachelor of Arts double degree and a Master of Education.

With his technological expertise, Cr Cubis envisions a City that is a global leader across all sectors, including innovation, business, investment, technology and governance. He also has a keen interest in local government matters and loves Lake Macquarie City.

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

EAST WARD



COUNCILLOR ADAM SHULTZ (ALP)

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

Cr Shultz is in his first term on Council and brings his experience in small business, financial services, public policy and politics to advocate for improved opportunities for the City. He believes Lake Macquarie can achieve economic growth and strategic diversification while maintaining the lifestyle and wellbeing of its residents. He is passionate about facilitating policy settings that will promote economic growth and job opportunities while enhancing the natural environment that residents enjoy.



COUNCILLOR NICK JONES (LIB)

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

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



Belmont, Belmont North, Belmont South, Bennetts Green, 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, Windale



COUNCILLOR CHRISTINE BUCKLEY (ALP)

Cr Buckley is a long-term resident of Lake Macquarie and has worked extensively in the community sector, including in employment services, disability services and community education. Cr Buckley is serving her first term on Council. She has deep insight and experience in employment and training issues, financial literacy and family violence through management and coordination roles with Job Network services in the ACT and Broken Hill, the Smith Family, and the Hunter Domestic Violence Court Advocacy Service. Cr Buckley has a long-term interest in politics, through her association with the Labor Party, and believes her combined personal and professional background has equipped her to be an effective representative for the community.



COUNCILLOR JOHN GILBERT (LMIND)

A business operator and employer in the East Ward area for the past 25 years, Cr Gilbert is serving his first term on Council. His key policy interests are affordable housing, youth employment and tourism. He is also an advocate for protecting public assets and utilities, and local jobs. Cr Gilbert believes Council can play a greater role in being a provider of public and professional services, generating employment, new tourism opportunities and creative housing solutions. As a supporter of 'bigger government', he is committed to more service provision for the people of the City.

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

Our organisation

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

As a Council, we are committed to improving customer experience across all services we deliver. We are also committed to optimising both community engagement and the use of technology to improve customer experiences and workforce productivity. The organisation employs more than 1100 people across an extensive range of professions.

We are committed to transforming the way we deliver key services by supporting innovation, utilising technology and nurturing collaboration. The Lake Macquarie community values this approach, reporting 91 per cent satisfaction with the service Council provides.

Our values

In the workplace, organisational values support the culture of our organisation. They are the 'glue' that brings us all together in achieving our Council and community goals.

OUR VALUES ARE:

SHAPING OUR FUTURE

- open thinking
- being adaptable to change
- empowering people to find better ways of doing things
- taking advantage of new technologies
- finding innovative ways to do business.

LEADING AT ALL LEVELS

- being prepared to make difficult decisions
- actions and decisions that are consistent, transparent and open
- being resilient and not afraid of challenges or making tough decisions
- taking responsibility for one's own actions
- representing Council in a professional manner.

WORKING TOGETHER

- helping others to achieve their goals and supporting people to make decisions
- making a contribution to individual, team and organisational improvement
- taking the time to create relationships that are mutually beneficial
- working together to succeed together
- creating a flexible workplace where people enjoy coming to work.

Organisational structure



EXECUTIVE TEAM

The Executive Team is responsible for leading the organisation. The team provides support to staff and is working collaboratively to create a contemporary, innovative organisation in which activity-based working and project teams revolutionise customer experiences.

At 30 June 2019, 18 departments operated within the six clusters and the CEO's Office to deliver services and projects for the community. These departments had 1104 full-time equivalent (FTE) employees.

STRATEGIC REVIEW

Council commenced a strategic review during 2017-2018 to create a new cluster-based organisational structure. During 2018-2019, Council continued to review further levels of this structure. The review focused on aligning similar teams and moving from a traditional hierarchy to a more flexible collaborative structure that enables us to be more dynamic in the way we work, and improves frontline decision making.

We continue to implement our reconfigured structure, and work together to:

- improve customer experiences
- increase role satisfaction and an engaged workforce
- provide more opportunities for front-line decision making
- be more dynamic in the way we work
- increase our efficiency
- identify opportunities for better sustainability and risk minimisation.

Workforce structure and leadership clusters

CEO

Morven Cameron

The Executive Team is led by the Chief Executive Officer and six cluster leaders.



- Executive and Mayor support
- Internal Ombudsman and Internal Auditor



BUILT AND NATURAL ASSETS

DIRECTOR

David Hughes

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

Built and Natural Assets champions our environment to support vibrant, resilient communities. The cluster is responsible for strategic planning, program delivery and community engagement to enhance our City's unique lifestyle and landscape. It works together as custodian of our community's assets, through strategic and proactive management. It embraces technology and innovation to produce results that are sustainable and cost-effective, and improve quality of life for our community.



DEVELOPMENT AND PLANNING

HEAD

Justin Day

- Development Assessment and Certification
- Integrated Planning
- Development Contributions

This cluster champions sustainable development and planning services critical to the economic vibrancy and values of the City. Through engagement and collaboration, and by balancing the expectations of developers and the wider community, it adopts innovative, effective and efficient service improvements. The cluster strives to break down legislative barriers to deliver the City's vision and steer investment to get the best outcomes for the community.



ORGANISATIONAL SERVICES

DIRECTOR

Laura Kendall

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

Organisational Services ensures leading practice is applied to all business systems and support activities. Through innovation, partnership and research, the cluster ensures our business support functions encourage and enable an efficient, contemporary organisation. The cluster is dynamic and creative, challenging other areas of the organisation and service providers to put the customer experience first. It is flexible at all times, changing behaviours and adopting new technology whenever necessary to solve problems and deliver cutting-edge solutions.



PLANNING FOR THE FUTURE

DEPUTY CEO

Tony Farrell

- City Projects
- Financial Services
- Major projects and strategies

Planning for the Future focuses on major strategies and projects that enhance the City's economy and improve services and infrastructure for the community. It engages people from all parts of the organisation in cross-functional project teams to deliver major capital works and City-wide strategies.

The cluster performs strategic financial management to deliver excellent value for rates, maximise returns from Council's financial resources and leverage external funding partnerships. It is also responsible for quality design and project management services that deliver timely and budget-sensitive projects.



REGULATION AND COMPLIANCE

DIRECTOR

Andrew Baxter

- Environmental Regulation and Compliance
- Legal

Council is committed to improving the quality of its regulation including limiting, where possible, the burden of regulation on local businesses and residents. Underpinned by a comprehensive risk-based decision-making framework, teams within this cluster are committed to achieving robust outcomes. Collaborating with peers and streamlining processes are core to our work. This unique approach encourages a more responsive and transparent organisation, capable of focusing compliance resources and support where they are needed most.



SERVICE DELIVERY

DIRECTOR

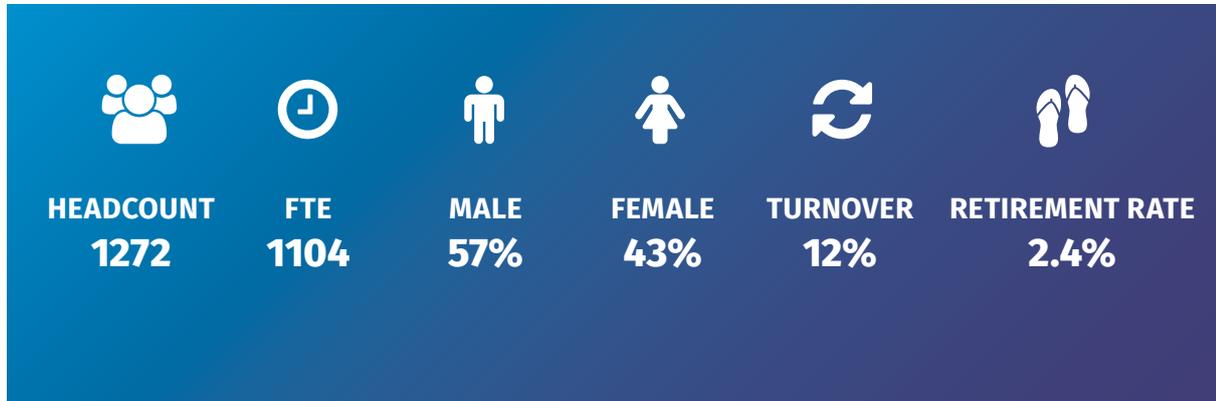
John Ferguson

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

Service Delivery is driven by a passion for delivering services, and exploring and delivering the many ways services can be provided to the community. The cluster is guided by meaningful community and commercial partnerships, and embraces effective and innovative service delivery models. It is flexible and dynamic with an industry-leading end-to-end approach, always focused on the community we serve. The cluster leads collaboratively and innovatively to plan and deliver efficient, effective and creative projects. This approach ensures we remain in a strong financial position to grow the City and provide first-class community facilities.

Our workforce

WORKFORCE PROFILE



In 2018-2019, Council engaged in a range of transformational activities.

Overall, these activities align to our organisational values of Shaping the future, Working together and Leading at all levels.

The composition of our workforce has changed during 2018-2019.

Significantly:

- the average employee age has decreased from 57 years to 45 years
- the average years of service has almost halved, from nine years to five years
- our turnover increased to 12 per cent, with an increase in retirements

- the range of professions across Council has diversified, with a greater focus on emerging skills such as financial analysis, business system development, project management, as well as new roles for trainees and apprentices.

Our 2019 staff engagement survey showed Council had satisfaction levels above all other local government participants in a majority of areas, and rated above several other industry sectors across many survey areas.

Importantly, our rate of 77 per cent for overall staff engagement was above the local government average of 73 per cent, and the all-industry average of 69 per cent. Areas rated above 80 per cent staff satisfaction include mission, ethics, role clarity, safety, supervision, talent, teamwork, work/life balance, team and job satisfaction.

Overall, the results showed Council, despite a period of significant organisational change, continues to have an engaged and committed workforce.

WORKFORCE MANAGEMENT STRATEGY

Our Workforce Management Strategy ensures we have the people, experience and expertise required to implement our four-year Delivery Program and, ultimately, the Community's long-term goals as outlined in the Community Strategic Plan.

STRATEGIC CHALLENGES

Our key strategic challenges are:

- transforming our organisation to demonstrate a true customer-centric culture
- retaining our best employees and remaining competitive for our community
- identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge
- developing leadership capability to ensure we have the right leaders mentoring and guiding the organisation.

The Strategy addresses key people issues such as:

- our ageing workforce
- succession planning
- providing opportunities to create and retain positions for local young people
- programs that will support Council to be an employer of choice
- learning and development
- performance management
- recruitment strategies to fill skills gaps
- workforce diversity.

The Strategy includes an analysis of Council's workforce requirements in relation to the Community Strategic Plan and Delivery Program, and identifies the strategic challenges for our workforce in meeting those goals and objectives. In response, the strategy identifies five strategic priorities that we will focus on to deliver an appropriate workforce culture and structure to deliver on our commitments to the community.

These strategic priorities are:

1. aligned and active leadership
2. working together as one team
3. systems and procedures
4. right people, right behaviour
5. empowered and effective teams.

Developed in collaboration with our staff, these priorities drive actions to be implemented across our organisation over the next three years.

Key achievements from the strategy include:

- implementing the Lake Mac Wellbeing Framework, including a calendar of events targeting overall staff wellbeing
- developing the 2019-2022 Equal Employment Opportunity Management Plan, outlining clear initiatives to increase diversity and access in employment at Council

- implementing Council's Staff Sustainability Strategy, highlighting the four pillars of sustainability – social, environmental, economic and culture/governance
- developing and implementing a program focused on skill development of leaders through training in team development, change management, business improvement and conflict management
- managing ongoing delivery of new corporate systems across finance, people and procurement functions.



FAIR AND EQUAL EMPLOYMENT

Council's Equal Employment Opportunity and Diversity Management Plan provides a range of strategies ensuring Council operates within the principles of fairness and equity.

The Equal Employment Opportunity and Diversity Management Plan 2019-2022 reflects Council's commitment to achieving our vision of being a vibrant regional City of opportunity, prosperity and diversity. It continues our commitment to fostering a workplace culture that is inclusive, respectful, promotes diversity and embraces the unique skills and qualities of our people. This commitment to diversity and equal opportunity is core to our day-to-day work at Council and is reflected in our organisational values.

The plan includes ongoing strategies, as well as a number of new initiatives to be implemented over the next four years. One new initiative will establish a number of senior leadership team sponsors who are passionate about raising awareness and advocating for equity and diversity at Council. Other new initiatives included in the plan are the development of a hiring manager guide who will assist in employing people with a disability in the workplace, trialling a workplace diversity tool to measure Council's workplace diversity against best practice standards, and inviting guest speakers to events as part of the wellbeing program to support equity and diversity awareness.

Council implemented several strategies over the past 12 months to support equity and diversity objectives.

During 2018-2019, we:

- updated our recruitment strategy guide, recognising gaps between our community and workplace demographics, to include opportunities to identify positions suitable for people with a disability or for those who identify as Aboriginal and Torres Strait Islander
- conducted our employee engagement survey, which collected equal employment opportunity and diversity data to assist in informing diversity strategies
- joined Castle Personnel in their mission to build a more inclusive community, by pledging to be part of the Inclusive 100. This is a local movement of businesses that aim to raise awareness of the importance of employing people with disability



- celebrated Harmony Day, recognising and celebrating the cultural diversity of fellow employees
- provided ongoing support and training of Council's existing Equal Employment Opportunity Contact Officer Network, ensuring the network is well placed to provide support and assistance to employees
- continued to exhibit at the Newcastle Lake Macquarie Career and Training Expo, promoting Council as a great place to work and encouraging people from many industries and fields to consider a career in Council

- continued our ongoing Education to Employment program, which is a framework to build the number of trainees, apprentices and cadets employed directly by Council
- supported employees to plan and achieve their career goals
- introduced domestic and family violence leave provisions in our 2018 Enterprise Agreement
- continued to support carers through initiatives under the Carers' Leave provisions of our 2018 Enterprise Agreement. Increased access to extended leave recognises the additional responsibilities of carers within the community and our workplace.

WORKFORCE DIVERSITY

Council participates in industry benchmarking, which provides workforce data on diversity. Council uses this data and its analysis to manage:

- gender diversity including gender turnover rates and a gender-diverse succession of emerging leaders
- age diversity including attraction and retention of young people and mature-aged workers
- succession planning.

WORK HEALTH AND SAFETY

The safety and wellbeing of our people and the broader community is a top priority. Council has developed strategies aimed at continually improving the organisation's work, health and safety performance.

WHS MANAGEMENT SYSTEM

Council has a best practice Work Health and Safety Management System that is designed to meet legislative and organisational requirements. Our Risk Management Team conducts a program of internal audits of departments each year to ensure continuous improvement in the implementation of our safety system. Our target for each audit is 85 per cent. In 2018-2019 our results across the organisation exceeded our target.

WHS PERFORMANCE

Council experienced an increase in injuries, trending upwards at the beginning of 2018-2019. Despite the improvements in performance in the second half of the year, our reduction targets were not met. While we experienced an increase in injuries over this period, we also experienced decreases in our average lost time injury duration and costs.

Injury performance

During 2018-2019, we experienced 181 total injuries requiring treatment, which was an increase on the previous year's total of 138. Total injuries include provision of first aid, medical treatment and lost time injuries.

Injury severity

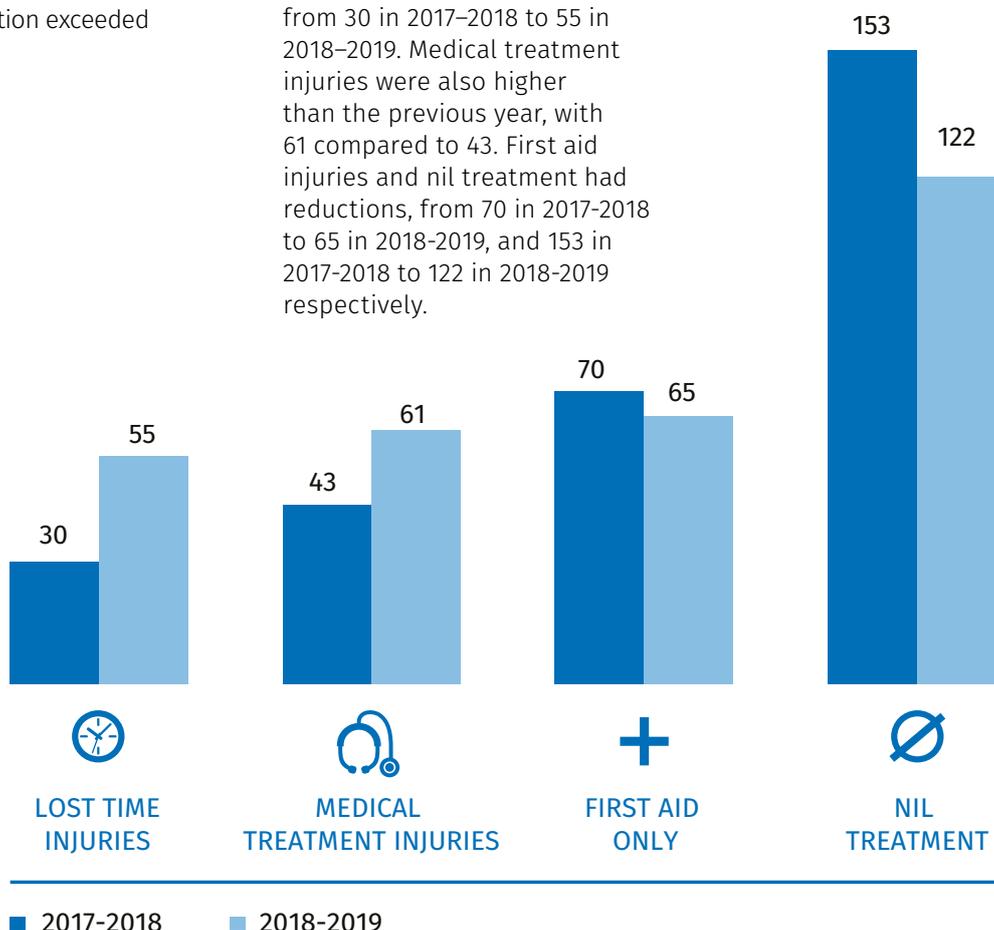
There was an increase in the count of lost time injuries, from 30 in 2017-2018 to 55 in 2018-2019. Medical treatment injuries were also higher than the previous year, with 61 compared to 43. First aid injuries and nil treatment had reductions, from 70 in 2017-2018 to 65 in 2018-2019, and 153 in 2017-2018 to 122 in 2018-2019 respectively.

Hours lost

There was a 39 per cent decrease in average hours lost for a lost time injury. We registered an average of 251 hours in 2017-2018, compared to 154 hours in 2018-2019.

Claim costs

The total cost of all injury claims in 2018-2019 increased to \$559,342 compared to \$443,305 in 2017-2018. Although lost time injury and medical treatment injury counts increased, we observed a 21 per cent decrease in the average cost of an injury claim, with the average cost being \$4822 in 2018-2019, compared to \$6073 in 2017-2018.





SAFETY CULTURE

Council continues to demonstrate a strong safety culture, consistent with our results in the most recent Staff Survey conducted in 2019.

Staff safety scored strongly, with 89 per cent of respondents agreeing that 'keeping high levels of health and safety is a priority of Council'.

In October 2018, we participated in the National Safe Work Month. Activities included engagement of guest safety speakers, a mock court training session, launch of a revised plant inspection program, as well as recognition and awards for staff safety. We participate in the event each year. This year, staff participation was higher than previous years, with the majority of feedback being positive, recognising the high level of relevance and staff engagement.

Our performance

Council has a strong commitment to efficiency, transparency, innovation and customer-focused service.

We continue to be recognised, including at national and international levels, as an innovator in local government service delivery and for excellence in sustainability, city planning and design, asset management, community engagement, risk management and the employment of young people.

Our vision is for an organisation that is modern, progressive, is responsive to change and ultimately contributes to a fairer society for our community.

ORGANISATIONAL PERFORMANCE FRAMEWORK

Core components of our corporate governance approach are our Resourcing Strategy, Customer Charter and Service Standards, Enterprise Risk Management Framework and Business Improvement Program. Together these provide an overarching organisational performance framework that guides our actions and drives improvement across all facets of our operations.

MANAGING OUR PERFORMANCE

The Executive Team, supported by the CEO, meets weekly to lead Council's organisational strategy and oversee its implementation. The group aims to model working collaboratively to set an example across the organisation's six clusters to foster innovation in the way we deliver services and find creative, informed solutions to challenges facing the City and the organisation.

Leaders from across the organisation form Council's Senior Leadership Network, which meets monthly. The focus of this group is corporate performance, finance, risk, safety, talent and organisational development.

Members of both the Executive and Senior Leadership Network regularly review updated performance information summarising:

- progress towards delivering the Operational Plan
- progress towards supporting plans and strategies
- key financial metrics
- other key corporate performance indicators.

This regular reporting cycle allows for timely corrective action to be initiated when necessary. It also allows for resources to be rebalanced in response to emerging priorities, while maintaining Council's commitment to deliver on the priorities articulated in its integrated planning and reporting framework.

RESOURCING STRATEGY

Our Resourcing Strategy guides our operations and details how we will help achieve the long-term community goals of our Community Strategic Plan through effective management in five key areas:

1. long-term financial planning
2. workforce planning and management
3. asset management
4. information technology management
5. plant and fleet management.

The Resourcing Strategy supports the Community Strategic Plan 2017-2027. The Community Strategic Plan provides a vehicle for expressing long-term community goals, while the Resourcing Strategy details how Council can help achieve these in terms of time, money, assets, technology and people. Effective resource planning ensures Council will focus not only on the short-term actions indicated in the Operational Plan, but also on the medium and long-term goals for the City.

As the Community Strategic Plan spans at least 10 years, so too does the Resourcing Strategy, with the exception of the Workforce Management Strategy, which is only required to span four years.

Like the Delivery Program, the Resourcing Strategy is prepared every four years, with the action plan for each area monitored and reviewed annually to ensure we are managing our resources to achieve the community's goals.

CUSTOMER CHARTER AND SERVICE STANDARDS

Our Customer Charter sets out our commitment to our customers and the service they can expect from Council. Flowing from this commitment is a set of service standards that establish timeframes for delivery of a range of services, along with response times in relation to customer requests.

RISK MANAGEMENT

Council's Enterprise Risk Management Framework provides a formal yet practical guide for a formal and structured process for articulating risk 'appetite', and for assessing, treating, managing and reporting risks. The framework provides a consistent methodology for risk management at all levels of the organisation. The framework also complements Council's organisational culture of continuous improvement and innovation, by encouraging employees to maximise opportunity and minimise loss. Through effective risk management, Council is able to:

- protect and create value
- successfully deliver operational and strategic deliverables
- adapt and thrive in change and uncertainty
- achieve transparent, inclusive stakeholder consultation
- demonstrate evidence-based decisions, compliance and sound governance.

COMMITMENT TO FRAUD AND CORRUPTION CONTROL

Council takes any exposure to fraud and corruption seriously and has a zero tolerance for it occurring. We take all reasonable measures to control fraud and corruption and properly manage public resources in a way that assures the integrity of the activities of Council while maximising benefits for the Lake Macquarie community.

Together, the Internal Ombudsman and Internal Auditor support us to operate in an open, accountable and effective way. During the year, the Internal Ombudsman and Internal Auditor identified strengths and weaknesses in our current systems and processes, and developed and implemented key improvements in this area.

We achieve this through communication and awareness of our Fraud Control Plan together with our Fraud and Corruption Prevention Policy, which establishes Council's approach to fraud and corruption control, and our Codes of Conduct and Business Ethics Policy, which guide our high standards of ethical behaviour expected in delivery of Council's commitment to these outcomes.

PUBLIC INTEREST DISCLOSURES

Council strives to act in the best interests of the community by upholding the principles of honesty, integrity and transparency in the administration of Council funds and assets.

In conjunction with Council's Fraud and Corruption Prevention Policy and its Codes of Conduct, the public interest disclosures (PID) internal reporting policy is committed to the aims and objectives of the Public Interest Disclosures Act 1994 (the PID

Act), recognising the value and importance of public officials (staff, councillors and contractors) who report wrongdoing.

Council has distributed policies to employees through Code of Conduct training and Council's intranet. New employees receive information at induction training.

During the year, the NSW Ombudsman has helped train managers on key aspects of the PID Act.

For the reporting period, seven disclosures were made in relation to five matters that met the definition of being a public interest disclosure under the Public Interest Disclosure Act. Six disclosures were finalised and one matter is still being investigated at the end of the reporting period.

| | Made by public officials performing their day to day functions | Under a statutory or other legal obligation | All other PIDs |
|---|--|---|----------------|
| Number of public officials who made PIDs directly | 7 | 0 | 0 |
| Number of PIDs received | 5 | 0 | 0 |
| Of PIDs received, number primarily about: | | | |
| Corrupt conduct | 4 | 0 | 0 |
| Maladministration | 0 | 0 | 0 |
| Serious and substantial waste | 1 | 0 | 0 |
| Government information contravention | 0 | 0 | 0 |
| Local government pecuniary interest contravention | 0 | 0 | 0 |
| Number of PIDs finalised | 6 | | |
| Have you established an internal reporting policy? | | | Yes |
| Has the head of your public authority taken action to meet their staff awareness obligations? | | | Yes |



INSPECTIONS OF SWIMMING POOLS

Council performs inspections of swimming pools in the City, in accordance with the Swimming Pools Act 1992 and Swimming Pools Regulation 1998.

| Property type | Number of inspections |
|--|-----------------------|
| Tourist and visitor accommodation | 9 |
| More than two dwellings | 2 |
| Residential – maximum of two dwellings | 0 |
| TOTAL | 11 |
| Properties issued with a certificate of compliance | 1554 |
| Properties issued with a certificate of non-compliance | 7 |
| TOTAL | 1561 |
| TOTAL OVERALL INSPECTIONS | 3205 |
| Includes inspections for which no certificate was issued | |

DISABILITY INCLUSION ACTION PLAN

Council made progress in the following four of the focus areas of its Disability Inclusion Action Plan 2017-2021.

BUILDING POSITIVE ATTITUDES

To build positive attitudes about disability, we:

- conducted disability awareness training for Council's Holiday Park managers
- continued to provide the Including YOU tent at Council's major events, with five events attended
- conducted an induction on the Including YOU tent to the sponsors of the project, Alpha Care
- provided training to Red Cross Emergency Services volunteers
- partnered with Ability Links to introduce a sensory pack for Red Cross Emergency Services volunteers. The pack will be used at evacuation centres
- After consultation with participants, the Me2 program will change from a one-month program to a 10-month program to run between February to June. This program continues to build networks and skills of participants. During the reporting period, 13 sessions were organised, covering a range of activities including cooking demonstrations, sports, and art, theatre and dance classes. In total, 198 participants attended, with support from 68 care workers
- presented a 'breakdown the barriers' exercise to Councillors and staff in Council's compliance and asset management departments to raise awareness of the issues faced by people with disability
- developed a procedure for the supply of one free master locksmiths access key to eligible residents
- followed up on nine access complaints from the community and liaised with appropriate Council departments to resolve identified issues
- attended relevant networks and forums, including an annual school leavers' expo for children transitioning to disability programs and employment
- facilitated five meetings of Council's Ageing and Disability Advisory Panel.
- completed works on a ramp at Redhead Beach to allow non-discriminatory access from the carpark to the sand
- purchased an aquatic floating wheelchair to be stored onsite at Belmont Baths. Developed a condition of use checklist for users and carers, as the chair will be used independently by carers
- investigated matting options to improve beach access over soft sand and met with organisation, Total Beach Access
- completed a design for walkways and viewing platform to improve access at Blacksmiths Beach
- conducted 17 audits for recreation facilities within the City, and developed a list of works required
- completed 10 non-discriminatory referrals for master plans and development applications for recreation facilities
- monitored the forward capital works program, resulting in improvements in non-discriminatory access to existing facilities including public toilet facilities and community halls.

CREATING LIVEABLE COMMUNITIES

To create more liveable communities, we:

- commenced works on the changing place at Toronto Swim Centre.
- completed works on the changing place and accessible family room at Caves Beach as part of construction of new toilet amenities
- upgraded the pathways, barbecue and picnic facilities at Caves Beach



ACCESSIBLE SYSTEMS, INFORMATION OR PROCESSES

To create accessible systems, information and processes, we:

- installed a hearing loop at the Council Chamber
- continued to update Council's website to include access details of playgrounds, parks, beaches and Council events
- continued to update the National Toilet Map with new and upgraded accessible amenities
- commenced development of a new Council website to cater for all members of the community and to align with Web Content Accessibility Guidelines.

SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

To support access to meaningful employment, we Initiated conversations between Council and Castle Personnel, Employment Provider to discuss the new programs, Work Assist and Inclusive 100 Initiative. Council has since supported and used both programs.



BUSINESS IMPROVEMENT PROGRAM

Late in 2017, Council trialled the introduction of a business improvement program with dedicated staff resources.

The aim of this experiment was to establish an understanding of the operational benefits that could be achieved through a program of this nature.

After strong results were reported in the first 12 months, Council formally established a small specialist team to deliver the program in late 2018.

The team was charged with delivering transformational improvements while building the business improvement capability of staff at all levels of the organisation.

Since initiation of the trial, the organisation has benefited from annual savings of more than \$2.8 million, both in productivity gains and bottom line cost savings. This has been achieved through the delivery of transformational improvement projects for our customers and our staff.

During this time, the program also received several awards, including the Local Government Excellence Award for People and Culture. The program was runner up in the IT News Benchmark awards for Local

Government and highly commended in the IPWEA Engineering Excellence awards.

TRANSFORMATIONAL IMPROVEMENT INITIATIVES

Problems and ideas are identified by staff at all levels of the organisation, with Council's ideation platform providing a space for these to be seen and collaborated on before being reviewed by the Business Improvement Team.

When a large improvement opportunity is identified, it is prioritised according to the potential benefits for our customers and staff, the estimated cost savings available and any reduction in risk that could be achieved. The prioritisation is weighted towards activities that directly benefit our customers, ensuring that the program delivers real outcomes for the community.

To date, we have completed nine large improvement projects, with another 18 initiatives currently underway. These initiatives will deliver benefits for a wide range of services, including road and road-related infrastructure, food safety, vegetation

maintenance (mowing and garden maintenance), development approvals and contributions, customer service, capital works delivery, pools and beaches.

CAPABILITY BUILDING

In May 2019, the Business Improvement team launched a capability-building program designed to teach all staff problem-solving tools and techniques, which they then apply to a real business problem affecting them or their team. Each team is assigned a mentor from the Business Improvement team to provide training before guiding and assisting them as they work on their problem.

Our goal is to provide, over a 12-month period, business improvement training for close to 1200 staff, enabling them to work in small groups to resolve close to 300 issues.

Since the program commenced, more than 385 staff members have participated or are currently participating in more than 84 small projects. This puts us on track to achieve our goal in 12 months.

Awards won

2019 National Awards for Local Government

WINNER

Boosting Productivity through Infrastructure – Lake Macquarie Organics Resource Recovery Facility

2019 Local Government Professionals NSW Local Government Excellence Awards

WINNER

Excellence in People and Culture – Business Improvement Initiative

HIGHLY COMMENDED

Asset Management and Infrastructure Initiatives (projects over \$1.5 million) – Pasterfield Sports Complex

Asset Management and Infrastructure Initiatives (projects under \$1.5 million) – Belmont Baths

Australasian Management Challenge – 2nd place – The Lake Mac Black Swans

2018 Hunter Business Awards

WINNER

Love Water Love Business category – Rainwater harvesting system for truck wash bay

Waste and Resource Recovery Awards

WINNER

Most outstanding metropolitan local government

Australian Event Awards 2018

WINNER

Best Community Event – Living Smart Festival

2018 TripAdvisor Certificate of Excellence Awards

WINNER

Certificate of Excellence
- Belmont Lakeside Holiday Park
- Swansea Lakeside Holiday Park
- Wangi Point Holiday Park

2018 NSW Australasian Mobile Library and Outreach Services Network Awards

WINNER

Mobile Library Operators of the Year – The Rover

FINALISTS

Smart Cities Awards

Metropolitan City of the Year

2019 iTnews Benchmark Awards

Road maintenance app

Caravan and Camping Industry Association NSW 2018 Awards of Excellence

Best Holiday Park Mid North Coast (more than 100 sites) – Belmont Lakeside Holiday Park

MobileMuster Local Government Awards 2019

Top Collector

OUR PEOPLE

2019 Ministers' Awards for Women in Local Government

WINNER

General Manager/Senior Staff Member – Rural or Regional Council – Morven Cameron

HIGHLY COMMENDED

Women in Traineeships or Apprenticeships – Rural or Regional Council – Renee Keir

2019 Hunter Region Apprenticeship and Traineeship Awards

WINNER

Trainee of the Year in Certificate III in Local Government – Brooke Cooper

Trainee of the Year in Certificate III in Events – Jared Thompson

COMMUNITY ENGAGEMENT



ENGAGEMENT BY NUMBERS

50,000 

visits to Shape Lake Mac online engagement portal

3200 

active participants at Shape Lake Mac

11,000 

visits to our online interactive mapping tool Social Pinpoint

1000 

community members engaged at pop-ups and workshops

33 

key engagement projects active

Engagement strengthens the links between Council and the community, ensures we are aware of and responsive to community concerns, and improves the efficiency and effectiveness of our service delivery.

In 2018-2019, we asked our community to:

- tell us how they would like to use the community spaces presented in the draft design concepts for the new Windale multi-purpose centre
- collaborate with us on exploring options for the Adapting Swansea: Planning for future flood risks project
- continue to work with us as we consider how to proceed with infrastructure planning for the Wyee West paper subdivision
- collaborate with us on the Pelican and Blacksmiths: Planning for future flood and coastal risks project
- complete a survey to assist in the development of the Draft Charlestown Transport Management Plan
- provide feedback on the City's approach to events and festivals as part of the Draft Events and Festival Strategy 2019-2024. The Strategy was adopted by Council on 8 July 2019
- provide submissions on local projects to receive funding as part of the NSW Governments My Community Project
- provide ideas and suggestions on how to make the Toronto Foreshore a better place as part of the Creating a place for people in Toronto project
- share their innovative projects via an interactive online map as part of the draft Let's Imagine – Innovators Support Roadmap. The Roadmap was adopted by Council on 24 June 2019
- ensure we have responded to community priorities in our Revised Draft Delivery Program 2019-2022, Draft Operational Plan 2019-2020 and Draft Fees and Charges 2019-2020, by commenting on an interactive mapping tool and attending a number of Lake Mac Chats. The Plans were adopted by Council on 24 June 2019
- provide comment on whether they believed the draft Section 7.12 Contributions Plan was a fairer developer contributions levy. The Plan was adopted by Council on 11 June 2019
- tell us their preference in relation to the type of fencing they would like to see at Bennett Park, Valentine



- tell us the type of skate parks they would like to see at Croudace Bay, Morisset and Windale
- provide feedback on the draft Aboriginal Community Plan – Bayikulinan. The Plan was adopted on 30 April 2019 following conclusion of the consultation period
- provide their ideas and suggestions on how we can create a more vibrant night-time economy. The Plan was adopted by Council on 11 June 2019
- tell us their view on the possible relocation of a bus stop on Ocean Street, Dudley
- review and comment on the Draft Lake Mac Libraries Strategic Plan 2019-2024. The Strategy was adopted by Council on 29 April 2019
- share ideas to inform development of the draft Lake Mac Housing Strategy
- comment on the draft design concept for Martinsville Oval
- review and provide comment on the themes and targets for the Draft Environmental Sustainability Action Plan
- assist us in understanding the historical significance of Rathmines Park by reviewing and commenting on the draft Conservation Management Plan
- share their views on traffic management proposals for Hall Street, Brightwaters
- assist in development of the draft West Wallsend Heritage Master Plan
- review and provide comment on proposed infrastructure projects for the Draft Mount Hutton Precinct Area Plan
- provide comment to assist in finalising the design for the replacement Wangi Wangi jetty



- share their views on the draft Code of Meeting Practice to further streamline the way meetings are conducted. Council adopted the Code on 27 May 2019
- continue to work with us as we consider how to proceed with infrastructure planning for the Buttaba Hills South Paper Subdivision
- provide feedback on the draft Dogs in Public Open Space Procedure to help cater for the City's growing canine population
- ask questions about the proposal for Newcastle Basketball Association to potentially relocate their indoor sports facility to a vacant parcel of Council-owned land in Hillsborough
- provide feedback on the Upper Cockle Creek Flood Study and the Floodplain Risk Management Study and Plan Final Draft reports. The reports were prepared for consideration by Council on Monday 22 July 2019
- complete a survey to inform Council about how effectively the changes to the 3-bin waste service were implemented and the extent to which people have adapted to the changed service
- provide feedback on the draft Development Control Guidelines for Waste Management and proposed related changes to the Lake Macquarie Development Control Plan 2014. The Guidelines and amendments were adopted by Council on Monday 24 June 2019
- tell us if we are on the right track with our vision for the future of the City, the Imagine Lake Mac Strategy. Council adopted the Strategy on Tuesday 11 June 2019.

PUBLIC ACCESS TO INFORMATION

The main purpose of the Government Information (Public Access) Act 2009 (GIPA Act) is to provide the public with access to as much relevant information held by local government agencies as possible, in the circumstances of each request. The benefit of this legislation is to provide more open, accountable and transparent government. Council provides information to the community in three key ways:

- open access to information that is readily available
- access to information that can be disclosed to the public by informal release, for example where no third party personal information is involved
- access to information that requires a formal access application, for example where consultation with a third party is required.

OPEN ACCESS TO INFORMATION

Council releases a wide variety of information for open access through its website, including policies, planning documents, development application information, Council business papers and Council meeting minutes.

PROACTIVE RELEASE OF INFORMATION

Council is committed to the proactive release of information on its website and through social media.

This year, Council used social media platforms Facebook, Twitter, Instagram, LinkedIn and YouTube to distribute information to the community.

Each year, Council conducts a review, as required under Section 7 of the GIPA Act, to identify further information it will proactively release through its website, social media and other publications.

In addition, Council continuously reviews the content available on its website to ensure it is transparent, accurate and informative.

Council's program for proactive release of information involves reviewing formal and informal access applications received to determine the kinds of information the community is seeking.

Customer Service Centre staff are consulted about the types of requests they receive through telephone calls and the service counter. Council has determined that the types of new enquiries received generally relate to a program or initiative that Council is undertaking at that time.

In 2018-2019, Council released 68 open data sets to the Federal Government's open data portal data.gov.au, which makes the data available to everyone and provides a one-stop shop for app developers and researchers. Investigating open data and making more data available to the community is an action in Council's Lake Mac Smart City, Smart Council – Digital Economy Strategy 2016-2020.

FORMAL PUBLIC ACCESS REQUESTS

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

NUMBER OF ACCESS TO INFORMATION REQUESTS RECEIVED:

Council received 72 formal access applications (including withdrawn applications, but not invalid applications).

NUMBER OF ACCESS TO INFORMATION REQUESTS DECLARED INVALID:

Nil.

TIMELINESS OF (VALID) APPLICATIONS:

Council made decisions on 64 applications within the statutory timeframe (20 days plus any extensions).

*This figure may include applications received in the previous reporting year, but processed in the statutory timeframe

One application was not decided within the statutory timeframe, which resulted in deemed refusal.

NUMBER OF APPLICATIONS IN WHICH ACCESS TO INFORMATION WAS REFUSED EITHER WHOLLY OR PARTLY:

Council partly refused seven applications, and one was wholly refused.

REASONS INFORMATION WAS NOT DISCLOSED:

See table opposite.

NUMBER OF APPLICATIONS REVIEWED: Three

| Reasons against disclosure (public interest considerations) | Number received |
|---|-----------------|
| Overriding secrecy laws | 1 |
| Legal professional privilege | 7 |

| Reasons against disclosure (Other public interest considerations) | Number received |
|---|-----------------|
| Responsible and effective government | 14 |
| Law enforcement and security | 1 |
| Individual rights, judicial processes and natural justice | 25 |
| Business interests of agencies and other persons | 1 |
| TOTAL | 41 |

| Outcome of applications received | Number received |
|---|-----------------|
| Access granted in full | |
| Media | 1 |
| Members of Parliament | 1 |
| Private sector business | 4 |
| Not for profit organisations or community groups | 3 |
| Members of the public (application by legal representative) | 10 |
| Members of the public (other) | 26 |
| Access granted in part | |
| Media | 1 |
| Members of the public (application by legal representative) | 1 |
| Members of the public (other) | 23 |
| Access refused in full | |
| Not for profit organisations or community groups | 1 |
| Members of the public (other) | 1 |
| Information already available | |
| Private sector business | 1 |
| Members of the public (application by legal representative) | 3 |
| Refuse to deal with application | |
| Members of the public (application by legal representative) | 1 |
| Application withdrawn | |
| Private sector business | 1 |
| Members of public (other) | 5 |
| TOTAL | 85* |

* Some applications had multiple outcomes, so the total figure is larger than the number of actual requests received.

COMPANION ANIMALS

Our Rangers are responsible for enforcing companion animal laws, as well as educating the community about responsible pet ownership.

Council spent \$1,638,148 on companion animal activities and received \$500,407 in companion animal revenue in 2018-2019.

IMPOUNDED ANIMALS

Council Rangers impounded 965 stray pets during the year. Rangers were able to return 419 pets to their owners and transported the remaining 546 pets to the RSPCA.

If a Ranger collects an animal, it is checked for identification and returned to the owner as the first option. If the owner cannot be identified, a Ranger will take the animal to the RSPCA pound at Rutherford, where it is held pending being claimed by the owner. If the animal is not claimed, Council's pound agent, the RSPCA, will assess the animal for its suitability for re-homing.

DOG ATTACKS

Over the past year, Council Rangers received 253 reports of alleged dog attacks. Of these attacks, 243 were considered to be minor attacks, 10 were serious attacks (down from 30 in the previous year).

PROMOTING DESEXING

Rangers promote the importance of desexing dogs and cats. Council participates in National Desexing Month

each July and Rangers promote the importance of desexing pets through media and communication campaigns. Our Rangers also work with Hunter Animal Watch, a charity offering financial assistance to people on low incomes in the Hunter Region to desex their animals.

RESPONSIBLE PET OWNERSHIP EDUCATION

Council Rangers continue to deliver education programs, media campaigns and free microchipping days to increase responsible dog and cat ownership. Through these programs, Council emphasises the importance of microchipping, as it can increase the chance of owners being reunited with their pet.

Information online at lakemac.com.au also educates people about their responsibilities as pet owners in Lake Macquarie City.

By improving registration rates and delivering targeted education, Council aims to increase the number of pets returned to their owners and reduce the number of animals taken to the RSPCA.

ALTERNATIVES TO EUTHANASIA FOR UNCLAIMED ANIMALS

The RSPCA has established relationships with various companion animal welfare groups to increase the number of animals being re-homed in the community.

OFF-LEASH AREAS FOR DOGS

Council provides off-leash areas for dogs at:

- Barnsley
- Belmont North
- Blackalls Park
- Blacksmiths
- Bolton Point
- Bonnells Bay
- Booragul
- Buttaba
- Cardiff
- Caves Beach
- Charlestown
- Coal Point
- Croudace Bay
- Dora Creek
- Gateshead
- Marks Point
- Morisset
- Rathmines
- Redhead
- Redhead Beach
- Speers Point
- Swansea
- Toronto
- Valentine
- West Wallsend
- Windale
- Wyee

For details of off-leash areas, visit lakemac.com.au.



419

**PETS RETURNED
TO THEIR OWNERS**



27

**DOG OFF-LEASH
EXERCISE AREAS**



SUPPORT AND PARTNERSHIPS



CONTRIBUTIONS AND DONATIONS

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

ANNUAL DONATIONS PROGRAM

| APPLICANT | FUNDING APPROVED |
|---|------------------|
| Resident of Edgeworth | \$150 (in-kind) |
| Lake Macquarie Live Steam and Locomotive Society | \$2000 |
| Newcastle Parkinson's Support Group | \$2000 |
| Westlakes Aboriginal Elders | \$2000 |
| Vivid Life Church Inc. (Pete's Community Kitchen) | \$1000 |
| Trees in Newcastle Inc. | \$372 |
| Mums' Cottage | \$1559 |
| Balar Malar Tamil School Newcastle | \$2000 |
| Macquarie Shores Swimming Club | \$400 |
| Toronto Bridge Club | \$500 |
| Multiple Sclerosis Limited | \$855 |
| 1st Belmont North Sea Scouts | \$464 (in-kind) |
| Redhead Community Library | \$1000 |
| Coon Island Management Board | \$1500 |
| Sugarloaf and Districts Action Group Inc. – Wallsend Cemetery Sub-Committee | \$1000 |
| Total | \$16,800 |

OTHER DONATIONS AND FINANCIAL ASSISTANCE

| APPLICANT | FUNDING APPROVED |
|--|------------------|
| Rotary Club of Toronto Sunrise | \$252 |
| Dobell House Memorial Committee Inc. | \$150 (in-kind) |
| Lake Macquarie Zebra Finch Society | \$1000 |
| 1st Byattunga Scout Group | \$995 |
| Volunteer Marine Rescue – Lake Macquarie unit | \$1847 |
| Resident of Whitebridge | \$150 (in-kind) |
| Lions District 201N3 | \$2000 |
| Wyee Rural Fire Brigade | \$2000 |
| Rotary Club of Toronto Sunrise | \$370 |
| Rathmines Memorial Bowling Club | \$2000 |
| Camp Quality | \$2000 |
| Hunter Life Education | \$2000 |
| Novocastrian Swim Club | \$1000 |
| Water delivery to drought-affected farms in the Upper Hunter | \$30,000 |
| Total | \$45,764 |

RENT SUBSIDIES

| GROUPING | SUBSIDY |
|--|-----------------------|
| Clubs, non-profit organisations and community groups | \$1,972,271.42 |
| Child care centres | \$1,067,157.65 |
| TOTAL | \$3,039,429.07 |

LOCAL HERITAGE PLACES FUND

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

| HERITAGE ITEM ADDRESS | PROJECT DESCRIPTION | LOCAL HERITAGE FUNDING |
|--------------------------------------|---|------------------------|
| 10 Anzac Parade, Teralba | External weatherboard replacement and repair, and external painting | \$2260 |
| 279 Main Road, Cardiff | External weatherboard and window ledge replacement, repair and painting | \$1000 |
| 7 Hyndes Street, West Wallsend | Reinstatement of original features including latticework, gable and striped veranda roof | \$2750 |
| 12 Clarke Street, Catherine Hill Bay | External painting | \$2200 |
| 50 Flowers Drive, Catherine Hill Bay | Restoration of front facade including relocation of power box, replacement of aluminum windows and weatherboard | \$4575 |
| TOTAL * | | \$12,785 |

*Council contribution before OEH grant reimbursement

SPONSORSHIP

The goal of the sponsorship program is to enhance the opportunities for residents and visitors to participate in major community, cultural and sporting activities across the City. The main objectives of the program are to:

- increase visitation to Lake Macquarie City
- increase economic development in the City
- raise the profile of Lake Macquarie City.

Sponsorship applications are accepted twice a year and are assessed by the Sponsorship Committee against weighted selection criteria and the recommendations are presented at a Council meeting for approval.

| ORGANISATION | EVENT | AMOUNT |
|---|--|------------------|
| Athletics NSW | Hunter Track Classic and Country Championships | \$10,000 |
| Cardiff Squash | Lake Macquarie Squash Open | \$2000 |
| GG Management Pty Ltd | Lake Macquarie Running Festival | \$10,000 |
| Hunter Academy of Sport | Academy Games | \$6000 |
| Hunter Research Foundation | Hunter Research Foundation | \$3000 |
| Hunter School Sports Association | NSWPSSA 11/s Rugby League State Championships | \$2600 |
| Jack Newton Junior Golf | NSW Junior Golf Championship | \$7500 |
| Morisset Lake Macquarie Agricultural Association | Morisset Lake Macquarie Show | \$10,000 |
| Rathmines Catalina Memorial Park Association Inc. | Rathmines Catalina Festival | \$10,000 |
| Screen Hunter | The Real Film Festival | \$6500 |
| Star Struck | Star Struck | \$1000 |
| Surfest | Lake Mac City Pro Junior | \$20,000 |
| USM Events Pty Ltd | Port to Port MTB | \$20,000 |
| TOTAL | | \$108,600 |

ENVIRONMENTAL RESEARCH GRANTS

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

Council, with assistance from sponsors, has provided more than 145 grants to support environmental management in Lake Macquarie City since 1987. Sponsors of the Lake Macquarie Environmental Grants for 2018-2019 included Delta Electricity, Origin Energy, and Hunter Water Corporation.

| APPLICANT | PROJECT TITLE | GRANT FUNDS AWARDED (EXCLUDING GST) |
|-------------------|---|--|
| Mrs Loren Fardell | Preserving biodiversity in urban landscapes against cat, fox and human activities | \$7500 |
| Dr Troy Gaston | Aquatic recreational structures as ecologically important habitats | \$7200 |
| Mingxi Zhang | Community vulnerability to extreme heatwaves in the Lake Macquarie area | \$3150 |
| Mr Grant Webster | The ecology of the newly described and endangered frog, <i>Uperoleia mahonyi</i> | \$8000 |
| TOTAL | | \$25,850 |

ENVIRONMENTAL SUSTAINABILITY GRANTS

Through the Environmental Sustainability Grants program, Council supports residents who want to work together to make our City more environmentally sustainable and reduce our impact on the local and global environment. In 2018-2019, Council awarded \$43,758 (excluding GST) in grant funding to 18 community and school groups.

| APPLICANT | PROJECT TITLE | GRANT FUNDS AWARDED (EXCLUDING GST) |
|---|---|--|
| Round 1 | | |
| Coal Point Public School Parents and Citizens Association | Native Pollinators Garden Sanctuaries | \$3000 |
| Hunter Wildlife Rescue – Native Animal Trust | Anybody Home? Nesting boxes for wildlife | \$2500 |
| International Erosion Control Association | Get Flocced workshop and demonstration | \$2500 |
| St Mary's Catholic College | St Mary's Green Cafe and Cafeteria | \$3000 |
| Terra Australis Cultural Endeavours | Newcastle Waldorf School bush food and bush craft gardens | \$2099 |
| Round 2 | | |
| Avondale School | Sustainable gardening – Garden to Plate project | \$1659 |
| Biddabah Public School | Sustainability garden | \$3000 |
| Cardiff Area Sustainable Neighbourhood Group | Cardiff Pollinator Plan | \$3000 |
| Cardiff Community Preschool | SkyTubes | \$3000 |
| Cooranbong Valley Community Preschool | Water tank | \$2244 |
| Fern Creek Gully Landcare | Ecosystem enhancement of Fern Creek Gully | \$2822 |
| Greater Charlestown Sustainable Neighbourhood Group | Revival of community garden at Charlestown Pool | \$1326 |
| PCYC Morisset | Garden and school holiday project | \$3000 |
| Permaculture Hunter | Lakeside School Permaculture Garden | \$2980 |
| Peter Pan Preschool | Education Environmental Eating | \$1243 |
| Seaside Scavenge | Seaside Scavenge | \$3000 |
| Swansea Community Cottage | Water tanks for community garden | \$1207 |
| Toronto Campus Parents and Friends Association | Market gardens in schools | \$2178 |
| TOTAL | | \$43,758 |

COMMUNITY EVENT FUNDING PROGRAM

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

Funding is provided in three categories:

- seed funding of up to \$5000 to help new community events get up and running
- growth funding of up to \$5000 to improve existing events.
- Lake Macquarie Games funding of up to \$4000 is also available to sporting and recreation clubs for events and activities they host under the banner of the Lake Macquarie Games.

SEED AND GROWTH FUNDING

| EVENT | FUNDING APPROVED |
|---|------------------|
| Allambi Care – Cinema in the Park Series | \$5000 |
| Art Lovers Movement – Annual Art Exhibition | \$1100 |
| Australian Fife Club of NSW – Caged bird exhibition | \$612 |
| Belmont RSL Sub-branch – ANZAC Day parade | \$5000 |
| Boolaroo Speers Point RSL Sub-branch – ANZAC Day service | \$3000 |
| Cardiff RSL Sub-branch – ANZAC Day service | \$3113.21 |
| Catherine Hill Bay Bowling and Community Club – Farewell to Catho Bowlo event | \$4809 |
| Caves Beach SLSC – NSW Inflatable Rescue Boat competition | \$3898 |
| Community Activities Lake Macquarie – Cardifference Community Festival | \$4540 |
| Community Activities Lake Macquarie – National Families Week Picnic | \$365 |
| Delta Society Australia – We All Need a Little Therapy Dog Walk | \$1170 |
| Dementia Australia – Hunter Memory Walk and Jog | \$1320 |
| Dudley War Memorial Land Manager – ANZAC Day service | \$1125 |
| Eastlake Youth Centre – Charlestown Skate Park engagement | \$4600 |
| Eastlake Youth Centre – skate park program | \$3000 |
| Eleebana Lions Club – Super Boat racing community event | \$1526 |
| Gateway Church Hunter – Swansea Carols | \$4230 |
| Huntingtons NSW and ACT – Walk 4 Hope | \$1630 |
| Lake Macquarie Business – Lake Mac Big Weekend business site | \$2210 |
| Lake Macquarie Garden Club – Open Gardens and Art Trail | \$3384.19 |
| Lake Macquarie Music Society – community arts program | \$3400 |
| Lake Macquarie Music Society – Festival of the Choirs | \$448 |
| Lake Macquarie Music Society – Lake Macquarie Eisteddfod | \$4529.30 |
| Lake Macquarie Music Society – Lake Macquarie Philharmonic Orchestra | \$3750 |
| Lake Macquarie Open Studios Tour | \$5000 |
| Lions Club of Valentine – ANZAC Day service | \$1830 |
| Marmong Point Saling Club – Superboat supporting event | \$1520 |
| New Vine Lakes Baptist Church – Carols by the Lake | \$2970 |
| Newcastle Restored Vehicle Club – Lake Mac Big Weekend supporting event | \$2280 |

| EVENT | FUNDING APPROVED |
|---|---------------------|
| Northern NSW School Football – Bill Turner Cup finals | \$2000 |
| NSW Police Legacy – Do the 5 for Police Legacy event | \$3470 |
| Opera Hunter – Pirates of Penzance | \$10000 |
| Orchestra Nova – Annual Children’s Concert | \$955 |
| Rotary Club of Warners Bay – ‘Say No to Domestic Violence’ family fun day | \$3836 |
| Rotary Club of Warners Bay – Community Youth Forum | \$960 |
| Rotary Club of Warners Bay – Loop the Lake | \$5000 |
| Royal Motor Yacht Club Toronto – Lakefest 2019 | \$3250 |
| South Lake Macquarie RSL Sub-branch – ANZAC Day service | \$2100 |
| Sugarvalley Neighbourhood Advancement Group – ANZAC Day service | \$1131 |
| Swansea RSL Sub-branch – ANZAC Day parade | \$1350 |
| Sydney Jet Sports Boating Assoc. – 2018 NSW PWC Race Series | \$1490 |
| The Canopy – Cameron Park Twilight Festival | \$3122.50 |
| The Lakes Outrigger Canoe Club – NSW titles | \$2710 |
| Toronto Lions Club – Carols by the Lake | \$1815 |
| Toronto Lions Club – Float your Boat activation event | \$3250 |
| Toronto Men’s Shed – Blast from the Past Festival | \$1065 |
| Toronto RSL Sub-branch – ANZAC Day parade | \$2100 |
| Valentine Residents Association – Carols in the Park | \$565 |
| Wangi Lions Club – Dobell Festival of Arts and Crafts | \$3000 |
| Wangi Wangi Lions Club – Carols on Dobell | \$1719 |
| Wangi Wangi RSL Sub-branch – ANZAC Day service | \$3000 |
| Warners Bay Chamber of Commerce – Float your Boat activation event | \$5000 |
| Warners Bay Chamber of Commerce – Music in the Podium | \$10000 |
| Warners Bay Chamber of commerce – Super Boat Markets | \$4300 |
| Warners Bay Chamber of Commerce – Warners Bay Jet and Jive | \$1300 |
| TOTAL | \$159,848.20 |

LAKE MACQUARIE GAMES

| EVENT | ORGANISATION | FUNDING APPROVED |
|---------------------------------|------------------------------------|--------------------|
| Golf and ricochet croquet | Toronto Croquet Club | \$762.50 |
| Lake Macquarie City Games event | West Wallsend Indoor Swimming Club | \$1450 |
| Lake Macquarie Games Archery | Westlakes Archers | \$210 |
| Lake Macquarie Rogaine | NSW Rogaining Association | \$2750 |
| Norm Johnson Carangal Shield | Macquarie Hunter Athletics | \$2875 |
| Surf lifesaving carnival | Swansea-Belmont SLSC | \$2250 |
| TOTAL | | \$10,297.50 |

NAIDOC WEEK FUNDING

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

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

| ORGANISATION | FUNDING APPROVED |
|--|--------------------|
| Bahtabah Local Aboriginal Land Council | \$2500 |
| NAIDOC Westlakes Inc. | \$2500 |
| Belmont High School | \$300 |
| Cardiff High School | \$300 |
| Care Activities Inc./Cardiff OOSH | \$692.50 |
| Centre for Hope | \$700 |
| Edgeworth Public School | \$750 |
| Fassifern Public School | \$750 |
| Glendale East Public School | \$500 |
| Lake Macquarie High School | \$750 |
| Redhead Public School | \$750 |
| St Kevin's Primary School | \$750 |
| Sugarvalley Neighbourhood Centre | \$700 |
| Toronto High School | \$300 |
| Warners Bay Early Learning and Care Centre | \$750 |
| Whitebridge High School | \$750 |
| Windale Public School | \$300 |
| TOTAL | \$14,042.50 |

YOUTH WEEK GRANTS

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

| ORGANISATION | EVENT | FUNDING APPROVED |
|-------------------------------------|---|------------------|
| Belmont Neighbourhood Centre | Wellbeing expo | \$1000 |
| Cardiff RSL | Cardiff RSL expo | \$873 |
| Community Activities Lake Macquarie | Cardifference youth event | \$1000 |
| Eastlake Youth Centre | Skate, scooter and bike competition at the ChiP Bowl, Charlestown | \$1000 |
| Northlakes Youth Services | Pasta Bake Youth Festival | \$1000 |
| Southlake Community Services | Fund 25 participants in Raw Challenge course at Doyalson | \$919 |
| Sugarvalley Neighbourhood Centre | Create art – youth art project | \$988.47 |
| TOTAL | | \$6780.47 |

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|---|---|--|
| Backyard and Beyond (including Explore Our Great Outdoors) | Geographical Survey of NSW, Hunter Bird Observers Club, Industry NSW, Marine Rescue Lake Macquarie, Newcastle Disc Golf, Royal Motor Yacht Club Toronto | Council partners with a range of stakeholders to raise residents' awareness of the importance of our natural environment. The program encourages residents to connect with natural areas, modify their behaviours, and actively participate in citizen science and community programs. |
| Backyard Habitat for Wildlife | Hunter Indigenous Plants, Morisset Nursery, Newcastle Wildflower Nursery, Poppy's Garden Centre, Riverdene Nurseries | Participating nurseries offer native plants at discounted rate to Backyard Habitat for Wildlife program members. |
| Be Ready, Be Safe | Red Cross, State Emergency Services | Council partners with stakeholders to raise residents' awareness of the importance of being prepared for, and able to respond to, natural disasters. The program encourages residents to build resilience and networks so they are better able to respond in the event of a natural disaster. |
| Bicycle Super Counts | Bicycle Network | Council partners with Bicycle Network to promote and help facilitate volunteers for Super Tuesday and Super Sunday bike counts as a tool for monitoring changes in bike use in Lake Macquarie. |
| Chemical CleanOut | NSW Environment Protection Authority (NSW EPA), Belmont TAFE, Cleanaway | Residents are encouraged to drop off their household chemical waste on two designated Saturdays each year. This year, Council partnered with Belmont TAFE for one drop-off location in addition to hosting a second event at Rathmines Park. |
| Clean Up Australia Day | Lions Clubs, Wetlands State Park Trust, Sustainable Neighbourhood groups, Landcare groups, environmental groups, bushwalking clubs, diving groups, youth groups, church groups, local schools and businesses, Keep Australia Beautiful NSW. | Council participates in Clean Up Australia Day and works with communities to clean up and conserve our environment. |
| ClubGrants | All clubs in Lake Macquarie that meet the criteria for the ClubGrants funding program | Council is part of the ClubGrants committee that assesses and ranks the applicants. |
| Community development activities | Various community organisations, government departments and agencies | Council's Community Partnerships department works with a range of community and government stakeholders to deliver policies and programs for the social services in our City. This includes crime prevention and service programs for young people, Aboriginal people, people with disability, older people, children and families, and people from culturally and linguistically diverse backgrounds. |
| Community facilities | Various community groups | Community facilities managed by community groups on Council's behalf (under delegated authority), provide a broad range of services and activities in line with the City Vision and Values. These include services, activities and events for young people, Aboriginal people, people with disability, older people, children and families, and people from culturally and linguistically diverse backgrounds. |
| Community Recycling Centre | NSW EPA, Cleanaway | Household problem wastes are collected for free and processed by Cleanaway (including light globes, batteries, paints, oils, gas cylinders, fire extinguishers, smoke alarms and polystyrene). |

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|---|---|---|
| Community renewable energy | Pingala, Allambi Care | Council has partnered with Pingala (a not-for-profit community energy group) to promote the uptake of community renewable energy projects including Allambi Care as a host site. |
| Creating a Greater Community Place Group | GPT Charlestown, NSW Police Force, Eastlake Youth Centre, The Place: Charlestown Community Centre, Mission Australia – Youth on Track | This collaborative stakeholder group works to address instances of anti-social behaviour or vandalism and increase legitimate use of public places and space in the Charlestown central business and recreational area. |
| Dantia | The Lake Macquarie Economic Development Company Ltd | Dantia works with business, government, the community and partners to advance the sustainable economic prosperity of Lake Macquarie City. |
| Lake Macquarie Domestic Violence Committee | Staying Home Leaving Violence project, NSW Police, NSW Department of Family and Community Services, Nova Women's Accommodation and Support Service, Southlakes Refuge, Domestic Violence Court Advocacy Service, Toronto Youth Service, Department of Human Services, Community Corrections | A partnership to raise awareness in the community about domestic and family violence. Council works in partnership with this committee to deliver events such as the White Ribbon morning tea and the Reclaim the Night march. |
| Eco Angel program | Tangaroa Blue, Landcare groups, Sustainable Neighbourhood groups, schools, Belmont Wetlands State Park Trust, Caterpillar Mining, Lake Macquarie Greens and Toronto Swim Centre | Local groups and businesses participate in the program and encourage residents to take pride in their place. Tangaroa Blue coordinate the Australian Marine Debris Database, in which data collected from Eco Angel activities is stored and available for public access. |
| Environmental upgrade agreements | Office of Environment and Heritage, Clean Energy Finance Corporation | A service provided by Council to help commercial building owners enhance the environmental performance and operational costs of their buildings. OEH provides ongoing coordination support to a group of councils providing the innovative finance product. |
| Electronic waste e-waste collection (part of the bulk waste collection) | Hunter Resource Recovery (HRR) Matthews Metal Management | Council provides a permanent e-waste drop-off location at the Awaba Waste Management Facility Community Recycling Centre (CRC) and contracts HRR and Mathews Metal Management to recycle the e-waste collected both at the CRC and through the community kerbside bulk waste collection. |
| Graffiti Hotspot program | Juvenile Justice NSW, Corrective Services NSW | This program involves engaging offenders to remove graffiti from private property, commercial premises and other locations around the City that are not Council's responsibility to maintain. |
| Harmony Day and Refugee Week | Various community organisations, government departments and agencies | A partnership to raise community awareness and deliver events to celebrate Harmony Day and Refugee Week. |
| Hunter Academy of Sport | International Children's Games | Council selects and manages sporting teams representing Lake Macquarie City at the International Children's Games |
| Hunter Electric Vehicle Festival | School of Environmental and Life Sciences, University of Newcastle | Partner with School of Environmental and Life Sciences to sponsor the Hunter Valley Electric Vehicle Festival. |
| Hunter Homelessness Connect Day | Hunter Homeless Connect Committee, various community organisations, government departments and agencies, and private businesses | An annual event that links people to vital services such as accommodation and housing providers, health and wellbeing, legal and financial assistance, employment, study, and general support to people who are experiencing homelessness, doing it tough and/or are at risk of homelessness. |

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|---|--|--|
| Hunter Joint Organisation | Cessnock City Council, Dungog Shire Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council | <p>The Hunter Joint Organisation group is the hub for local government collaboration, which strengthens our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For more than 60 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.</p> <p>There are four key entities operating as part of the current enterprise offering. Lake Macquarie City Council has representation on each entity's Board, These four key entities are:</p> <ul style="list-style-type: none"> • Hunter Joint Organisation This is a statutory body established in 2018 under the Local Government Act 1993, to identify advocate for and collaborate on regional strategic priorities for the Hunter. • Strategic Services Australia Limited and its wholly-owned subsidiary Hunter Councils Legal Services Limited <p>These are companies limited by guarantee under the Corporations Act 2001 and have been established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through five divisions:</p> <ul style="list-style-type: none"> • Local Government Training Institute • Local Government Legal • Regional Procurement • Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land) • Environment Division (which delivers a regional environmental management program on behalf of both member councils from the Hunter region and Central Coast Council). • Hunter Councils Incorporated This is an incorporated association under the Associations Incorporation Act 2009 that holds property assets for the Hunter Joint Organisation group. |
| Hunter Multicultural Expo | Northern Settlement Services, Department of Human Services, Multicultural Neighbourhood Centre, TAFE and various community organisations | A partnership to deliver an expo promoting services to the region's multicultural community. |
| Hunter Region Sports Centre | Hunter Region Sports Centre | The Hunter Region Sports Centre is owned by Council but controlled by a community-based committee involving Council representatives, representatives of regional state athletics and gymnastics bodies, as well as a number of community representatives. |
| Hunter-Central Coast Regional Illegal Dumping (RID) Squad | Dungog, Upper Hunter, Muswellbrook, Singleton, Maitland, Newcastle, Central Coast, Cessnock and Lake Macquarie councils, NSW EPA, NSW National Parks and Wildlife Service (NSW NPWS), Hunter Central Coast Development Corporation (HCCDC) | Council entered into a partnership agreement in June 2014 to commence planning and operation of a regional illegal dumping squad. The RID Squad is a partnership between nine local councils and NSW EPA. The squad is hosted by Lake Macquarie City Council and provides RID investigators at Lake Macquarie, Cessnock, Central Coast and Maitland to tackle illegal dumping across the region. The RID Squad has completed joint on-ground operations with NSW EPA, NSW NPWS and HCCDC in the past financial year. |

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|--|--|--|
| IncludingYOU tent | Partnered by Ability Links, auspiced by Vinnies and Alpha Care | This tent provides a space for people with disability to retreat and hire resources and equipment at large Council events. |
| International River Foundation Alumni Network | International River Foundation, other river and waterway restoration organisations that have been recognised for their achievements through International Riverprize | Council staff participate in the International River Foundation Alumni Network Steering Committee to aid in the establishment of the alumni network as a peak international network for waterway restoration practitioners. |
| Investigation of climate change impacts | Office of Environment and Heritage | Council and OEH are conducting joint investigations to quantify the impacts of tidal anomalies and flooding on infrastructure, dwellings and commercial centres in low-lying areas. |
| Lake Macquarie Dune Ecosystem Enhancement Program | Hunter Water Corporation, Belmont Golf Club, Belmont Wetlands State Park Trust, OEH | Council partners with other coastal land owners to undertake dune rehabilitation between Redhead and Blacksmiths. |
| Lake Macquarie Youth Advisory Council | Community Activities Lake Macquarie | A partnership to resource and support the ongoing operations of Lake Macquarie Youth Advisory Council. |
| Living Smart Festival | Hunter Resource Recovery, Lake Macquarie Farmers Market, Bunnings Warehouse, Newcastle Herald, The Good Guys Warners Bay, Upcycle Newcastle, Metro Cycles | A two-day community event in Speers Point Park supported by a number of project sponsors to engage the community on ways to integrate sustainability into everyday living. |
| Me2 Program | Various community organisations, private businesses, government departments and agencies to deliver sessions | This is a free program of activities for people with disability. Sessions include an active inclusion sports day, art classes, exercise and horticultural therapy. |
| NAIDOC Week | Various community organisations, schools, government departments and agencies | A partnership to deliver events to celebrate NAIDOC Week, as well as providing funding to community organisations and schools to undertake activities. |
| National Youth Week | Various community organisations and educational institutions | Council provided funding and worked with various community organisations to deliver events and activities to celebrate National Youth Week. |
| Northlake Collaborative Project | CALM, NSW Police Force, Allambi Care, Northlake Youth Service, Department of Education, Employment Service Providers, Department of Juvenile Justice | Collaborative stakeholder group providing advice and guidance for the delivery of crime prevention programs to reduce the participation of young people in crime and truancy across the Northlake Region (Warners Bay to West Wallsend). |
| Over 55s Program | Various community organisations, private businesses, government departments and agencies to deliver sessions | This is a free program for residents aged 55 years and over, which focuses on health, safety and wellbeing. Sessions included an introduction to yoga, workshops on memory, history tours, tai chi, hearing screenings, and lessons on using e-books, tablets and smartphones. |
| Paint the Lake REaD | Narunbah, Early Links, Milabah Southlake Neighbourhood Centre, Family Insight, Newcastle Men's Shed | Supporting and encouraging the whole community to read, talk, rhyme and sing with children from birth so that they are more prepared for literacy and numeracy when they start school. |
| Regional Capacity Building Program for Contaminated Land | Hunter Joint Organisation | An advisory group for contaminated land management, and policy and procedure development for local government. |
| Residential Burglary and Fraud Prevention program | NSW Department of Justice, NSW Police Force | Community education campaign and targeted community engagement program to reduce crime activity identified in Council's Crime Prevention Strategy 2015-2018. |

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|--|--|--|
| Seniors Week | University of the Third Age, Sing Australia | A partnership to deliver a concert for older people to celebrate Seniors Week. |
| Stormwater Decision Support Tool | Hunter Water Corporation | Collaboration to develop a decision support framework to guide joint funding of alternative water source projects to reduce demand for potable water. |
| The Place: Charlestown Community Centre | GPT Group | The Place: Charlestown Community Centre is a positive investment in the community's future, particularly for Charlestown and surrounding areas. The management model for the facility is a governing Board comprising Council's CEO, Mayor, Councillors, GPT Group, as well as general community and youth representatives. The Board employs a Centre Manager responsible for delivering the Centre strategic plan. |
| Tunbilliko/Wungkun Nalabun Youth Exchange programs | NSW Police, Hunter TAFE, Belmont Rotary, NSW Department of Justice Crime Prevention Division, PCYC NSW, Minimbah Aboriginal Education Consultative Group | A program to enhance and strengthen relationships between the Aboriginal community and NSW Police. |
| Voluntary house-raising scheme | Office of Environment and Heritage | Council has accessed funding through OEH's Floodplain Management Program to encourage voluntary house-raising for residents who may be affected by future flooding. |
| Water recycling | Hunter Water Corporation | Collaboration with Hunter Water to identify opportunities for use of recycled water from water treatment plants in Council operations. |
| Water Sensitive Cities Inter-agency Working Group | Hunter Water Corporation and councils within its supply area | Collaborating on initiatives to establish a water sensitive region. |
| You're Kidding Me | Early Start Speech Pathology, ATUNE Health Centre, Family Chiropractic Centre Charlestown, Julie Logan Music, Bronni Page Yoga, LifeWise Centre | Offering families access to free workshops and clinics to support their child's development. |

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

Hunter Resource Recovery Pty Ltd

Hunter Resource Recovery Pty Ltd provides Council's kerbside recycling service and is jointly owned and operated by Lake Macquarie, Cessnock, Maitland and Singleton councils.

Hunter Resource Recovery manages the kerbside recycling collection services contract with Solo Resource Recovery, as well as services to allow residents to properly dispose of eWaste and other household items.

Hunter Integrated Resources Pty Ltd

Hunter Integrated Resources Pty Ltd, was established to administer the Hunter Region Waste Project on behalf of the member councils: Lake Macquarie, Cessnock, Maitland and Newcastle.

The Waste Project was terminated in 2009, however, the Hunter Integrated Resources company structure is being retained as a potential vehicle for other activities in the future.

Delegated authority to external bodies

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

through its membership of the Hunter Joint Organisation group. Strategic Services Australia Limited and Hunter Councils Legal Services Limited operate as part of Hunter Joint Organisation's current enterprise offering. Screen Hunter is a division of these companies which, under delegation from member councils, licences film production on council owned and controlled land. The

Environment Division delivers a regional environmental management program on behalf of member councils from the Hunter Region and Central Coast Council.

THE CARE, CONTROL AND MANAGEMENT OF COMMUNITY HALLS AND CENTRES

| FACILITY | EXTERNAL BODY |
|------------------------------|--|
| Holmesville Community Garden | Holmesville Community Garden Operating Committee |
| Holmesville Community Hall | Holmesville Community Hall Operating Committee |
| Rathmines Community Hall | Rathmines Community Hall Operating Committee |
| Redhead Community Library | Redhead Community Library Operating Committee |
| Ulinga Park Community Hall | Ulinga Youth Centre Inc. |
| Windale Community Hall | Windale Community Hall Operating Committee |
| Wyee Community Hall | Wyee Community Hall Operating Committee |

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES

| FACILITY | EXTERNAL BODY |
|--|--|
| Aitchison Reserve, Pelican | Belmont Swansea Junior Soccer Club Inc. |
| Auston Oval and Bernie Goodwin Reserve, Morisset | Morisset United Football Club Inc. |
| Awaba Oval | Awaba Oval Community Operating Committee |
| Balcomb Field, Dudley | Balcomb Field Community Operating Committee |
| Baxter Field, Marks Point | Baxter Field Community Operating Committee |
| Belmont North Netball Courts | Belmont North Netball Club Inc. |
| Belmont Ovals (Cahill, Miller, Barton and Lumsden Ovals) | Belmont Ovals Community Operating Committee |
| Bill Bower Oval, Glendale | Glendale Junior Rugby League Club Inc. |
| Blackalls Park (Finnan, Waterboard, Croft and Todd Street Ovals) | Blackalls Park Ovals Community Operating Committee |
| Blacksmiths Oval | Belmont Swansea United Football Club Inc. |
| Blacksmiths Tennis Courts | Blacksmiths Tennis Club Inc. |
| Bolton Point Tennis Courts | Bolton Point Tennis Club Inc. |
| Bonnells Bay Netball Courts | Morisset Netball Club Inc. |
| Cardiff Ovals (No 1, 2 and 3 Ovals) | Cardiff Ovals Community Operating Committee |
| Cardiff Park Tennis Courts | Cardiff Park Tennis Community Operating Committee |
| Caves Beach Netball Courts | Caves Beach Netball Inc. |

| FACILITY | EXTERNAL BODY |
|--|--|
| Caves Beach Tennis Courts | Caves Beach Tennis Club Inc. |
| Chapman Oval, Swansea | Swansea Football Club Inc. |
| Charlestown Oval | Charlestown Junior Football Club Inc. |
| Cooranbong Recreation and Equestrian Reserve | Cooranbong Recreation and Equestrian Reserve Community Operating Committee |
| Croudace Bay Sports Complex | Valentine Eleebana Netball Inc., Valentine Eleebana JRLFC Inc. and Valentine Eleebana Football Club Inc. |
| Dora Creek Ovals (Douglass Street Ovals) | Dora Creek Ovals Community Operating Committee Edgeworth Junior Football |
| Edgeworth Junior Football | Edgeworth Junior Soccer Club Inc. |
| Edgeworth Little Athletics | Edgeworth and District Little Athletics Centre Inc. |
| Edgeworth Netball | Sugar Valley Netball Club Inc. |
| Eleebana Oval | Valentine Eleebana Soccer Club Inc. |
| Evans Park, Cardiff | Cardiff Junior Football Club Inc. |
| Fassifern Oval | Westlakes Archers Inc. |
| Feighan Oval, Warners Bay | Feighan Oval Community Operating Committee |
| Blackalls Park Ovals (Finnan Oval, Water Board Oval and Blackalls Park Oval) | Blackalls Park Ovals Community Operating Committee |
| Fishburn Fields, Rathmines | Westlakes Wildcats Junior Football Club Inc. |
| Fred Wright, Harold Knight Ovals and Mick Middleton Field, Gateshead | Kahibah Football Club Inc. |
| Gateshead Ovals (Allen Davis and Ernie Calland Fields) | Gateshead Ovals Community Operating Committee |
| Gibson Field, Morisset | Southern Lakes Rugby Union Club Inc. |
| Gregory Park, West Wallsend (Les Wakeman Field) | Gregory Park Community Operating Committee |
| Hillsborough Oval | Warners Bay Football Club Inc. |
| Hillsborough Tennis Courts | Hillsborough Tennis Club Inc. |
| Holford Oval, Mount Hutton | Valentine Eleebana Football Club Inc. |
| Jack Stewart Netball Courts, Charlestown | Charlestown Netball Association Inc. |
| John Street Field, Warners Bay | Warners Bay Football Club Inc. |
| Johnston Park, West Wallsend | West Wallsend Senior Soccer Club Ltd |
| Kahibah Oval and Andy Bird Field, Kahibah | Kahibah Ovals Community Operating Committee |
| Keith Barry Oval, Toronto West | Macquarie Sub Junior Rugby League Club Inc. |
| Kevin Evans Oval, Holmesville | West Wallsend Senior Soccer Club Ltd |
| Kindyerra Reserve, Argenton (Jack Edwards Fields) | Argenton United Junior Soccer Club Inc. |
| Lake Macquarie City Petanque, Teralba | Lake Macquarie City Petanque Club Inc. |
| Lakelands Oval | Warners Bay Football Club Inc. |
| Lakelands Tennis Courts | Lakelands Tennis Club Inc. |
| Lance York Field, Garden Suburb | Garden Suburb Soccer Club Inc. |
| Lenaghan Oval, Belmont North | Belmont North Junior Rugby League Club Inc. |
| Liles Oval, Redhead | Liles Ovals Community Operating Committee |
| Lisle Carr Field, Whitebridge | Charlestown City Blues Football Club Inc. |

| FACILITY | EXTERNAL BODY |
|--|--|
| Lydon Field, Dudley | Dudley Redhead United Soccer Club Inc. |
| Macquarie Field, Speers Point | Lake Macquarie City Football Club Inc. |
| Marks Oval, Floraville | Belmont Football Club Ltd |
| Marks Oval Tennis Courts, Floraville | Marks Oval Tennis Community Operating Committee |
| Martinsville Oval | Martinsville Oval Community Operating Committee |
| Molly Smith Netball Courts, Belmont | Lakeside Netball Association Inc. |
| Mount Hutton Tennis Courts | Mount Hutton Tennis Club Inc. |
| Nancy Dwyer and Ken Booth Netball Courts, Cardiff | Cardiff Netball Club Inc. |
| Neegulbah Park, Macquarie Hills | Cardiff and District Little Athletics Centre Inc. |
| New Tredinnick Fields, Speers Point | Lake Macquarie Football Club Inc. |
| Parbury Park, Swansea | Parbury Park Community Operating Committee |
| Pasterfield Sports Complex, Cameron Park | Pasterfield Sports Complex Community Operating Committee |
| Peacock Field, Toronto Ovals | Toronto Ovals Community Operating Committee |
| Pendlebury Oval, Bolton Point | Lakers Baseball Club Inc. |
| Pickering Oval, Adamstown Heights | Pickering Oval Community Operating Committee |
| Rathmines Tennis Courts | Rathmines Tennis Club Inc. |
| Redhead Tennis Courts | Redhead Tennis Club Inc. |
| Ron Hill Oval, Toronto | Ron Hill Oval Community Operating Committee |
| St John Oval, Charlestown | St John Oval Community Operating Committee |
| Swansea Equestrian Ground | Swansea Horse and Riders Club Inc. |
| Swansea South Tennis Courts | Swansea South Tennis Club Inc. |
| Taylor Park, Barnsley | Taylor Park Community Operating Committee |
| Tulkaba Park, Teralba | Lake Macquarie Australian Football Club Inc. |
| Ulinga Park (Jack Neave Fields), Cardiff South | Ulinga Park (Playing Fields) Community Operating Committee |
| Ulinga Park (Netball), Cardiff South | Ulinga Netball Club Cardiff South Inc. |
| Ulinga Park (Tennis), Cardiff South | Lakelands Tennis Club Inc. |
| Walters Park, Speers Point | Lake Macquarie Rugby Club Inc. |
| Wangi Wangi Netball Courts | Westlakes District Netball Association Inc. |
| Wangi Wangi Oval | Wangi Oval Community Operating Committee |
| Warners Bay Netball Courts | Warners Bay Netball Inc. |
| West Wallsend Tennis Courts | West Wallsend Tennis Club Inc. |
| Windale Ovals (Hunter Barnett and Michael Bird Fields) | Windale Ovals Community Operating Committee |
| Windale Netball Courts | Atuka Netball Club Inc. |
| Windsor Park, Gateshead | Phoenix Charlestown Baseball Club Inc. |
| Woodrising Netball Courts | Bolton Point Fennell Bay Netball Club Inc. |
| Wye Community Tennis Courts | Wye Community Hall Community Operating Committee |

CONTROLLING INTERESTS AND SERVICE CHARGES

Controlling interest in companies

Council holds no controlling interests in companies.

Stormwater management charge

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

Coastal protection services charge

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

VOLUNTARY PLANNING AGREEMENTS

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

AGREEMENTS IN FORCE

Council is required to report annually on planning agreements that were in force during the year.

| DEVELOPER | DEVELOPMENT | AGREEMENT DETAILS | DATE MADE |
|--------------------------------|---|---|------------|
| North Lakes Pty Ltd | Rezoning of land at Northlakes Drive, Cameron Park - Residential land subdivision | The developer will transfer 102.44ha of land to Council for conservation purposes | 3/06/2008 |
| Johnson Property Group Ltd | Rezoning of land at North Cooranbong - Residential land subdivision | <p>The agreement prescribes a range of public benefits in the form of land dedication, capital works and cash contributions that include:</p> <ul style="list-style-type: none"> open space land – indicative value \$6.8 million recreation facilities – indicative value \$23.4 million community facilities land and capital works – indicative value \$6.9 million road works – indicative value \$14.4 million. <p>It also prescribes the dedication of 119.24ha of conservation land and payment of endowment fund monies of approximately \$1 million (plus indexation) relating to this environmental corridor.</p> <p>The developer will be required to:</p> <ul style="list-style-type: none"> prepare a rehabilitation and maintenance plan for the area provide a maintenance schedule for five years for the following facilities once completed: on-site neighbourhood park; on-site sports facility and dog exercise park; north and south local parks; town common neighbourhood park and sports facility area; and multi-purpose centre. | 26/11/2008 |
| Stannic Securities Pty Limited | Rezoning of land at Bonnells Bay | The agreement provides for Stannic Securities Pty Limited to dedicate the conservation land to Council at no cost. The developer will also prepare a Management Plan for the conservation land, to provide for the rehabilitation and maintenance of the land over a three-year period by the developer at its cost. | 03/03/2009 |

| DEVELOPER | DEVELOPMENT | AGREEMENT DETAILS | DATE MADE |
|--------------------------------|--|--|------------|
| Templar Charlestown Pty Ltd | Commercial and retail development at Charlestown | The developer is to pay Council \$455,482.45 (plus indexation) in lieu of providing some of the car parking spaces required as a result of the development on the development site. The developer is also required to pay approximately \$6832.24 (plus indexation) for administration costs. | 17/05/2010 |
| Hydrox Nominees Pty Ltd | Employment generating development at Windale | The agreement provides for the developer to: <ul style="list-style-type: none"> acquire and transfer to Council various unformed roads land (4.35ha) undertake maintenance works on the proposed environmental conservation land which includes the preparation of a vegetation management plan for a minimum of three years, or until the land reaches a stable state (as defined in the planning agreement) assist Council in the preparation of a plan of management for the offset site pay an endowment fund of \$429,000 (plus indexation) to Council to support the ongoing management of the biodiversity offset lands. Under the agreement, Council is required to reclassify the roads land (once it has been transferred to Council) from operational land to community land, to support its proposed end use as a biodiversity offset. | 21/01/2015 |
| Metromix Pty Limited | Quarry extension at Teralba | The developer is to pay a haulage contribution to Council for the renewal and repair of parts of Rhondda Road, Wakefield Road, Northville Drive, Railway Street, William Street, Short Street, York Street and Toronto Road, Teralba. The haulage contribution paid to Council is at a rate of \$0.066 (plus indexation) per tonne per kilometre of materials hauled. | 06/02/2017 |
| Hammersmith Management Pty Ltd | Rezoning of land at George Booth Drive Edgeworth | The agreement requires the Landowner to improve or maintain the biodiversity values of the offset land for a period of 10 years (or as otherwise agreed between the parties) from the date a construction certificate is granted for subdivision work on the land. Once that maintenance period is complete, the Landowner will dedicate the offset land to Council. When the land is dedicated to Council, the landowner will pay a monetary contribution to Council for the maintenance in perpetuity of the offset land from the date is dedicated. The landowner has also agreed to register a BioBanking Agreement for land within Lot 2 DP 1050996 and to acquire and retire biodiversity credits in connection with the development of the land. | 13/08/2018 |

PRIVATE WORKS

Council has business units that carry out various private works on a cost recovery or commercial basis, both in and outside of Lake Macquarie City. Some of this work is carried out on private land.

The prices for this work are based on unit rates set by Council and incorporated in Council's annual Fees and Charges.

The Fees and Charges document is available at lakemac.com.au.

STATE OF OUR INFRASTRUCTURE ASSETS



Providing infrastructure that meets community needs and expectations is fundamental to the economic, social and cultural vibrancy of Lake Macquarie City.

The challenge in managing our assets is to maintain and enhance existing infrastructure while continuing to provide new infrastructure for our growing City.

Council's infrastructure assets were valued at \$3 billion at June 2019. These assets include roads, bridges, drains, footpaths, cycleways, parks, reserves, community buildings, childcare centres, libraries, swim centres and beach facilities.

ASSET MANAGEMENT PLANS

Through asset management planning, Council takes a whole-of-life approach to managing infrastructure assets. Our Asset Management Plans (AMPs) identify the levels of service we currently provide, future demands on our assets, as well as planned improvements.

Expenditure projections and funding requirements are identified for the next 20 years, allowing for projected cost increases and growth in assets.

This includes planning, creation, operation, maintenance, renewal and disposal of assets.

The AMPs are closely aligned with Council's Long-term Financial Plan to ensure that required funding is identified for the upkeep of our assets.

AMPs cover Council's key infrastructure asset classes:

- buildings
- drainage/stormwater
- natural areas
- parks and reserves
- roads and bridges
- traffic and transportation.

CAPITAL RENEWAL

Capital renewal is usually major work that restores an existing asset to its original condition. The total amount spent on infrastructure capital renewal for the 2018-2019 financial year was \$37 million.

A key performance target relating to asset management is the Capital Renewal Funding Gap. This is the difference between the required renewal expenditure (which is based on a range of factors, including asset condition and remaining life) and what is planned to be funded in the Long-term Financial Plan.

The current Capital Renewal Funding Gap for Council's infrastructure is \$48 million. A primary reason for the renewal funding gap is that, over past years, infrastructure costs have increased faster than Council's income.

Council continues to implement a range of measures to manage the funding gap over the long term, including:

- increasing expenditure on asset renewal including implementation of the IPART special rate variation
- improving asset knowledge (performance, condition and remaining life)
- improving maintenance to extend asset lives and defer projected renewal
- improving efficiency in delivery of maintenance and renewal
- developing and using low-cost renewal methods
- rationalising (disposing) of unnecessary and low-use assets
- reviewing service levels
- redistributing funding allocations.

EXPENDITURE ON INFRASTRUCTURE MAINTENANCE

| | |
|----------------------------|---------------------|
| Buildings | \$3,192,415 |
| Drainage/stormwater | \$3,890,438 |
| Natural areas | \$2,489,303 |
| Park and reserves | \$12,018,258 |
| Roads and bridges | \$7,040,126 |
| Traffic and transportation | \$1,120,597 |
| TOTAL | \$29,751,136 |

MAINTENANCE

Asset maintenance is the regular ongoing work that is necessary to keep assets operating so they provide the required levels of service. Maintenance funding needs to keep pace with rising costs associated with the growing size and age of the infrastructure base, changing standards and increasing community expectations.

ASSET MANAGEMENT IMPROVEMENTS

In 2018-2019, Council continued to make significant improvements to its asset base and asset management capabilities in line with its Asset Management Improvement Plan. The Plan was developed using the findings of an Asset Management Maturity Audit previously conducted by an external specialist. It identifies 42 key actions to ensure Council's asset management continues to advance. Target timeframes have been set for these actions based on the risk

implications identified during the audit. Clear responsibilities for completing the actions within target timeframes have also been assigned.

Council's Asset Management Steering Group monitors implementation of the Asset Management Improvement Plan. This innovative internal grouping was formed to oversee execution of the Asset Management Strategy. It provides a platform for staff from Council's Asset Management, Development Assessment and Compliance, Community Planning, City Projects, City Works, Integrated Planning, Finance and Administration and Sustainability teams to collaborate in pursuit of the shared goal of sustainable asset lifecycle management on behalf of the community.

The focus during the 2018-2019 year has been to improve efficiency and effectiveness of operational activities to contribute to improvements in asset management.

The activities undertaken align with the following strategic priorities from the Asset Management Improvement Plan:

- Strategic priority 4
 - Prepare and maintain up-to-date Asset Management Systems.
- Strategic priority 9
 - Identify and prioritise information technology improvements in line with Council's Information Technology and Information Management Strategic Plan.
- Strategic priority 14
 - Maintain adequate procedures and tools for maintenance and renewal planning.

The achievements under each of these priorities are outlined overleaf.

STRATEGIC PRIORITY 4

Prepare and maintain up-to-date Asset Management Systems.

Operations interventions planning:

- asset intervention profiles developed for critical assets to identify preventative maintenance activities required to achieve commitments to levels of service and to allow for the efficient planning and scheduling of work.
- preventative maintenance schedules under development.

Asset risk profile development:

- comprehensive asset class risk profile developed to ensure activities and resources are adequate and appropriately allocated to manage risk of failure and risk to Council.

Performance monitoring and condition:

- smart sensors and data analytics applied to guide the operator on the performance of a number of assets, and detect and log faults.
- varying levels of sophistication are now in place for irrigation control, Heating, Cooling, Air Conditioning (HVAC) systems and aquatic centres.

Fault detection and diagnostics:

- investigations undertaken for fault detection and diagnostics algorithms, particularly for HVAC and aquatic centres.

STRATEGIC PRIORITY 9

Identify and prioritise information technology improvements in line with Council's Information Technology and Information Management Strategic Plan.

Asset knowledge plan review – data collection:

- review undertaken of the data required to be captured to manage asset risk and inform decision making for maintenance and asset renewal.
- improvements to the data collection requirements will influence more efficient data collection methods, to be developed further in 2019-2020.

STRATEGIC PRIORITY 14

Maintain adequate procedures and tools for maintenance and renewal planning.

Asset maintenance efficiencies – programmed maintenance:

- precinct approach implemented for parks maintenance.
- defect identification and rectification tracking utilising app software integrated to Council's GIS system.
- planned maintenance activities pilot underway trade based functions (plumbing, electrical, carpentry).
- general process reviews for improved efficiency.

Significant cultural changes are required to implement many of these improvement activities.

The organisational reconfiguration has realigned the Asset Management team and the City Works team to the same cluster, to better align operational and strategic functions. Cultural and capacity building activities are now underway, and will be a focus for 2019-2020.

BUILDINGS

Council provides a strategic asset management system for all of its building assets to enable the effective and efficient delivery of building-related services to the community. One of the major challenges facing Council in providing these services is meeting our growing City's needs for an increase in infrastructure and balancing these with our priorities for ageing infrastructure.

Council has made further progress in gathering and incorporating information regarding the needs of users of public facilities such as community halls, public toilets, swim centres and libraries. This has involved combining condition ratings with serviceability and functionality, to ensure the best approach is taken.

Managing this class of assets involves ensuring that our existing buildings comply with current regulations and includes, but is not limited to, essential service regulations (fire ratings, correct egress), Australian Standards, the National Construction Code, guidelines for safe pool operations and retro-fitting of sustainability features to our buildings.

| BUILDINGS ASSETS | |
|--|--|
| Halls | 33 community halls providing meeting places for community groups and not-for-profit organisations |
| Operating buildings | 39 operating buildings, ranging from works depots and administration buildings, to Rural Fire Service buildings and State Emergency Service facilities |
| Childcare-related buildings | 14 child care-related buildings and structures, ranging from full day care facilities, to family day care and operational structures |
| Aged and disability service facilities | 11 aged care and disability service facilities that provide support for seniors and people with disability, including the Cardiff Senior Citizens Centre and many Meals on Wheels operations |
| Libraries | Nine library facilities including one which is located at the Toronto Commercial Centre and a new 'lifestyle' library in the main retail precinct of Cardiff |
| Cultural buildings | Three cultural buildings including Lake Macquarie Performing Arts Centre, Lake Macquarie City Art Gallery, and Rathmines Music Hall |
| Multi-purpose facilities | Four multi-purpose buildings located in key locations throughout the City |
| Aquatic and athletic facilities | Six aquatic facilities (Lake Mac Swim Centres), and an Athletics Australia accredited Regional Athletics Centre (Hunter Sports Centre) |
| Public amenities | 138 public amenity buildings |
| Surf lifesaving clubs | Four surf lifesaving clubs along the City's coastline |
| Sporting facilities | 117 sporting facilities, providing for sports such as cricket, soccer, netball, tennis, rugby union, rugby league and equestrian events |
| Replacement value | These assets have a replacement value of \$316 million |



DRAINAGE/STORMWATER

Council provides a stormwater network to enable safe and effective collection and disposal of stormwater. There are performance deficiencies in stormwater assets at several locations throughout the City.

Works to address these issues are prioritised systematically to develop a forward program for capital upgrade works.

DRAINAGE/STORMWATER ASSETS

| | |
|--|--------------|
| Pipes | 791.7km |
| Pits, inlets and outlets | 32,061 items |
| Open drains | 113km |
| Stormwater quality improvement devices (SQIDs) and flood mitigation structures | 627 items |

Replacement value

These assets have a replacement value of \$505 million

NATURAL AREAS

Council manages an array of natural area assets. The area is largely bush fire-prone and Council has fire trails and asset protection zones to protect life and property from the risk of bush fire. The major issues facing the area are increasing costs, an increasing population and continued changes to legislative obligations.

The natural areas asset group provides vital safety, amenity and ecosystem services for the local community and broader region.

The major asset issues for the natural areas group are the extensive interface between developed and natural areas,

the fragmentation of natural areas into smaller sites and the lack of historical asset management for the natural areas group.

NATURAL AREAS ASSETS

| | |
|----------------------|---|
| Trees | About 4000ha of natural areas consisting of approximately 1200 individual clusters or sites |
| Bush fire protection | Bush fire protection assets, including 19 fire trails and 173 asset protection zones |

Replacement value

These assets have no financial value in our Capital Value Register

PARKS AND RESERVES

Council provides a network of parks and reserves to enable a diverse range of quality passive and active recreational opportunities for residents and visitors of Lake Macquarie. Many existing parks and reserves are reliant on associated infrastructure

across other parks, sports grounds, foreshore areas and cemeteries.

Management of these assets includes ensuring the existing network of infrastructure is replaced in line with the forecasted demands identified in the relevant strategies.

These actions must also be balanced with a whole-of-life approach to asset management, including maintaining agreed service levels.

| PARKS AND RESERVES ASSETS | |
|---|--|
| Park play facilities | 123 playgrounds distributed across parks and sporting grounds in the City |
| Park foreshore facilities | 34 jetties, 31 boat ramps, five marine waste transfer facilities and 21 fish cleaning tables |
| Open space utilities | Includes bubblers, outdoor showers, barbecues, lights and lead-in poles |
| Sport-specific structures and surfaces | Includes netball and tennis courts, tiered seating, dug outs and sports lighting |
| Open space structures | Includes park furniture such as seats, tables, shelters, viewing platforms and fences |
| Cemetery and memorial-specific structures | Niche walls, cemetery beams, war memorials and commemorations |
| Replacement value | These assets have a replacement value of \$116 million |



ROADS AND BRIDGES

Council provides a network of roads, bridges and associated assets to meet the local transport needs of the Lake Macquarie community.

The condition of roads and bridges assets are assessed annually.

Actions to address any issues identified are prioritised systematically to develop a forward program for capital and maintenance works.

ROADS AND BRIDGES ASSETS

| | |
|--------------------------|---|
| Roads | 1498km |
| Kerb and channel | 1803km |
| Vehicle bridges | 85 road bridges 3 park bridges |
| Pedestrian bridges | 35 road bridges 86 park bridges |
| Park viewing decks | 20 |
| Underpasses | Three |
| Car parks | 123 sealed 17 concrete 80 gravel |
| Replacement value | These assets have a replacement value of \$1.895 billion |

TRAFFIC AND TRANSPORTATION

Council provides and maintains transportation infrastructure assets to serve the transport needs of local communities, including people with a varying range of abilities.

Transport assets are integrated with Council's roads, drainage, parks and community facilities.

TRAFFIC AND TRANSPORTATION ASSETS

| | |
|---------------------------|---|
| Footpaths/shared pathways | 632.1km |
| Road/street furniture | 2174 items |
| Traffic facilities | 1508 installations |
| Replacement value | These assets have a replacement value of \$107 million |

The background of the page is an aerial photograph of a lakeside town at sunset. The sky is a warm orange and yellow, and the water is dark. The town has several buildings and a marina with boats. A large blue geometric pattern, consisting of concentric, interlocking lines, is overlaid on the left side of the image.

FINANCIAL REPORTS

An easy-to-read summary of Council's financial performance is provided on pages 149 to 151 of this report.

A complete version of the audited Annual Financial Statements 2018-2019 is published as a separate volume of this Annual Report and is available at lakemac.com.au or by phoning Council's Customer Service Centre on 4921 0333.



Special rate variation

The seven-year special rate variation for Lake Macquarie City, approved by IPART in 2012, greatly assisted Council in managing its substantial and ageing asset base and partially assisted in addressing the infrastructure backlog.

This special rate variation raised \$6.1 million of revenue in 2018-2019 financial year, which Council used to maintain levels of service and invest in community infrastructure renewal and maintenance.

Council will continue to build on its position through strong financial management and continuous improvement. The challenge for Council in the future will be to deliver the expected services and capital works to the community with restricted rates revenue increases.

PROGRAM OF EXPENDITURE

The financial year 2018-2019 was the final year for the Special Rate Variation.

Council's Long-term Financial Plan provides a 10-year blueprint for our continued financial stability. The plan forecasts a surplus from 2022-2023.

OUTCOMES ACHIEVED

The Detailed Progress Report on pages 36 to 69 of this report provides information about our achievements in 2018-2019.

ASSET RENEWAL AND MAINTENANCE EXPENDITURE

During 2018-2019, Council spent \$63 million on capital renewal works to restore existing assets to their original condition. We spent a further \$41 million on regular maintenance of infrastructure assets to keep these assets operating efficiently and ensure they provide the required levels of service at the most economical cost.

A full report on the state of Council's infrastructure assets is provided on pages 132 to 139 of this report.

PRODUCTIVITY SAVINGS ACHIEVED

In making its determination for the seven-year special rate variation, IPART commended Council for addressing financial sustainability and managing the City's infrastructure backlog. IPART also acknowledged that Council is efficient and has a culture of continuous improvement.

In resolving to apply for the special rate variation, Councillors made a commitment to operational efficiency and an ongoing culture of business improvement. Business improvement initiatives implemented during 2018-2019 are provided on page 104 of this report.

ADDRESSING FINANCIAL HARDSHIP

The ratio of outstanding rates and annual charges for 2018-2019 was 3.7 per cent, compared to 4.1 per cent for 2017-2018. This has been achieved by working closely with ratepayers who are experiencing financial difficulty.

Council offers ratepayers experiencing difficulties in meeting instalment payments the option to make periodical payments. Council also offers a direct debit option to assist ratepayers in managing payment of their Council rates. Residents of rateable properties who hold a Pensioner Concession Card are usually entitled to a rebate on their rates under the provisions of Section 575 of the Local Government Act 1993.

SUSTAINABILITY AND ENVIRONMENTAL LEVY

In 2009, the Minister for Local Government approved a special rate variation to increase general rates income for sustainability and environmental projects.

This funding has helped Council to carry out on-ground works to:

- protect and improve the health of Lake Macquarie and its catchment
- improve the environmental sustainability of the City, focusing on water, energy, transport, waste, ecosystem enhancement, climate change adaptation, natural disaster risk minimisation, monitoring and reporting of environmental performance, and community engagement.

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

| YEAR | FUNDS AVAILABLE AT 1 JULY | FUNDS SPENT | FUNDS REMAINING AT 30 JUNE |
|-----------|---------------------------|-------------|----------------------------|
| 2014-2015 | \$618,059 | \$176,720 | \$441,339 |
| 2015-2016 | \$441,339 | \$176,876 | \$264,463 |
| 2016-2017 | \$264,463 | \$88,401 | \$174,062 |
| 2017-2018 | \$174,062 | \$118,563 | \$ 55,499 |
| 2018-2019 | \$55,499 | \$51,316 | \$4183 |

The table below gives an overview of the project areas funded by the special rate variation in 2018-2019. The remaining amount of special variation funding of \$4183 has been allocated to environmental improvement activities programmed for 2019-2020.

| PROJECT AREA | FUNDS ALLOCATED | FUNDS SPENT | ACTIVITIES |
|------------------------|-----------------|-----------------|---|
| Ecosystem Enhancement | \$23,000 | \$23,000 | Flying Fox Management Plan Implementation |
| | \$21,916 | \$21,916 | Stormwater treatment device - Trash Rack Replacement |
| Environmental Security | \$7910 | \$6400 | Upper Cockle Creek Flood Study Risk Management Flood Study and Plan |
| Totals | \$52,826 | \$51,316 | |

LEGAL PROCEEDINGS

During 2018-2019 Lake Macquarie City Council was involved in legal proceedings in the Local Court, District Court, Supreme Court, Land and Environment Court, Court of Appeal, the Federal Court of Australia, the Australian Human Rights Commission and the NSW Civil and Administrative Tribunal.

LOCAL COURT

Council's involvement in legal proceedings in the Local Court during 2018-2019 was for two main reasons. These were court elections in respect of Penalty Infringement Notices (PINs) issued by Council and debt recovery proceedings. Court elections in response to PINs can be for a range of offences, including traffic and parking infringements, companion animal offences, failure to obtain or comply with an approval, or non-compliance with Council orders and notices. Debt recovery proceedings by Council are generally focused on the recovery of unpaid rates or sundry debts.

COURT ELECTIONS FOR PINs

Council was involved in 26 court elections during the year in relation to PINs. Of these, 23 related to traffic and parking offences, two related to companion animals and one concerned an environmental protection offence.

Court elections relating to traffic and parking PINs are generally managed by Council, with support from NSW Police. Over the reporting period, Council did not incur any legal expenses in relation to these matters.

Of the 23 appeals:

- four had convictions recorded and/or fines imposed by the Court
- eleven were found proven and the Court either did not record a conviction, or recorded a conviction without further penalty
- three were withdrawn by Council prior to hearing
- one was dismissed by the Court
- four were ongoing at the end of the reporting period.

The two companion animal matters were found proven. In one, the Court determined not to record a conviction. In the other, a conviction was recorded without further penalty. Council did not incur any legal expenses in relation to these matters.

The environmental protection offence related to failure to comply with a prevention notice. The appeal was dismissed by the Court, and the penalty was re-instated. Council did not incur any expenses.

DEBT RECOVERY

Council incurred expenses of \$41,813 ex GST during 2018-2019 for the recovery of unpaid rates. Council's actions included:

- commencement of 130 proceedings to recover rates and other debts by way of Statement of Claim
- obtaining 62 judgments in favour of Council
- enforcement of judgments through writs of execution (28), garnishee orders (8) and caveats (1).

Two applications were made to set aside default judgments. Both were successful. Council did not incur any legal expenses in these matters.

One application was made to the Court for a stay of enforcement proceedings. This application was dismissed, and Council did not incur any legal expenses.

DISTRICT COURT

Council was involved in two District Court proceedings during 2018-2019. Both matters were transferred to the Supreme Court and further information as noted below.

SUPREME COURT

Council was joined to one Supreme Court of NSW proceeding in which the owners of neighbouring properties were in dispute about access arrangements. The matter was resolved between the parties, by agreement, and Council incurred legal expenses of \$35,117 ex GST.

Two proceedings were transferred to the Supreme Court from the District Court. These proceedings relate to relief claimed for property damage. Legal expenses of \$215,580 ex GST have been incurred by Council, and those matters are ongoing.

LAND AND ENVIRONMENT COURT

Class 1 and Class 4 Proceedings (including appeals to the NSW Court Of Appeal)

Land and Environment Court litigation that Council is involved in is primarily in Classes 1 and 4.

Class 1 proceedings relate to environmental planning and protection appeals. Class 4 proceedings generally relate to enforcement of environmental planning and protection laws and development consent conditions.

During 2018-2019 Council was involved in:

- ten Class 1 proceedings with a total cost of \$188,473 ex GST. Of those, three appeals were resolved by agreement with consent conditions imposed. Two were dismissed by the Court, and two were withdrawn by the other parties to the proceedings. Three appeals are ongoing. Council received total payments of \$30,000 in 2018-2019 towards its legal costs in relation to Class 1 proceedings
- one Class 4 proceeding, which is ongoing. Legal costs of \$26,657 ex GST were incurred;
- one combined Class 1 and 4 proceeding, with costs incurred of \$8,595 ex GST. The Class 1 proceedings had been previously determined by the Court. In the Class 4 proceedings a determination had been made by the Court with conditions generally in Council's favour. This included an order for costs, and costs assessment processes were continuing; and
- administrative actions relating to two proceedings that were concluded in a prior reporting period (including costs assessment activities), with total costs of \$15,610 ex GST.

COURT OF APPEAL OF NSW

The decision in one Class 4 Land and Environment Court proceeding was appealed to the NSW Court of Appeal. The Judgment handed down by the Court in a prior reporting period included orders that one party contribute to Council's legal costs in relation to the proceedings. The amount of the payment cannot be disclosed, as it is subject to a confidential settlement agreement.

FEDERAL COURT OF AUSTRALIA

Council was involved in class action proceedings in the Federal Court of Australia regarding an action relating to the provision of financial services. Council received an amount of \$815,122 on settlement of the matter.

AUSTRALIAN HUMAN RIGHTS COMMISSION

Council was involved in one proceeding in the Australian Human Rights Commission in 2018-2019 regarding a disability complaint. The matter was resolved by agreement, and Council incurred legal expenses of \$7,925 ex GST.

NSW CIVIL AND ADMINISTRATIVE TRIBUNAL

Council was involved in two proceedings in the NSW Civil and Administrative Tribunal appealing decisions made under the Government Information (Public Access) Act 2009. One appeal was withdrawn, and the other matter was resolved by agreement. Legal expenses of \$12,976 ex GST were incurred by Council in relation to these proceedings.

FURTHER INFORMATION REGARDING LEGAL PROCEEDINGS

Further information regarding legal expenses incurred by Council during 2018-2019, including the legal proceedings set out above, is included in Council's Financial Statements. Workers compensation and other employment matters, as well as public liability and professional indemnity claims, are disclosed separately in Council's annual and financial reports, and so are not included in the summary above.

Amendment note:

Council's 2017-2018 Annual Report at page 126 contained an error in relation to the number of garnishee orders sought. Council reported garnishee orders in eight assessments for 2017-2018. The number of garnishee orders sought by Council in 2017-2018 was in relation to five assessments.

COUNCILLORS' AND MAYOR'S EXPENSES

| EXPENDITURE ITEM | AMOUNT |
|--|------------------|
| Mayoral allowance | \$88,062 |
| Councillors' allowances | \$392,853 |
| Provision of dedicated office equipment (leased laptop computers, iPads, mobile phones and accessories) | \$7,059 |
| Telephone calls and communications | \$13,125 |
| Councillors' attendance at conferences/seminars, including transport and accommodation | \$48,380 |
| Provision of induction training for Mayor and Councillors | Nil |
| Training of Councillors and provision of skill development | \$4,571 |
| Overseas visits including transport and accommodation and other out-of-pocket travel expenses | \$31,719 |
| Interstate visits including transport and accommodation and other out-of-pocket travel expenses | \$18,201 |
| Expenses of any spouse, partner or other person who accompanied the Councillor in performance of their civic functions | \$110 |
| Provision for care of a child or family member | Nil |
| Meeting expenses | \$30,694 |
| Motor vehicle for Mayor | \$22,934 |
| Motor vehicle for Councillors | \$18,978 |
| Mayoral secretarial services | \$86,122 |
| Councillor support service (one day a week) | \$18,978 |
| Mayoral office expenses | \$27,363 |
| Councillors' vehicle allowance (for use of their own private vehicles/taxis) | \$4,390 |
| TOTAL | \$813,539 |

SENIOR STAFF REMUNERATION

Council employed five senior staff and the CEO as at 30 June 2019. The total money payable in respect to the employment of senior staff members during 2018-2019, including money payable for salary, the provision of fringe benefits, and all other

costs associated with their employment was \$1,701,673. Contract employment conditions for senior staff are in accordance with the Local Government Act 1993, section 338.

TOTAL REMUNERATION PACKAGES

| | |
|---|-------------|
| Chief Executive Officer | \$389,500 |
| Senior staff (5 FTEs at 30 June 2019) | \$1,312,173 |
| Fringe benefits tax payable for any non-cash benefits | NIL |

OVERSEAS VISITS

| POSITION | DESTINATION | PURPOSE | DATES |
|--------------|---|--|---------------------------|
| Mayor | Singapore, Denmark, Israel, Netherlands, United Kingdom | Smart Cities Study Tour International Children's Games | 19 July to 10 August 2018 |
| Deputy Mayor | Singapore, Denmark, Israel, Netherlands, United Kingdom | Smart Cities Study Tour | 19 July to 10 August 2018 |
| CEO | New Zealand | Leadership Training | 14 to 16 November 2018 |
| CEO | USA | Leadership Training | 22 to 29 June 2019 |
| Deputy CEO | Singapore, Denmark, Israel, Netherlands, United Kingdom | Smart Cities Study Tour | 19 July to 10 August 2018 |

CONTRACTS AWARDED

| CONTRACTOR | AMOUNT EX GST | GOODS AND SERVICES |
|---|------------------|---|
| Adriano Pupilli Architects Pty Ltd | \$377,035 | Windale community facility and library design |
| ADW Johnson Pty Ltd | \$263,200 | Wye West paper subdivision planning and engineering design |
| Agility Professional Tree Service Pty Ltd | \$881,154 | Facilities management services |
| AGL Retail Energy Ltd | \$847,191 | Street lighting |
| AGL Sales Pty Ltd | \$209,720 | Supply of gas to amenities |
| Air Conditioning Industries Pty Ltd | \$165,898 | Facilities management services |
| ATF Services Pty Ltd | \$158,909 | Facilities management services |
| Australian Civil and Environmental Services Pty Ltd | \$754,955 | Heavy and small plant and truck hire |
| B & N Excavations Pty Ltd | \$159,483 | Heavy and small plant and truck hire |
| Base Course Management NSW Pty Ltd | \$292,100 | Heavy and small plant and truck hire |
| Bolla Contracting Pty Ltd | \$728,221 | 12-lot subdivision, Eleebana |
| Boral Construction Pty Ltd | \$265,328 | Supply and delivery of ready mix concrete |
| Bruce's Water Cartage | \$431,780 | Heavy and small plant and truck hire |
| Chubb Fire and Security Pty Ltd | \$323,146 | Facilities management services |
| Civica Pty Ltd | \$1,107,395 | Software |
| Clement Marine Constructions | \$744,168 | Belmont Baths replacement |
| Collaborative Construction Solutions Pty Ltd | \$1,679,885 | Facilities management services |
| Combined Traffic Management Pty Ltd | \$487,417 | Linemarking |
| Conplant Pty Ltd | \$111,538 | Heavy and small plant and truck hire |
| Cornerstone Ondemand Australia Pty Ltd | \$161,000 | Software service |
| Cramps Earthmoving Pty Ltd | \$104,735 | Heavy and small plant and truck hire |
| D and P Fencing Contractors | \$308,425 | Supply and installation of road safety barriers |
| Daracon Quarries | \$509,578 | Civil work supplies |
| Demato Commercial Pty Limited | \$670,252 | Swim Centre shade infrastructure |
| Downer EDI Works Pty Ltd | \$1,171,627 | Civil work supplies |
| EJE Architecture | \$239,000 | Future space planning (architectural services) |
| ERM Power Energy Pty Ltd | \$501,518 | Supply of electricity (small sites) |
| ETurf Pty Ltd | \$146,142 | Facilities management services |
| FE Technologies | \$399,289 | RFID renewal project |
| Fenech Group Pty Ltd | \$578,653 | Heavy and small plant and truck hire |
| Fluren Pty Ltd | \$598,841 | Heavy and small plant and truck hire |
| Fulton Hogan Industries Pty Ltd | \$1,007,012 | Civil work supplies |
| Glenn Anderson Earth Moving Pty Ltd | \$411,577 | Heavy and small plant and truck hire |
| Graph Build Pty Ltd | \$6,497,788 | Toronto Swim Centre redevelopment |
| Hanson Construction Materials Pty Ltd | \$269,441 | Supply and delivery of ready mix concrete |
| HCB Solar | \$1,395,251 | Facilities management services |
| Holcim (Australia) Pty Ltd | \$227,352 | Supply and delivery of ready mix concrete |
| Holding Redlich | \$166,174 | Provision of legal services |
| Humes | \$701,615 | Supply and delivery of steel reinforced concrete pipes and associated concrete products |

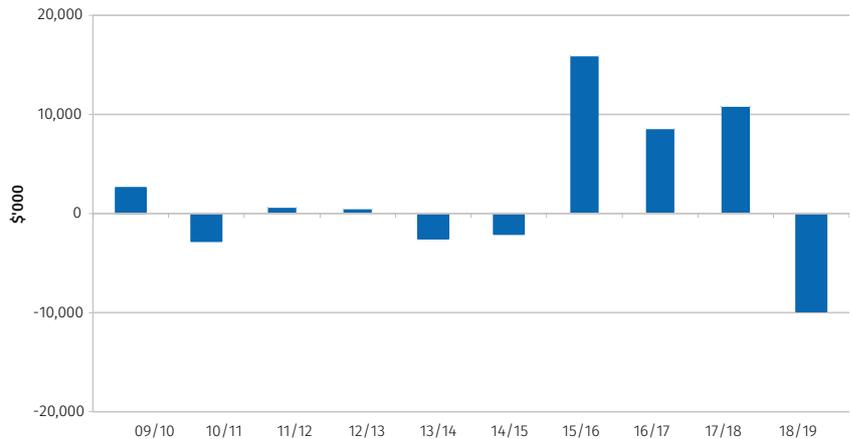
| CONTRACTOR | AMOUNT EX GST | GOODS AND SERVICES |
|---|------------------|--|
| Hymix Australia Pty Ltd | \$506,207 | Supply and delivery of ready mix concrete |
| Jaydub Electrical Services | \$171,110 | Installation of field lighting |
| Jaytee Holiday Park Management Pty Ltd | \$285,860 | Operation and management of Wangi Point Holiday Park |
| JNA Development Pty Ltd | \$1,213,307 | Facilities management services |
| John E Hogan Pty Ltd | \$146,922 | Heavy and small plant and truck hire |
| JP Civilworx Pty Ltd | \$228,885 | Heavy and small plant and truck hire |
| Kennards Hire Pty Ltd | \$1,169,388 | Heavy and small plant and truck hire |
| Kronos Australia Pty Limited | \$180,369 | Software service |
| LabourCo | \$2,743,113 | Labour hire (outdoor staff) |
| Mason Earthmoving | \$316,987 | Heavy and small plant and truck hire |
| Mat Brown Building Pty Ltd | \$1,618,822 | Facilities management services |
| Mat Brown Building Pty Ltd | \$221,640 | Cardiff Senior Citizens Centre hall alterations |
| Metromix Pty Ltd | \$742,824 | Civil work supplies |
| Mr Diggitt Pty Ltd | \$552,022 | Heavy and small plant and truck hire |
| Mullane Maintenance Pty Limited | \$182,011 | Facilities management services |
| NAC Services | \$599,109 | Facilities management services |
| Newpave Pty Ltd | \$10,218,698 | Civil work supplies |
| Noraville Earthmovers | \$1,231,312 | Heavy and small plant and truck hire |
| Northern Fencing Specialist Pty Limited | \$252,490 | Facilities management services |
| Origin Energy Electricity Ltd | \$822,344 | Supply of electricity (large sites) |
| Quantic Security | \$322,486 | Facilities management services |
| Rees Electrical Pty Ltd | \$965,113 | Installation of field lighting |
| Remondis Pty Ltd | \$1,348,236 | Facilities management services |
| Remondis Pty Ltd | \$4,913,580 | Waste processing |
| RJ Keevers Excavations Pty Ltd | \$231,312 | Heavy and small plant and truck hire |
| RSPCA | \$202,805 | Animal management services |
| Scape Constructions Pty Ltd | \$1,166,907 | Bernie Goodwin Memorial Park and playground upgrade |
| Schreiber Hamilton Architecture Pty Ltd | \$1,318,621 | Toronto Foreshore Project – Head Design Consultant |
| SNK Group Pty Ltd | \$350,130 | Facilities management services |
| Solo Resource Recovery | \$3,517,303 | Kerbside collection of domestic and commercial recyclables |
| Squeeky Group | \$228,284 | Facilities management services |
| Stan Davies Excavations | \$911,137 | Heavy and small plant and truck hire |
| T and N Earthworks Pty Ltd | \$330,765 | Heavy and small plant and truck hire |
| TATS Downunder Earthmoving and Construction | \$279,044 | Heavy and small plant and truck hire |
| Terry Keelan Plumbing Pty Ltd | \$1,279,284 | Facilities management services |
| Tropic Asphalts Pty Ltd | \$1,061,510 | Civil work supplies |
| Turspec Pty Ltd | \$147,613 | Sports field renovation and turf services |
| Tyres4U | \$369,835 | Supply, fitting, maintenance and recycling of tyres, tubes and automotive and marine batteries |
| Unique Building Partners Pty Ltd | \$422,510 | Redhead Surf Life Saving Club kiosk and services upgrade |
| Veolia Environmental Services (Australia) Pty Ltd | \$155,064 | Facilities management services |
| Watchout Training and Traffic Control | \$3,068,674 | Traffic control |

FINANCIAL PERFORMANCE

OPERATING RESULT BEFORE CAPITAL

Council has reported an operating deficit before capital revenue of \$9.9 million. A key factor affecting our annual result relates to provisions for future remediation of Awaba Waste Management Facility. The deficit also reflects adjustments for the disposal (replacement or demolition) of assets that still had a capital value on our balance sheet at the time of their disposal.

The seven-year special rate variation for Lake Macquarie City, approved by IPART in 2012, greatly assisted Council in managing its substantial and ageing asset base and partially assisted in addressing the current infrastructure backlog. Council will continue to build on its position through strong financial management and



continuous improvement. The challenge for Council in the future will be to deliver the expected services and capital works to the community with restricted rates revenue increases.

Council's Long-term Financial Plan provides a 10-year

blueprint for our continued financial stability. The plan forecasts a surplus from 2022-2023.

GROSS OUTSTANDING DEBT

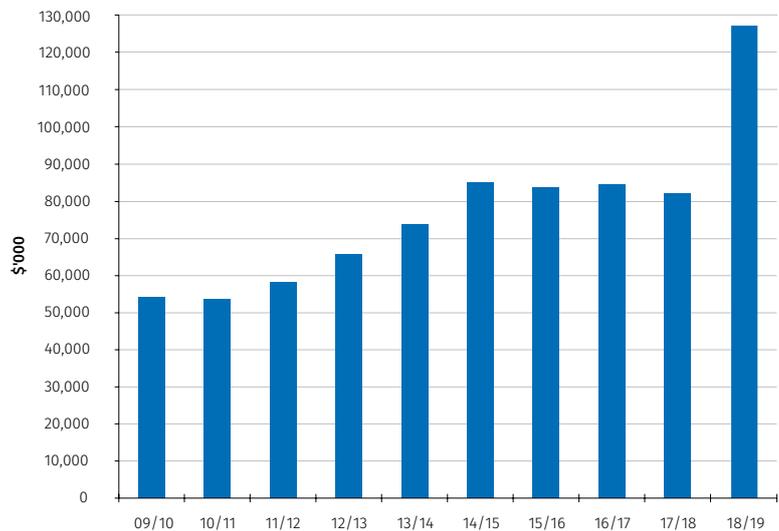
The amount of gross outstanding debt remains manageable and affordable, with total outstanding debt now at \$126.9 million.

There were new external borrowings in 2019 of \$44.79 million which included Council's borrowing requirements for the 2017-2018 financial year and the 2018-2019 financial year.

The level of debt remains affordable, with Council's debt service ratio remaining strong and within an acceptable range.

As a result of restrictions placed on us by cost shifting and constraints on income, we are still experiencing increasing pressure to fund a significant amount of new capital works from loan borrowings.

In an attempt to reduce the short-term financial impact



of our borrowings, we have increased the term of our loans over recent years so that they more readily match the life cycle of the assets the funds are used to acquire or build. This action also supports the

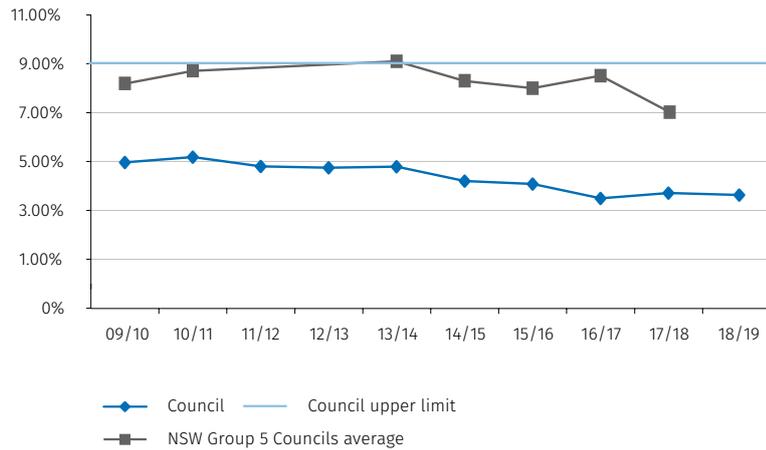
principle of inter-generational equity, which attempts to ensure that future ratepayers pay for the use of capital initiatives by way of future loan payments.

DEBT SERVICE RATIO

The debt service ratio compares the net debt service cost (including principal repayments and interest) to operating revenue and is a relevant indicator of the affordability of an organisation's debt position.

The debt service ratio for 2018-2019 is 3.6 per cent, well below the average for comparable NSW councils, indicating that current levels of debt remain manageable. Lake Macquarie City Council is in the Office of Local Government's 'Group 5' grouping of comparable councils.

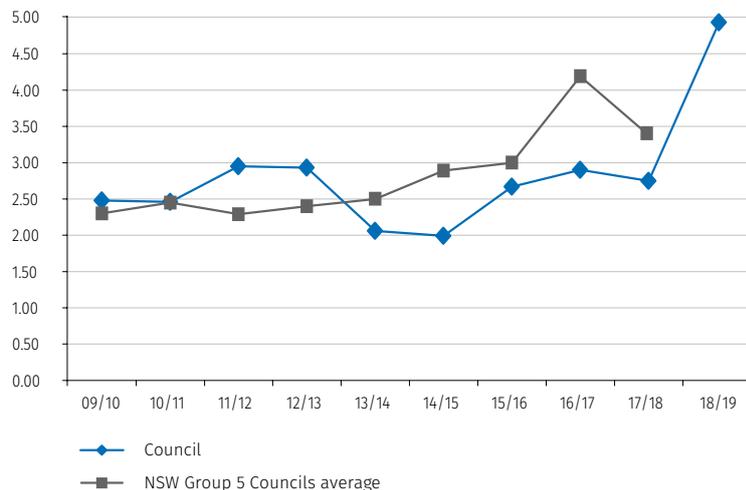
Increasing demands placed on Council to borrow additional funds to provide various levels of works demanded by our community may well see this ratio increase over coming years.



UNRESTRICTED CURRENT RATIO

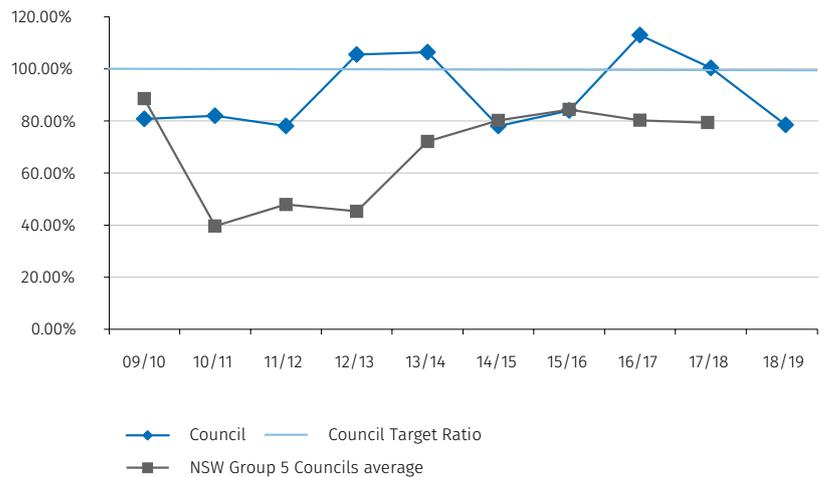
The unrestricted current ratio is a measure of the ability to satisfy financial obligations in the short term and is a ratio of current assets, less externally-restricted assets, divided by current liabilities, less specific purpose liabilities.

The unrestricted current ratio for 2018-2019 was 4.90:1, which is considered satisfactory and indicates Council has no problem in meeting all payments when they fall due.



BUILDING AND INFRASTRUCTURE RENEWALS RATIO

The building and infrastructure renewal ratio was 78.9 per cent for 2018-2019 and was determined by dividing total asset renewals (building and infrastructure) by the depreciation charge. A ratio of one or greater (100 per cent) indicates that we are replacing our assets at a rate equal to or greater than the consumption of these assets. We are currently implementing sophisticated Asset Management Plans to ensure we get an optimal return on each and every dollar we expend on asset maintenance and renewal. Over time, this strategy should see the trend improve.

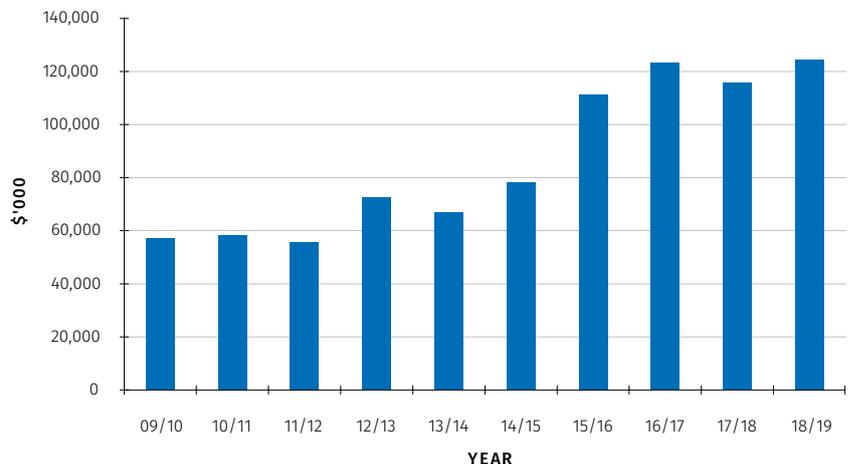


INTERNALLY RESTRICTED CASH

This graph shows the amounts of 'internally restricted' cash held by Council over the past 10 years.

Internally restricted cash is funds held by Council for specific future purposes as determined by the Council. Each balance of internally restricted cash supports a number of different projects that have been approved by Council which are, for various reasons, awaiting commencement at some time in the future.

These funds are invested in accordance with Council's investment policy until the expenditure is required.



Index to statutory reports

| REPORT TITLE | RELEVANT LEGISLATION | PAGE/NOTES |
|---|---|---|
| Fair and equal Employment | Local Government General Regulation (Reg) cl 217(1)(a9) | page 94 |
| Public interest disclosures | Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4 | page 100 |
| Details of inspections of private swimming pools | Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23 | page 101 |
| Disability Inclusion Action Plan | Disability Inclusion Act 2014, s13(1) | page 102 |
| Public access to information | Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2 | page 110 |
| Companion animals | Reg cl 217(1)(f) Companion Animals Guidelines | page 112 |
| Contributions and donations | Reg cl 217(1)(a5) Act s 356 | page 115 |
| Partnerships, co-operatives and joint ventures | Reg cl 217(1)(a7) | page 122 |
| External bodies exercising Council functions | Reg cl 217(1)(a6) | page 126 |
| Controlling interests and service charges | Reg cl 217(1)(e), Reg cl 217(1)(e1) | page 130 |
| Voluntary Planning Agreements | Environmental Planning and Assessment Act 1979, s 7.5(5) | page 130 |
| Private works | Reg cl 217(1)(a4) Act s 67, 67(2)(b) | page 131 |
| Special rate variation | Special Rate Variation Guidelines (SRV Guidelines) 7.1 | page 142 |
| Sustainability and environmental levy | SRV Guidelines 7.1 | page 143 |
| Legal proceedings | Reg cl 217(1)(a3) | page 144 |
| Councillors' and Mayor's expenses | Reg cl 217(1)(a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii) | page 146 |
| CEO and Senior staff remuneration | Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v) | page 146 |
| Contracts awarded | Reg cl 217(1)(a2) (i), (ii) | page 147 |
| Overseas visits | Reg cl 217(1)(a) | page 146 |
| Amount of rates and charges written off during the year | Local Government (General) Regulation 2005 (Reg), cl 132 | Nil for 2018-2019 as noted in the Financial Statements. |
| Financial statements for the year ending 30 June 2019 | Local Government Act 1993 s 428(4)(a) | Council's annual Financial Statements are included as an appendix to this report. See page 140 for details. |
| State of the Environment Report | Local Government Act 1993 s 428A | See page 74 for details. |

For more information

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