

Lake Macquarie City **Annual Report** 2016-2017



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about this report

The Annual Report is one of the key points of accountability between Council and the community of Lake Macquarie City.

Our annual report provides our community with a comprehensive and transparent statement of our performance in achieving the targets and strategies of our Delivery Program, and reaching the goals of our Community Strategic Plan. It is an important piece of Council's integrated planning and reporting framework that connects the community's long-term goals with Council's day-to-day actions.

This annual report offers an overview of Council's performance for the period 1 July 2016 to 30 June 2017 against the actions and performance targets of the Operational Plan 2016-2017, which is the final year of the Delivery Program 2013-2017.

The report describes the various ways we have worked with our community and our partners in government, industry and business over the past twelve months to achieve our City's vision and respond to priorities for the City in six key focus areas:

- Caring for the environment;
- Caring for our community;
- Sport, recreation and culture;
- Transport, roads and drainage;
- Urban and economic development; and
- Civic leadership.

The report demonstrates the breadth of Council operations and the services provided to the community throughout the year. It also describes how the organisation is governed and managed, including reporting on Council's financial performance.

The Lake Macquarie City State of the Environment Report 2016-2017 and the Annual Financial Statements 2016-2017 are published as separate volumes of this report and are available at lakemac.com.au.

The report also fulfils Council's statutory responsibilities under the Local Government Act 1993 and legislative reporting requirements.

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.

It also recognises that council plans and policies should not exist in isolation - that they are inter-connected. This 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.

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.

With limited resources – skills, labour, time and money – we cannot achieve everything at once. 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.



message from the **Mayor**

I present this annual report with pride in the many excellent outcomes achieved for Lake Macquarie City in the past year.

Council has worked hard to deliver services, programs and infrastructure that enrich the quality of life of all who live, visit and do business here.

The Hunter region is growing and changing, and this report sheds light on our efforts to make the most of emerging opportunities for the City while maintaining a strong focus on what matters most to our community.

A key challenge we face is to ensure that local development and growth complements our City's unique character and enhances our already strong sense of place. Our redevelopment of Warners Bay foreshore took shape this year, while across the lake we began to reveal an attractive new streetscape at The Boulevard in Toronto. We also commenced works for the \$15 million Pasterfield Sports Complex that will provide state-of-the-art recreational facilities in the fast-growing suburb of Cameron Park.

I was delighted to cut the ribbon at the opening of the major new roundabout at Glendale, which marked the successful completion of Stage 1 of the Lake Macquarie Transport Interchange. Council has secured more than \$27.45 million from state and federal governments to get the Interchange under way, and welcomed the announcement in June of a further \$1.7 million from the NSW Government to develop the strategic business case for the next stages of the project.

As part of our integrated approach to transport, we also worked throughout the year to extend our network of footpaths, shared pathways and on-road cycleways, while improving 90 kilometres of our roads and installing seven new accessible bus shelters.

Making our City more inclusive and accessible for everyone is the goal of our Disability Inclusion Action Plan, launched in June. The plan recognises the crucial role Council can play in helping to identify and break down barriers for those with disability living and working in our City.

We also celebrated 20 years of the Sculpture Park at Lake Macquarie City Art Gallery, and looked to the future, working with the community to develop a new City-wide Arts, Heritage and Cultural Plan.

Overall, it was a year of many new beginnings for Council and our City. We welcomed a freshly elected Council, a new Chief Executive Officer and a new Community Strategic Plan – Our Future in Focus.

Our Future in Focus is an inspiring blueprint that captures the ideas, priorities and aspirations of our community, and will guide our work over the next 10 years.

The new Council, elected in September 2016, represents a healthy diversity of views, and I am proud to lead knowing that we are

united by a shared commitment to our community and to seeing our City evolve and thrive.

As the year ended, we said goodbye to Brian Bell, an outstanding General Manager who earned the respect and admiration of everyone he worked with. Council's relationship with the community has flourished under his leadership, and he has overseen a period of exceptional financial and operational management.

We have since welcomed Morven Cameron as Chief Executive Officer. Morven's energetic approach promises to take us in exciting new directions. She is a most competent and down-to-earth leader who has a strong vision for our City's role in the region and for a customer-focused organisational culture.

In closing, I would like to acknowledge the work of our Council staff. Their strong performance has been recognised at regional, state and national levels with several awards won. Notable among these are being named Aboriginal Council of the Year and receiving the NSW Local Government Excellence Award for Community Engagement for our Shape Your Future program.

Councillor Kay Fraser
Mayor



message from the CEO

We achieved another year of strong performance in managing our resources effectively to deliver quality assets and services to our community.

I am pleased to report that Council achieved excellent results across all areas of our operations and service delivery during 2016-2017. This is a great way to bring our Delivery Program 2013-2017 to a close and begin our new planning cycle.

Our integrated approach to reporting means that with each target we meet, we are achieving the strategies and addressing our community's priorities, as captured in our four-year Delivery Program and 10-year Community Strategic Plan.

In 2016-2017, we achieved 95 per cent of our performance targets, with 161 of 170 targets met across our six key focus areas and business activities. This result maintains our strong track record, which has seen us achieve more than 80 per cent of annual performance targets every year since 2009.

At the same time, we delivered an operating surplus of \$8.6 million for 2016-2017, while maintaining manageable levels of debt. This is consistent with the targets of Council's long-term financial plan, which forecasts a return to surplus by 2017-2018.

Revenue raised through the rate variation approved by IPART in June 2012 has provided the foundations for financial sustainability that Council continues to build upon through strong financial management and continuous improvement.

Organisational efficiency has been a strong focus across all areas of our operations over recent years,

and this annual report details many productivity improvements we have made to adopt environmentally sustainable approaches and generate significant cost savings for Council and our ratepayers.

This includes detail of productivity improvements made under our 'Fit for the Future' improvement plan.

I am particularly proud that these results were achieved in a year in which we completed Stage 1 of the Lake Macquarie Transport Interchange while continuing to invest in the revitalisation of infrastructure throughout the City. This major milestone was achieved while we completed works to beautify and improve our town centres, parks, playgrounds and sporting facilities, and deliver innovative and engaging programs at our libraries, swim centres and the art gallery.

Shared decision making and effective working partnerships with government agencies, non-government organisations, business and most importantly our community have been critical to this success.

A new Customer Service Charter was developed during the year and adopted by Council in February, which sets out our commitment to our community and outlines the levels of service they can expect when they engage with us as an organisation.

Our engagement with the community was recognised at state and national level this year, with several awards won. Notable among these was being named Aboriginal Council

of the Year in the NSW Local Government Aboriginal Network Awards and receiving the NSW Local Government Excellence Award for Community Engagement for our Shape Your Future program.

I moved into the role of Chief Executive Officer in August 2017, as we ushered in our new 10-year Community Strategic Plan – Our Future in Focus and four-year Delivery Program – Our Future in Detail, along with our new Resourcing Strategy – Delivering our Future.

On behalf of Council, I would like to take this opportunity to once again thank everyone who participated in creating this new suite of planning documents through our Shape Your Future community engagement program. Council is proud to become the custodian of these documents, which reflect the input of more than 4000 people. These plans will guide us over the next ten years, and I am very excited to be leading our work to bring this new vision for our City to life.

I would like to thank my colleagues and the elected Councillors for their efforts throughout the year. The organisation's success is an expression of their willingness to listen to our community and to work effectively together.

Morven Cameron
Chief Executive Officer



OUR YEAR

our year in review

This year we have worked to make Lake Macquarie a more inclusive and liveable City that unlocks its potential through smart, sustainable solutions.

The completion of Stage 1 of the Lake Macquarie Interchange is a major achievement that marks the culmination of Council's four-year Delivery Program and a new emphasis on connectivity, mobility and accessibility for the City. Stage 1 of the Interchange links Cardiff and Glendale easing traffic congestion and improving connectivity around this busy retail, business, sports and entertainment hub.

Making it safe to connect with others and get around our City is an emerging priority for Council, and mobility and accessibility is a key value underpinning the new Lake Macquarie City Community Strategic Plan for 2017-2027, Our Future in Focus.

Financial sustainability and a workplace culture of ongoing productivity improvement has provided a stable base from which Council has been able to make progress on major projects and a number of new initiatives for the City this year. The performance snapshot overleaf highlights some of these significant gains.

The commencement of works for the Pasterfield Sports Centre at Cameron Park, and the launch of our new mobile library service – The Rover, along with our efforts to cut waste and move to renewable energy, are just some of the projects that are positioning Lake Macquarie City well for the future.

Meeting the needs of current and future residents in our growing City is a challenge we continue to face. Council's timely approval during the year of 2681 development applications, which includes new applications worth \$607 million, speaks to the pace and scale of this growth.

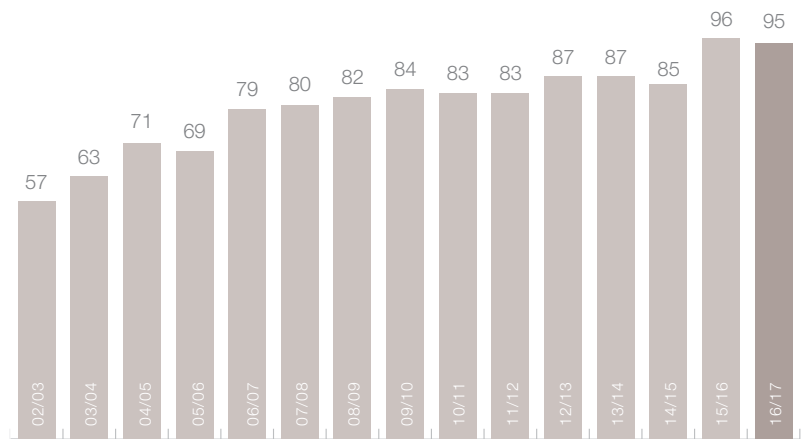
One of the key ways Council is responding to change is to focus on the needs and involvement of everyone in our community.

We have continued to increase our efforts to involve our local community in planning and decision making. Thousands of residents, businesses and other stakeholders took the opportunity to provide input on a broad range of issues this year, including the design of new recreation areas and upgrades to local playgrounds.

We also sought community input in the development of our first Customer Service Charter and new Disability Inclusion Action Plan 2017-2021, both of which are clear signs of Council's commitment to putting the people of Lake Macquarie at the heart of everything we do.

performance snapshot

We achieved 95 per cent of our performance targets across all areas of our Delivery Program in 2016-2017, resulting in many great outcomes for our City and its people.



Stage 1 of the **Lake Macquarie Transport Interchange** was completed and opened to traffic in June



We approved **2681 development applications** including \$607 million in new and \$321 million in amended approvals



Work commenced at the major new **Pasterfield Sports Complex at Cameron Park**



our future in focus

A new **10-year plan for our City** was developed with input from more than 4000 in our community



excellent destinations

Trip Advisor Certificates of Excellence were awarded to our four freshly upgraded holiday parks



art park

We celebrated 20 years of the **Lake Macquarie City Art Gallery Sculpture Park**



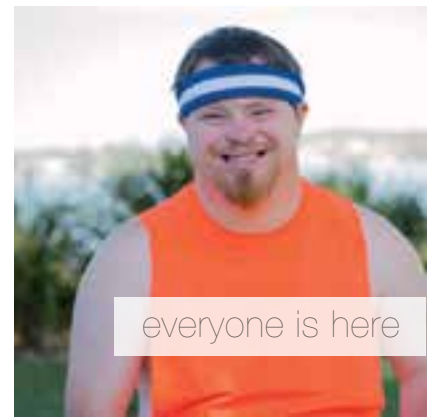
likes growing

Our new **Lake Mac Grows** facebook page sprouted up and is getting bigger each day



hello Rover!

Our **new mobile library 'Rover'** hit the streets



everyone is here

We launched our new **Disability Inclusion Action Plan**



shared journeys

We built **6.3km of new cycleways and shared pathways**



less wasteful

We sent **3895 tonnes less** waste to landfill this year



\$4m redevelopment

Our **\$4 million redevelopment** of The Boulevard at Toronto took shape

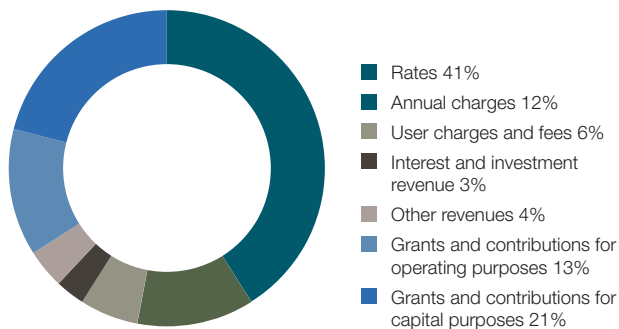
financial snapshot

Revenue raised through the rate variation approved by IPART in 2012 has provided the foundations for financial sustainability that Council is building on through strong financial management and continuous improvement, while maintaining essential services and infrastructure.

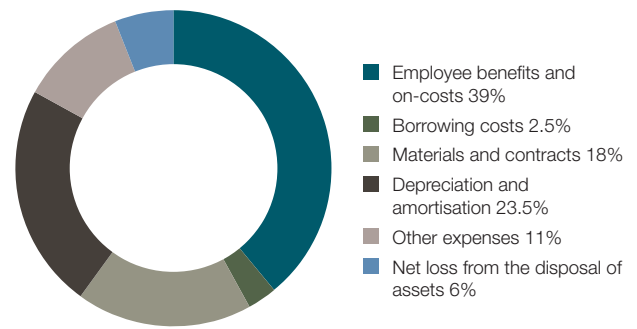
Council has reported an operating surplus before capital revenue of \$8.604 million.

The operating result for 2016-2017, reflects strong performance in relation to Council's 10-year Long-term Financial Plan, which forecast a return to surplus by 2017-2018.

Income from continuing operations 2016-2017



Expenses from continuing operations 2016-2017



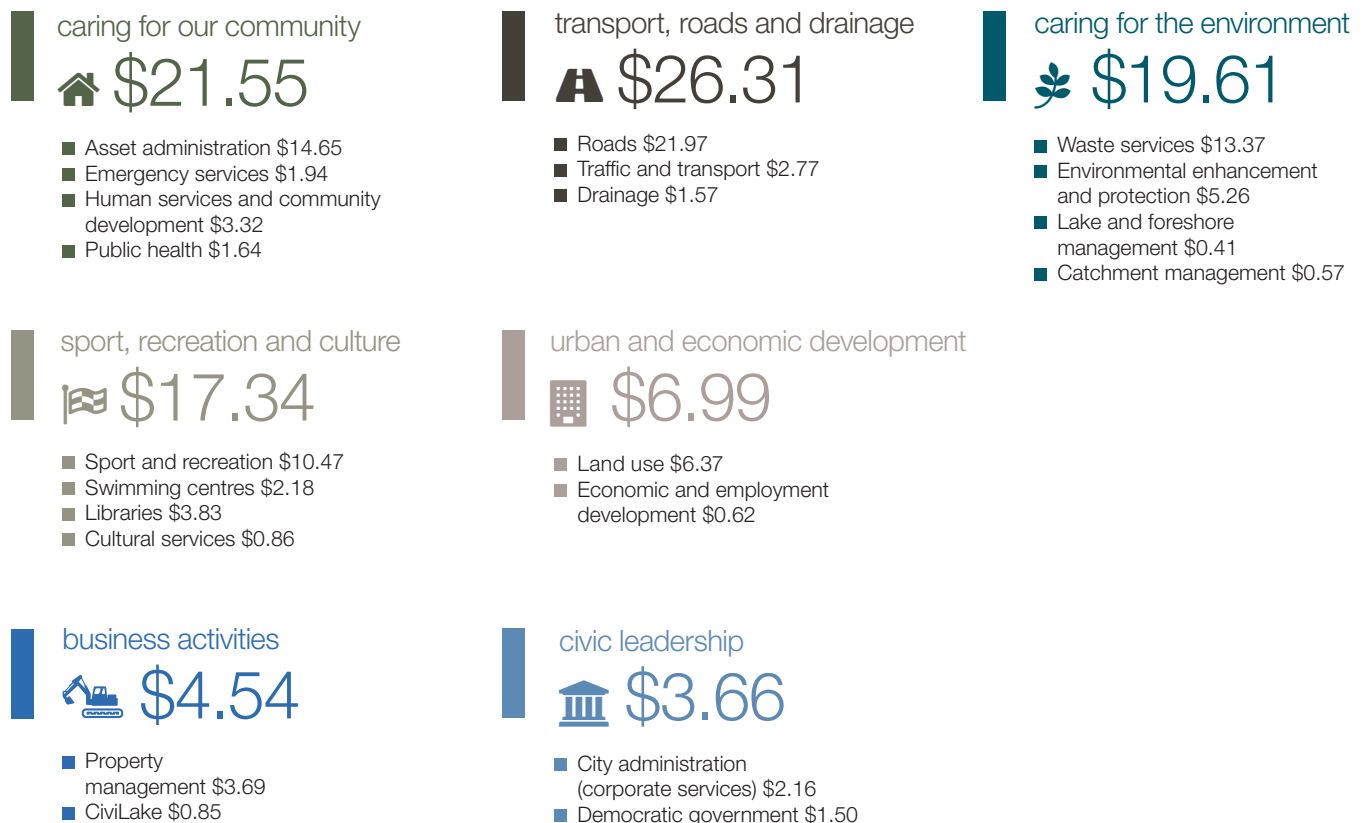
value for rates

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 and business activities.

Council returns any profits generated by its business activities to the community through new or improved services and facilities.

What \$100 of rates bought in 2016-2017



snapshot of our City

City area:
757km²

**Lake
circumference:**
174km

Population:
205,748

**Targets
to 2036:**
24,450
more residents

13,700
new dwellings

11,741
new jobs

Workforce:
81,882

Businesses:
13,621

**Gross regional
product:**
\$9.244 billion



OUR CITY

City overview

Lake Macquarie City's population is more than 205,748, making it the largest city in the Lower Hunter and the seventh most populous in NSW. People who live in the 95 communities that dot our landscape 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. European settlement dates from 1826 where 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, and 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 and its international airport, 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.

With an eye on the past and present, we are keenly focused on the future of the City and the challenges and opportunities that lie ahead.

Our people and life

Population growth and change are challenges and opportunities for the City. The City's population is expected to increase by 24,450 between now and 2036, creating demand for 13,700 new dwellings and 11,741 new jobs. Like many coastal areas, we have an ageing population although we also have a large proportion of our population under 15 years of age. Responding to growth in the number of people over 65 and younger people presents different challenges and opportunities.

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. The Lake Macquarie Transport Interchange at Glendale is one of the most important infrastructure projects for the region, and when complete will be a key component of the City's transport network. The growth in shared paths connecting our key destinations continues to make walking and cycling a more viable transport 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 100,000 people and roughly 14,000 businesses along with fluctuations in the growth and decline in various industries, providing jobs within the City for our residents is a key challenge.

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



OUR RESULTS

reporting our achievements

This section of the Annual Report 2016-2017 documents Council's achievements in implementing the principal activities contained in the Revised Delivery Program 2013-2017, and corresponding actions and performance measurements in the Operational Plan 2016-2017.

focus area reporting

The Lake Macquarie Community Strategic Plan 2013-2023 groups community priorities in six focus areas (right).

High-level priorities and strategies identified in each focus area in the Community Strategic Plan link directly to actions in Council's four-year Delivery Program and annual Operational Plan.



Caring for the environment



Caring for our community



Sport, recreation and culture



Transport, roads and drainage



Urban and economic development



Civic leadership

our business activities

Council is involved in a range of business activities. It reports annually on the performance of its business units, CiviLake and Property and Business Development.



CiviLake



Property and Business Development

caring for the environment

Council's environmental sustainability programs continue to maximise the wellbeing of our residents while reducing our City's environmental footprint.

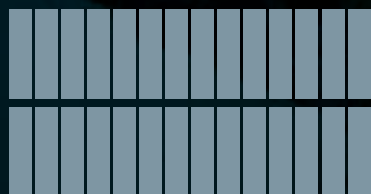
We performed strongly across all four priorities for this focus area, actively promoting and facilitating sustainable living, enhancing our ecosystems, minimising environmental risks such as floods and bush fires, and building participation at the community level through our successful engagement programs.

Strategic Direction A City responsive to its environment. A City that makes an equitable contribution to global sustainability. A well designed, adaptable and liveable City.

Objective To provide integrated environmental management, strategic planning outcomes and waste management to enhance and sustain the natural and cultural built environment and contribute to an equitable regional and global ecological footprint.

Snapshot of performance

28
of 28
targets
achieved



Sustainable living

Delivery Program priority 1.1

Better Building Strategy

Council's Better Building Strategy provides guidance for retrofits to help make Council's community facilities more sustainable by using less water, energy and raw materials. Under the Strategy, we completed several key projects during 2016-2017. These included:

- a review of heating, ventilation and air conditioning at Charlestown Library, The Swansea Centre and Swansea Swim Centre;
- lighting upgrades at Edgeworth Neighbourhood Centre, The Swansea Centre, Swansea Swim Centre and Speers Point Swim Centre; and
- installation of thermal film at Toronto Library.

These retrofits will save an estimated \$27,158 in electricity bills and 98.3 tonnes in carbon dioxide equivalents (tCO₂-e) each year.



Solar-powered Council

In 2016-2017 we installed a further 78 kilowatts (kW) of solar panels on Council's Gatehouse Building to bring our total solar energy generating capacity to 550kW.

Water-smart playing fields

As part of our water saving Sports Field Improvement Program, we completed irrigation improvements at Lisle Carr Oval, Finnan Oval and Ulinga Oval.

We also replaced existing irrigation systems at Hunter Sports Centre and Gibson Field, and completed compost trial works (top dress and aerate) at Waterboard Oval, Les Wakeman Field, Liles Oval, Rathmines Oval and Kahibah Oval.

Commercial recycling on the increase

Another 101 Lake Macquarie commercial premises were registered for Council's commercial recycling service during the year, bringing the total number of businesses, schools and Council-managed premises using the service to 640, and the total number of services to 1238. This represents a ten-fold increase from the 2008 baseline of 108 services.

Community-owned renewables

We supported a range of community-owned renewable energy projects throughout the year, and provided an update to Council in June 2017. Some of these included support for Office of Environment and Heritage programs, including metering options following the end of the solar feed-in tariff; support for Suncrowd bulk buy of solar photovoltaic (PV) and battery systems; and installation of PV at Cardiff Early Education Centre, Cameron Park Multi-purpose Centre and Swansea Belmont Surf Life Saving Club (with grant funding through the Community Building Partnership Program).

Greenhouse gas reductions

As a result of programs to reduce greenhouse gas pollution, it is estimated that greenhouse gas emissions from Council operations in 2016-2017 were 15,866t tCO₂-e, achieving our reduction target of 22.5 per cent. City-wide, a reduction of 10.9 per cent from the 2007-2008 baseline was achieved.

550kW
of solar power capacity achieved

22.5%
reduction in greenhouse gas emissions

1238
commercial recycling services

Sustainable living (continued)

Delivery Program priority 1.1

Cutting waste to landfill

Our efforts to work with the community to manage our City's waste have achieved a 3.92 per cent average annual reduction in waste to landfill compared to the 2007-2008 baseline. This is well above our target of two per cent. The total waste to landfill for 2016-2017 was 80,663 tonnes compared to 84,558 tonnes in 2015-2016, which is a total reduction in waste to landfill of 4.6 per cent.

Food scraps shift

Our green waste service is set to expand in 2018 to include collection and processing of food organics, following milestones met in 2016-2017.

Construction of our green waste processing facility at Awaba commenced and we completed a 66-day kerbside food waste trial with 70 households in Rathmines and Fishing Point. The trial was successful, with 88 per cent of participants indicating

that they preferred the kerbside food waste service to the current bin collection system, and 96 per cent reporting that they found the food scraps bin and compostable bags easy to use.



4.6%
reduction in waste to landfill

Ecosystem enhancement

Delivery Program priority 1.2

Managing our coastal zone

The Lake Macquarie Coastal Zone Management Plan was approved by the NSW Government in September 2016 and 10 priority actions identified in the plan were completed during the year.

These actions included, amongst others, a detailed cliff stability assessment for five priority sites (Dudley, Redhead, Caves Beach, Swansea Heads and Catherine Hill Bay) and completion of cliff safety fencing at Redhead and Caves Beach, a review of our jetty construction and boat ramp rehabilitation programs, a review of the design of creek bank works, and the introduction of off-road vehicle permits at Nine Mile Beach.

Protecting our waterways

We completed 23 on-ground projects to improve and protect our aquatic ecosystems during the year. These included:

- installation of three new stormwater quality improvement devices (SQIDs) at Redhead, Buttaba and Balcolyn;
- completion of four foreshore improvement projects at Yarrowonga Park, Marks Point, Balcolyn and Bonnells Bay;
- completion of 12 stream stabilisation works projects at Warners Creek, Scrubby Creek, Cockle Creek (x three), Fossil Wing Creek, Little Flaggy Creek, Cocked Hat Creek, Jewells (x three) and Slaty Creek; and
- completion of four wetland rehabilitation works at Belmont North, Five Islands, Pendlebury Park and Salts Bay.

City-wide biodiversity analysis

We improved our technical capacity to analyse local biodiversity with completion of work on our species models, including updated vegetation and digital elevations.

10
priority actions taken for our coast

23
on-ground lake and foreshore projects

Ecosystem enhancement (continued)

Delivery Program priority 1.2

On-ground ecosystem improvements

Council completed nine projects to improve terrestrial ecosystems across the City, including:

- works to protect sand island shorebirds, three coastal dune rehabilitation works conducted by Council lifeguards in off-season (Nine Mile Beach, Redhead and Caves Beach);
- habitat corridor planting at Martinsville; and
- four illegal dumping deterrence works (Awaba, Barnsley, Edgeworth and Hillsborough).

Illegal dumping enforcement

Illegal dumping enforcement and activities increased during the year, with Council responding to all 912 reported incidents and investigating 311, or 34.1 per cent, against a target of 30 per cent. One major targeted operation was completed at Awaba in conjunction with deterrence works, however no penalties resulted.



50

illegal dump sites cleaned up by the offender

9

ecosystem improvement projects complete

Environmental security

Delivery Program priority 1.3

Flood study

The final Draft Winding Creek and Jewells Wetlands Floodplain Risk Management studies and plans, and the Draft Upper Cockle Creek Flood Risk Management Study were completed during the year. The draft LT Creek Flood Risk Management Study is currently under review.

Managing contaminated land

We continued our ongoing work to manage contaminated land and reduce exposure risks across the City. Council inspected 47 high priority sites for exposed black slag and identified 12 deposits requiring action. Work was completed at 10 of these sites. Works for the remaining two sites will be completed in 2017-2018.

Adaptation projects

Warners Bay foreshore works were constructed using a design that can allow for adaptation to future sea level rise over time. Cliff stability works to protect public recreational infrastructure at Caves Beach were also completed.



Bush fire risk and education

Council continued to maintain bush fire asset protection zones across the City, completing 12 hazard reduction burns covering 58 hectares during the year.

Air quality

Council's request to the Environment Protection Authority to amend the Clean Air Regulation to enable Council to approve open burning was approved and the regulation amended.

Communication and engagement with the community commenced and the program was launched on 1 April 2017 to coincide with end of the annual bushfire danger period.

12

bush fire hazard reduction burns

47

sites inspected for black slag

Sustainability engagement

Delivery Program priority 1.4

More residents choose to reduce consumption

Participants in Council's campaigns to reduce their consumption of energy and water increased to 2294 people, a 20.6 per cent increase on the baseline of 1902 at 30 June 2016.

A range of activities contributed to this target including:

- National Garage Sale Trail (48 households)
- Super Street Sale (24 households)
- Active transport (352 participants)
- Lake Mac Grows (521 participants)
- Healthy Lunch Boxes (145 participants)
- Bust Your Pool Bills (134 applicants)
- school workshops (669 participants)
- community garden workshops (139 participants)
- Living Smart Festival workshops (310 participants)

Volunteers clean up

A total of 747 participants were engaged in waste education and clean-up activities this year, exceeding our target of 500. We attracted 291 participants to 16 Eco Angel clean up events and 400 participated in litter reduction educational activities at the Living Smart Festival Action Ocean Pod.

Sustainable Neighbourhoods program

Council continues to support community groups to plan and implement projects and events that contribute to a local vision of sustainability through the Sustainable Neighbourhoods program. During the 2016-2017, 5167 people participated in the program, which is a 5.1 per cent increase on the previous year. The newly formed Rathmines and Warners Bay Sustainable Neighbourhood Groups launched their first Sustainable Neighbourhood Action Plans during the year.

Waste awareness cuts contamination

Council's waste awareness campaigns are providing highly effective, with only a 0.3 per cent contamination in kerbside domestic green bins, which is below the target of three per cent. The contamination rate in kerbside domestic recycling bins was two per cent, which is well below the target of five per cent.

More prepared for natural disasters

The Early Warning Network had 5254 local subscribers and 3500 people visited the emergency services display at the 2016 Living Smart Festival. In addition, Lake Macquarie Interagency and Hunter and Central Coast Councils Disaster Resilience Interagency had 55 participants, while we recorded 98 participants at Council-run emergency preparedness workshops and 12 participants in Dora Creek Safety Plan.

In total, there were 8919 participants for the year, which is an increase of 6.1 per cent from baseline of 8406 at 30 June 2016.

5167

active in Sustainable Neighbourhoods program

2294

residents engaged in reducing consumption

8919

engaged in natural disaster preparedness

747

volunteered in waste education and clean up actions

Sustainability engagement (continued)

Delivery Program priority 1.4

Enhancing local ecosystems

Our work to monitor, protect and restore local ecosystems was boosted during the year with an increase in the number of people participating in Council run programs and activities including Backyard Habitat for Wildlife, community ecosystem monitoring activities, workshops and the Explore the Great Outdoors program. Through these activities, Council has successfully reached 4110 participants, which is a 23 per cent increase on the baseline of 3338 at 30 June 2016.

This includes:

- 368 new sign ups to Backyard Habitat for Wildlife program (total registrations 2174)
- 202 attendees at Living Smart Festival backyard workshops
- 4142 native plants distributed at Living Smart Festival
- 4 new properties signed up to Land for Wildlife Program (total registrations 76)
- 761 participants in Explore Our Great Outdoors program
- 575 participants at May Movie Month
- 235 participants at Backyard and Beyond workshops
- 48 volunteer efforts for community eco-monitoring
- 39 participants at grant workshops



4110

engaged in ecosystem enhancement activities

Challenges and targets not met

All 28 performance indicators were met during the year.

Social and community planning

Delivery Program priority 2.1

A safer community

Council worked with stakeholders to address anti-social behaviour in Charlestown.

We delivered the 2017 Operation Bounceback campaign, aimed at reducing motor vehicle theft. The campaign involved the screening of community service announcements in local cinemas, along with community information sessions at shopping centres.

We also worked with Bahtabah Local Aboriginal Land Council and Swansea High School to design a Landcare program involving students at risk of disengagement with school and community, to promote participation and community pride in the bushlands behind Caves and Hams Beaches.

Domestic violence awareness

100 people attended the Reclaim the Night event at Warners Bay and a White Ribbon Morning Tea. The events helped to bring attention to issues of violence against women and children.

Council also held a Respectful Relationships workshop with more than 200 Year 9 and Year 10 students, and delivered

10,000 coasters to local pubs and clubs carrying the message 'don't be a bystander' toward domestic violence.

Graffiti hotspots targeted

Council continues to partner with Juvenile Justice and Corrective Services for the removal of graffiti throughout the City. The program resulted in the removal of graffiti on 160 occasions at more than 60 individual sites.

Council also worked with Rotary to support and promote 2016 Graffiti Removal Day in Lake Macquarie, which involved the clean up of graffiti at a significant site in Merrigum Street, Windale.

Celebrating diversity

We undertook activities and events to celebrate NAIDOC Week, Children's Week, International Day of People with a Disability, International Women's Day, Close the Gap Day, Harmony Day, Seniors Week and National Youth Week.

Our involvement with the Hunter Multicultural Expo was a success. We worked with local multicultural services to hold a refugee welcome barbecue.

Disability Inclusion Action Plan

Council is committed to being an inclusive and accessible city for people of all abilities. In June 2017, Council adopted the Disability Inclusion Action Plan 2017-2021. The new Plan was developed with the community to identify and break down barriers for those with disability living and working in Lake Macquarie, and will guide Council's planning and actions over the next four years.

The Plan covers the following four focus areas:

- positive community attitudes and behaviours;
- liveable communities, including improvements to the physical environment;
- employment opportunities; and
- accessible information and support services.



200 students attended respectful relationships workshops

60 sites cleaned of graffiti

Social and community planning (continued)

Delivery Program priority 2.1

Me2 disability inclusion program in development

We developed the Me2 Program for people with a disability, featuring an active inclusion sports day, workshops and classes. The program will commence in late 2017.

You're Kidding Me

Between 30 to 50 people registered for each session of our 'You're Kidding Me' program this year. The program featured workshops on music, language development, emotional development, anxiety, sleep, and individual speech screening assessments.

In addition, more than 500 attended the You're Kidding Me Expo, featuring 55 services, 38 car seat checks, 32 music workshops, two reptile shows and a presentation on CPR.

Fun for over 55s

Our Over 55s program, which featured history tours, healthy cooking demonstrations, ballroom dancing and heart moves classes.

Youth programming

We worked with the Lake Macquarie Youth Advisory Council to deliver three

'Endless Summer' events at Council's swim centres.

We also worked with Eastlake Youth Centre to provide outreach in Charlestown, and helped deliver the Cameron Park Twilight Festival.

Community engagement for the design of a new youth facility at Windale also commenced.

NAIDOC Week

Council provided \$12,500 of funding to 24 schools and community organisations to undertake activities and programs to celebrate NAIDOC Week.

500
attended You're
Kidding Me expo

Provide family day care

Delivery Program priority 2.2

Caring for our kids

Lake Macquarie Family Day Care service continues to exceed national quality standards.

Family Day Care partnerships were in place and continued to function effectively during the year.

Hunter New England Area Health employer-sponsored places and Hunter TAFE play sessions were fully utilised, and Council met all requests for care under the Samaritans Brighter Futures program.

The service now has 121 registered educators, exceeding the set target of 111 for the year. Our coordinators conducted 675 support visits, including home safety audits for educators.

121
registered Family Day
Care educators

Respond to community concerns regarding Ranger and public health issues

Delivery Program priority 2.3

Health awareness updates

We provided community awareness and monitoring advice regarding mosquito monitoring and wild rabbit control, and issued two food safety newsletters.

Protecting our pets

Our companion animal education and awareness programs continued

throughout the year with three microchipping events, one school education event, one community event, two information sessions and four mail outs to owners of unregistered pets.

Food premises inspected

Council health inspectors completed 886 inspections of local food premises,

revealing an 88 per cent compliance rate with health regulations.

Ranger services provided to the community

Our Rangers received 361 after-hours calls during the year and responded to all within 24 hours.

886
health inspections of
food premises

361
after-hours calls handled
by our Rangers

Community facilities management

Delivery Program priority 2.4

Access for all

We continued our works program to make community facilities more accessible for all. Works identified in our Disability Action Plan and Community Facilities Strategy were completed during the year, including replacement of the kitchenettes at Warners Bay Child Care Centre. Designs for the change rooms at Warners Bay and Edgeworth Child Care Centre were completed, with works scheduled for December 2017.

Maintaining our community facilities

Promotion of our facilities was a focus during the year, with events at community halls and launch of the Facility Finder on Council's website in May, with planned expansion to include additional facilities.

Council also performed regular inspections and risk assessments to enable proactive maintenance of halls, sportsgrounds and other community facilities throughout the City.

Cemeteries upgraded

A new ash interment garden was installed at Belmont Cemetery and internal roads at Toronto Cemetery were sealed.

Supporting our volunteers

We held two workshops during the year to provide information and training to the 196 volunteers who manage Council-owned community facilities.

The first information session was held on 30 November 2016 with 102 volunteers attending to discuss issues

including CCTV installations, financial auditing, safety of volunteers during incidents, and volunteer safety officer inductions.

The second information session was held on 24 May 2017 with 94 volunteers attending to discuss issues including Cityserve, sports field irrigation works, new capital projects, the Facility Manager website update, and volunteer safety officer inductions.

Twelve of Council's 97 delegated authority groups required a volunteer safety officer to complete the induction at November. Eleven were inducted in May, taking the overall volunteer safety officer rate to 99 per cent.

196
facilities volunteers
trained

Challenges and targets not met

24 of 26 performance indicators were met during the year.

Accessibility works in progress

Wangi Wangi Netball Courts works are complete, and pathways to link the car park to the netball courts at Gregory Park, West Wallsend are also complete.

Accessible car park works at Evans Park, Cardiff and Finnan Oval, Blackalls Park are complete, including rectification works.

The construction of an accessible toilet at Belmont Foreshore was not undertaken during 2016-2017. Instead, this project

will be incorporated into the reinstatement of Belmont Baths, as the amenities will need to be re-designed to consider the impact of the enclosed swimming area. This re-design work will be undertaken during 2017-2018.

Preliminary design work has commenced on the internal refurbishment of Rathmines Community Hall, and will be completed after asbestos is removed.

Community Facilities Strategy

A full review of the previous Strategy and audit was not achieved. The first draft of the updated Strategy is under way and is due for completion in 2017-2018.



sport, recreation and culture

It was an exciting year for sport, recreation and culture in our City. Highlights included beginning to construct the \$15 million Cameron Park Recreation Area, launching our new mobile library service, the Rover, and celebrating 20 years of the Lake Macquarie City Art gallery's Sculpture Park. We worked with our community and stakeholders to develop a new Arts, Heritage and Cultural Plan for the City that will see Council play a more active role in fostering creativity and bringing our culture and history to life throughout our City over the next four years.

Summer heatwaves saw a sharp increase in visits to our patrolled beaches, where our professional lifeguards performed 154 rescues, while over winter they taught water survival skills to kids at 81 schools.

Snapshot of performance

32
of 35
targets
achieved



Provision of community-based swimming centres

Delivery Program priority 3.1

Better swim centres

Our actions to revitalise the City's swim centres and improve the leisure programs they offer are proving popular with the community, with the number of people using and enjoying our facilities increasing during the year.

Attendance figures for our swim centres exceeded

our targets, with 338,362 visits this year, which is up 13,100 on 2015-2016.

Council has continued its plans to redevelop the Charlestown Swim Centre as a contemporary swimming complex and leisure facility. The business case is complete, including review of work completed during the preparation of the concept designs.



338,362
visits to swim centres

Recreation and community land planning

Delivery Program priority 3.2

Safe and functional parks

All required inspections have been completed. Due diligence inspections have been carried out by staff on a quarterly basis over the past financial year to identify and action safety related issues. Staff have inspected 111 local playgrounds and more than 3300 parks and reserves assets that are located across the City. Assets inspected included picnic tables, jetties, seating, fencing, retaining walls, barbecues, shelters and bollards.

Under our parks infrastructure renewal program we resurfaced

the Molly Smith Netball Courts at Belmont and constructed a new retaining wall at Cardiff Tennis Courts. We also delivered new playgrounds at Taylor Park, Barnsley and Cardale Street Reserve, Macquarie Hills and a new take-off area for the Lake Macquarie Variety Playground's flying fox.



Better car parking at Swansea boat ramp

We completed a new car park at the Lake Street, Swansea boat ramp as part of our boat ramp rehabilitation program. The facility was available for public use in September 2016.

111
playgrounds inspected

Recreation and community land planning

Delivery Program priority 3.2

Sports fields improved

We delivered upgraded sports facilities in line with the priorities in our Sports Facilities Strategy.

Improvements included:

- Upgrades to fields and installation of new floodlighting at Allen Davis Field, Gateshead;
- Redevelopment of the amenities building at Parbury Park, Swansea; and
- Upgrades to floodlighting at Wangi Wangi Netball Facility.

New vision for Hunter Sports Centre

We completed the feasibility report and cost benefit analysis for the revitalisation of Hunter Sports Centre.

Council is now seeking funding for an expanded project that includes the Trampoline Centre of Excellence.



Delivery of major projects to the community

Delivery Program priority 3.3

Cameron Park Recreation Area

The Cameron Park Recreation Area, now officially named the Pasterfield Sports Complex, will become the major sporting and recreational hub for Cameron Park, providing a vital pedestrian and cycle link between the areas of the growing suburb.

The \$15 million project is estimated to be delivered in 2019 and includes a two-storey community building, a major combination sports field, a skate zone, netball courts and a multi-court, accessible path network, two playgrounds and an outdoor exercise area.

The tender for construction was awarded and construction commenced in June this year.

All abilities access to Redhead Men's Shed

A disability access ramp at the Redhead Men's Shed was constructed and launched with an official opening on 4 June 2017.

Thomas H Halton Master Plan

The Thomas H Halton Park Master Plan was adopted by Council on 26 June 2017 and a detailed design of the park has commenced, including a \$2 million playground, skate and BMX facility and a fenced dog exercise park.

New sound system for Performing Arts Centre

Best practice audiovisual options were chosen for Lake Macquarie Performing Arts Centre, with purchase to occur in the 2017-2018 financial year, in line with Council's budget allocation.

Planning for the future of Speers Point Park

Approvals were received for creation of a central promenade and associated picnic areas at Speers Point Park, allowing the project to move into the construction phase.

Fernleigh Track

We continued to deliver projects to improve the Fernleigh Track, with installation of interpretive signage at Whitebridge.

\$15M
recreation area
under construction

Delivery of an art gallery service for the community

Delivery Program priority 3.4

Gallery visitation increases

Lake Macquarie City Art Gallery attracted solid audiences in 2016-2017, exceeding targets for the year with 42,045 visitors. This figure is 20 per cent above the annual target of 35,000 and represents a real increase on average past annual visitation. This is due to a quality exhibition program that included successful exhibition programs such as *Living Cultures*, *Soft Core*, *Saltwater Country* and the annual *First Class HSC* project.

Wider marketing and more outdoor events and programming also drove higher visitation. The gallery staged 57 events, including *Connect to Country* and *20 Years of the Sculpture Park*, attracting 4778 participants.

Art classes have run on average at 89 per cent capacity, the same rate as last year. A total of 269 art classes were conducted during the year, with 2180 participants attending. Good attendance was due to programming a balance of free and paid classes and activities. These included the Art(ful) Futures project with mental health workers and service users, and a seniors' art program.

Satisfaction ratings

Satisfaction ratings for each exhibition and general gallery visits were consistently between 97 and 100 per cent across the year.

Partnerships

Partner programming such as *Mapping the Lake* with Tantrum Youth Arts and *Oceanactionpod*, coinciding with the water exhibition, combined with wider marketing saw school student visits to the gallery continue to increase on average for non-Archibald Prize years.

A total of 1513 school students visited the gallery compared to 2300 for the same period last year, which included the Archibald Prize.



Artwork acquired

During the year, 42 artworks were acquired, donated or gifted for the collection. These include two pieces by Michael Bell, one by Stella O'Halloran and two by Thelma Bartman, as well as the Firkin Collection (29 items by various Australian artists, schools and genres), two works by Aaron Bellette, five by Vernon Ah Kee, one by Saretta Fielding and one by Sharna Teperson. All were approved through the Art Gallery Advisory Committee.

During the year, three exhibitions included works from the gallery's collection. In planning for the end of 2017 are two additional exhibitions, *Book Club* and *Board*, will draw on the collection and other public loans.

Aboriginal content

On average, 77 per cent of exhibitions contained Aboriginal content across the year. Exhibitions are supported by public and education programs developed in partnership with the gallery's Aboriginal Reference Group.



20%
above target for gallery visitation

77%
of exhibitions included Indigenous material

42
artworks acquired

Provide adaptive library services for the community

Delivery Program priority 3.5

Our libraries come alive

Lake Mac Libraries hosted 2083 events during the year with 32,564 people attending, representing (on average) 92 per cent of total capacity.

Visits to Lake Mac Libraries reached 712,141 against the NSW State Library benchmark of a minimum 700,000 visits on site, or 4.5 visits per capita.

Loans reached 1,360,181 against the NSW State Library benchmark of a minimum of 1.3 million loans, or 5.5 loans per capita.

Lake Mac Libraries also exceeded its target to achieve a minimum 800,000 interactions online through its general website, history website, online resources, and social media, with 1,033,525 online interactions recorded for the year.

The Rover hits the streets

The Rover is Lake Mac Libraries' re-imagined mobile library service, bringing new experiences to people across the City. Decked out in colourful

and quirky monsters, The Rover is a pop-up activity centre in a van, offering access to new technology, classes, games, books and unexpected events.



2083

events at Lake Mac libraries

712k

library visitors

1.3M loans

Provision of beach patrol services

Delivery Program priority 3.6

Safe in the surf

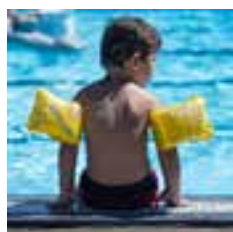
Attendances at Council's four patrolled beaches more than doubled for the season to 1,089,144 visits. This is largely attributed to the heatwave conditions experienced in December and January, and the NSW Surf Life Saving Championships being held at Blacksmiths Beach in March.

Lifeguards commenced a seven-day patrol service at Christmas, including a remote posting at Hams Beach, and performed 154 rescues, 2538 first aid treatments and 2774 preventative actions across the season.

Beaches required closure on 173 occasions due to large surf, lightning storms and shark sightings.

Water survival skills for kids

Thousands of primary school students participated in Council's winter water safety program, A Matter of Seconds. Our professional lifeguards visited 81 schools during the year, where they presented water safety education sessions to students in Kindergarten, Year 3 and Year 6.



Life-saving education

Council's Lifeguards delivered 21 CPR and emergency care programs to the community during the 2016 winter period. There was an increase of 8.8 per cent in participation across the programs, with a total of 517 participants. Customer surveys indicated a high level of satisfaction.

1.08M

visits to our beaches

154

rescues performed by our lifeguards

517

adults were taught CPR

Supporting community, cultural and sporting events in the City

Delivery Program priority 3.7

Financial support for community events

Through its community funding program, Council allocated \$106,678 in funding during the year for 51 community events, such as the Lake Macquarie Aboriginal Elders Olympics, the Hunter Memory Walk and Jog, Tantrum Youth Arts' *Mapping the Lake* and various cultural celebrations.

Council also provided \$136,980 in corporate sponsorship to support 18 events including local surfing and athletics events, community festivals and an opera program.

A further 15 events were funded with \$21,121 allocated under the Lake Macquarie Games program.

\$264,779
for 84 community events

Challenges and targets not met

3 of 35 performance indicators were not met during the year.

Extension of Valentine jetty

Design of the extended jetty was completed during the year and a construction tender awarded. Construction commenced but was delayed due to manufacturing technical issues. The project was completed and the jetty was ready for use in August 2017.

Library membership targets

Lake Mac Libraries had a total of 59,719 members for the year, 281 short of the 60,000 target.

Designs completed for interior enhancements at Toronto Library, including audio hub maker space

Although the original intent of the Toronto activation project, a cafe, was abandoned, new opportunities to incorporate an audio hub maker space were seized as part of a more strategic approach to activating our library branches. Designs and upgrades for Toronto Library are now due for completion in 2017-2018.

99.5%
of membership target achieved

transport, roads and drainage

We successfully completed Stage 1 of the Lake Macquarie Transport Interchange, providing an essential road link to ease congestion around Glendale and paving the way for further funding of this priority infrastructure project for our City and region.

At the same time, we have made steady progress in our work to revitalise the Toronto streetscape, with major improvements to The Boulevard well underway.

Our efforts during the year to reseal and resurface roads and build new shared pathways and on-road cycleways all bring us closer to our vision for a well-serviced and sustainable transport network for our City.

Priority stormwater infrastructure works and regular maintenance of our drainage system completed this year will help keep people and their property safe while helping to improve the quality of water in our beautiful lake in years to come.

Strategic Direction A well serviced and equitable City.

Objective Develop and maintain a sustainable road and drainage network and facilitate continual improvement of the City's transport network.

Snapshot of performance

13
of 15
targets
achieved



Improve the transportation network across the City

Delivery Program priority 4.1

Lake Macquarie Transport Interchange

Lake Macquarie Transport Interchange at Glendale, is the City's highest priority infrastructure project, identified in many NSW Government and Council plans over the years. It will drive employment growth and improve the connectivity and viability of major centres throughout the Hunter Region.

First section of Interchange open

Construction works continued this year and the first section of the Interchange opened to traffic on 19 June 2017. This essential road link provides a second access to Stockland Glendale and the Hunter Sports Centre from Main Road, Cardiff, which will significantly relieve traffic congestion at local bottlenecks such as the crossroads and Lake Road roundabout. Construction involved extending and realigning Glendale Drive to meet an extended Stockland Drive at a new four-leg roundabout, building a bridge over Winding Creek, installing traffic lights at the Main Road intersection and laying new footpaths and shared pathway.

The project was jointly funded by the Australian Government, the NSW Government and Lake Macquarie City Council.



Developing the case for funding

Council welcomed the announcement of \$1.7 million funding from the NSW Government in June 2017 to complete a strategic business case for the remaining stages of the Interchange. The business case is an essential step in bidding for government funds to undertake the remaining stages of the Interchange. It will also ensure that the priorities outlined in Hunter Regional Plan 2036 are realised for both Lake Macquarie City and the wider Hunter Region.

The budget commits to the preparation of a strategic business case for all stages of the project, including the Pennant Street rail bridge, train station and bus interchange.

The Pennant Street Bridge will connect the Glendale retail precinct with the extensive Cardiff commercial and manufacturing zone on the opposite side of the Main Northern Railway Line, opening up land for residential, business and industrial development. The bridge is Council's next funding target.

2km
of roadworks

1000
workers during construction

92
new streetlights

3000m³
of concrete

18,000m²
of landscaping

10,000
vehicles a day expected

Improve the transportation network across the City (continued)

Delivery Program priority 4.1

Toronto streetscape takes shape

The Toronto Streetscape Master Plan is a major project for the local Toronto community, which will improve access, help modernise the town centre, and improve opportunities for increased economic activity.

Construction progressed during the year, with approximately 45 per cent of the works completed, including completion of Stages 1, 2, 3 and near completion of Stage 4 of the master plan.

The northern side of The Boulevard has been reconstructed and now provides a better looking, more accessible and lower maintenance town centre. Small business owners in the constructed areas are already reporting an increase in trade. As construction continues in 2017-2018, it is anticipated the whole town centre will begin to reap the economic benefits of the upgrade. New seats, trees, gardens constructed in the first half of 2017 will be extended along the entire southern side of the street and works to the eastern end will include new decks to better facilitate outdoor dining opportunities.



New cycleways and shared pathways

We exceeded our targets to construct 6km of on and off-road cycleways throughout the City during the year.

An 800-metre shared pathway was completed at TC Frith Avenue, Boolaroo as part of the Speers Point to Glendale shared pathway.

We also constructed 5.2km of new on-road cycleways along: South Street, Windale (300 metres); Cameron Park Drive, Cameron Park (1,500 metres); Maddison Drive, Adamstown Heights (600 metres); Sealand Road, Fishing Point (100 metres); Northville Drive, Barnsley (250 metres); Ntaba Road, Jewells (300 metres); McElwee Drive, Tingira Heights (500 metres); Withers Street, West Wallsend (360 metres); Wakefield Road, Wakefield (500 metres); Bath Street, Wyee Point (300 metres), and other minor locations (500 metres).

Maintaining our transport assets

City footpaths, cycleways, traffic facilities and street furniture were inspected for safety as part of Council's due diligence procedures and responsive maintenance was performed as scheduled.

Improving pedestrian access

We made it easier to access our City on foot with completion of 1.6km of footpath during the year, Shade Lane, Windale (40 metres); Park Street, Belmont North (450 metres); Floraville Road, Belmont North (60 metres); William Street, Teralba (140 metres); Ridley Street, Edgeworth (260 metres); Brighton Avenue, Toronto (530 metres); and other minor locations (120 metres).

1.6km

of new footpaths constructed

0.8km

of new shared pathways

5.2km

of new on-road cycleways

Provide and maintain drainage infrastructure

Delivery Program priority 4.2

Following last year's stormwater quality improvement trial, Council has incorporated recommended improvement actions into standard work practices. This includes continuing to complete condition assessments

for stormwater quality improvement devices and, where appropriate, raising service requests to undertake vegetation maintenance.

Provide and maintain road infrastructure

Delivery Program priority 4.3

Smoother, safer journeys

Council reconstructed or resealed 90km of our City's existing roads this year, and sealed gravel at Mandalong Road, Mandalong (1.8km); and completed minor gravel sealing works at various locations City-wide (500 metres).

Kerb and gutter

Council constructed more than six kilometres of new kerb and gutter throughout the year, against a target of 2.4km.

Major projects included kerb and gutter works at Cordell Street, Edgeworth (475 metres); Short Street,

Wye Point (230 metres); Park Street, Arcadia Vale (160 metres); South Street, Windale (285 metres); Bath Street, Wye Point (735 metres); Sealand Road, Fishing Point Stage 1 works only (450 metres) and 65 metres at other minor locations.

90km

of existing roads were resealed or reconstructed

>6km

kerb and gutter constructed

Challenges and targets not met

2 of 15 performance indicators were not met during the year.

New bus shelters

Fabrication of eight bus shelters is complete, along with on-site installation of seven shelters. Site issues delayed installation for one shelter, which will be installed at an alternative location by September 2017.

Shelter installation is complete at the following seven locations: 31 Kalaroo Road, Redhead; 38 Kalaroo Road, Redhead; 103 Cowlshaw Street, Redhead; 58 Pacific Highway, Gateshead; 73 Main Road, Boolaroo; and on both sides of Glendale Drive, Glendale.

Stormwater infrastructure upgrades

Two stormwater infrastructure projects were complete by 30 June 2017, with the third completed in July 2017.

Projects completed were drainage improvements and installation of a new gross pollutant trap at 3A Ilford Avenue, Buttaba, and drainage improvements including new drainage pipes and pits Bath and Short Streets, Wye Point.

Construction commenced in May for drainage improvement works Barford Street, Speers Point, but works had to be extended two weeks to deal with a soil compaction issue.

7 of 8

shelters installed

2 of 3

drainage projects completed

urban and economic development

We made strong steps for our future prosperity this year in partnership with the City's economic development company, Dantia, and through our strategic business development and destination marketing initiatives.

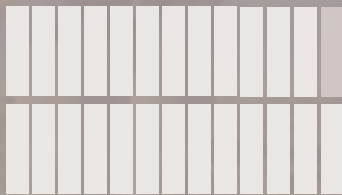
We also continued our strong performance in reducing processing times for development applications and worked alongside the business and development industry to forge the right outcomes for our City, based on sustainable and socially responsible economic growth.

Strategic Direction A well designed, adaptable and liveable City.

Objective The City's economy prospers, with managed growth that enhances quality of life, while balancing employment and environmental aims.

Snapshot of performance

25
of 26
targets
achieved



Develop sustainable and socially responsible economic growth

Delivery Program priority 5.1

Dantia stimulates investment

The Lake Macquarie Economic Development Company, Dantia, delivers economic development activities to support retention and growth of existing local businesses, and attract more business to Lake Macquarie City.

Dantia reported solid performance against all its targets for the year, with 48 per cent of projects in the 'investment' pillar of its four-pillar strategy: identity, infrastructure, investment and innovation.

Dantia's efforts resulted in the creation of 251 jobs, with another 924 jobs projected for creation through commitments and investments secured. At the end of the year, Dantia had delivered 17 projects and another 21 were secured or in progress. In addition, Dantia presented or facilitated 39 industry and business events attracting 1690 attendees.

The Dantia Smart Hub (DaSH) continued to grow, with 69 members at 30 June. DaSH is a co-working

space in Charlestown that provides an appealing modern workplace for local start-ups and functions as a hub for professional networking and the exchange of ideas.

Consulting firm TPPG commenced a review of Dantia's performance after three years of operation.



New policy fosters business activity

Council's first Local Approvals Policy was adopted in February 2016 and information was available on Council's website and from the Customer Service Centre. Under this new policy, approvals were issued for five footpath dining premises, five mobile vending operators and 20 street stalls.

Engaging the small business sector

Council's Combined Chambers Consultative Committee provided feedback to inform the development of Council's long-term strategic plans, along with strategies to ensure effective engagement with the local small business sector. Proposed strategies, which include development of a suite of online tools to support ongoing dialogue between Council and local businesses, will be considered by Council in the second half of 2017.

69

members at the
Dantia Smart Hub

Maximise economic benefit from tourism

Delivery Program priority 5.2

Tapping into the friends and relatives market

Our visiting friends and relatives campaign concluded on 20 June, reaching almost 60,000 people and gathering almost 5,000 new marketing contacts for Lake Macquarie Tourism, with a conversion rate of 7.3 per cent (compared to the industry rate of 2.6 per cent).

Tourism website hits increase

The popularity of our online local tourism information has continued to increase, with five per cent more unique page visits to the Lake Mac Tourism website, with 122,151 visits during the year.

New Destination Marketing Plan

The 2017-2018 Destination Marketing Plan was developed during the year and includes strategies to promote Lake Macquarie through the Legendary Pacific Coast Touring Program, the Lake Mac Ambassador Program (annual family and friends campaign) and continuation of the Tourism Partnership Program.

Pacific Coast Touring Program

Lake Macquarie Tourism's participation in the Legendary Pacific Coast Touring Program continued during the year and was promoted through the pacificcoast.com.au website, as part of the Fly Drive campaign and featured in Virgin airline magazines.

Tourism Partnership Program

The partnership between Lake Macquarie Tourism and industry operators maximises the exposure of the area as a tourism destination through the promotion of partner businesses and the provision of quality local, regional and New South Wales information.

One hundred tourism operators joined the membership program during the year.



100
members in tourism
partnership

5%
more visits to the Lake
Mac Tourism website

Develop tools to guide sustainable, safe and attractive development and infrastructure

Delivery Program priority 5.3

The City's adaptation plans

Work to plan for future flood and coastal risks for Pelican Blacksmiths progressed well during the year, with significant engagement with the local community and relevant stakeholders. More than 160 people participated in workshops and drop-in sessions, and Council's Have Your Say website for the project received more than 1200 visits. One hard copy newsletter and 10 e-newsletter updates kept the community informed of engagement outcomes and progress throughout the year. In late 2016, an eleven-member Volunteer Community Planning Group formed to review community feedback and adaptation solutions for inclusion in the Pelican and Blacksmiths area Local Adaptation Plan.

Building relationships with the development industry

Council continues to develop meaningful relationships with the development industry to promote positive outcomes for the City's built environment. Staff attended development industry forums including the Property Council, Urban Development Institute of Australia, and the Building Surveyors – Housing Industry Association. Council also hosted meetings with development industry representatives.

Faster development assessment

Council continued to meet or exceed development assessment timeframes across all application types as follows:

- Fast track – 18 days (target – 20 days)
- General – 22 days (target – 30 days)
- Medium – 60 days (target – 60 days)
- Major – 54 days (target – 90 days)

Stronger heritage protection

Council continued to identify and manage heritage values and mechanisms to support conservation at a high level. We successfully delivered the Local Heritage Fund grants program, providing \$8495 to enable restoration and maintenance of heritage items in the City.

Three projects were finalised in 2016-2017 as a result of grant funds and one project did not proceed. Unspent grant funds were re-allocated to prepare a conservation assessment report on three local community war memorials: Killingworth War Memorial, West Wallsend War Memorial, and German Trench Mortar, Speers Point Park.

160
participated in
adaptation workshops

Ensure responsible development

Delivery Program priority 5.4

Erosion control for the City

We audited 1406 development sites across the City this year to proactively monitor, promote and enforce effective erosion and sediment controls. This equates to an average of 351 audits each quarter.

Review of the Hunter Regional Plan

Council completed a review of the Hunter Regional Plan and Hunter City Plan, which confirmed that no changes were required to Council's planning instruments.

Council also participated in preparation of the Greater Newcastle Metropolitan Strategy.

Long-term land use planning

We completed Shape Your Future, a City-wide engagement program to develop a new statement of vision and values for the City and gather ideas to inform our new Community Strategic Plan and long-term land use planning.

Community workshops were completed between June and November 2016 and a new City vision and community values were adopted by Council in November 2016. Briefs were prepared for key technical studies including transport, housing and economy, and themed spotlight papers and district character statements are being refined for community engagement in September 2017.

Online assessment system in progress

Council continued work throughout the year to introduce an electronic assessment process for all applications. A software upgrade and subsequent training for staff is due for completion in October 2017.

1406
erosion control
inspections

Developer contributions

Delivery Program priority 5.5

Contribution plans for Charlestown, Glendale, Belmont and Toronto

Councils must adopt contributions plans before they levy developer contributions. A contributions plan identifies public services and amenities to meet the demand of development. Examples include open space, recreation facilities, car parking and community facilities.

Council endorsed the Toronto Contribution Catchment Plan in November 2016, which estimates that \$39.5 million of facilities will be required to meet the needs of the future community.

Catchment contribution plans are developed in reference to detailed background studies. Studies for the Belmont Contributions Catchment Plan progressed well during the year, including for development projections, open space and recreation, community facilities, and traffic and transportation. The studies are due for public exhibition in late 2017.

\$39.5M
contributions plan
for Toronto

Challenges and targets not met

1 of 26 performance indicators was not met during the year.

City-wide parking strategy

Council continued to prepare a City-wide Parking Strategy to create a long-term plan for the provision and management of parking across the City, based on extensive feedback from residents in 2015-2016.

The draft Strategy was well advanced at the end of June.



civic leadership

Council provides opportunities for the community to participate in decision making and engage on key issues affecting the City.

Faster response times to customer enquiries and new ways to access advice, services and resources online or with specialist face-to-face support, reflect our commitment to delivering excellent customer service.

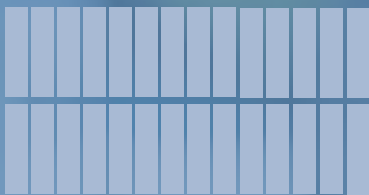
We continue streamline and develop our systems to deliver a highly integrated approach to planning and reporting that helps us identify the changing needs of our community and respond with services and facilities that maintain and improve their quality of life.

Strategic Direction Provide open and ethical leadership that is accountable to, and works with, the community to provide services and facilities that satisfy their needs while providing a sustainable future for the City and the region.

Objective Deliver Council's support, regulatory and corporate functions in an open, efficient and cost-effective manner.

Snapshot of performance

28
of 28
targets
achieved



Customer service

Delivery Program priority 6.1

Customer response times

During the year, the Customer Service Centre answered 80.6 per cent of phone calls within 30 seconds; achieved a two minute and nine second average customer wait time at the counter. More than 83 per cent of customer phone queries were answered within the Customer Service Centre.

Customer charter

A customer charter was adopted in February 2017 which sets out our commitment to customers and outlines the level of service customers can expect from Council as an organisation.

Some commitments outlined in the charter are broad; such as committing to being open and transparent about our processes, treating customers with respect and honesty, and communicating clearly with them. While others are specific; such as returning

calls and acknowledging emails within one working day and responding to a letter or email within 10 days.

The charter also outlines what we expect of our customers in order that we can deliver great customer service, including providing accurate and complete information in a timely manner, treating Council employees with respect and providing honest and constructive feedback on our service.

The charter is available online at lakemac.com.au

Online customer services

Council continued to develop and expand our online information services across social media, our website and e-news services. During the year, we distributed 33 e-newsletters and there were 38,000 visits to our Have Your Say Lake Mac engagement site. We now have more than 31,000 people following us on our social media accounts.

80.6%
of calls answered
within 30 seconds

31,000
follow us on social media



Community engagement

Delivery Program priority 6.2

Engagement on major issues

Through Council's engagement program, thousands of residents provided valuable input and feedback on major issues affecting the City.

Engagement projects included Lifestyle 2050 (Shape Your Future); Lake Macquarie Transport Interchange; Toronto Streetscape Master Plan; Disability Inclusion Action Plan; Community Strategic Plan – Our Future in Focus; Arts, Heritage and Cultural Plan; review of the Aboriginal Community Plan; Thomas H Halton Park; Wangi Wangi outdoor exercise equipment; and Windale Community Centre.

Detail of these engagement projects is included on pages 64 and 65 of this report.

Council's online engagement continues to expand, with 2526 participants registered on our Have Your Say Lake Mac community engagement website.

Keeping our community informed

During the year, Council's media team issued 779 proactive media items through media releases, media centre stories and niche media publications. The media team also fielded 442 media enquiries. This media strategy created 3600 mentions of Council projects, plans and people, in print, TV, radio and online media, reaching a cumulative audience of more than 61.1 million. This is the equivalent of \$10.94 million in free media.

The Media Centre received 114,215 views of stories during the year. The most read story for the year was 'Reminder to vote in the Local Government Elections this Saturday' with 4000 views.

Council published 27 videos on its websites and social media platforms.

Celebrating our citizens

We welcomed new members of our community, with 422 residents naturalised in five Council-run citizenship ceremonies during the year.

Council hosted the 2017 Lake Macquarie Australia Day Awards in January to recognise outstanding individuals, groups and events that have significantly contributed to community life in our City.

The 2017 Lake Macquarie Sports Awards celebrated the outstanding performance of our City's sporting women, men, girls and boys, and our sports administrators.

Better customer experiences

Council has worked to improve customer experiences across priority areas of its interactions during the year, with improvements implemented for five processes:

- development applications process for non-professional developers;
- automated data collection for reporting of Councillor and MP requests;

- staff telephone protocols;
- rates payments and enquiries; and
- community hall bookings.

Following successful trials conducted in 2016, Council has introduced customer journey mapping to help systematically identify and remove 'pain points' in its service and information pathways. The trials mapped areas such as booking lessons at a local swim centre and placing an order for a lost, stolen or damaged bin.

A connected and inclusive community

Council's major community events continued to bring people together. The Living Smart Festival held in September 2016 attracted an estimated 20,000 people, while 25,000 attended Carols By Candlelight in December and 10,000 attended the Lake Macquarie Festival on Australia Day.



2526
registered have your say users

50,000
attendance at Council's major events

Governance

Delivery Program priority 6.3

Advocacy for our City

During the year, Council advocated for our City making 35 submissions on broad range of matters including:

- Infrastructure priorities for Hunter Regional Plan;
- Regional Planning Inquiry;
- Proposed changes to Codes SEPP to allow low rise medium density housing (up to 10 dwellings) as complying development;
- Draft Hunter Regional Plan and Draft Central Coast Regional Plan;
- Hunter Special Infrastructure Contribution Plan;
- Review of the Mine Subsidence Compensation Act;
- Draft SEPP (State Environment Planning Policies) Educational Establishments and Child Care Facilities 2017 and Infrastructure SEPP;
- Inquiry into Transport Access for Seniors and Disadvantaged People in Rural and Regional NSW;
- Draft Social Impact Assessment Guidelines for State Significant Mining Development;
- NSW Draft Climate Change Framework;
- Department of Environment and Planning regarding wind farming;
- Biodiversity reform;
- SEPP 44 Koala Habitat Protection;
- Coastal Management SEPP; and
- State Insurance Regulatory Authority regarding their plans to review the system for licensing organisations that are self-insured for workers' compensation.

Promoting relationships with key agencies

Council staff played an active role in regional, state and national forums to build relationships with key agencies and share their knowledge and experience of best practice. Staff attended more than 80 external forums and meetings in 2016-2017.

Advocacy informed by community input

Throughout the year staff actively engaged with the community on a number of key projects, such as meeting weekly with the Toronto community during implementation of the Toronto Streetscape Master Plan. Staff also participated in a research funding application for transformation of smelter slag by Macquarie University; provided support for a waste levy exemption for Belmont Wetland State Park Trust; submitted a tourism grant for a virtual museum; attended a session on the Hunter Urban Development Program to advocate for the City's role in delivering diverse and affordable housing in the Hunter Region; and held meetings with the community regarding the draft adaptation plan for Pelican and Blacksmiths.

Effective council meetings

Council met regularly as scheduled during the year and in accordance with Council's Code of Meeting Practice. Meetings were advertised accordingly in local papers and on the Council's website. Councillors were able to access accurate information in a timely manner through regular briefing sessions and advisory committees.



80
external forums
attendance

Long-term financial planning and modelling

Delivery Program priority 6.4

Accountability and transparency

As part of our Integrated Planning and Reporting Framework, the 2015-2016 Financial Statements were lodged with the Department of Local Government in October 2016 and made available on Council's website.

Council's Long Term Financial Plan was updated and adopted in June 2017.

Improving our productivity

Council made or investigated productivity improvements across most areas of its operations, to save money and reduce environmental impacts while delivering improved services to the community.

These productivity improvements are documented on pages 62 and 63 of this report.

Grants and sponsorship secured

During the year, Council received more than \$13.7 million in recurrent and oneoff grant funds, including:

- \$188,000 to upgrade parking at the boat ramp at The Esplanade, Swansea;
- \$23,000 for an automatic irrigation system at Edgeworth No.2 Field;
- \$49,000 for Lake Macquarie Residential Burglary Project;
- \$150,000 for Martinsville Fire Station;
- \$115,000 for upgrade parking at Thomas Humphreys Reserve boat ramp, Swansea;
- \$90,000 for Living Creek Corridors; and
- \$8000 to restore urban creeks in the City.

We also received 11 sponsorships during the year. Five of these were monetary agreements with a total value of \$11,250, two were in-kind agreements valued at \$5000, and four were media partnerships valued at \$6250.

\$13.7M
in grants received

Long-term workforce planning

Delivery Program priority 6.5

Workforce Management Strategy

Actions in the 2013-2017 Workforce Management Strategy were completed and a new Strategy for 2017-2021 was adopted by Council in June 2017.

Safety performance

The implementation of Council's 2016-2018 Safety Management Plan continued throughout the year with strategies and performance targets monitored and reported monthly.

These achievements are documented on pages 59 and 60 of this report.

Internal support services

Delivery Program priority 6.6

Our corporate management system software, Sycle, continues to provide a platform for activity planning and performance reporting. Investigations into integration between all modules are under way.

Plant and fleet management

Delivery Program priority 9.1

Fleet management drives savings

Council's fleet management strategy continues to deliver financial and environmental improvements.

Council has achieved a 2.6 per cent reduction in fuel consumption from its passenger fleet in the past 12 months, resulting in a 1.5 per cent reduction in carbon emissions and estimated cost savings of \$20,000.

Throughout the year, our plant and fleet replacement program has involved transitioning to Euro 6 engine technology aimed at further reducing our emissions. This transition is ahead of Euro 6 technology becoming a mandatory requirement in Australia. The requirement comes into effect late 2018.



2.6%
reduction in fuel
consumption

1.5%
reduction in fleet
carbon emissions

Challenges and targets not met

All 28 performance targets were met during the year.

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.

CiviLake

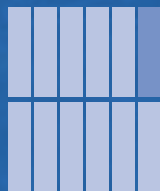
CiviLake is Council's principal provider of civil construction and maintenance, horticultural and building trade services. Additionally, CiviLake carries out external works and services for its public and private sector clients. CiviLake delivers quality works and services in a safe, cost-effective and environmentally-sound manner, providing solutions to meet its clients' needs.

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, car pool management, footway dining and road closures.

Snapshot of performance

11
of 12
targets
achieved



CiviLake

Generate a commercial return for Council on its investment in external works

Delivery Program priority 7.1

We completed \$3 million of external works for Roads and Maritime Services during the year, representing 5.5 per cent of our total annual turnover of \$55 million. We achieved a profit of 15.5 per cent on these external works, which equates to \$729,437 to Council's benefit.



\$729,437
return to Council

Bulk materials procurement, recycling and sustainability

Delivery Program priority 7.2

We continued to manage excess bulk material, such as earth, concrete, asphalt and gravel, at or from our worksites in accordance with Environmental Protection Authority requirements and in a manner that minimises waste and maximises recycling opportunities. During the year, we redirected 90,850 tonnes of bulk material, worth approximately \$1 million, away from landfill.

We reused around 18,700 tonnes of material generated from the Summerhill Waste Management Centre expansion, along with 1000 tonnes of material generated by a private subdivision, for rehabilitation of a dormant Council quarry.

On behalf of Roads and Maritime Services, Council also organised the recycling of 650 tonnes of reclaimed asphalt from Council-maintained roads.

90,850
tonnes of material
diverted from landfill and
constructively re-used

Provision of high quality infrastructure works that have a positive impact on the community

Delivery Program priority 7.3

City maintenance and improvement works

CivilLake successfully delivered around 30 per cent or approximately \$30 million of Council's ongoing capital works program this year. Works delivered included road rehabilitation, kerb and guttering, sportsfield improvements and major

building renovations. Redevelopment of The Boulevard at Toronto and a further stage of the Warners Bay Foreshore Master Plan are examples of major works commenced.

The City maintenance program was delivered successfully with a total

spend of \$25.4 million or 95.5 per cent of the total approved budget allocation.

The backlog of public tree works was effectively eliminated this year. In addition, Council responded to more than 14,000 service enquiries from the public.

\$30M
works program
completed

Property and Business Development

Provide a high standard of facilities for holiday parks

Delivery Program priority 8.1

Holiday Parks upgrades

Nine of 11 capital projects were completed this year (see targets not met at the end of this section for detail of the two projects not complete at 30 June).

Upgrades to the Swansea Lakeside Holiday Park included construction and refurbishment of 53 tourist sites including new roads, power, water, sewer, street lighting and barbecue facilities. Council also implemented Stage 5 of the Landscaping Master Plan for the park.

A major refurbishment of the No.1 amenities block included new tiling, toilets, showers vanities and painting, while design plans were completed for refurbishment of the No.2 amenities block in 2017-2018.

At Wangi Point Lakeside Holiday Park refurbishment of the Park Manager's residence bathroom and laundry was completed, along with retiling of the showers in the main amenities building.

Marketing our Holiday Parks

Strategic marketing of our holiday parks continues to improve, with an increasing focus on social media and digital marketing. One hundred actions were implemented under the Strategic Marketing Plan during the year, resulting in increased awareness of Lake Macquarie Holiday Parks and a higher level of engagement with customers.

One of the key actions achieved was the implementation of a

12-month digital advertising campaign which received more than 1.2 million views resulting in 200,428 website visits – an increase of 17 per cent in traffic compared with the previous year.

In December 2016, a transition to digital customer feedback surveys led to a dramatic increase in the number of surveys completed. Almost 700 customer feedback were received, resulting in increased awareness of customer perception of facilities and customer service at each holiday park.

In 2017, all four Lake Macquarie Holiday Parks received TripAdvisor Excellence awards for consistently achieving positive traveller reviews on TripAdvisor during the year.

9
improvement projects
completed

100
actions completed to
improve marketing

Increase net yield on commercial and residential properties

Delivery Program priority 8.2

Council-owned properties in Town Centres

Council commenced implementation of development opportunities, as identified in four Town Centre reports completed this year. These actions include commissioning specialist consultant reports for operational land at Toronto to inform development potential; approaches made to owners to consolidate Council landholdings and progress redevelopment; progression of sale of surplus land in Charlestown Town Centre; and renewed redevelopment discussions with a new adjoining landowner at Warners Bay.

Divestment and redevelopment of surplus lots

Council officers are in regular contact with commercial agents in an attempt to identify opportunities that may lead to divestment and/or redevelopment of existing sites or acquisition of additional property in accordance with Council's Investment Policy. Outside of the Town Centre precincts, Council transacted seven scattered lots during the financial year that were identified as surplus to Council's

operational requirements, and completed the development and sale of 10 lots at Cooranbong, with nine of the 10 lots transacting in the financial year.



4 development reports completed

Challenges and targets not met

One of 12 performance indicators was not met during the year.

Blacksmiths Beachside Holiday Park

A new four-unit caravan amenity block was installed this year and design plans for stormwater drainage improvements have been completed. However, refurbishment of the swimming pool and surrounds was not completed until July 2017.

Belmont Pines Lakeside Holiday Park

Foreshore stabilisation works around the Park were completed, including extensive stonework along the shoreline and installation of two new fish cleaning tables. Construction of the recreation room and barbecue facilities was commenced as at 30 June and completed in August 2017.



90% of capital works projects completed



OUR REPORTS

our compliance reports

In addition to reporting on our achievements in implementing the Delivery Program, Council reports annually to the community on its business activities and financial performance, as well as on our City's built and natural assets.

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 other year to provide information on progress in implementing the Lake Macquarie Sustainability Action Plan. The 2016-2017 Lake Macquarie City State of the Environment Report is published as a separate volume of this Annual Report.

An easy-to-read summary of Council's financial performance is provided in this report. A complete version of the Annual Financial Statements 2016-2017 is published as a separate volume of this Annual Report.

The Annual Report also includes information prescribed by 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, both as a service provider and a community leader.

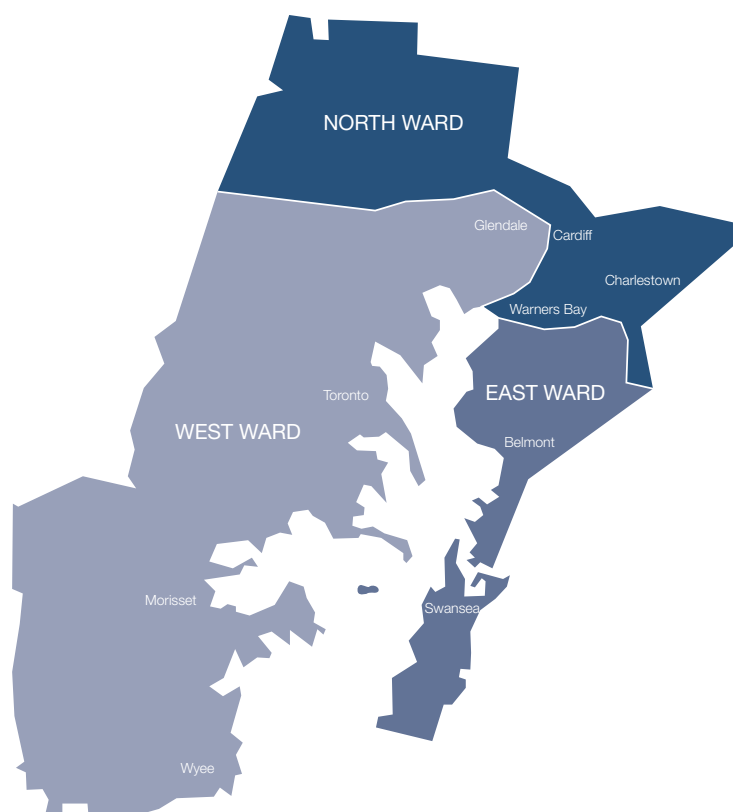
structure and performance

Our council

our wards

Lake Macquarie City Council is divided into three wards: North, East and West.

All Lake Macquarie ratepayers and residents over the age of 18 are eligible to enrol and vote in the local government elections. Residents who are enrolled can vote to elect a Mayor and four Councillors to represent their respective ward.








Our elected council

Lake Macquarie City Council is represented by an elected Mayor and twelve Councillors. There are four elected Councillors for each ward in Lake Macquarie.

A local government election was held on 10 September 2016 for Lake Macquarie City. The newly elected Councillors commenced their term of office on 19 September 2016, when results were declared.

Our councillors (1 July 2016 to 10 September 2016)


















Our Mayor (1 July 2016 to 19 September 2016)*

Mayor		North Ward									
	Cr Jodie Harrison		<td></td> <td></td> <td></td> <td></td>					Cr Kay Fraser	Cr Jason Pauling	Cr Laurie Coghlan	Cr Chad Griffith
	East Ward		West Ward								
Cr Wendy Harrison		Cr Daniel Wallace		Cr Ken Paxinos	Cr Rosmairi Dawson						

*In accordance with section 233(2) of the *Local Government Act 1993*, all Councillors other than the Mayor stop holding office on the day of the ordinary election. In accordance with section 230(3), the Mayor holds office until his or her successor is declared elected.

Our councillors (current from 19 September 2016)

Councillor profiles and contact details are available at lakemac.com.au/council/councillors-and-wards

Mayor		North Ward									
	Cr Kay Fraser		<td></td> <td></td> <td></td> <td></td>					Cr Adam Shultz	Cr Nick Jones	Cr Christine Buckley	Cr John Gilbert
	East Ward		West Ward								
Cr David Belcher		Cr Jason Pauling		Cr Wendy Harrison	Cr Luke Cubis						

our structure and senior staff



fair and equal employment

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

The Equal Employment Opportunity Management Plan 2014-2018 builds on Council's previous efforts to develop a culture that supports and promotes an equitable and diverse workforce. The plan requires that all our employees adopt fair practices, make unbiased decisions, and recognise and respect the social, personal and cultural attributes of fellow staff.

Council implemented several strategies during 2016-2017 to support these objectives:

- re-energised the existing Equal Employment Opportunity Contact Officer Network to provide ongoing support and assistance for employees;
- included an online module on bullying and harassment awareness for all new starters;
- 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;
- delivered an ongoing leadership program for supervisors and team leaders, and completed a pilot of an emerging leader program focused on skills and professional development. The program is designed to build the management capability of our existing and future leaders;
- further developed resources to reduce loss of workforce skills and knowledge as mature-aged workers retire;

- continued our ongoing Education to Employment program, which is a framework to build the number of trainees, apprentices and cadets employed directly by Council. A total of 31 participants have been employed in the program with many in non-traditional areas, such as events, arts administration, business analysis, building surveying and sustainability. An Aboriginal and Torres Strait Islander trainee is at Toronto Library studying Library Information Systems. The program demonstrates Council's ongoing commitment, as one of the largest employers in the region, to creating employment opportunities and skill development in our local area;

- continued to implement a workforce planning framework across all departments, with consideration to succession planning, skills recognition, targeted career planning, and equity and diversity, recognising that our people are our greatest asset;
- conducted cultural awareness training to enhance knowledge and skills of employees; and
- supported carers through initiatives under our 2014 Enterprise Agreement Carers Leave provisions. 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; and
- age diversity, including attraction and retention of young people and mature aged workers, and succession planning.

During the year, Council adopted the Disability Inclusion Action Plan 2017–2021, which covers a number of focus areas, including supporting access to meaningful employment for people with disability.

work, health and safety

The safety and wellbeing of our people and the broader community is our number one priority. Council has developed strategies aimed at continually improving the organisation's Work, Health and Safety (WHS) performance. This year, we achieved a number of milestones.

WHS management system

Council has a best practice Work Health and Safety Management System that is aimed at meeting legislative, self-insurer and organisational requirements. Our Safety Management Team conducts a program of internal audit of departments each year aimed at continuous improvement in the implementation of our safety system. Departments are routinely achieving and exceeding the 85 per cent conformance target, which demonstrates a strong level of implementation and compliance across the organisation.

Safety culture

Council's staff safety culture continues to strengthen. In the most recent Staff Culture (VOICE) Survey conducted in 2017, staff safety scored strongly with 94 per cent of respondents agreeing that 'keeping

high levels of health and safety is a priority of Council' and 'staff are aware of their health and safety responsibilities'. This represents a one per cent improvement on the result achieved in the 2015 survey, and is 17 per cent better than the average performance of all councils participating in the VOICE survey across Australia.

In 2016, Council was recognised as a finalist in the SafeWork NSW, Safe Work Awards for Excellence in Safety Culture.

In October, we participated in the National Safe Work Month, with a focus on safe driving. We participate in the event each year, and this year, staff participation was higher than previous years, with the majority of feedback being positive and recognising the high level of relevance and staff engagement. Activities

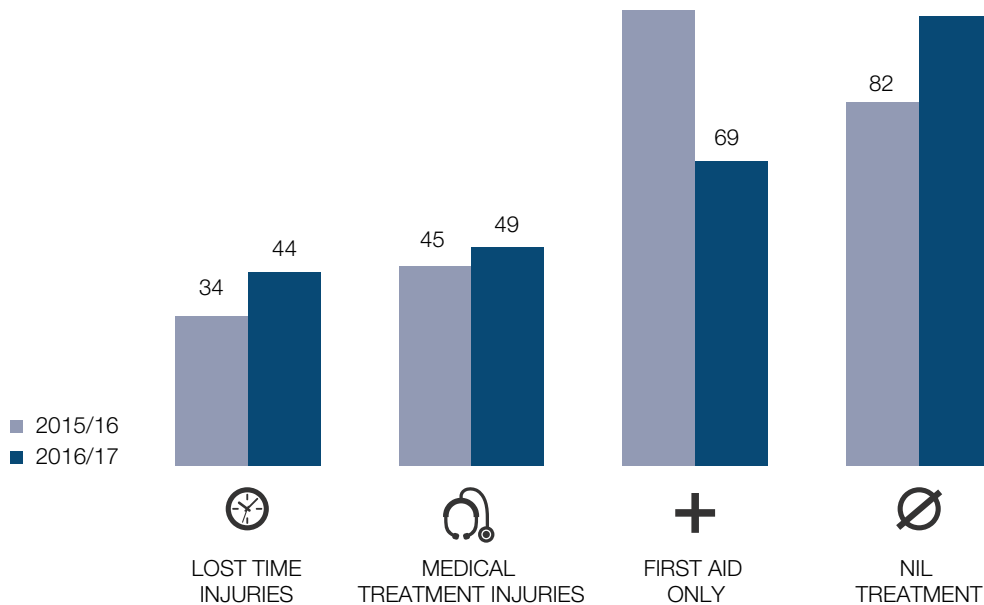
included a car and bike show, recognition and awards for staff safety, and distribution of resources promoting safe driving and vehicle safety.

Safety Management Plan

Council has commenced its Safety Management Plan 2016-2018 and achieved positive results across the majority of indicators.

In 2016-2017, we delivered:

- initiatives that helped reduce motor vehicle accident targets;
- initiatives to reduce injuries and improve compliance to our Safety Management System with regard to high-risk work; and
- our internal WHS auditing program across the whole organisation.



WHS performance

Council's injury reduction strategies have seen steady improvements in performance for 2016-2017, in terms of the total number and severity of injuries, the average number of hours lost due to injury, and the overall cost of injury claims.

■ Injury performance:

During 2016-2017, we experienced 162 total injuries, an improvement on the previous year, in which we experienced 180. Total injuries include provision of first aid, medical treatment and lost time injuries. Nil treatment injuries increased during the year, which is reflective of our early reporting practices.

■ Injury severity:

This financial year there was a rise in the count of lost time injuries from 34 in 2015-2016 to 44 in 2016-2017. Medical treatment injuries were also higher than the previous year, at 49, compared to 45. First aid injuries decreased from 103 in 2015-2016 to 69 in 2016-2017. While the lost time and medical injury counts had increased, the severity of those injuries had decreased as represented by reductions in average time lost and costs of claims.

■ Hours lost:

During 2016-2017, the total lost time injury hours rose to 5452, compared to 5127 in 2015-2016, however the average hours lost per injury reduced to 124 in 2016-2017, compared to an average of 151 hours lost in 2015-2016.

■ Claims costs:

The total cost of injury claims in 2016-2017 has decreased to \$314,852, compared to \$364,172 paid in 2015-2016, with an average claim costing \$7155, a reduction of 33.2 per cent compared to the previous year.

-10%

162 total injuries

+29.4%

44 lost time injuries

-17.9%

124 average hours lost

-33.2%

\$7155.37 average cost

awards won 2016-2017

2016 NSW Local Government Aboriginal Network Awards

Winner – Council of the Year

The award recognises Council's commitment to local Aboriginal and Torres Strait Islander Peoples, as well as their history, culture and achievements. The award recognises Council's success in maintaining partnerships with the community and local Aboriginal Land Councils to deliver a range of exciting programs aimed at encouraging healthy living, community leadership, participation in community events and raising public awareness.

Aquatic and Recreation Institute Excellence Award

Winner – Customer Service Team of the Year

Lake Mac Swim Centres was awarded Customer Service Team of the Year in recognition of the positive feedback it continually receives from its customers. Lake Mac Swim Centres regularly gathers feedback from customers to help identify opportunities to improve customer service. A user survey conducted last year showed a 97 per cent satisfaction rating across four Council-managed Swim Centres.

2017 PIA National Awards for Planning Excellence

Winner – Hard Won Victory – Marks Point and Belmont South Local Adaptation Plan

Council was recognised for its collaboration with local residents over three years to produce a long-term strategy and 10-year Action Plan to help manage the effects of future sea level rise on their communities.

The Marks Point and Belmont South Local Adaptation Plan is a leading model for climate change adaptation and is included as one of several 'best practice' case studies in the Federal Government's online coastal planning guide, CoastAdapt.

2016 IMAGinE awards

Winner – Engagement Programs

Lake Macquarie City Art Gallery won the award for its exhibition Lore & Order. In consultation with

the Aboriginal Reference Group the exhibition explored the complex history shared by Aboriginal people, Christian missionaries and colonial lawmakers. The project included a large-scale community-made artwork, engaging both Aboriginal and non-Aboriginal students. More than 200 people participated. This overwhelming response indicated great community support and allowed participants the opportunity to learn about mission life.

2017 TripAdvisor Certificate of Excellence Awards

All four of Lake Macquarie City Council's Holiday Parks have received a 2017 TripAdvisor Certificate of Excellence Award – Belmont Pines Lakeside Holiday Park, Blacksmiths Beachside Holiday Park, Swansea Gardens Lakeside Holiday Park and Wangi Point Lakeside Holiday Park.

2016 National Landcare Awards

Winner – Best Landcare Partnership

Council's partnership with Lake Macquarie Landcare and local Landcare volunteers was named the best in Australia at the 2016 National Landcare Awards.

The organisation has grown to become the largest Landcare network in NSW with almost 300 volunteer groups involved. Local Landcarers planted more than 13,200 native plants during the year, and an area of more than 91,046m³ was weeded to remove invasive plant species.

LG Professionals NSW Local Government Excellence Awards

Winner – Community Engagement – Shape Your Future Highly Commended – Hunter/Central Coast Region Illegal Dumping Squad

Highly Commended – Dantia: Lake Macquarie Economic Development Company

The NSW Local Government Excellence Awards recognise the excellent contributions, outstanding achievements and innovations

being implemented to advance and improve local government in New South Wales.

Through the Shape Your Future project, Council reached more than 170,000 people with more than 4000 participating directly in engagement activities that generated 1800 ideas and priorities for the City. The use of innovative engagement techniques – from virtual reality to parklets, interactive mapping and involvement of futurists, along with our marketing strategy – meant Council was able to reach as many residents as possible and encourage them to be actively involved in developing a new vision and set of values for Lake Macquarie City. Council also received Highly Commended in the category Community Partnerships and Collaboration for the Hunter-Central Coast Region Illegal Dumping Squad, and in the Excellence in Local Economic Contribution category for its arms-length Economic Development Company, Dantia.

International Champions of Engagement Innovation Award 2016

Runner up – Shape Your Future

The award recognises outstanding initiatives or projects that use innovative tools, ideas or practices to enhance efficiency, implement change, or improve the situation for the client, organisation or community. Council used audacious ideas and provocative imagery – such as a giant waterslide, bridge across the lake, lakeside waterpark and wind farms – placed on buses, footpaths and billboards to 'stir the pot' and spark conversation. New technologies including virtual reality, online mapping and QR codes were a fun and effective way to appeal to people, especially young people. Council also engaged a group of futurists to provide the context for the vision and values, and present predictions and possibilities about the future.

2017 Floodplain Management Australia Excellence Awards

Highly Commended – Property Flooding Information Summary

The Floodplain Management Australia Excellence Awards publicly recognise the outstanding contribution of FMA organisations and individuals in land use planning, reducing flood impacts, managing flood incidents or restoring communities after a flood event.

Council's Property Flooding Information Summary tool makes it easier for homeowners, occupiers and developers to access information

relating to property flooding hazards in Lake Macquarie City.

AORA NSW Leadership Awards 2016

Highly Commended – Compost user demonstrating innovation and advocacy in Amenity Markets – Lake Macquarie Sports Field Improvement Program

Council's Sports Field Improvement Program was recognised at the Australian Organics Recycling Association (AORA) NSW Division Leadership Awards. The program

has improved local sports fields using compost made from green organics. This program has provided increased longevity and reduced maintenance requirements for playing fields while beneficially reusing green organics and assisting to achieve Council's sustainability targets.

productivity improvements

Area of operation	Improvement
Sustainability	<p>Energy efficiency upgrades at the Swansea Centre, Speers Point and Swansea Swim Centres, Rural Fire Service headquarters and Toronto Library saved 36,061 kilowatt hours and 38.28 tonnes (t) of CO2-e per year.</p> <p>The implementation of automatic irrigation systems at Hunter Sports Centre and at Lisle Carr, Finnan, Ulinga and Gibson ovals is saving \$14,175 per year.</p> <p>Twenty-eight penalty infringement notices valued at \$47,150 were issued by the Regional Illegal Dumping Squad. We also achieved illegal dumping clean-up cost savings of \$54,410.</p>
CiviLake	<p>We redirected 90,850 t of bulk material, worth approximately \$1 million away from landfill.</p> <p>Around 18,700 t of excavated natural material from the Summerhill Waste Management Centre expansion and a further 1000 t of material generated by a private subdivision was reused for the partial rehabilitation of a dormant Council quarry.</p> <p>On behalf of Roads and Maritime Services, we also organised the recycling of 650 t of reclaimed asphalt from Council-maintained roads.</p>
Corporate Information	<p>Linking of software systems, specifically Lake Maps and iFerret, to improve search capabilities enabled numerous staff across the organisation valuable time-saving for their workloads.</p>
Community Planning	<p>We greatly reduced our hard-copy mail-out of the Over 55s Program, encouraging people to subscribe to the electronic newsletter. We also combined our advertising for the program with the Library's advertising, increasing our reach.</p>
Strategic Risk and Improvement	<p>The expansion of our risk and safety management software enabled effective and efficient recording and management of environmental hazards, improvements and non-conformances.</p>
Mechanical, Depot and Supply	<p>The successful trial of a new environmentally friendly soil stabilisation product led to a complete redesign of a new roadside stabilisation truck to serve a dual function of stabilisation and water cart operations.</p> <p>A business review investigated under-utilised plant. After consultation with stakeholders, a recommendation was made to sell a grader, and to increase the internal hire charge on Council's dog trailers in order to adequately recover their true cost and remove any cross-subsidy that currently occurs.</p>
Safety management	<p>We coordinated a successful SafeWork Australia Month focusing on safe driving. The 2016 event included a car and bike show and the creation of a series of video clips to promote safe driving behaviours. Participation was strong and the event feedback indicated that it was very relevant and well received. Furthermore, Council was recognised in the 2016 SafeWork NSW Awards as a finalist for excellence in safety culture.</p>

fit for the future improvement plan

In December 2015, the NSW Government announced that Lake Macquarie City Council was, in its opinion, 'fit for the future' and able to remain a stand-alone council. The determination requires Council to report on improvements over a nine-year period.

In the second year of this program, we have continued to make significant progress implementing actions that further strengthen our performance and financial sustainability and improve the services and assets we deliver for the community.

These actions extend and complement Council's ongoing program of productivity improvements.

Second-year actions completed	
Swim centre improvements	Specific business sustainability indicators and action plan completed. New administration management structure developed.
Surf club improvements	Sustainable business plans in development for four surf clubs.
Family Day Care improvements	Family Day Care now operating as a financially sustainable service.
On-site recovery of landfill cover material	Contract awarded for expansion of Awaba Waste Management Facility, which will generate sufficient cover material for the site, avoiding the need to purchase imported material.
Annual energy and water saving initiatives	Installed 78kW of solar panels on Council's Works Depot. Reviewed heating, ventilation and air-conditioning at three facilities. Upgraded lighting at four facilities; and installed thermal film at one facility. Completed irrigation improvements at three ovals and replaced systems at two ovals. Completed compost trial works (top-dress and aerate) at five ovals.
Construction waste management improvements	Civil works design review has resulted in balanced waste soil budget, so that disposal of waste soil has not been required.
Reduce infrastructure backlog	Our infrastructure backlog has reduced from 3.02 per cent in 2016 to 2.47 per cent in 2017.
Improve mobile technology capability	Enterprise mobility strategy developed and mobile technology deployed to 63 staff in CiviLake.
Commence internal borrowings	Internal borrowing introduced in 2016 via Council resolution on 23 May 2016, which approved internal borrowings of \$19.282 million over 20 years.
Business process reviews completed	Six business process reviews were completed for the following areas: internal waste service provision reviewed, enterprise mobility strategy developed, business improvement framework developed, customer charter implemented, digital economy strategy reviewed, financial management maturity reviewed and Audit Risk Improvement Committee established.

community education and **engagement**

community engagement

Council is committed to engagement and involving the community in planning and decision-making for our City. Engagement strengthens the links between Council and the community, and ensures we are aware of and responsive to community concerns, and improves the efficiency and effectiveness of our service delivery.

In 2016-2017, we asked our community to:

- collaborate with us to develop a new City vision and sets of community values to help guide the future direction of Lake Macquarie City;
- help us translate the new City vision into a new Community Strategic Plan 2017-2017, and ensure we have responded to community priorities in our four-year Delivery Program 2017-2021 and 2017-2018 Operational Plan;
- reimagine the role of arts, heritage and culture in City life, and help develop a comprehensive plan for the next decade;
- help develop a new Disability Inclusion Action Plan 2017-2021 to make it easier for people with a disability to live, work and visit Lake Macquarie;
- review and provide input into our Aboriginal Community Plan 2017-2020, which sets out Council's actions and priorities with respect to our Aboriginal and Torres Strait Islander communities;
- help identify important linkages to improve walking opportunities in our City by mapping where they walk using an online interactive map and series of 'walkshops';
- provide feedback on preliminary plans to extend the Speers Point to Glendale shared pathway at Argenton and Eleebana;
- suggest ideas and provide feedback on a new master plan for Thomas H Halton Park, Croudace Bay, which will guide the park's transformation into an exciting recreation precinct;
- provide feedback on a proposal to install exercise stations along the Lake foreshore in Wangi Wangi;
- provide feedback on the Belmont Sports Field master plan, which details a proposal for a multi-functional sporting precinct for regional and state competitions;
- suggest ideas for playground upgrades at Warner Park and Charlestown Lions Park;
- suggest ideas for a new multi-purpose community centre and library at Windale;

- provide feedback on four alternate options for the replacement of the Pelican Boat Ramp;
- provide their input into the development and implementation of local adaptation plans for Pelican and Blacksmiths and Marks Point and Belmont South to help manage current and future flood and coastal risks;
- have their say on how Council manages future flood risks around the LT Creek and Upper Cockle Creek catchments;
- help us develop to management plan for a flying-fox camp at Blackalls Park;
- work with us as we consider how to proceed with infrastructure planning for the Wyee West paper subdivision;
- provide input on the Buttaba Hills South area plan;
- improve our town centre streetscape in Toronto; and
- have their say on our Customer Charter, to guide our customer interactions and help to measure our organisational performance.

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 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; and
- 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 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 2017, Council released 47 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: Sixty-six formal access applications (including withdrawn applications, but not invalid applications).

Number of access to information requests declared invalid: Six (five of which subsequently became valid).

Timeliness of (valid) applications: Sixty-seven applications were decided within the statutory timeframe (20 days plus any extensions).

Number of applications in which access to information was refused either wholly or partly: Three applications were partly refused. Nil applications were wholly refused.

Reasons information was not disclosed: See table opposite.

Number of applications reviewed: One

Reasons against disclosure (public interest considerations)	Number received
Legal professional privilege	3
Responsible and effective government	5
Law enforcement and security	2
Individual rights, judicial processes and natural justice	15
Business interests of agencies and other persons	3

Outcome of applications received	Number received
Access granted in full	
Private sector business	6
Members of the public (application by legal representative)	17
Members of the public (other)	21
Access granted in part	
Members of the public (application by legal representative)	4
Members of the public (other)	17
Information not held	
Members of public (other)	1
Information already available	
Members of the public (application by legal representative)	1
Members of public (other)	1
Refuse to deal with application	
Members of the public (application by legal representative)	3
Members of public (other)	1
Application withdrawn	
Members of public (other)	4
TOTAL (*some applications had more than one outcome)	76

companion animals

Our Rangers are responsible for enforcing companion animal laws, as well as educating the community about responsible pet ownership. Council spent \$1,424,499 on companion animal activities and received \$375,807 in companion animal revenue in 2016-2017.

Impounded animals

Council Rangers impounded 928 stray pets during the year. The rangers were able to return 405 pets to their owners and transported the remaining 523 pets to the RSPCA.

Dog attacks

Over the past year, Council rangers received 510 reports of alleged dog attacks. Of these attacks, 438 were considered to be minor attacks, 72 were major attacks.

Promoting the desexing of dogs and cats

Council Rangers promote the importance of desexing and Council participates in National Desexing Month each July.

Rangers promote the importance of desexing pets through media and communication campaigns, as well as by working with Hunter Animal Watch.

Registration Ranger project

In 2016-2017, Council received grant funding from the Office of Local Government under the Responsible Pet Ownership Grants Program. The Program provides funding to councils to target programs that increase microchipping, lifetime registration and desexing rates, and better address dangerous dog issues in the community.

Council used some funding from this program to convert an infrequently used horse trailer into a trailer for microchipping and educational events in the community. It is envisaged that the trailer will increase the numbers of dogs being microchipped and registered. It will also enable Council Rangers to improve education of the City residents as to their responsibilities of owning a companion animal.

By improving registration numbers and delivering targeted education, Council Rangers will be able to increase the number of animals returned to their owners and reduce the number of animals taken to the RSPCA.

Responsible pet ownership education

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.

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.

Online information at lakemac.com.au also educates people about their responsibilities as pet owners.

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
- Wye

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

support and partnerships

contributions and donations

Through the donation and financial assistance program, Council provides financial and in-kind support for not-for-profit groups and organisations, which have significant local membership or participation and/or are undertaking a project showing significant local benefits to Lake Macquarie.

Annual donations program

Group	Funds
Anglican Church of Windale	150
Bonnells Bay Progress Association	220
Macquarie Care	1000
Coon Island Management Board	1500
Wangi Wangi RSL Sub Branch	1000
Friends of Belmont Cemetery	1000
1st Belmont North Sea Scouts	1000
Redhead Community Library	1000
Neighbourhood Centre West Wallsend/West Wallsend Community Hall	1000
Salvation Army	500
Rathmines Wangi Ladies Probus Club Inc.	1000
Sugarloaf and Districts Action Group Inc. – West Wallsend Cemetery Subcommittee	1000
Toronto Uniting Church – Care N Share Group	240
East Lake Macquarie Historical Society Inc.	1000

Group	Funds
Mum's Cottage	1000
Valentine Hydrotherapy Pools	10,000
Wangi Ridge Preservation Board	1000
Eastlakes U3A	1000
Australian Red Cross	500
TOTAL	\$25,110

Donations and financial assistance program

Group	Funds
Whitebridge Resident	50
Linking Youth n Community Inc.	960
Lake Macquarie U3A	1000
1 st Rathmines Scouts	975
Resident West Wallsend	500
Wangi Wangi RSL Sub Branch Ltd	1000
Vivid Life Church	900
Valentine Resident's Association	195
Cancer Council NSW	160
Noah's Retreat Community Services	50
Teralba Amateur Sailing Club	500
Lions Club of Valentine Ltd	730
1 st Byattunga Scout Group	995
Cure Cancer Australia	300
Parents Beyond Breakup	520
Boolaroo Speers Point RSL Sub Branch	1000
Hunter Arts Network	500
NSW Justices Association – Morisset Branch	630
Toronto Bridge Club	500
TOTAL	\$11,465

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; and
- **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

Group	Funds
Alzheimer's Australia NSW - Memory Walk and Jog	2070
Art Lovers' Movement	500
Australian Fife Club of NSW Inc.	500
Avondale School	1000
Bahtabah Local Aboriginal Land Council - Elders Olympics	3000
Centre for Hope - Summer Series Events (Northlakes)	800
Centre for Hope - Windale Family Fun Day	1000
Community Activities Lake Macquarie - Teddy Bears' Picnic - Morisset	500
Delta Dogs Fun Walk - Croudace Bay Park	1045
Dixon Park Coldies Northern Districts Winter Swim Carnival	1596
Dobell Festival of Arts and Crafts - Wangi Wangi	1500
Eleebana Lions Club	5000
Harmony Concert - Cameron Park Centre	400
Lake Mac Business - Swanfest	2978
Lake Macquarie Business Limited - Swansea Carols	3000
Lake Macquarie Music Society - Young Performers of the Year	695.50
Marmong Point Sailing Club	5000
Men's Shed - Blast from the Past	3244
Morisset Lake Mac District Agricultural Association - Morisset Show	1500
Newcastle Highland Dancing Association	936
Nga Hau E Wha - Newcastle Maori Club Inc.	3450
Northern NSW School Football Inc.	1500
Northern Settlement Services - Harmony Day	1350
Northlakes Chamber - Cardiff Halloween	3744
Novocastrian Swimming Club	500
Opera Hunter	5000
Rathmines Catalina Festival	5000
Redhead Men's Shed	1154
Rotary Club of Morisset Inc. - Carols	3000
Rotary Club of Toronto Sunrise - Lakefest	2795
Sport NSW	1100
Swansea Community Cottage - Art by the Lake	1500
Tantrum Youth Arts - Mapping the Lake	4325
The Mindstorm Foundation	1955
The Newcastle Samoan Community Inc. - Independence Day	730
Toronto Chamber of Commerce - Greater Toronto Spring Fair	3564
Toronto Chamber of Commerce - Carols in the Park	3000
Toronto Chamber of Commerce - Arts and Crafts Fair	2200
Toronto Men's Shed	3326.90
Toronto Men's Shed - Blast from the Past	2099
Valentine Football Club	1730

Group	Funds
Valentine Public School Parents and Citizens Association	500
Vedic Samiti Newcastle - Hunter Indian Idol	500
Wangi Sustainable Neighbourhood Group	4244
Warners Bay Chamber	5000
Windale Rugby League Club	870.50
Wyee Public School Parents and Citizens	1000
TOTAL	\$101,401.90

Lake Macquarie Games

Event	Organisation	Funds
2017 Optimist National Championships	South Lake Macquarie Amateur Sailing Club	1100
3D Archery Event	Lake Macquarie Field Archers	179
Baseball Masters	Toronto Tigers Baseball Club	710
Carrangal Shield	MacHunter Athletic Club	570
Cathering Hill Bay Surf Life Saving Club	Catho Challenge	2500
Croquet Golf and Ricochet Singles and Doubles	Toronto Croquet Club	476
Disabled Sailing	Sailability NSW Belmont	514.50
Lake Macquarie City Games 2017	West Wallsend Indoor Swimming Club	560
Lake Macquarie Rowing Club	Rowing Regatta	2410
Masters Open Swim Meet	Novocastrian Masters Swimming Club Inc.	3293.99
Rogaining Event	NSW Rogaining Association	3073
Schools Netball Competition	Charlestown Netball Association	860
The Nine Mile Classic	Swansea Belmont SLSC	4200
U/8 - U/17 Surf Life Saving Carnival	Swansea Belmont SLSC	2464
TOTAL		\$22,910.49

Sponsorship

Our sponsorship program recognises the vital contribution that businesses, government agencies, and not-for-profit organisations play in the development of our social capital and quality of life through events and activities in Lake Macquarie City.

Applications are assessed against weighted selection criteria on a monthly basis, applications are then presented at a Council budget meeting for approval.

Event	Organisation	Funds
2017 Downhill National Series, Round 1	Mountain Bike Australia	8500
Disabled Waterski World Championships	Disabled Water Ski Australia	10,000
Don Giovanni	Opera Hunter	10,000
Fernleigh 15	Athletics NSW	17,500
Hunter Elvis Festival	Hunter Elvis Festival	10,000
Hunter Track Classic	Athletics NSW	5000
Lake Mac Running Festival	GC Management	10,000
Lake Macquarie Festival of Surfing	Surfest	10,000
Lake Macquarie Open	Cardiff Squash Centre	1600
Lakemac Heritage Festival	Lakemac Heritage Festival Inc.	5000

Event	Organisation	Funds
Loop the Lake	Warners Bay Rotary Club	5000
Music in the Podium	Warners Bay Chamber of Commerce	12,000
Philhamornic Orchestra	Lake Macquarie Music Society	5000
Port to Port MTB	Initiative Sport	10,000
Regional research program	Hunter Research Foundation	6250
Science and Engineering Challenge	University of Newcastle	5000
Star Struck	NSW Department of Education	1000
Swimming NSW Country Champs	Swimming NSW	5000
TOTAL		\$136,850

Rent subsidies

Grouping	Subsidy
Clubs, non-profit organisations and community groups	1,127,654.09
Child care centres	849,689.03
TOTAL	\$ 1,977,343.11

Local Heritage 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 funds
32 Wilkinson Road, Martinsville	Exterior repainting and minor repairs	1845.85
48A Wallace Street, West Wallsend	Correction of rising damp, replacement of damp course	5000
74 Carrington Street, West Wallsend	Roof restoration	1650
Total		\$8495.85

Environmental Sustainability Grants

Through the Environmental Sustainability Grants program, Council supports residents who want to work together to make our City environmentally sustainable and reduce our impact on the local and global environment. In 2016-2017, Council awarded \$38,433 (excluding GST) / (\$40,235 (including GST) in grant funding to 15 community groups and schools.

Applicant	Project title	Grant funds awarded (excluding GST)	Grant funds awarded (including GST)
Allambie Care	Winding Creek riparian restoration and water quality project	3000	3300
Awabakal Heritage Eco Village Indigenous Corporation	Australian Heritage Bushland Garden	2735	3009
Belmont North Public School Parents and Citizens Association	Garden for sustainable living education and yarnng circle	3000	3300
Biddabah Public School Parents and Citizens Association	Onsite separation and recovery of co-mingled and soft plastics	2000	2200
Blacksmiths Public School Parents and Citizens Association	Blacksmiths School greenhouse	2000	2200
Cardiff Early Education and Care Centre Incorporated	Sustainable energy system	3000	3300
Dudley Community Garden	Dudley Community Garden space	3000	3300
House With No Steps	Our Community Garden	3000	3300

Applicant	Project title	Grant funds awarded (excluding GST)	Grant funds awarded (including GST)
Lakeside Drive Landcare	Raising awareness about local plant species with traditional uses	907	997.70
Mens' Shed Youth Mentoring Collaborative	Sensory outdoor learning space	3000	3300
Sugar Valley Neighbourhood Centre	Chicken coop and community garden redevelopment/expansion	3000	3300
Sustainable Neighbourhood Groups (Dudley, LT Creek, Redhead and Toronto)	Responsible dog care brochure	946	1041
Swansea Community Cottage	The Growing Patch	3000	3300
Toronto Community Childcare Centre	Sustainability overhaul	989	1087.94
Toronto High School Parents and Citizens Association	Outdoor learning space	3000	3300
TOTAL		\$38,433	\$40,235.64

partnerships, co-operatives and joint ventures

Program name	Participants with Lake Macquarie City Council	Description
Backyard and Beyond including Explore Our Great Outdoors	Hunter Valley Beekeepers Association, National Parks Association NSW, Native Animal Trust Fund, Ocean and Coastal Care Initiatives (OCCI), Royal Motor Yacht Club Toronto, Community Environment Network	Council partners with stakeholders to raise resident's awareness of 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
Business Battery Storage Seminar	NSW Office of Environment and Heritage (OEH)	An OEH workshop delivered with the support of Council to inform local business about battery energy storage technologies and techniques. Council undertook two training sessions during 2016-2017
Chemical Clean Out	NSW Environment Protection Authority (NSW EPA), Glendale TAFE, Cleanaway	Residents are encouraged to drop off their household chemical waste on two designated Saturdays, one in May and one October each year. This year Council partnered with Glendale TAFE as the drop-off location
Clean Up Australia Day	Clean Up Australia, Lions Clubs, Sustainable Neighbourhood groups, Landcare groups, Scouts, Guides, environmental groups, bushwalking clubs, football clubs, diving clubs, running clubs, youth groups and churches	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	Staff in Council's Social and Community Planning team work with a range of community and government stakeholders to deliver policies and programs for the social services in our City. This includes service programs for young people, crime prevention, Aboriginal people, people with disability, older people, children and families, and people from a culturally and linguistically diverse background
Community facilities	Various community groups	Community facilities managed on Council's behalf (under delegated authority), provide a broad range of services and activities in line with Council's vision for the local community. These include services, activities and events for young people, Aboriginal people, people with a disability, older people, children and families, and people from a culturally and linguistically diverse background

Program name	Participants with Lake Macquarie City Council	Description
Community Recycling Centre	NSW EPA, Toxfree,	Household problem wastes (light globes, batteries, paints, oils, gas cylinders, fire extinguishers, smoke alarms, polystyrene) collected for free and processed by Toxfree
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
Domestic Violence Committees	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 also works in partnership with these committees to deliver events such as the White Ribbon morning tea and the Reclaim the Night march
Eco Angel program	Tangaroa Blue, Sustainable Neighbourhood groups, Charter Hall, Youth Groups, Avondale College, Caterpillar Mining, Landcare groups, OCCI, Lake Macquarie City Scouts	Local groups and businesses participate in the program and encourage residents to take pride in their place. Tangaroa Blue coordinate Australian Marine Debris Database in which data collected from Eco Angel activities is stored and available for public access
Environmental Upgrade Agreements	OEH, 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
E-waste collection (part of the bulk waste collection)	Hunter Resource Recovery (HRR) Matthews Metal Management	HRR provides a permanent e-waste drop-off location. As the result of a successful community-based trial, e-waste is now collected as part of the community bulk waste collection
Fridge Buyback program	Operated under the NSW Government Energy Saving Scheme	A residential energy savings program where second working fridges and upright fridges are removed free of charge and rebates offered
Garage Sale Trail	Hunter Councils, , Hunter Waste Educators Group (HWEG)	The Garage Sale Trail is a national annual initiative which promotes waste avoidance and re-use by providing a marketplace for secondhand items – one weekend in September
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 Council is not responsible for maintaining
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-Central Coast Regional Illegal Dumping 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 Development Corporation (HDC)	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 rangers at Lake Macquarie, Cessnock, Wyong, Gosford, Singleton and Muswellbrook to tackle illegal dumping across the region. The RID Squad has completed joint on-ground operations with NSW EPA, NSW NPWS and HDC in the past financial year
Hunter Multicultural Expo	Northern Settlement Services, Department of Human Services, Multicultural Neighbourhood Centre, TAFE and various multicultural and non-multicultural 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
International Day for People with a Disability	Disability Network Hunter, Newcastle City Council, various community organisations, and government departments and agencies	Council is a partner in the coordination of a regional program for International Day for People with a Disability
Lake Macquarie Air Quality Reference Group for Industry in the City	Local industry with air quality prescriptions in the Environment Protection Licence	Advisory group for air quality and air pollution management

Program name	Participants with Lake Macquarie City Council	Description
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
Lead Expert Working Group	NSW EPA, NSW Health, health and academic experts	An initiative of NSW EPA, set up to provide technical advice about management of lead. Hosted by Council
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	Lake Macquarie Farmers Market, Hunter Resource Recovery, Bunnings Warehouse, Salvation Army, Newcastle Herald, The Good Guys Warners Bay, Upcycle Newcastle, Metro Cycles	A one-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
NAIDOC Week	Various community organisations, government departments and agencies, and schools	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	Council provided funding and worked with various community organisations to deliver events and activities to celebrate National Youth Week
Over 55s Program (previously Annual Seniors 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: introduction to yoga; memory changes; 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 Mens 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 and Central Coast Councils	An advisory group for contaminated land management, and policy/ procedure development for local government
Seniors Week	University of the Third Age, Sing Australia	A partnership to deliver a concert for older people to celebrate Seniors Week
The Happy Lunch Box program	NSW Environmental Trust, NSW EPA, Atune Health Centre, Kahibah Public School, Fennell Bay Public School, Belmont and Cardiff Libraries	A six-week grant-funded program to help young families learn how to make healthy, affordable and waste-free lunches for children
The Place: Charlestown Community Centre	The 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 General Manager, 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 Exchange Program	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
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 and subsequent recyclables processing by Visy Recycling, as well as services to allow residents to properly dispose of e-waste and other household items.

Hunter Integrated Resources Pty Ltd

Hunter Integrated Resources Pty Ltd (HIR), 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 HIR 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.

The care, control and management of community halls and centres

Facility	External body
Dudley Senior Citizens Centre	Dudley Combined Pensioners and Senior Citizens Inc.
Holmesville Community Garden	Holmesville Community Garden 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 child care centres

Facility	External body
Birrlee Longday Care Centre Whitebridge	Birrlee Longday Care Centre Elected Management Committee
Bolton Point Child Care Centre	Bolton Point Child Care Elected Committee
Cardiff Early Education and Care Centre	Cardiff Early Education and Care Elected Committee
Charlestown Child Care and Early Learning Centre	Charlestown Child Care and Early Learning Elected Committee
Eastlake Community Child Care Centre	Belmont Community Child Care Elected Committee
Edgeworth Child Care Centre	Edgeworth Child Care Elected Committee
Glendale Early Education Centre	Glendale Early Education Elected Committee
KU Kahibah Road Child Care Centre	KU Children's Services
Mount Hutton Child Care Centre	Mount Hutton Child Care Elected Committee
Peter Pan Kindergarten, Wangi Wangi	Peter Pan Kindergarten Elected Committee
Redhead Community Preschool	Redhead Community Preschool Elected Committee
Toronto Community Preschool	Toronto Community Preschool Elected Committee
Warners Bay Early Learning and Care Centre	Warners Bay Early Learning and Care Elected Committee
Woodrising Community Preschool and Child Care Centre	Woodrising Community Preschool Elected Committee

The care, control and management of sporting and recreation facilities

Facility	External body
Aitchison Reserve	Belmont Swansea Junior Soccer Club Inc.
Auston Oval and Bernie Goodwin Reserve	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 Macquarie Tennis Courts	Belmont Macquarie Tennis Club Inc.
Belmont North Netball Courts	Belmont North Netball Club Inc.
Belmont Ovals (Cahill, Miller, Barton and Lumsden Ovals)	Belmont Ovals Community Operating Committee
Bill Bower Oval, Glendale	Glendale Junior Rugby League Club Inc.
Blackalls Park (Finnan, Waterboard, Croft and Todd Street Ovals)	Blackalls Park Ovals Community Operating Committee
Blacksmiths Oval	Belmont Swansea United Football Club Inc.
Blacksmiths Tennis Courts	Blacksmiths Tennis Club Inc.
Bolton Point Tennis Courts	Bolton Point Tennis Club Inc.
Bonnells Bay Netball Courts	Morisset Netball Club Inc.
Cardiff Ovals (No 1, 2 and 3 Ovals)	Cardiff Ovals Community Operating Committee
Cardiff Park Tennis Courts	Cardiff Park Tennis Community Operating Committee
Caves Beach Netball Courts	Caves Beach Netball Inc.
Caves Beach Tennis Courts	Caves Beach Tennis Club Inc.
Chapman Oval, Swansea	Swansea Football Club Inc.
Charlestown Oval	Charlestown Junior Football Club Inc.
Cooranbong Recreation and Equestrian Reserve	Cooranbong Recreation and Equestrian Reserve Community Operating Committee
Croudace Bay Sports Complex	Valentine Eleebana Netball Inc. Valentine Eleebana JRLFC Inc. Valentine Eleebana Football Club Inc.
Dora Creek Ovals (Douglass Street Ovals)	Dora Creek Ovals Community Operating Committee
Edgeworth Junior Football	Edgeworth Junior Soccer Club Inc.
Edgeworth Little Athletics	Edgeworth and District Little Athletics Centre Inc.
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
Finnan Oval Water Board Oval and Blackalls Park Ovals	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
Harold Knight Oval, Gateshead	Charlestown City Blues Football Club Inc.
Hillsborough Oval	Cardiff Junior Australian Football Club Inc.
Hillsborough Tennis Courts	Hillsborough Tennis Club Inc.
Holford Oval, Mount Hutton	Valentine Eleebana Football Club Inc.

Facility	External body
Jack Stewart Netball Courts, Charlestown	Charlestown Netball Association Inc.
John Street Field, Warners Bay	Warners Bay Soccer 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.
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 Soccer 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.
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
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

Facility	External body
Tulkaba Park (Teralba)	Lake Macquarie Australian Football Club Inc.
Ulinga Park, Cardiff South (Tennis and Netball Courts)	Ulinga Youth Centre Inc.
Ulinga Park (Jack Neave Fields)	Ulinga Park (Playing Fields) Community Operating Committee
Walters Park, Speers Point	Lake Macquarie Rugby Club Inc.
Wangi Wangi Netball Courts	Westlakes District Netball Association Inc.
Wangi Wangi Oval	Wangi Oval Community Operating Committee
Warners Bay Netball Courts	Warners Bay Netball Inc.
West Wallsend Tennis Courts	West Wallsend Tennis Club Inc.
Whitebridge Tennis Courts	Whitebridge 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.
Wyee Community Tennis Courts	Wyee 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 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.

Council is required to report annually on planning agreements that we 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 Pty 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; and 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

Developer	Development	Agreement details	Date made
Templar Charlestown Pty Ltd	DA/1604/2008 – Commercial and retail development	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 \$6,832.24 (plus indexation) for administration costs.	17/05/2010
Hydrox Nominees Pty Ltd	DA/251/2013 – 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; and · 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	MISC/43/2011 – 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.	6/02/2017

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.

assets

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

state of our infrastructure assets

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 \$2.73 billion at June 2017. These assets include roads, bridges, drains, footpaths, cycleways, parks, reserves, community buildings, childcare centres, libraries, swim centres and beach facilities.

Asset management plans

Through our Asset Management Plans (AMPs) Council takes a whole-of-life approach to managing infrastructure assets. Our 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 the Long-term Financial Plan to ensure that required funding is identified for the upkeep of our assets.

Six 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 2016-2017 financial year was \$45 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 \$47.3 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; and
- redistributing funding allocations.

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 2016-2017 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, CiviLake, Integrated Planning, Finance and Sustainability departments to collaborate in pursuit of the shared goal of sustainable asset lifecycle management on behalf of the community.

The Steering Group oversaw numerous enhancements to Council's asset management

practices in 2016-2017, including:

- consolidating Asset Management Plans for the City's assets Infrastructure and Community Asset Management Plans;
- further improving its capital works and maintenance processes to support Council's integrated project management system;
- continuing to expand the use of Council's GIS mapping system to complement Council's asset management systems;
- further assessing asset conditions to determine condition profiles for all asset classes, including a representative sample of the drainage system;
- commencing a review of the framework for asset data management in association with the Future Directions project;
- undertaking further training to enhance asset management knowledge, skills and abilities across the organisation;
- developing a register of key infrastructure that provides regional and national benefits for which Council requires funding support from other levels of government;
- reviewing and updating processes for maintenance and renewal planning for existing assets;
- reviewing processes for the transfer of developer constructed assets to Council to ensure they meet Council's standards and requirements;
- developing an assets register for Council's commercial and residential buildings, consistent with the Institute of Public Works Engineering Australia International Management Manual;
- reviewing maintenance practices and programs for open channels and natural watercourses to reduce blockages, flooding and bank erosion;
- reviewing the process for monitoring and reporting works for fire asset protection zones in natural areas;
- reviewing processes for asset condition assessment, defect identification and performance monitoring;
- reviewing and documenting procedures for processing of asset financial information; and
- reviewing the structure of the Asset Management department to ensure it is best placed to meet current and future opportunities and challenges.

The Asset Management Steering Group undertook a review of the Improvement Plan and developed a revised Action Plan for 2017-2021. Many of the revised actions relate to the implementation of the Asset Management Information System scheduled for 2017-2019.

Expenditure on infrastructure maintenance 2016-2017

Buildings	\$3,450,275
Drainage/stormwater	\$2,827,437
Natural areas	\$4,281,589
Park and reserves	\$9,037,483
Roads and bridges	\$5,684,880
Traffic and transportation	\$577,442
TOTAL	\$25,859,106

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. Some of the major challenges facing Council in providing these services include meeting our growing City's need for an increase in infrastructure and balancing these needs with those forecasted on ageing infrastructure.

Council has made further progress in gathering and incorporating information regarding the needs users of public facilities such as community halls, public toilets, swim centres and libraries, 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	38 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	16 childcare-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 which provide support for seniors and people with a disability, including the Cardiff Senior Citizens facility and many Meals on Wheels operations.
Libraries	Nine library facilities, one of which is located at the Toronto Commercial Centre. We recently opened a new 'lifestyle' library in the main retail precinct of Cardiff.
Cultural buildings	Three cultural buildings: the Lake Macquarie Performing Arts Centre and the Lake Macquarie City Art Gallery.
Multi-purpose facilities	Four multi-purpose buildings located in key locations throughout the City.
Aquatic and athletic facilities	Six aquatic facilities, and an Athletics Australia-accredited Regional Athletics Centre.
Public amenities	134 public amenity buildings.
Surf lifesaving clubs	Four surf lifesaving clubs along the City's coastline.
Sporting facilities	112 sporting facilities, providing for sports such as cricket, soccer, netball, tennis, rugby union and rugby league.
Replacement Value	These Community Assets have a replacement value of \$184.9 million

Natural areas

Council manages an array of natural area assets. The area is largely bushfire-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	
Natural areas	About 4000 ha of natural areas consisting of approximately 1200 individual clusters or sites.
Trees	An unspecified number of trees located on Council-managed land, including streets, parks and reserves.
Bush fire protection	Bush fire protection assets, including four fire trails and 146 asset protection zones.
Replacement value	These infrastructure assets (excluding trees) have a replacement value of \$468.7 million.

Drainage/stormwater

Council provides a stormwater network to enable safe and effective collection and disposal of stormwater. There are performance deficiencies of 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.

Parks and reserves

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

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.

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.

Drainage/stormwater assets	
Pipes	695.7 km
Pits, inlets and outlets	27,645 items
Open drains	102 km
Stormwater quality improvement devices (SQIDs) and flood mitigation structures	790 items
Replacement value	These infrastructure assets have a replacement value of \$484.3 million.

Parks and reserves assets	
Park play facilities	112 playgrounds distributed across parks and sporting grounds in the City.
Park foreshore facilities	31 jetties, 31 boat ramps, five marine waste transfer facilities and 19 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 infrastructure assets have a replacement value of \$84.6 million.

Roads and bridges assets		
Roads	1334 km	
Kerb and gutter	1782 km	
Vehicle bridges	Road bridges Park bridges	86 items Two items
Pedestrian bridges	Road bridges Park bridges	36 items 80 items
Park viewing decks	14 items	
Underpasses	Three items	
Car parks	Sealed Concrete Gravel	298 items 16 items 83 items
Replacement value	These infrastructure assets have a replacement value of \$1.60 billion.	

Traffic and transportation assets	
Footpaths/cycleways	553 km
Road/street furniture	1337 items
Traffic facilities	1,826 installations
Replacement value	These infrastructure assets have a replacement value of \$175 million.

financial reports

special rate variation

In 2012, Council received approval for a seven-year special rate variation to increase its general income in order to secure its long-term financial sustainability and maintain the assets and levels of service needed for our growing City.

The Independent Pricing and Regulatory Tribunal (IPART) approved the variation in accordance with Council's Funding Option 2 – Maintain Services. Under this option, Council services would stay largely the same, with minimal improvements or upgrades, the condition of assets would be maintained at current rates, and an operating deficit would remain until 2016-2017.

For the 2016-2017 financial year, this special rate variation raised \$5.959 million of revenue, which Council used to maintain levels of service and invest in community infrastructure renewal and maintenance.

Council was on track to achieve a projected Operating Surplus in 2017-2018, however we received advanced payment of half the 2017-2018 Financial Assistance Grant in 2016-2017 financial year. This resulted in a positive impact on the operating result for 2016-2017, however has had a negative impact on the projected Operating Surplus in 2017-2018. This position will be continually monitored and revised in line with required changes to our Long-term Financial Plan.

The actual Operating Surplus (before Capital amounts) achieved in the 2016-2017 financial year of \$8.604 million was a pleasing result.

Program of expenditure

The program of expenditure for the seven-year rate variation is outlined in Council's Long-term Financial Plan and detailed annually in the Operational Plan and Budget.

Outcomes achieved

Key outcomes achieved as a result of the variation are detailed in the 'Our results' section of this report.

Asset renewal and maintenance expenditure

During 2016-2017 Council spent \$45 million on capital renewal works to restore existing assets to their original condition, and a further \$25.9 million on regular ongoing maintenance on infrastructure assets to keep these assets operating

efficiently to 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 82 to 85 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 productivity improvement. Productivity savings achieved during 2016-2017 are provided on pages 62 and 63 of this report.

Addressing financial hardship

There was no significant change in the percentage of rates and charges outstanding. The outstanding rates and annual charges for 2016-2017 was 3.68 per cent, compared to 3.87 per cent for 2015-2016. To assist any ratepayers facing difficulty paying their rates, satisfactory arrangements can usually be made to tailor payments to more

manageable amounts. Council also offers the option to pay by a monthly direct debit to assist ratepayers in managing the payment of their council rate obligations. Residents of ratable properties who hold a Pensioner Concession card are generally entitled to a rebate on their rates.

sustainability and environmental levy

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

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

- protect and improve the health of Lake Macquarie and its catchment; and
- improve 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.

During the 2014-2015 and 2015-2016 financial years, a total of \$355,596 was spent.

In 2016-2017, \$122,871 of the remaining \$262,463 special variation funding was allocated to environmental improvement activities, of which \$88,401 was spent.

The table below gives an overview of the project areas funded by the special rate variation in 2016-2017.

The remaining amount of special variation funding of \$174,062 has been allocated to environmental improvement activities programmed for 2017-2018.

Project area	Funds allocated 2016-2017	Funds spent 2016-2017	Activities
Ecosystem enhancement	\$40,000	\$40,000	Lake Macquarie Aquatic Health Monitoring Program
Environmental security	\$82,871	\$48,401	Progressed Jewells Wetland Floodplain Risk Management Study and Plan
			Progressed Upper Cockle Creek Floodplain Risk Management Study and Plan
			Constructed cliff stability and safety fencing at Redhead and Caves Beach
			Progressed assessment of the cost of frequent inundation on public infrastructure project
Totals	\$122,871	\$88,401	

NB: No Levy revenue in 2016-2017 – Levy funds carried forward from the previous financial year

legal proceedings

During 2016-2017 Lake Macquarie City Council has been involved in legal proceedings in the Local Court, Land and Environment Court, Court of Appeal and the Federal Court of Australia.

Local Court

Council becomes involved in legal proceedings in the Local Court for four main reasons: prosecutions, appeals, court elections in respect of Penalty Infringement Notices (PINs) and debt recovery proceedings. Prosecutions generally relate to failure to obtain or comply with an approval, non-compliance with Council orders and notices (such as clean-up notices), and offences under the Companion Animals Act 1998. Appeals usually concern decisions Council has made under the Companion Animals Act 1998. Court elections for PINs often relate to traffic offences, and debt recovery proceedings are mostly focused on the recovery of unpaid rates.

Prosecutions

In 2016-2017 Council was involved in two prosecutions. One related to a prosecution under the Companion Animals Act 1998, in which control orders were imposed. The other relates to illegal dumping, and is ongoing.

Appeals

There were five appeals lodged with the Local Court. All related to Council decisions under the Companion Animals Act 1998. Of these:

- Two had convictions recorded and fines imposed;
- One was proven but dismissed by the Court; and
- Two were withdrawn by Council prior to hearing.

Court elections for PINs

Fourteen Court Elections were received regarding PINs relating to parking offences. Generally, Council manages these with support from NSW Police, except in special circumstances where Council need to be directly involved.

Of the 14 appeals:

- Five had convictions recorded and/or fines imposed by the Court;
- Seven were found proven and the Court either did not record a conviction, or recorded a conviction without further penalty; and
- Two were withdrawn by Council on receipt of submissions.

Two other court elections in relation to PINs occurred in 2016-2017. One related to unauthorised tree removal and the other to failure to obtain approval for an on-site sewage management system. In both cases, Council withdrew prior to hearing.

Debt recovery

Council incurred legal expenses of \$115,603 during 2016-2017 for the recovery of unpaid rates for:

- commencement of 376 proceedings by way of statement of claim;
- obtainment of 126 default judgments in favour of Council; and
- enforcement of judgments by seeking writs of execution for 126 matters.

Three of the proceedings were defended, with one resolved by agreement and discontinued. Judgment was granted to Council in the other two cases. Total legal expenses in these matters amounted to \$4100, and total costs amounting to \$1597.20 were awarded by the Court.

Applications to set aside default judgment were received in three matters, with a negotiated settlement of \$1000 agreed in relation to one application. Total legal expenses in one of those matters was \$1400, and all applications were ultimately withdrawn.

Land and Environment Court

The bulk of Council's Land and Environment Court litigation is in Classes 1 and 4. Class 1 proceedings relate to environmental planning and protection appeals. Class 4 proceedings relate to environmental planning and protection enforcement and development contract enforcement (e.g. planning law breaches or breaches of conditions of development consent).

During 2016-2017, Council was involved in:

- Six Class 1 proceedings with a total cost of \$103,696. Of these, one appeal was resolved by agreement with consent conditions imposed, and one was dismissed by the Court. Four appeals are ongoing;
- Three Class 4 proceedings, with a total cost of \$675,250. Council was joined in one proceeding because of its interest as owner of neighbouring land, and it was resolved by agreement between the other parties to the proceedings. Of the other two, one is ongoing, and the other has been appealed to the Court of Appeal of NSW, as noted below; and
- Two combined Class 1 and 4 proceedings, with a total cost of \$584,263. One of these was discontinued with partial payment of Council's costs, and the other is ongoing.

Court of Appeal of NSW

The decision in one of the Land and Environment Court proceedings disclosed above was appealed to the Court of Appeal. Council has filed a submitting appearance in this matter, and a decision has not yet been made by the Court in this matter.

Federal Court of Australia

Council has been involved in two proceedings in the Federal Court of Australia.

One is a class action relating to the provision of financial services by Standard & Poor's International and McGraw-Hill Financial Incorporated. These proceedings are ongoing, and Council has not yet incurred any legal costs.

The other is a native title determination application to the Attorney General of New South Wales by the Awabakal and Guringai People. Council was a respondent in this matter due to the potential impact on its interests in land. Council incurred legal expenses of \$225 in this matter, with proceedings discontinued by the applicant.

Further information regarding legal proceedings

Further information regarding the total cost of legal expenses incurred by Council during 2016-2017, 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 this report.

Councillors' and Mayor's expenses

Mayoral allowance	\$62,416
Councillors' allowances	\$300,165
Provision of dedicated office equipment (leased laptop computers, iPads, faxes, mobile phones and accessories)	\$38,285
Telephone calls and communications	\$27,810
Councillors' attendance at conferences/seminars	\$53,879
Training of Councillors	\$15,363
Overseas visits including transport and accommodation	\$11,429
Interstate visits including transport and accommodation	-
Meeting expenses	\$35,488
Motor vehicle for Mayor	\$11,869
Motor vehicle for Councillors	\$15,104
Mayoral secretarial services	\$100,579
Councillor support service (one day a week)	\$16,865
Mayoral office expenses	\$33,559
Councillors' vehicle allowance (for use of their own private vehicles/taxis)	\$6,955
TOTAL	\$729,766

overseas visits

Position	Destination	Purpose	Date	Cost
Mayor	Lithuania	International Children's Games 2017	28 June - 10 July	\$11,502

senior staff remuneration

Lake Macquarie City Council employs three senior staff, not including the General Manager/Chief Executive Officer.

The total amount of money payable in respect to the employment of Senior Staff during 2016-2017 was \$862,132.62.

This figure includes salaries and super contributions (including salary sacrifice). If applicable, the total also includes bonus payments, performance payments or other payments, non-cash benefits and Fringe Benefits Tax payable.

contracts awarded

Contractor	\$ Amount ex GST	Goods and services
AGL Retail Energy Limited	\$203,080	Supply of gas to amenities
AGL Sales Pty Limited	\$859,200	Supply of electricity to public lighting
A-Space	\$150,871	Design and construction of Cedar Cutters playground at Cooranbong
Beau Corp Projects Pty Ltd	\$899,708	Refurbishments to Speers Point and Swansea swim centres
Cardno (NSW) Pty Ltd	\$168,830	Detailed geotechnical assessment of cliff top stability in high hazard coastal locations
Chesterfield Australia Pty Ltd	\$197,790	Two John Deer 6100MC tractors, one flail mower and one reach mower
Chesterfield Australia Pty Ltd	\$174,203	John Deer 6105MC tractor fitted with front end loader
Clement Marine Constructions	\$499,570	Extension of Valentine Jetty
Daracon Group	\$16,664,137	Awaba Waste Management Facility upgrade
Daracon Quarries	\$439,861	Supply of pavement materials
Daracon Quarries	\$459,071	Supply of aggregate materials
Downer EDI Works	\$3,603,381	Supply, deliver and lay asphaltic concrete
Downer EDI Works	\$1,056,540	Supply asphaltic concrete
Downer EDI Works	\$295,282	Pavement enrichment and rejuvenation works
ERM Power Retail Pty Ltd	\$317,275	Supply of electricity to small sites
Facility Design Group	\$263,240	Refurbishment design of Toronto Swim Centre
Fenworx Pty Ltd	\$7,803,002	Supply, deliver and lay asphaltic concrete
Gilbert & Roach Pty Ltd	\$178,773	Isuzu FSR140-260 cab chassis fitted with tilt/tip body
HCB Solar	\$200,381	Solar photovoltaic installation at the Gatehouse Building, Boolaroo
Hunter Wharf and Barge	\$169,550	Design and construction of a pontoon at Thomas H Halton Park, Croudace Bay
Hunter Wharf and Barge	\$258,500	Design and construction of a boat ramp at Toronto Lions Park, Toronto
JMK Excavations Pty Ltd	\$373,457	Civil works at Mullington Park
JNA Development Pty Ltd	\$650,079	Construction of a recreation room and barbeque facility at Belmont Pines Holiday Park
Mat Brown Building Pty Ltd	\$561,900	Upgrade works to the Landcare Resource Centre at Teralba - Stage 1.1
Metromix Quarries	\$828,824	Supply of pavement materials
Mullane Construction Plumbing Pty Ltd	\$290,720	Watermain relocation at The Boulevard, Toronto
Newcastle Commercial Vehicles Pty Ltd	\$212,786	HINO FE1426 cab chassis with erosion control / dust suppression body
Newcastle Commercial Vehicles Pty Ltd	\$738,499	Mercedes Benz Econic cab chassis fitted with rear loading garbage compaction body
Origin Energy Electricity Limited	\$619,580	Supply of electricity to large sites
Rees Electrical Pty Limited	\$153,070	Lighting upgrade at No 2 Oval, Cardiff
Renworx Pty Ltd	\$450,505	Sportsfield renovation services
Robson Civil Projects Pty Ltd	\$3,885,996	Construction of new promenade, amenities and off leash dog park at Speers Point Park
Scape Constructions Pty Ltd	\$13,140,381	Construction of a recreation area at Cameron Park
Volvo Commercial Vehicles – Newcastle	\$1,819,966	Volvo FE cab chassis fitted with side loading garbage compaction body
WesTrac Equipment	\$201,700	Five Caterpillar CB24B rollers

financial position

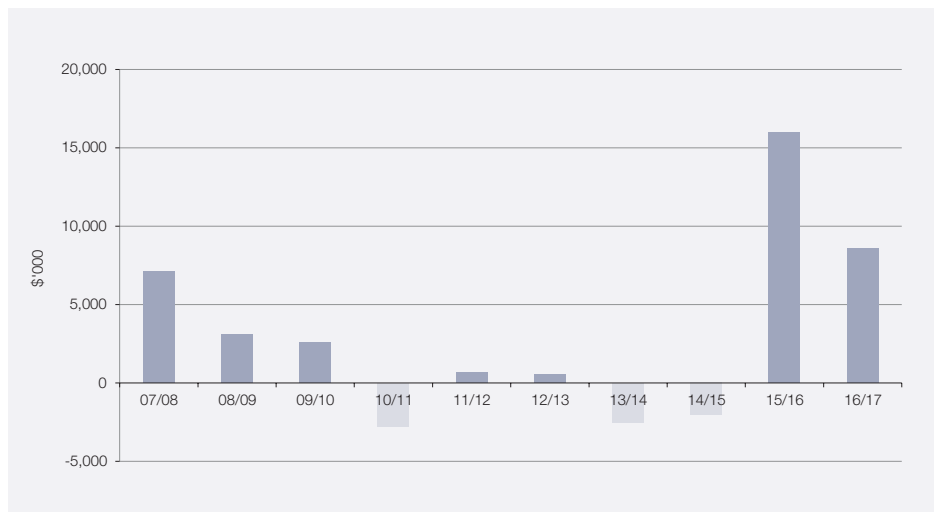
Operating result before capital

Council has reported an operating surplus before capital revenue of \$8.604 million.

Despite this surplus, Council's financial resources remain under pressure, often because of factors beyond our control, while the ability to generate sufficient revenues to cover expenditure is limited by legislative requirements.

The seven-year special rate variation for Lake Macquarie City, approved by IPART in 2012, greatly assists Council in overcoming financial challenges.

Council's Long-term Financial Plan provides a 10-year blueprint for our continued financial stability. The plan forecasts an operating deficit in 2016-2017, and a return to surplus in 2017-2018.



Gross outstanding debt

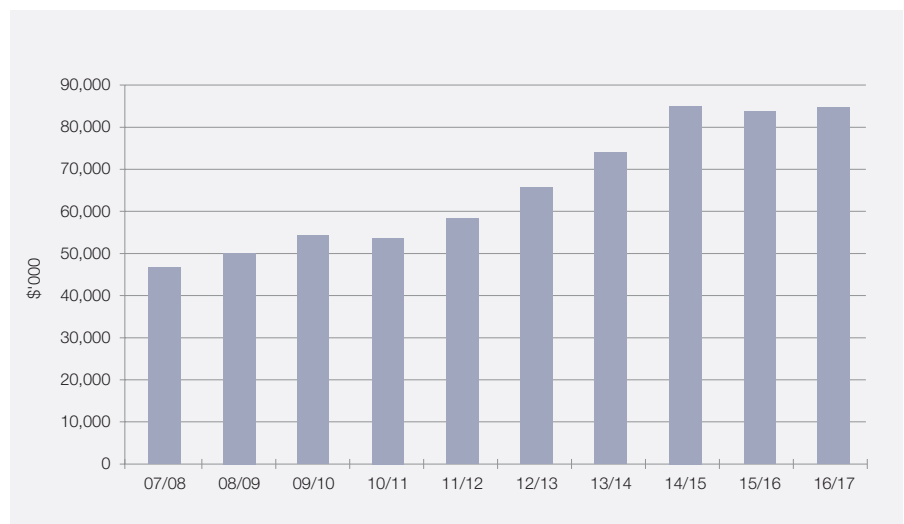
The amount of gross outstanding debt remains manageable and affordable, with total outstanding debt now at \$84.7 million.

The level of new borrowings in 2017 was \$3.23 million, compared to \$1.868 million in 2016. The higher level of new external borrowings for 2017 was because of the purchase of waste assets, however overall borrowings were less than originally anticipated due to the use of Council's unallocated reserves.

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 lifecycle of the assets the funds are used to acquire or build. This action also supports the principle of

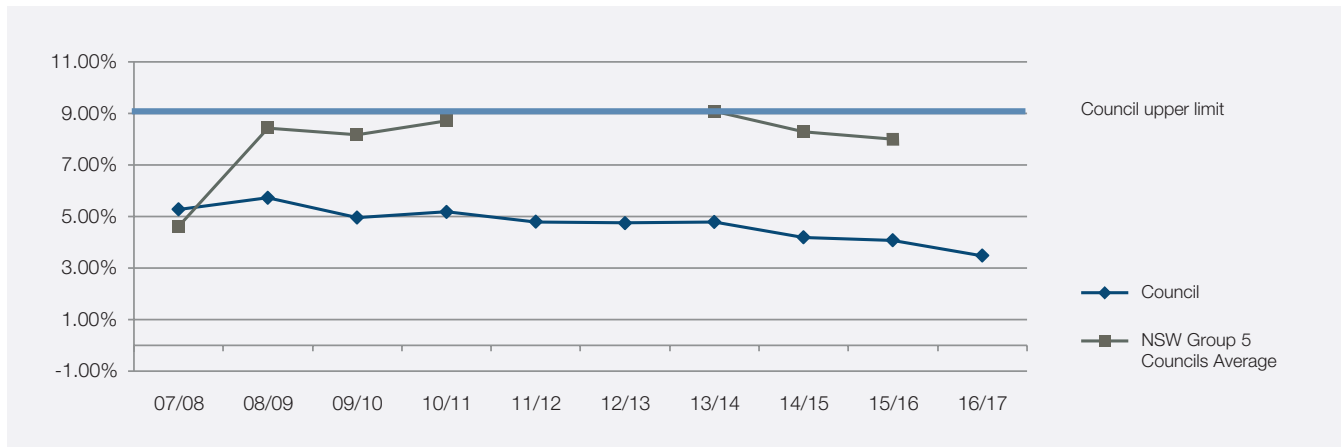
inter-generational equity, which attempts to ensure that future ratepayers pay for the use of capital initiatives by way of future loan payments.

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 2016-2017 was 3.49 per cent and, as can be seen from the below graph, the ratio is in a downward trend and well below the NSW Group 5 Councils average, indicating that current levels of debt remain manageable.

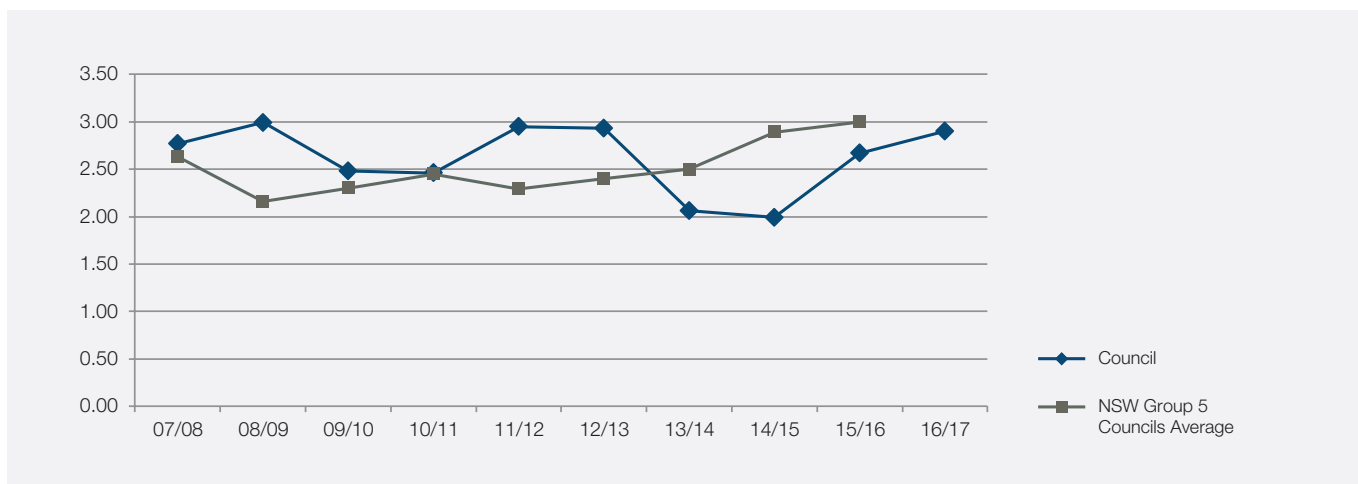
Increasing demands placed on Council to borrow additional funds to provide various levels of works demanded by our community may well see this ratio increase over coming years.



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 2016-2017 was 2.90:1, which is considered satisfactory and indicates Council has no problem in meeting all payments when they fall due.



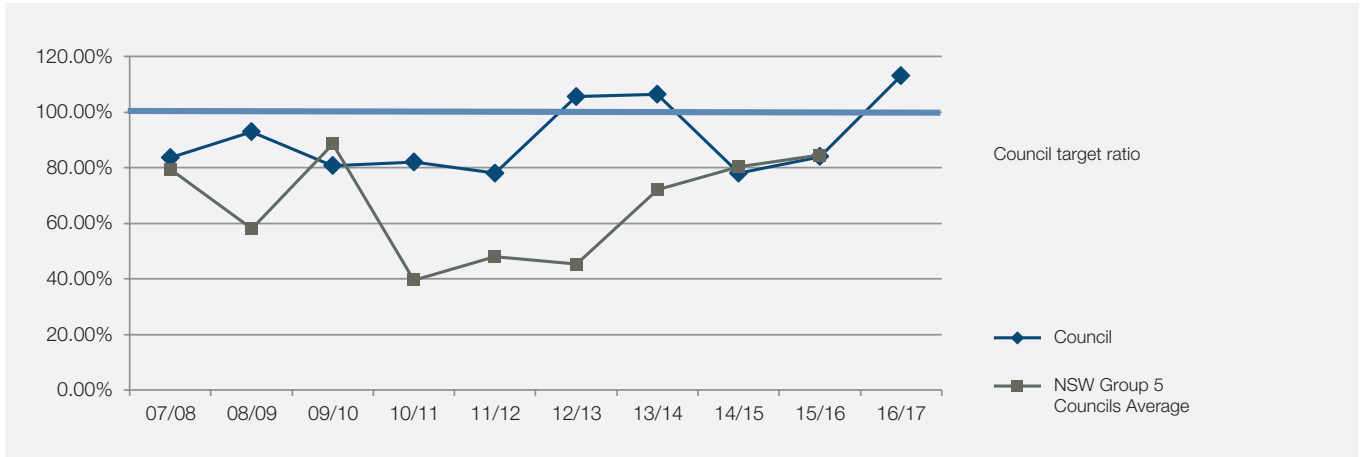
Building and infrastructure renewals ratio

The building and infrastructure renewal ratio was 1.13 (113 per cent) for 2016-2017 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 optimum return on each and every dollar we

expend on asset maintenance and renewal. Over time, this strategy should see the trend of the above graph continue to improve.



(Data only available for last 9 years)

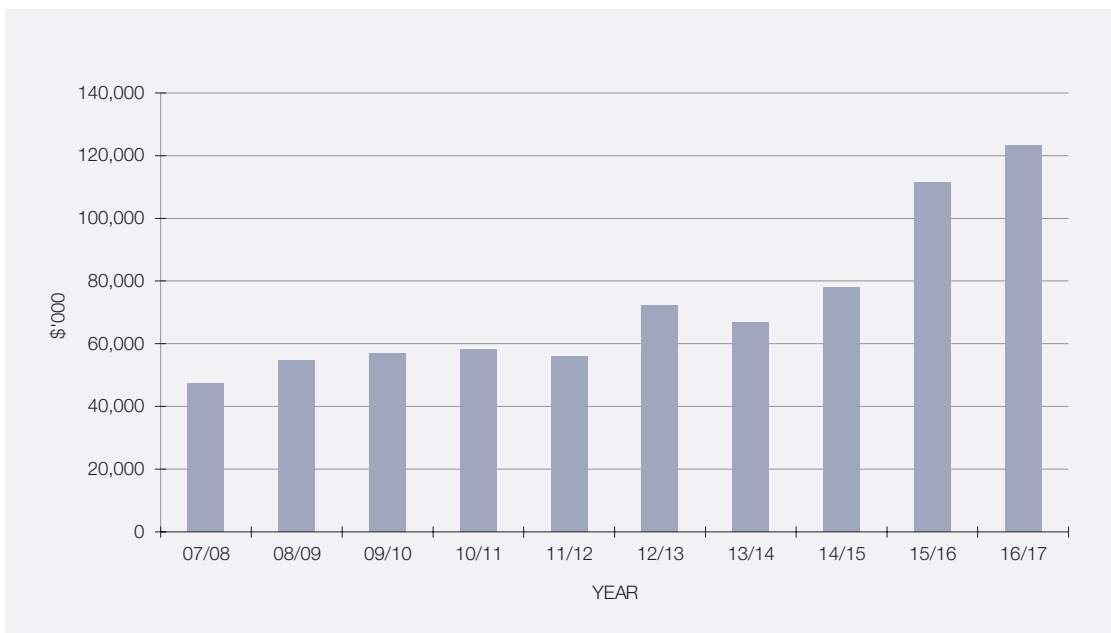
Internally restricted cash

The graph below 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 Councils' investment policy until the expenditure is required.



financial statements

You can find the complete version of Council's audited Annual Financial Statements 2016-2017:

- online at lakemac.com.au/annual-reporting, or
- by phoning Council's Customer Service Centre on 4921 0333.

Lake Macquarie City Annual Report 2016-2017

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