



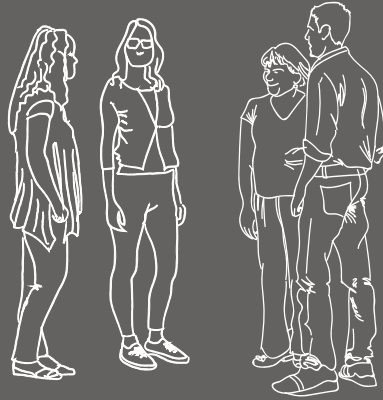
Lake Macquarie  
City Council

# OUR YEAR IN DETAIL



**Lake Macquarie City** Annual Report 2017-2018

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# MESSAGE FROM THE MAYOR

I am proud to present Lake Macquarie City Council's 2017-2018 Annual Report.

This report shares our year's achievements and performance in line with our new community strategic plan, Our Future in Focus 2017-2027, which identifies the main priorities and aspirations for our City for the coming decade.

This is the first annual report under the new community strategic plan and includes a detailed progress report on the actions we have taken in the first year of our corresponding four-year Delivery Program 2017-2021 and Operational Plan 2017-2018, Our Future in Detail.

Already, this new plan and the values that underpin it are proving a catalyst for positive change. The elected Council and our workforce have worked together with our partners in government, business and the community during the year to ensure we move towards our shared vision for Lake Macquarie City.

A new focus on creativity is finding expression in initiatives such as Creative Lake, our new public art trail which has brought a curated collection of sculptures and interactive murals by nationally and internationally acclaimed artists to our lake foreshore. We know that creativity will be a key driver in achieving a diverse economy. This year we have attracted \$2.66 million in grant funding to deliver more than \$5 million in arts, culture and heritage programs and infrastructure that will strengthen our creative industries and bring visitors to our area.

Improving mobility and accessibility is another point of focus under the new plan, and is an ongoing challenge for our growing City. Making it easy to get around and ensuring our places and spaces are inclusive and accessible for all is one of the most important roles we can play as a Council. Accessible amenities blocks, bus shelters and pathways are just some of the works we have completed this year in pursuit of this objective.

We were recognised for our commitment to promoting sport and providing recreational opportunities for people of all ages and abilities when we were named NSW Sports Council of the Year.

One sport and recreation project that will greatly benefit our community for years to come is the new Pasterfield Sports Complex in the fast-developing suburb of Cameron Park. Funded by developer contributions, the \$15 million, eight-hectare complex is a major asset for promoting connected communities and healthy lifestyles and wellbeing.

Preserving our unique environment is not only about our natural areas, but also about our efforts to become a more sustainable City. The completion of the Lake Macquarie Organics Resource Recovery Facility at Awaba is a strategic move towards introducing our kerbside food waste service.

Council continues to lead in world's best practice community engagement and shared decision-making, and we were very proud to win the prestigious International Association for Public Participation's Organisation of the Year, in both the Australasian and International categories.

These are just some of the many achievements of the 2017-2018 year. This report provides a snapshot of Lake Macquarie City, the Council, our plans for the future and for our community. It also focuses on the year's highlights and challenges, operational performance and financial position.

I hope you enjoy finding out about the various ways our City is evolving and how Council is working to build a strong and exciting future for everyone who lives and does business here.

**Councillor Kay Fraser**  
Mayor





# MESSAGE FROM THE CEO

I am pleased to report that we have made some important advances for our City and its people this year. We are already recognised as a City of choice for people who value lifestyle and opportunity, and Council has worked throughout the year to build on assets that further enhance our reputation as a thriving and dynamic regional centre.

As a Council we have achieved strong performance across all areas of our operations while delivering on the commitments we made in our Operational Plan 2017-2018. We achieved 121 of 137 Operational Plan actions over the period, with most of the remaining 16 actions scheduled for completion early in the new financial year.

These actions include our achievements in delivering a capital works program valued at \$116.5 million that is changing the face of our City. These works add to our assets base, which was valued at \$2.91 billion at the end of the year.

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

We ended the year in a sound financial position, with an operating surplus of \$10.86 million.

This result, along with achievement of all of our financial indicators, reflects solid performance against our Long-term Financial Plan.

Council approved a record \$1.16 billion worth of development applications this year. Guided by our strategic plans, we are investing significant funds raised through developer contributions in projects that meet the needs of our growing and changing City. The redevelopment of Warners Bay foreshore and Warner Park, upgrades to Speers Point Park, Charlestown Skate Park and the new Pasterfield Sports Complex at Cameron

Park are good examples of projects funded by developer contributions that bring major benefits to our City and the broader region.

Our City's role in the region has been the subject of significant advocacy at state and federal levels and we have made a strong case for inclusion of North West Lake Macquarie as a significant catalyst area for economic and residential growth within the Greater Newcastle Metropolitan Plan.

We have also worked to create an organisational culture that is highly customer focused. This has included work to realign our workforce, beginning with a new cluster-based structure and changes to our executive leadership team. The desired outcome is a more flexible and enabling structure that helps Council function as a progressive organisation that is responsive to community expectations and emerging opportunities.

I moved into the role of CEO in August 2017 and in February 2018 welcomed Tony Farrell as Deputy CEO and Director of Planning for the Future. In May 2018 I welcomed David Hughes as Director Built and Natural Assets, Laura Kendall as Director Organisational Services and John Ferguson as Director Service Delivery. In July, Andrew Baxter joined us as Director of Regulation and Compliance and Justin Day commenced as Head of Development and Planning.

I am pleased to take this opportunity to introduce this new team and to thank all of our staff and the elected Councillors for their efforts throughout the year. Their willingness to listen to the community and work effectively together is the foundation for our success.

**Morven Cameron**

Chief Executive Officer (CEO)

# OUR YEAR IN REVIEW

In this first year of our four-year Delivery Program 2017-2023 we have begun to make progress towards our community's new vision for the City.

## NEW AREAS OF FOCUS

In developing this new Delivery Program, we worked with our community to define seven focus areas that reflect this vision, including the new areas of mobility and accessibility, and creativity. We have performed well during the year in re-orienting our efforts towards these new areas of focus.

Making it safe and easy to connect with others and get around our City is an objective of our Delivery Program and we got off to a strong start on this during the year, delivering \$32.5 million worth of road resurfacing and upgrade works, and a further eight million on traffic and transport improvements. Works included several projects to improve pedestrian access. We built more than three kilometres of new footpaths and installed a new raised pedestrian crossing in front of Charlestown Public School and a crossing outside St Mary's Primary School, Warners Bay. We also launched our new City-wide Car Parking Strategy, which will help us maximise our existing parking spaces and plan for the future. Upgrades of our transport infrastructure, such as bus shelters, our amenities and community buildings have increased access to places and spaces for people of all abilities.

The year ushered in an exciting period in the creative life of our City, with achievement of all of our Operational Plan actions for this focus area, as well as all of the activities scheduled under our new 10-year Arts Heritage and Cultural Plan 2017-2027.

Seeking grants for arts, heritage and cultural programs and infrastructure has yielded significant funds for future years and will assist in achieving our ambitions for a City driven by creative ideas and a strong creative industry.

We secured \$1.3 million for through the NSW Government's Cultural Infrastructure Fund to build a \$2.1 million multi-arts space in Speers Point Park, and a further \$735,789 to help fund a \$1.3 million expansion of Lake Macquarie City Art Gallery, including creation of a dedicated contemporary Indigenous gallery.

Grants also helped make local projects, such as Creative LAKE come to life. Creative LAKE is a curated collection of public artworks, from contemporary sculptures to conceptual installations and 3D murals that now adorn the popular locations around the lake foreshore. The Creative LAKE trail adds to our Lake Lovers Cultural Trails, which we launched online this year at [lakemactrails.com.au](http://lakemactrails.com.au).

We have also worked closely with the arts, heritage and cultural sectors to strengthen local networks and encourage collaborative approaches and projects. Our Galleries Libraries and Museums Sector (GLAM) symposium was a success and we extended our cultural network database to include 400 contacts.

We also supported eight community-initiated arts projects, including Windale CREATE, and opened our community exhibition space SEEN@ Swansea, along with Launchpad exhibition spaces at local libraries.

Making early progress in these new focus areas of creativity and mobility and accessibility has involved concerted effort. At the same time, we have continued to perform strongly in other areas, with sustained success across all of our key focus areas and many major achievements to report.



*The Pasterfield Sports Complex is one of the largest-ever recreation infrastructure projects for our City. Bringing construction work close to completion was one of Council's major achievements for the year.*

## MAJOR ACHIEVEMENTS

Completion of the Lake Macquarie Organics Resource Recovery Facility this year marked an exciting moment in the continuing evolution of waste services in Lake Macquarie City, and a major milestone in achievement of our long-term Waste Strategy 2015-2023.

The multi-million dollar processing plant, constructed in partnership with Remondis, has capacity to convert up to 44,000 tonnes of organic waste a year into compost and soil improvement products.

The state-of-the-art processing plant is set to reduce the amount of waste going into landfill in Lake Macquarie City by as much as one third by enabling the recycling of food waste into Australian Standard compost for use on parks and in agriculture.

Completion of the new facility has paved the way for introduction of Council's greener 3-bin waste management system, which allows food scraps to be disposed of in the household green waste bin. Council delivered more than

80,000 starter kits to households throughout the City this year, in preparation for the roll out of this service in the second half of 2018.

Waste organics diverted into the processing facility avoid the NSW Government's Waste to Landfill Levy, which is currently \$141.20 a tonne. This means that as well as being an environmentally sound way to deal with organic waste, food waste recycling is a more affordable alternative for our community.

At the end of June, one of the largest-ever recreation infrastructure projects for our City was 90 per cent complete. The Pasterfield Sports Complex in Cameron Park extends across eight hectares and features cricket practice nets, full-sized AFL sporting fields, netball courts, a shared pathway loop, outdoor fitness equipment a parkour area, and a giant playground with separate play areas for younger and older children featuring the Hunter region's tallest climbing net, and a new skate park.

Skate parks are beneficial to our communities for many reasons: not only do they provide a fun, recreational outlet, they are also meeting spots for people that enliven public spaces and encourage social interaction. We worked with local skaters, BMX and scooter riders to design the new Charlestown Skate Park, which was constructed and ready for action at the end of the year.

Maintaining and improving our treasured spaces and places was also high on our agenda for the year. A \$300,000 upgrade to Grannies Pool at Blacksmiths has revealed one of our City's best-kept secrets. Improvements include 350m of accessible pathways, two new benches and 1600 plantings.

These are just some of the projects we have delivered this year under a record \$116.5 million capital works program for the City. We have spent \$35.2 million improving and maintaining our roads and a further \$8 million on traffic and transport infrastructure; \$24.9 million enhancing our parks and playgrounds; \$6.2 million on construction and upgrades to local sporting facilities; and \$2.9 million on upgrades to community buildings.

## **DEVELOPMENT GROWTH**

The year saw continued growth in the development sector, with a total of 2021 development applications, and a further 436 amended applications approved during the year. The total value of these approvals was a record \$1.16 billion, which is 25 per cent up on the previous year.

The figures reflect burgeoning demand to invest in Lake Macquarie, from small-scale residential projects to much larger commercial development, with investment spread throughout the local government area.

## **ORGANISATIONAL PERFORMANCE**

While delivering on 121 of the 137 actions in our Operational Plan, Council has achieved strong performance in managing its resources and delivering quality cost-effective services to the community.

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

A strong commitment to financial sustainability underpins our Long-term Financial Plan and our financial performance indicators. In line with this plan we have delivered a sound end-of-year financial result with an operating surplus before capital revenue of \$10.86 million, and achievement of all of our financial performance indicators.

## **SERVICE DELIVERY AND COMMUNITY SATISFACTION**

Community satisfaction with Council services continues to be high. Our customer satisfaction survey, conducted by Micromex in 2017, has revealed a 91 per cent satisfaction rate with our overall services.

We continue to rethink areas of our service delivery and embrace new technology in ways that make it easier for people to access and interact with Council and the services we deliver.

A new online tree removal/pruning decision-making tool implemented this year has made it easier for our customers to get information relevant to their tree and is helping our Customer Service Centre staff to respond more efficiently and effectively to common enquiries.

Responding in a timely manner to our customers continues to be a focus of attention, and this year people accessing our Customer Service Counter had an average wait time of just 2 minutes and 2 seconds, while 78 per cent of customers' calls were answered in just 30 seconds.



## ADVOCACY FOR OUR CITY

Council made several submissions during the year to advocate for positive outcomes for our City and its residents. Two important submissions made were our submissions on the Draft Greater Newcastle Metropolitan Strategy and to the Parliamentary Inquiry into Waste and Recycling in Australia.

## COMMUNITY ENGAGEMENT

We have continued to work closely with our community through a variety of face-to-face and online forums this year, including our new engagement website, Shape Lake Mac. The new website has proved popular, receiving more than 33,500 visits. During the year, we invited our community to participate and share their ideas and concerns for 20 different engagement projects covering a broad range of issues, plans and designs for the City. These projects included seeking input on our

new long-term land use strategy, Lake Mac 2050, our ongoing planning for adaptation to tidal inundation and sea level rise, and planning for an exciting new recreation area in Morisset as part of the Bernie Goodwin Memorial Reserve Master Plan.

## FUTURE PLANS

As we look to the future years of our Delivery Program we will continue to engage with our community. The Revised Delivery Program 2017-2023 and Operational Plan 2018-2019 was developed in consultation with our community and includes many exciting projects Council is planning to deliver for our community over the coming year.

The construction of Belmont Baths, improvements to our Swim Centres and completion of major works on the Warners Bay foreshore are some of the projects we will deliver for our community in 2018-2019.

*The new jetty, an accessible ramp and the main swimming enclosure at Belmont Baths are all expected to be open by late December, with a second stage of works, including a new amenities block, completed in early 2019.*









# REPORT TO OUR COMMUNITY

Our Annual Report is one of our key points of accountability we have with our community, and the following section aims to provide an informative overview of our performance in the past year.

It includes a snapshot of our City and Council, our assets and capital works, our finances, and reports on our highlights and challenges in implementing our Operational Plan and Delivery Program during the period, along with our plans for the year ahead.

# WHO WE ARE

## OUR VISION

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

## OUR VALUES

Lake Mac's new City Vision and Community Values, developed by the community in 2016, will guide future planning and provide direction for how the City responds to change and growth.

This new direction reflects the priorities of our residents and will shape policies and plans prepared by Council, including this plan.

We value our

### UNIQUE LANDSCAPE

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



We value

### LIFESTYLE AND WELLBEING

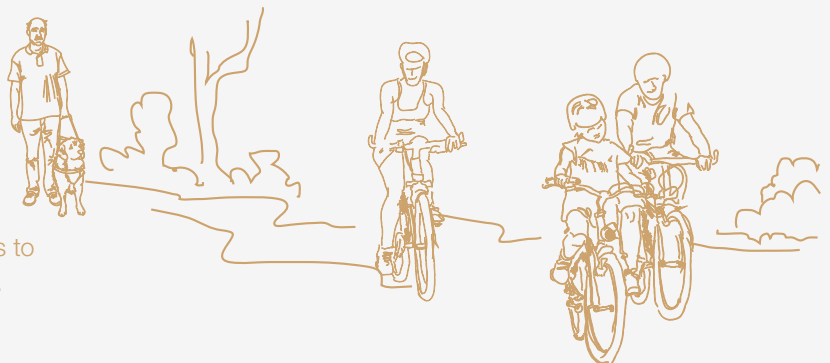
a place that encourages safe, active and social opportunities.

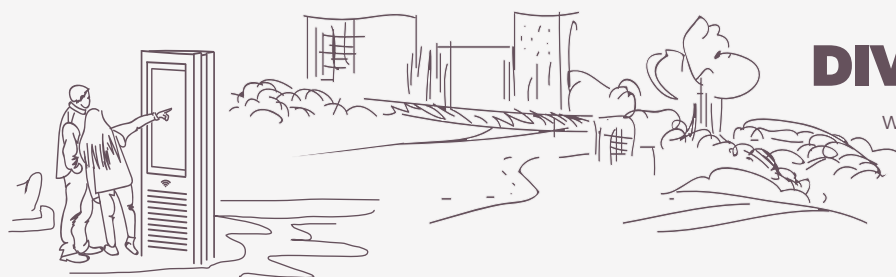


We value

### MOBILITY AND ACCESSIBILITY

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





We value a  
**DIVERSE ECONOMY**

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



We value  
**CONNECTED  
COMMUNITIES**

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



We value  
**CREATIVITY**

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



We value  
**SHARED  
DECISION-MAKING**

Lake Macquarie communities continue  
shared responsibility for governance.

# OUR CITY AND ITS PEOPLE



CITY AREA:  
**757KM<sup>2</sup>**

LAKE CIRCUMFERENCE:  
**174KM**

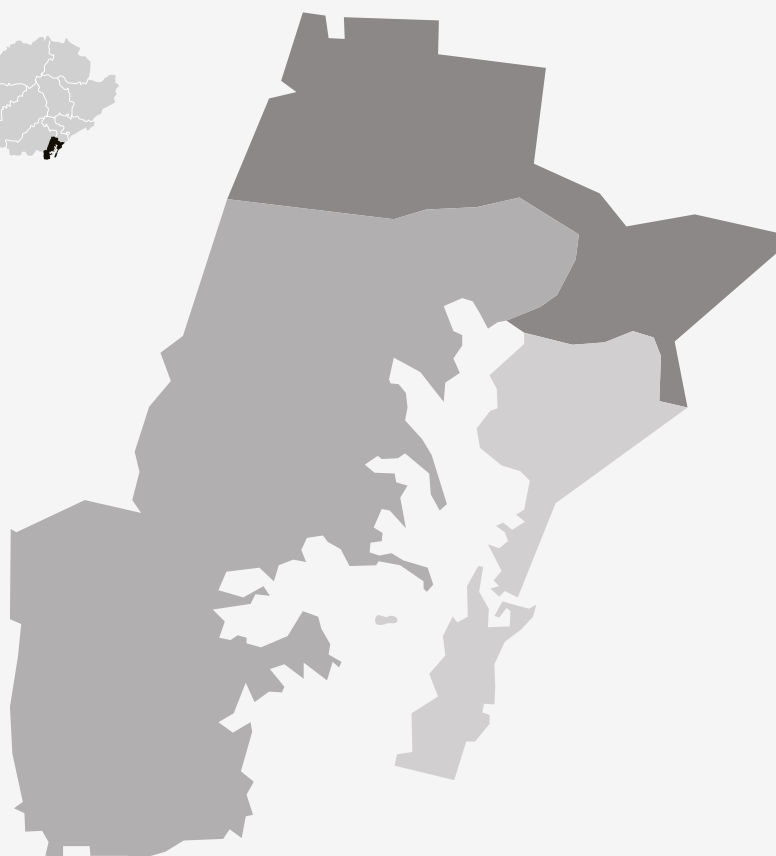
POPULATION:  
**205,748**

PROJECTIONS TO 2036:  
**29,220 PEOPLE**  
**13,991 NEW DWELLINGS**

WORKFORCE:  
**82,075**

BUSINESSES:  
**12,610**

GROSS REGIONAL  
PRODUCT:  
**\$9.93 BILLION**



Lake Macquarie City's population is more than 205,000, making it the largest city in the Lower Hunter. 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. Council acknowledges the Awabakal People as the traditional custodians of the land, lake and waterways of our City.

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



## “The City’s centrepiece is a vast blue water expanse, twice the size of Sydney Harbour”

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

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

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 29,220 between now and 2036, creating demand for 13,991 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. More than 8000 people identified as Aboriginal or Torres Strait Islander People in the 2016 Census.

Transport choice and convenience is one of the most important issues for our residents, including having a transport network that allows us to move around our City safely and easily. North West Lake Macquarie has been identified as a focal point for transport connectivity, with plans for a transport interchange to improve public transport connections and improve road and rail links with other centres such as Newcastle, Sydney and the Hunter Valley. The growth in shared pathways connecting our key destinations continues to make walking and cycling a more viable option.

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

### LAKE, BUSH, COAST AND MOUNTAINS

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

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

### PROSPERITY AND SUCCESS

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

With a labour force of more than 82,000 people, roughly 12,500 businesses and 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 COUNCIL

## GOVERNANCE

Lake Macquarie City Council has 12 elected Councillors including the Mayor, who is popularly elected. The City is divided into three wards, North, East and West. Each ward is represented by four Councillors.

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

For more information including profiles of our Councillors and organisational structure see pages 62 to 77 of this report.

## WORKFORCE

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

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

For more information about our workforce see pages 78 to 85 of this report.

## SERVICE DELIVERY

We operate under a customer charter that sets out our commitment to our community and the service they can expect from their Council. Flowing from this commitment is a set of service standards that establishes timeframes for delivery of a range of services, along with response times in relation to customer requests.

For more information about our customer charter and service standards see pages 86 to 89 of this report.

## FACILITIES

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

Other key facilities for our operations include our Works Depot in Boolaroo, Lake Mac Libraries,

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

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

For more information about the facilities we provide for our community, see pages 110 to 113, and 116 to 121 of this report.

## BUSINESS ACTIVITIES

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

## KEY PARTNERS

Our key partners include Dantia, the City's independent economic development company, including the Dantia Smart Hub (DaSH) business innovation incubator.

Council is an active member of Hunter Councils, a partnership of 11 councils within the Hunter Region, which has worked together for 60 years to ensure the communities in the Hunter benefit from positive cooperation and collaboration.

Council has also recently joined the Global Smart City and Community Coalition (GSC3), which gives our City access to communities around the world at the cutting edge of Smart City technology.

Our other key partners include the Hunter Sports Centre, the Business Growth Centre in Glendale and The Place in Charlestown.

## RECOGNITION

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

# HOW WE PLAN AND REPORT

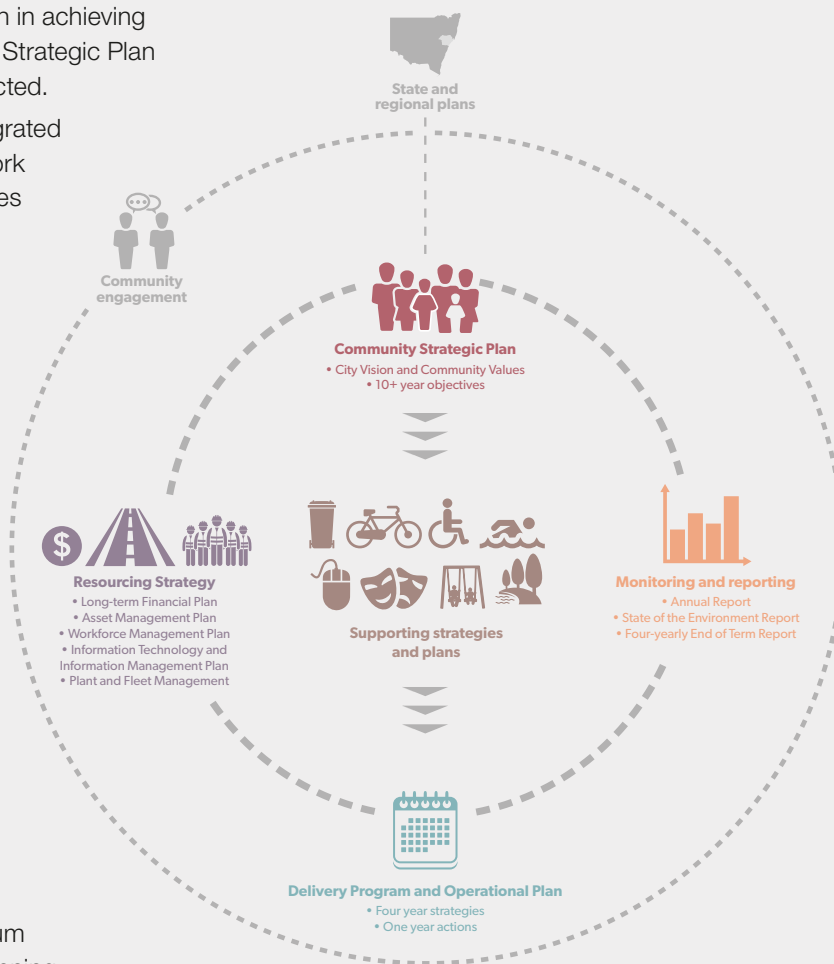
We are required under the Local Government Act to report on the achievements in implementing the Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed.

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

## OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK



financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.

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

# HOW TO READ THIS REPORT

Our Annual Report gives our community a comprehensive and transparent statement of our performance in relation to the Lake Macquarie City Community Strategic Plan and provides insight into our governance and operations.

Through our reporting, we aim to demonstrate how we are working towards the goals of our Community Strategic Plan and achieving the objectives and strategies of our Delivery Program through the actions we take each year.

By the end of November each year, we report on our achievement of the list of actions set in our annual Operational Plan. The Operational Plan is an important piece of Council's integrated planning and reporting framework that connects the community's long-term goals with our day-to-day actions.

This Annual Report offers an overview of Council's performance for the period 1 July 2017 to 30 June 2018 against the actions and performance targets of the Operational Plan 2017-2018, which is the first year of the Delivery Program 2017-2021 and our Community Strategic Plan 2017-2027.

The report describes the various ways we have worked with our community and our partners in government, industry and business over the past 12 months to achieve our City's vision and respond to priorities for the City in the seven key focus areas that reflect that vision.

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

The report is presented in three sections:

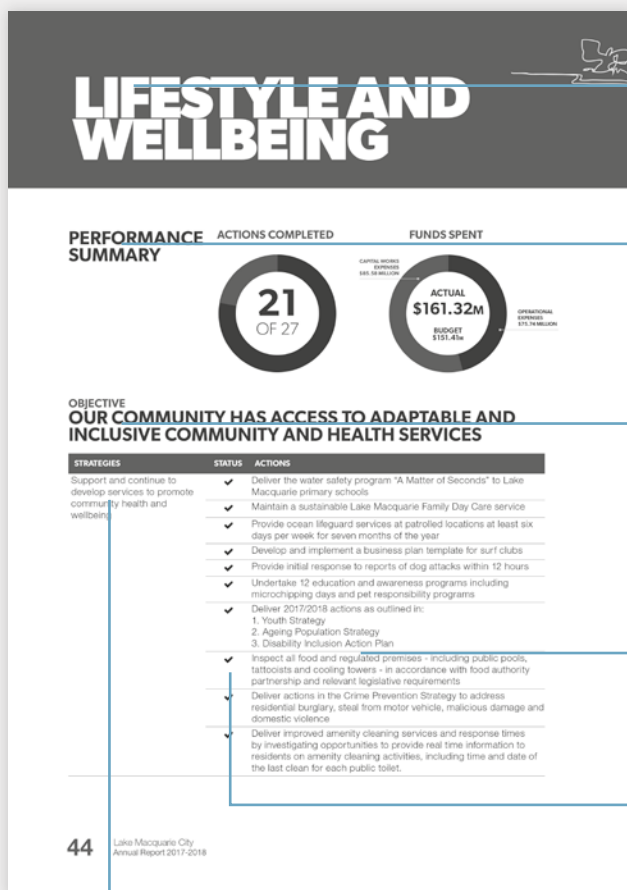
- **Report to our community**  
This section provides an overview of the City, Council and an overview of our performance for the year.
- **Detailed progress report**  
This section provides more detail of the actions achieved and how they relate to the strategies and objectives of our Delivery Program. It also details the funds budgeted and spent for each of our focus areas and business activities.
- **Organisational reports**  
This section reports on our organisational performance and includes our statutory and other regulatory reports.

## APPENDICES

The Lake Macquarie City State of the Environment Report 2017-2018 and the Annual Financial Statements 2017-2018 are published as separate volumes of this report and are available at [lakemac.com.au](http://lakemac.com.au).

# HOW TO READ OUR DETAILED PROGRESS REPORT

The following information helps to explain the headings used in this document.



## KEY FOCUS AREA

Operational Plan, Delivery Program and Community Strategic Plan are structured around key focus areas that reflect our City vision and values. We report annually on the actions we have taken and the funds we have spent for each key focus area.

## PERFORMANCE SUMMARY

The performance summary details the number of Operational Plan actions we have completed each year. We also detail how much we have spent overall against our budget for each key focus area, including a breakdown of funds spent on operational and capital items.

## OBJECTIVES

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

## ACTIONS

Our actions detail the activities and projects Council committed to undertake during the year. Each action relates to a Delivery Program strategy.

## STATUS

We detail the status of our actions completed or in progress as at 30 June of each reporting year.

## STRATEGIES

These are the four-year Delivery Program strategies Council is pursuing to achieve our long-term objectives, and ultimately the City vision as captured in our Community Strategic Plan.



# HOW WE PERFORMED

## SNAPSHOT OF PERFORMANCE

We are proud to report on a year of solid performance during which we achieved 88 per cent of our Operational Plan 2017-2018.

Our Operational Plan for the year identified 137 actions that would help us work towards the objectives in our Delivery Program 2017-2021.

Council successfully completed 121 of these actions, with the remaining 16 actions in progress or scheduled for completion in the new reporting year.

Our work during the year has seen many major milestones achieved while maintaining strong performance in everyday service delivery.

The majority of actions not achieved during the year relate to our works program. We integrated our works program into our Operational Plan actions for the first time this year to allow project-by-project tracking and reporting. This provides an improved level of transparency for our community and allows us to better monitor our performance in delivering capital works projects.

Our annual performance snapshot provides the key highlights and challenges for our performance in each of our seven focus areas:

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

This snapshot also provides the highlights and challenges for Council's performance in its business activities:

- CiviLake; and
- Building and Property Development.

A full report on the actions achieved during the year for each of the strategies and objectives of our Delivery Program is provided in the Our Progress in Detail section of this report.



137

**OPERATIONAL  
PLAN ACTIONS**



121

**ACTIONS  
ACHIEVED**

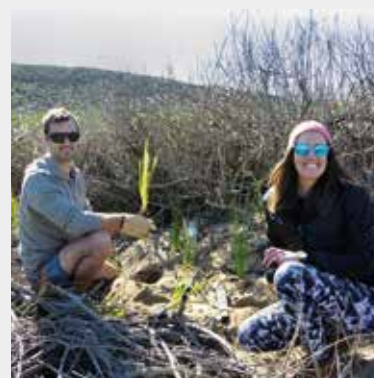


16

**ACTIONS IN  
PROGRESS**

# UNIQUE LANDSCAPE

17 ACTIONS  
15 ACHIEVED  
2 IN PROGRESS



## HIGHLIGHTS

### ■ Waste strategy

In partnership with Remondis, we completed the Lake Macquarie Organics Resource Recovery Facility at Awaba. The state-of-the-art facility is an essential component of Council's three-bin waste strategy, with capacity to convert up to 44,000 tonnes per year of organic waste into compost and soil improvement products. With the facility complete, Council started to prepare residents for its new kerbside food waste collection service, delivering more than 80,000 kitchen waste starter kits to households throughout the City in June.

### ■ Coastal management

To manage our coast and foreshore, we introduced new guidelines for streambank rehabilitation, installed new dinghy storage racks at Valentine, and reconvened our Coastal Land Managers Group.

### ■ Bush regeneration

Lake Macquarie Landcarers regenerated a vast 16.93 hectares of natural bushland during the year. This was more than double our eight-hectare target.

## CHALLENGES

### ■ Catherine Hill Bay Heritage Area Plan

We made progress in preparing the plan for public exhibition, but fieldwork has been placed on hold while we seek clarification from the NSW Office of Environment and Heritage regarding methodology.

### ■ Guidelines to encourage sustainable building development

The investigation stage of this project identified that guidelines would be an inferior method for encouraging the development of sustainable buildings. A scope review was in progress at 30 June.

# LIFESTYLE AND WELLBEING

27 ACTIONS  
21 ACHIEVED  
6 IN PROGRESS



## HIGHLIGHTS

### ■ Revealing a hidden gem at Blacksmiths

A \$300,000 upgrade to Grannies Pool at Blacksmiths has revealed one of our City's best-kept secrets. Improvements include 350m of accessible pathways, two new benches and 1600 plantings.

### ■ Pasterfield Sports Complex

The \$15 million Pasterfield Sports Complex in Cameron Park was 90 per cent finished at 30 June, ready for the grand opening in August 2018. The new eight-hectare complex features cricket practice nets, netball courts, a one kilometre shared pathway loop, outdoor fitness equipment, a parkour area and a giant playground, with separate play areas for younger and older children and the Hunter Region's tallest climbing net.

### ■ Water safety essentials

Our professional beach lifeguard service registered 1.4million visits to our four patrolled

beaches. Lifeguards performed 341 rescues, 1528 first aid treatments and took 3190 preventative actions to keep beachgoers safe over summer. During the off season, our lifeguards taught 8870 children at 72 schools about water safety.

## CHALLENGES

### ■ Works program

The sports facility works program identified 14 projects to be completed for the year. Of these, nine were completed. Three were delayed in relation to feedback from user groups and a further two were delayed in response to design or technical issues. Wet weather and factors outside Council's control hampered progress on several playgrounds and Swim Centre upgrade projects. Links with other projects and extended community consultation slowed several community projects.



# MOBILITY AND ACCESSIBILITY

18 ACTIONS  
13 ACHIEVED  
5 IN PROGRESS



## HIGHLIGHTS

### ■ City-wide parking strategy

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

### ■ A more walkable City

We created more than three kilometres of new footpath in locations throughout the City, including at Belmont, Caves Beach, Redhead and Teralba.

### ■ Safer roads

More than 80 kilometres of road sealing, resurfacing and rehabilitation works were completed during the year in accordance with Council's schedule.

## CHALLENGES

### ■ Kerb and gutter

Construction of kerb and gutter at Carlisle Row and Sealand Road in Fishing Point remained in progress at the end of year. Complexities in the projects meant that both were delayed and are now scheduled for expected completion by December 2018.

### ■ New cycleways

Four cycleways construction projects identified for 2017-2018 were delayed in relation to land access and site constraints. Construction will commence once further design work has been completed.

# DIVERSE ECONOMY

14 ACTIONS  
13 ACHIEVED  
1 IN PROGRESS



## HIGHLIGHTS

### ■ Cultural trails online

We added dynamic and engaging information about our new cultural trails to our site lakemactrails.com.au. These cultural trails include the top 10 cultural sites in the City and Creative LAKE, our new sculpture trail on the lake foreshore.

### ■ Building the visitor economy

Lake Mac Tourism ran several online marketing campaigns for the City, tailored to seasonal and market trends. For example, Over 55s for spring, Holiday Parks for summer, and adventure tourism for autumn and winter.

### ■ Strengthening the local business sector

Dantia's ongoing work to build strong relationships with local business organisations progressed during the year.

### ■ Internet of Things

Council worked with Dantia to introduce the Internet of Things to Lake Macquarie City. The Internet of Things is about how we integrate digital devices that send and receive data into the design of our City. This could include 'smart' car parking apps that relay data from sensors about available parks in our urban centres.

## CHALLENGES

### ■ City identity

Work to define the emerging identity of our City as a dynamic destination for innovation, opportunity and lifestyle progressed but was incomplete at 30 June.



# CONNECTED COMMUNITIES

24 ACTIONS  
24 ACHIEVED



## HIGHLIGHTS

### ■ Access to culture

Our libraries continue to be places for people to connect with each other and the world, with more than 693,567 visitors, 1.15 million uses of our electronic resources and 7566 residents accessing our mobile library, The Rover. Lake Mac Libraries and Lake Macquarie City Art Gallery hosted 3156 programs with 43,465 attendees.

### ■ Public art enlivens and connects

Seven public artworks were created and permanently installed around the City, while a further four temporary works were produced and another seven were in progress at the end of the year. These were funded primarily through external grants, valued at \$580,000.

### ■ Aboriginal cultural programs

Our Cultural Services team hosted 36 Aboriginal and Torres Strait Islander programs for the year. These included the

FLINT Indigenous digital literacy program, which was hosted by Lake Mac Libraries, and two major exhibitions, *Resolution: contemporary indigenous photomedia* and *Hunter RED: Re(A)d Earth*, as well as 12 open and market days, talks, workshops and cultural events at Lake Macquarie City Art Gallery. A total of 130 local school students attended the Connect to Country day.

### ■ The SEEN@Swansea and Launchpad

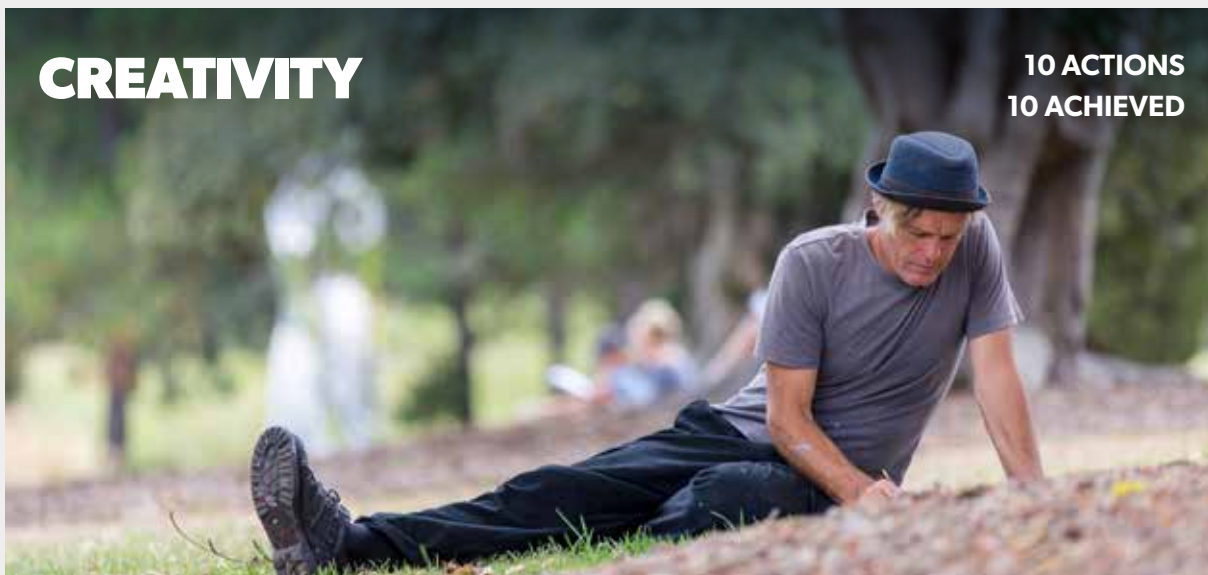
We launched The SEEN@Swansea in June, a community exhibition space in The Swansea Centre, and opened Launchpad spaces at Toronto, Belmont and Swansea with four exhibitions and strong media coverage.

### ■ Partners in 60 community facilities projects

We partnered with community groups on 60 projects to improve community centres, sporting and lifesaving clubs, men's sheds and more, working together to complete 35 facilities improvement projects throughout the City.

# CREATIVITY

10 ACTIONS  
TO ACHIEVED



## HIGHLIGHTS

### ■ \$2.6 million secured for arts and culture

We successfully secured \$2.66 million through 10 grants to deliver more than \$5 million in cultural programs and infrastructure.

These funds included grants totalling \$2.1 million through the NSW Cultural Infrastructure Fund for a new Multi Arts Space in Speers Point Park and for expansion of Lake Macquarie City Art Gallery to include a new wing dedicated to contemporary Aboriginal art.

### ■ GLAM Symposium

We put together our 2018 symposium program for the galleries, libraries and museums sector (GLAM) and continued to build our cultural network database to include 400 contacts.

### ■ Cultural volunteers

Council has actively promoted volunteering in our cultural programs, maintaining a

volunteer base of 30 people to support SEEN, Community History and Lake Macquarie City Art Gallery programs.

### ■ Virtual Awaba

The Virtual Awaba project was completed and launched on our Cultural Trails website at [lakemactrails.com.au](http://lakemactrails.com.au). Virtual Awaba harnesses the power of virtual reality to allow users to take a journey back in time to when the traditional owners of the area, the Awabakal People, were the region's sole inhabitants.

### ■ Creative communities

We supported the development of eight community-initiated arts projects including Windale CREATE and Simultaneous Storytime. Two heritage training workshops were hosted by the Lake Mac Libraries community history team in conjunction with Community Heritage Network volunteers.





17 ACTIONS  
15 ACHIEVED  
2 IN PROGRESS



## HIGHLIGHTS

### ■ Community survey results

Community satisfaction with Council's services was surveyed and revealed a high overall satisfaction rate of 91 per cent.

### ■ Shape Lake Mac proves popular

Our new online engagement site, Shape Lake Mac, proved popular with 33,500 visits during the year.

### ■ Many ways to engage

We engaged more than 1000 people through our pop-up engagement booths and information sessions on a broad range of issues and plans throughout the year. An additional 4870 visits were recorded for our online interactive mapping tool, Social Pinpoint.

### ■ Advocacy for our City

Council made several submissions during the year to advocate for positive outcomes for our City. These included submissions on proposed

legislative changes including amendments to the Exempt And Complying Development Codes State Environmental Planning Policy (Codes SEPP) and SEPP55 (Remediation of Contaminated Land), in response to the Draft Greater Newcastle Metropolitan Strategy and the Parliamentary Inquiry into Waste and Recycling in Australia.

### ■ Responsive customer service

People accessing our Customer Service Counter had an average wait time of just 2 minutes and 2 seconds. We responded to 78 per cent of customers' calls within just 30 seconds.

## CHALLENGES

### ■ Strategic stakeholder forum

Council continues to consider the potential for a strategic business and government stakeholder forum for the City.

# CIVILAKE

2 ACTIONS  
2 ACHIEVED



## HIGHLIGHTS

### ■ External works generate returns

Civilake continued to provide a wide range of civil engineering construction and maintenance works and services, plus open space maintenance, signwriting, and building trades services to Council and private clients throughout the year.

The profits generated from external works contribute to Council's General Fund and are channelled back to the community through improved and additional services.

Civilake carried out an increased number of works for external client NSW Roads and Maritime Services during the year, resulting in a commercial return for Council of \$376,164.

The total value of external works was \$5.83 million, representing nine per cent of the total annual turnover for Civilake, and 23 per cent of actual costs.



# PROPERTY AND BUSINESS DEVELOPMENT

8 ACTIONS  
8 ACHIEVED



## HIGHLIGHTS

### ■ Making the most of our portfolio

Our Property and Business Development business arm continued its work to maximise the long-term value of Council's property portfolio throughout the year. This was achieved by providing a range of services including management of our holiday parks, as well as property valuation, land reclassifications, disposal and acquisition of land, as well as management of footway dining and road closures.

### ■ Even better holiday parks

Our ongoing program to maintain and renew Council's four Lake Macquarie Holiday Parks saw completion of refurbishments to cabins including new furniture, decking, lighting and fresh paint. At Swansea Holiday Park we improved parking at

three cabin sites to cater for additional boats and cars brought on holidays. We also installed an overflow and upgraded pumps at Holiday Park swimming pools.

### ■ Marketing our four parks

In early 2018, a new brand was adopted for Lake Mac Holiday Parks. The clean logo design and simple colours representing the water, sky, lake and beach allows customers to easily recognise Council's Holiday Parks.

### ■ Leases to community groups

Leases of Council-owned premises were renewed for the Combined Northern Canine Committee, Cooranbong Men's Shed and Toronto Men's Shed. One new lease was executed during the year with Teralba Bowling Club.

# OUR CAPITAL WORKS ACHIEVEMENTS



## MORISSET-WYEE AREA

Ruttleys Road, Wyee stage one road rehabilitation from the roundabout to the railway bridge

Road rehabilitation on Bay Street, Balcolyn

New shared pathways from Bonnells Bay to Sunshine and Bonnells Bay to Brightwaters – design and tender completed with works due for completion in 2018

## GLENDALE- CARDIFF AREA

Hunter Sports Centre – replacement of athletics track railings and fencing

Rehabilitation of McDonalds Quarry at Reservoir Road

## TORONTO AREA

The Boulevard road rehabilitation, in conjunction with streetscape upgrade works

Wakefield Road rehabilitation from Archery Road towards the M1 Motorway for 1.5 kilometres

New jetty constructed at Rathmines – opened September 2018

Toronto Swim Centre upgrade works including accessible amenities and changing room

## EDGEWORTH- CAMERON PARK AREA

Construction of the \$15 million Pasterfield Sports Centre (Cameron Park Recreation Area), including two playing fields, three netball courts, skate park, playgrounds, amenities, kiosk and club rooms – opened September 2018

Road rehabilitation on Northville Drive, Barnsley, for approximately one kilometre

Slatey Creek stream stabilisation works, Barnsley

**Council spent  
\$116.5 million  
on capital works  
across the City in  
2017-2018**



**\$35.2 million**

on road resurfacing  
and upgrades



**\$24.9 million**

on our parks and playgrounds including  
construction of the Cameron Park recreation  
area and upgrade to Speers Point Park



### SWANSEA AREA

New lifeguard observation room at Catherine Hill Bay Surf Club – opened August 2018

200 metres of new boardwalk on Coon Island, near Swansea

Swansea Swim Centre design and upgrade works to pool surfaces



### CHARLESTOWN AREA

New skate park, shelter, seating and bubbler at Charlestown Oval – opened September 2018

Raised pedestrian crossing in front of Charlestown Public School

Road rehabilitation on Barraba Street, between Station Street and Candish Crescent



### WARNERS BAY AREA

Warners Bay Foreshore upgrades including tiered plaza, landscaping and foreshore protection – opening December 2018

Speers Point Park upgrade – new outdoor gym equipment, barbecue shelters and fenced dog exercise area

Pedestrian crossing and kerb extensions at St Marys Primary School



### BELMONT AREA

Park and playground upgrade at Webb Park, Redhead

Shared path and beach access improvements at Grannies Pool, Blacksmiths



**\$6.2 million**

on construction and upgrade of local sporting facilities



**\$8 million**

on traffic and transport improvements such as speed humps, school crossings and streetscape works



**\$2.9 million**

on community building upgrades



# ASSETS SNAPSHOT

**Our infrastructure assets are valued at \$2.91 billion**



## BUILDINGS

- 379** Community buildings valued at \$257 million
- 1** Athletics centre (Hunter Sports Centre)
  - 3** Cultural buildings
  - 4** Lifesaving clubs
  - 4** Multi-purpose facilities
  - 6** Swim centres
  - 9** Libraries
  - 11** Aged care and disability service facilities
  - 14** Childcare-related buildings and structures
  - 39** Operating buildings
  - 33** Community halls
  - 117** Sporting facilities
  - 138** Public amenity buildings



## STORMWATER DRAINAGE

A comprehensive drainage network valued at \$493.1 million

- 26,551** Pits, inlets and outlets
- 790** Stormwater quality devices and flood mitigation structures
- 651.4km** Pipes
- 106km** Open drains



## ROADS AND BRIDGES

Roads, bridges and car parks valued at \$1.9 billion

- 1346km** Roads
- 1782km** Kerb and channel (gutter)
- 114** Pedestrian bridges
- 88** Vehicle bridges
- 397** Car parks



## PARKS AND RESERVES

Parks and reserves assets valued at \$116 million

- 114** Playgrounds
- 31** Jetties
- 31** Boat ramps
- 19** Fish cleaning tables
- 5** Marine waste transfer facilities



## TRAFFIC AND TRANSPORT

Traffic and transport assets valued at \$145 million

- 564.4km** Footpaths/cycleways
- 1569** Items of road/street furniture
- 1860** Traffic facilities



## NATURAL ASSETS

Our natural assets are valued at \$468.7 million\* and include:

- 400 ha** Natural areas comprising 1200 sites or clusters
- 19** Fire trails
- 172** Bushfire asset protection zones

*\*Excludes the value of trees*



## MAINTAINING OUR CITY

We spent \$44 million restoring our existing assets to their original condition

We spent \$27.5 million on maintenance works across the City



# COMMUNITY FINANCIAL REPORT

## FINANCIAL PERFORMANCE

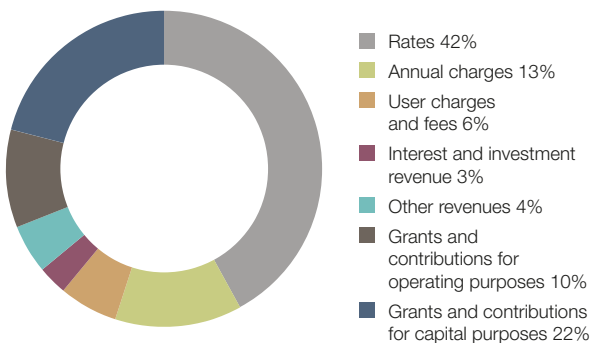
Council generates income to fund services and assets for the City through rates on property, government grants, developer contributions, interest on investments, user charges and Council's own business activities. These funds are used to maintain and improve the City while delivering a range of quality services to the community.

Council's financial position continues to remain sound. Our operating result before capital revenue for 2017-2018 was a surplus of \$10.86 million.

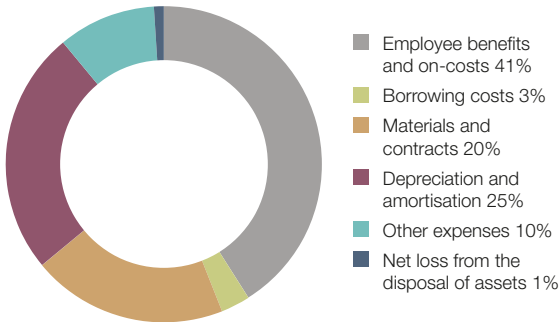
This result is higher than Council's original budget by \$16.42 million. Factors contributing to this result are detailed overleaf.

This result reflects strong performance in relation to Council's Long-term Financial Plan, which forecasts a return to surplus by 2018-2019. Detailed information regarding Council's financial performance is included in Council's 2017-2018 Financial Statements and in the Financial Position section of this report. See pages 122 to 135.

Income from continuing operations 2017-2018



Expenses from continuing operations 2017-2018



### FAST FACTS

**\$116.5m**  
capital works completed

**\$10.86m**  
operating surplus before capital revenue

**\$0.25m**  
budget surplus

**\$125.32m**  
increase in net assets

## INCOME

Council's main source of income was rates, which contributed \$162.1 million, which was 54.73 per cent of our total income for 2017-2018.

Grants and contributions totalled \$93.47 million, or 31.56 per cent, while user fees and charges provided \$18.63 million, which was 6.29 per cent of our income.

### Rates and charges

Rates and annual charges generated \$162.1 million income for 2017-2018, an increase of \$10.14 million from 2016-2017. This increase reflects Council's special rate variation.

### Grants and contributions

Operating grants and contributions totalled \$29.26 million, a decrease of \$7.78 million from 2016-2017. This is mainly due to the impact of the first instalment of the Council's 2017-2018 Financial Assistance Grant from the Federal Government being received in the 2016-2017 financial year (\$7.87 million) and an additional \$2.33 million of natural disaster relief funding received in 2016-2017.

Grants and contributions for capital purposes were \$64.21 million in 2017-2018, an increase of \$2.87 million from 2016-2017.

### Interest and investment revenue

Interest and investment revenue received was \$7.44 million, an increase of \$0.15 million from 2016-2017. This was mainly due to Council having higher than budgeted reserves available for investment, resulting in increased interest revenue.

### Other revenues

Other revenues were \$13.44 million, an increase of \$2.72 million from 2016-2017, which was due to a significant increase in CiviLake's road maintenance contracts at \$5.29 million, up from \$2.95 million in 2016-2017.

## EXPENSES

Council's major expenses in 2017-2018 were employee costs, which cost \$89.90 million or 40.66 per cent. Depreciation and amortisation totalled \$54.43 million or 24.62 per cent, and materials and contracts cost \$43.34 million or 19.60 per cent.

### Employee benefits and on-costs

Employee costs were \$89.9 million, which increased by \$5.43 million from 2016-2017. This increase was driven by filling staff positions that were vacant in 2016-2017, and by the planned annual wage increase under Council's Enterprise Agreement.

### Borrowing costs

Borrowing costs were \$6.03 million, an increase of \$0.57 million as a provision for increased costs relating to the remediation of contaminated land.

### Materials and contracts

Materials and contracts cost \$43.34 million, an increase from 2016-2017 of \$3.76 million due to higher external contract costs.

### Depreciation and amortisation

Depreciation and amortisation costs totalled \$54.43 million, an increase of \$3.12m from 2016-2017 primarily due to the increase of \$4.51 million in assets transferred to Council's ownership in relation to new developments during the 2017-2018 financial year.

### Other expenses

Other expenses totalled \$24.33 million, a minimal increase of \$0.40 million from 2016-2017, broadly in line with inflationary impacts with no significant fluctuations noted.

### Net loss from disposal of assets

The net loss from the disposal of assets was \$3.07 million, which decreased by \$10.6 million from 2016-2017. The loss in 2017-2018 primarily relates to disposal of property and specialised buildings.

**\$296.17M**

revenue

**\$221.10M**

operating  
expenditure

**\$214.27M**

holdings of cash/  
investments

**\$82.13M**

borrowings  
outstanding

# FINANCIAL PERFORMANCE INDICATORS

Performance indicators are set the by the Office of Local Government (OLG) and are standard across all NSW councils. These key indicators are used to monitor Council's overall financial condition. Details on how Council performed in 2017-2018 against the Office of Local Government benchmarks are detailed below.

In 2017-2018, Council met or achieved results better than all of the OLG indicators. We also achieved better than average results compared to similar NSW councils in our OLG grouping across some of these indicators.

## UNRESTRICTED CURRENT RATIO

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

TARGET	<b>&gt; 1.5</b>
OLG GROUP AVERAGE RESULT 2016-2017	<b>4.19</b>
OUR RESULT 2017-2018	<b>2.75</b>

INDICATOR MET 

## RATES OUTSTANDING RATIO

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

TARGET	<b>&lt; 5% metro, &lt; 10% regional and rural</b>
OLG GROUP AVERAGE RESULT 2016-2017	<b>5.06%</b>
OUR RESULT 2017-2018	<b>4.09%</b>

INDICATOR MET 

## OPERATING PERFORMANCE RATIO

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

TARGET	<b>&gt; 0%</b>
OLG GROUP AVERAGE RESULT 2016-2017	<b>7.92%</b>
OUR RESULT 2017-2018	<b>5.56%</b>

INDICATOR MET 

## OWN SOURCE OPERATING REVENUE RATIO

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

TARGET	<b>&gt; 60%</b>
OLG GROUP AVERAGE RESULT 2016-2017	<b>70.18%</b>
OUR RESULT 2017-2018	<b>78.24%</b>

INDICATOR MET 

## DEBT SERVICE COVER RATIO

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

TARGET	<b>&gt; 2</b>
OLG GROUP AVERAGE RESULT 2016-2017	<b>5.7%</b>
OUR RESULT 2017-2018	<b>8.52%</b>

INDICATOR MET 

## CASH EXPENSE COVER RATIO

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

TARGET	<b>&gt; 3 months</b>
OLG GROUP AVERAGE RESULT 2016-2017	<b>13.25 months</b>
OUR RESULT 2017-2018	<b>8.73 months</b>

INDICATOR MET 

# VALUE FOR RATES

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

For each \$100 Council spent during the year, the following breakdown shows how we invested these funds in service delivery, infrastructure development and maintenance across our key focus areas 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 2017-2018

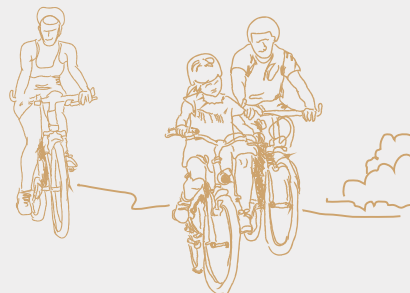
**UNIQUE  
LANDSCAPE**  
**\$16.62**



**LIFESTYLE AND  
WELLBEING**  
**\$32.54**



**MOBILITY AND  
ACCESSIBILITY**  
**\$30.32**



**DIVERSE  
ECONOMY**  
**\$0.69**



**CONNECTED  
COMMUNITIES**  
**\$7.65**



**CREATIVITY**  
**\$0.74**



**SHARED  
DECISION-MAKING**  
**\$6.60**



**BUSINESS  
ACTIVITIES**  
**\$4.84**





# OUR PLANS FOR THE FUTURE

## THE YEAR AHEAD

Our Future in Detail, Council's draft Operational Plan for 2018-2019, details the actions we will take and the works we plan to deliver over the year to ensure our City meets the needs of our community. These works include maintenance and redevelopment of our community centres, parks and playgrounds, sporting facilities, swim centres and beach amenities. It includes our proposed

investment for the year in safer roads, better footpaths and cycleways, as well as new transport infrastructure. The 2018-2019 Operational Plan also sets out projects we will fund to improve drainage systems and our local environment.

To find out more, visit [lakemac.com.au/our-future-in-detail](http://lakemac.com.au/our-future-in-detail)



Completion of designs to revitalise Charlestown's Pearson Street Mall



Road rehabilitation works along The Boulevard, Toronto to begin



New section of shared pathway between Speers Point and Glendale



Refurbishment of Toronto Swim Centre including accessible amenities

## SNAPSHOT OF PROJECTS

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



**\$31 million**  
on road surfacing and upgrades



**\$7 million**  
on parks and playgrounds



**\$5 million**  
on construction and upgrade of local sporting facilities



Commence construction of new jetty and swimming enclosure for Belmont Baths



Complete construction of new Pelican Boat Ramp



Construction of new Caves Beach public amenities including parents and accessible change room



Commence construction of Wangi Wangi Jetty



**\$9 million**

on traffic and transport improvements such as speed humps, school crossings and streetscape works



**\$15 million**

on community building upgrades



**\$35 million**

on maintenance







# DETAILED PROGRESS REPORT

Our Detailed Progress Report provides a detailed view of how we have performed in relation to all of actions in our annual Operational Plan, for each of our key focus areas and for our business activities.

For each key focus area, we outline the objectives and strategies we have pursued through these actions during the year, and the funds we have spent to achieve them.



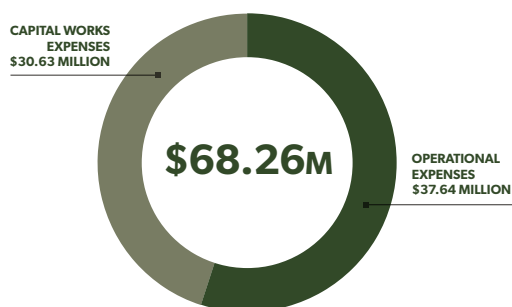
# UNIQUE LANDSCAPE

## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

## NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED

STRATEGIES	STATUS	ACTIONS
Undertake works to protect and enhance the health of aquatic and terrestrial ecosystems	✓	Complete five priority planning actions identified in the Lake Macquarie Coastal Zone Management Plan
	✓	Complete 10 priority works projects to improve the condition of aquatic ecosystems
	✓	Complete five priority works projects to improve the condition of terrestrial ecosystems
	✓	Respond to 100 per cent of illegal dumping incidents, investigate 30 per cent of these incidents and conduct one major operation per year
	✓	Ensure 100 per cent of bulk material at or from CiviLake worksites is not subject to adverse audit findings
	✓	Complete rehabilitation of East McDonalds Quarry and commence rehabilitation of West McDonalds Quarry at Glendale in accordance with the Quarry Rehabilitation Program
	✓	Regenerate eight hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities
	✓	Commence Phase 2 green waste service



## OBJECTIVE

# WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

STRATEGIES	STATUS	ACTIONS
Plan for and implement improvements to town centres and villages	✓	Develop generic local streetscape master plan
	✓	Complete implementation of Southern Boulevard Toronto Streetscape Master Plan

## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Optimise land use to meet social, environmental and economic needs of the City	🔄	Prepare the Catherine Hill Bay Heritage Area Plan for public exhibition
	✓	Prepare Development Control Plan guidelines for waste management in multi-unit dwellings for public exhibition
	✓	Commence Awaba Waste Management Facility landfill extension project
	🔄	Develop guidelines to encourage sustainable building development

## OBJECTIVE

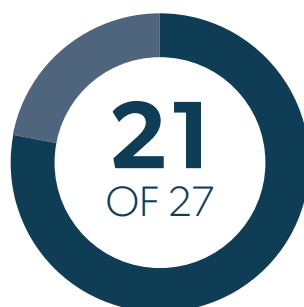
# OUR NATURAL LANDSCAPE IS AN INTEGRAL PART OF OUR CITY'S IDENTITY

STRATEGIES	STATUS	ACTIONS
Promote high quality development	✓	Commence enforcement action concerning unauthorised development within 21 days of receiving a complaint
	✓	Prepare and present to Council Development Control Plan guidelines for remedial action on contaminated land
	✓	Implement streamlined development assessment process for contaminated land

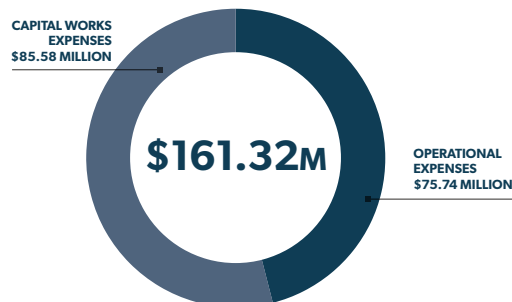
# LIFESTYLE AND WELLBEING

## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Support and continue to develop services to promote community health and wellbeing	✓	Deliver the water safety program "A Matter of Seconds" to Lake Macquarie primary schools
	✓	Maintain a sustainable Lake Macquarie Family Day Care service
	✓	Provide ocean lifeguard services at patrolled locations at least six days per week for seven months of the year
	✓	Develop and implement a business plan template for surf clubs
	✓	Provide initial response to reports of dog attacks within 12 hours
	✓	Undertake 12 education and awareness programs including microchipping days and pet responsibility programs
	✓	Deliver 2017/2018 actions as outlined in: <ol style="list-style-type: none"> <li>1. Youth Strategy</li> <li>2. Ageing Population Strategy</li> <li>3. Disability Inclusion Action Plan</li> </ol>
	✓	Inspect all food and regulated premises - including public pools, tattooists and cooling towers - in accordance with food authority partnership and relevant legislative requirements
	✓	Deliver actions in the Crime Prevention Strategy to address residential burglary, steal from motor vehicle, malicious damage and domestic violence
	✓	Deliver improved amenity cleaning services and response times by investigating opportunities to provide real time information to residents on amenity cleaning activities, including time and date of the last clean for each public toilet.



## OBJECTIVE

# OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGIES	STATUS	ACTIONS
Ensure sports and recreational facilities are available to meet community needs and expectations	C	Undertake sports facility capital projects in accordance with the works program
	C	Undertake parks and playgrounds capital projects in accordance with the works program
	C	Undertake lake aquatic capital projects in accordance with the works program
	✓	Undertake swim centre capital projects in accordance with the works program
	✓	Attract more than 300,000 visits to Lake Mac Swim Centres
	✓	Increase operational cost recovery of Council-managed swim centres to 50 per cent
	✓	Undertake an audit of all playgrounds and identify and promote the facilities available at each venue
Ensure future development supports the growth of our community	✓	Undertake stormwater drainage construction projects in accordance with the works program
	C	Undertake a review of the background studies for the Morisset Catchment Development Contributions Plan and commence preparation of a revised plan
	✓	Prepare the Belmont Catchment Development Contributions Plan and report to Council for adoption
Ensure public spaces and community buildings meet the needs of the community	✓	Undertake community buildings capital projects in accordance with the works program
	C	Undertake cemeteries capital projects in accordance with the works program
	✓	Undertake libraries and cultural facility capital projects in accordance with the works program

## OBJECTIVE

# OUR VIBRANT CITY HAS EVENTS AND FESTIVALS THAT ENHANCE OUR LIFESTYLE

STRATEGIES	STATUS	ACTIONS
Host and support a diverse range of festivals and events	✓	Hold events including: 1. Carols by Candlelight 2. Living Smart Festival 3. Lake Mac Festival (Australia Day) 4. Lake Macquarie Australia Day Awards 5. Lake Macquarie Sports Awards 6. Activities to recognise and celebrate various national and international days/weeks (e.g. NAIDOC Week) 7. Small scale community and cultural events
	✓	Explore feasibility and funding options for a large scale cultural event for the City to be held in 2018/2019
	✓	Administer the corporate sponsorship program to fully expend allocated budget
	✓	Administer community grants and the Lake Macquarie Games programs to fully expend allocated budget

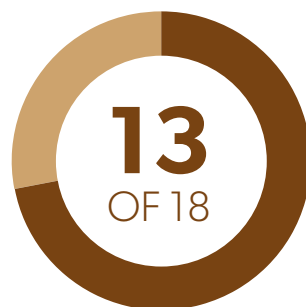


# MOBILITY AND ACCESSIBILITY

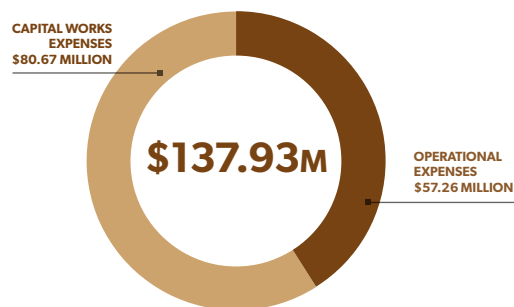


## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Ensure roads, drainage and associated infrastructure meets community needs and service levels	✓	Undertake kerb and gutter construction projects in accordance with the works program
	⌚	Undertake sealing gravel roads projects in accordance with the works program
	✓	Undertake road resurfacing and rehabilitation projects in accordance with the works program
	✓	Maintain roads, drainage and associated infrastructure in accordance with annual maintenance program
	⌚	Undertake tenders and commence construction for the connection of Munibung Road, linking Boolaroo with Cardiff Industrial Estate
Ensure active transportation infrastructure meets community needs and service levels	✓	Undertake footpath construction projects in accordance with the works program
	⌚	Undertake off-road cycleway construction projects in accordance with the works program
	⌚	Undertake local traffic and transport infrastructure projects (e.g. bus shelters) in accordance with the works program
	✓	Develop a “walk score” tool for use in decision-making to improve walkability in neighbourhoods
	✓	Complete a car parking strategy for the City and commence preparation of transport management plans for the top priority town centres



## OBJECTIVE

# PEOPLE OF ALL ABILITIES USE AND ENJOY OUR PLACES AND SPACES

STRATEGIES	STATUS	ACTIONS
Ensure community and transportation infrastructure are accessible for people with a wide range of abilities	✓	Review criteria and tools for assessing and prioritising accessibility and mobility needs for incorporation into forward capital works programs
	✓	Ensure relevant transportation infrastructure capital works meet the requirements of the Disability Discrimination Act
	🔄	Begin construction of a changing place facility at Toronto Swim Centre as part of the Disability Inclusion Action Plan and as part of a broader refurbishment of the Toronto Swim Centre

## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Plan and advocate for the provision of State public transport facilities and services that meet community needs and expectations	✓	Advocate for improved public transport infrastructure and services across the City
	✓	Advocate for State and Federal funding for the Lake Macquarie Transport Interchange

## OBJECTIVE

# NEW TECHNOLOGY SUPPORTS OUR TRANSPORT CHOICES

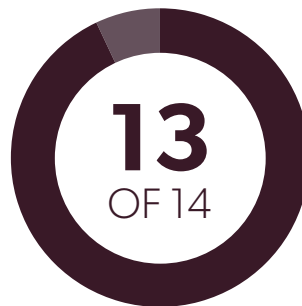
STRATEGIES	STATUS	ACTIONS
Ensure contemporary technology is utilised for managing the City's transportation infrastructure assets and operations	✓	Implement a new corporate Asset Management system
	✓	Implement mobile technology for field-based work crews
	✓	Commence Stage One of the project to revitalise the Pearson Street Mall at Charlestown to provide a modern and accessible space that will be a 'smart city' showcase

# DIVERSE ECONOMY

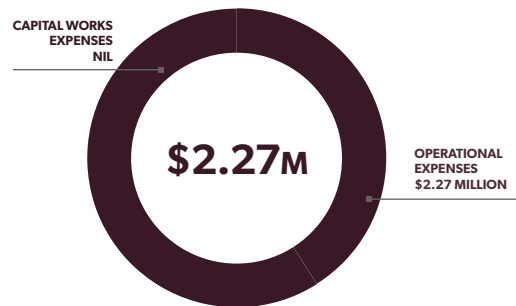


## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Raise the City's profile as a desirable visitor destination	✓	Review the Lake Macquarie Destination Management Plan
	✓	Investigate a mobile app to enrich visitor experiences (e.g. wayfinding, interpretation, events)
	✓	Initiate a minimum of 20 external media/editorial opportunities to promote the city
	✓	Identify the route and develop material for a heritage and cultural trail
	✓	Develop and implement quarterly online tourism destination marketing campaigns for key priority markets including families, visiting friends and relatives, over 55s and special interest groups
Build a strong City identity	C	Create the City's identity, image and positioning



## OBJECTIVE

# WE HAVE AN ADAPTABLE AND DIVERSE ECONOMY

STRATEGIES	STATUS	ACTIONS
Promote an environment where start-ups, small and medium businesses are encouraged	✓	Consider annual reports from Dantia on progress to ensure continued alignment with the City's vision
	✓	Review the operation of the Combined Chambers Consultative Committee and implement improved methods of engaging with business groups
Support the capacity of key industries to change and adapt	✓	Identify key industries and locations across the City (e.g. Government administrative centres, manufacturing, education, health)
Support businesses to build capability to use new technology in order to realise economic opportunities	✓	Investigate opportunities for improved internet infrastructure across the City
	✓	Identify opportunities to partner with education providers, industry groups and other key stakeholders to assess and build capability of local businesses to use new technology

## OBJECTIVE

# OUR GROWING POPULATION SUPPORTS A THRIVING LOCAL ECONOMY

STRATEGIES	STATUS	
Ensure land use plans have the appropriate balance of different land uses	✓	Publish key City demographic, development approvals and economic details via Council's website on an annual basis
	✓	Work with Dantia to identify constraints on economic growth in our City and develop strategies to overcome these
	✓	Complete background studies for long-term City-wide land use strategy "Lake Mac 2050"

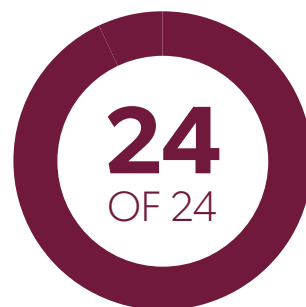


# CONNECTED COMMUNITIES

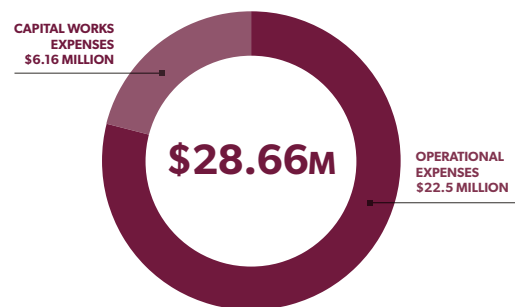


## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Empower our community to embrace technology	✓	Strengthen the role of Lake Mac Libraries as places where people can learn about and use new technologies by increasing the number of branches providing new technology (e.g. 3D printing) by 50 per cent
	✓	Modernise Council's mobile library program to increase the number of people who interact with new technologies and access Council's online services by attending six community events
	✓	Promote uptake of community renewable energy
Eliminate barriers to accessing information and services	✓	Increase to 50 the total number Council data sets publicly available to increase transparency and provide a resource to catalyse local innovation and app development
	✓	Investigate cultural hub projects, incubators and pop-up exhibitions within the Lake Macquarie City Art Gallery, Lake Mac Libraries and community facilities
	✓	Implement new cultural collections and library management software/systems
	✓	Investigate opportunities to expand free Wi-Fi at Council facilities and community events
Enhance community spaces with urban and public art, place making and place activation	✓	Facilitate two urban and public art projects for the City
Enable meaningful creative learning and cultural experiences	✓	Deliver a minimum of 2600 cultural programs and activities at Lake Mac Libraries and Lake Macquarie City Art Gallery



## OBJECTIVE

# WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY

STRATEGIES	STATUS	ACTIONS
Implement and review plans and strategies to support an inclusive community	✓	Hold at least 60 events in Council's "Over 55s" program and 12 events in the "You're Kidding Me" program to educate families and older people, and ensure that they are able to participate in the community
	✓	Undertake five capacity-building initiatives with local services and communities to meet the needs of disadvantaged groups or isolated communities
	✓	Implement four actions in Council's Disability Inclusion Action Plan that develop positive community attitudes and behaviours, and to support meaningful access to employment
	✓	Receive more than 20 nominations for the Lake Macquarie Australia Day Awards
	✓	Review Council's Ageing Population Strategy to ensure that Council is responsive to the needs of its ageing population
Support volunteer and community groups to increase community capacity	✓	Work with community groups to deliver capital works on at least 10 local facilities
	✓	Develop and deliver a computer literacy program for Aboriginal Elders and young people to increase computer literacy and awareness

## OBJECTIVE

# WE ARE PROUD OF OUR CITY'S HERITAGE AND CULTURES

STRATEGIES	STATUS	ACTIONS
Celebrate our Aboriginal and Torres Strait Islander culture and other cultures	✓	Produce and distribute four editions of the Koori Grapevine Newsletter to provide information to the Aboriginal community on relevant programs and projects
	✓	Administer a Cultural Identity Grant Program to provide funding for community groups to enhance the cultural identity of children and young people
	✓	Seek external funding to initiate the first stage of interpretive artworks throughout the City to tell a contemporary and cultural narrative
	✓	Develop and deliver 30 cultural heritage, educational and contemporary art programs in consultation with the community through the Lake Macquarie City Art Gallery and Lake Mac Libraries

## OBJECTIVE

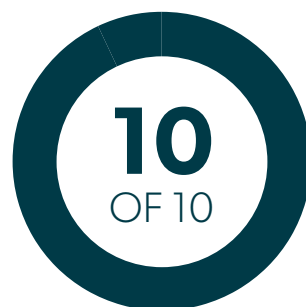
# OUR COMMUNITY RESPONDS AND ADAPTS TO CHANGE

STRATEGIES	STATUS	ACTIONS
Adapt our City to a changing climate	✓	Prepare hazard assessment and commence cost benefit and distribution analysis to inform the Pelican Blacksmiths Local Adaptation Plan
	✓	Update the LT Creek and Jewells Wetland Catchment flood studies to include new design rainfall characteristics from Australian Rainfall and Runoff Guidelines
Empower our community to adopt sustainable behaviours	✓	Increase participation by 10 per cent in programs that inform, engage and promote sustainable behaviours in the community
Encourage uptake of smart and sustainable infrastructure	✓	Prepare development guidelines to support delivery of emerging technology such as electric vehicle charging and smart lighting infrastructure

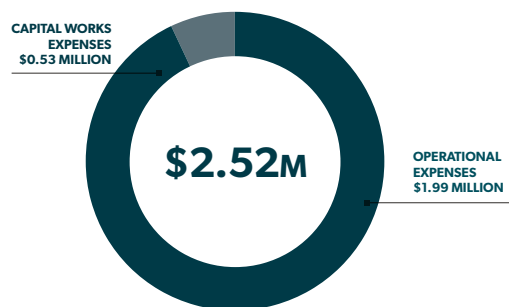
# CREATIVITY

## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

## CREATIVE THINKING DRIVES OUR CITY

STRATEGIES	STATUS	ACTIONS
Create opportunities that provide open communication, partnerships and leadership with the creative and cultural sector	✓	Adopt and commence the 2017-2018 actions as outlined in the Arts, Heritage and Cultural Plan
	✓	Investigate the creation of a formal network of professional cultural organisations
Develop and implement strategies that enhance public access to cultural facilities and events	✓	Investigate the implementation of Makerspaces within Lake Mac Libraries
	✓	Progress stage three of the Lake Macquarie Art Gallery redevelopment including extended collection store, exhibition space, outdoor programming area and entry reconfiguration
Communicate our culture: Be local, aim global	✓	Develop two community arts projects, initiated and created by community



## OBJECTIVE

# OUR CITY HAS A STRONG CREATIVE INDUSTRY

STRATEGIES	STATUS	ACTIONS
Investigate opportunities for improving income generation in the cultural sector	✓	Source two opportunities to improve income generation for cultural services in the City
	✓	Assist two non-profit cultural organisations to develop sustainable business and strategic plans

## OBJECTIVE

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

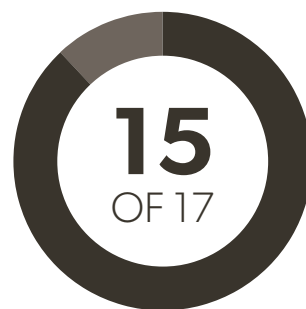
STRATEGIES	STATUS	ACTIONS
Develop a suite of interpretation themes and sites around the City	✓	Commence a participation program for the interpretation of pre and post contact heritage for Lake Macquarie
	✓	Document opportunities that assist with improving volunteering and engagement with non-profit heritage custodians and arts and cultural groups
	✓	Develop a virtual space strategy that exploits technology to bring to life our history, landscape and oral history



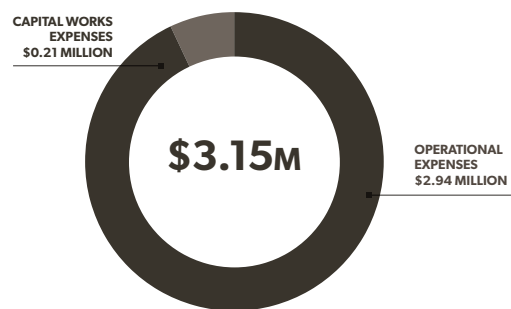
# SHARED DECISION MAKING

## PERFORMANCE SUMMARY

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

## PARTNERSHIPS BETWEEN COMMUNITY, GOVERNMENT AND BUSINESS BENEFIT OUR CITY

STRATEGIES	STATUS	ACTIONS
Develop and maintain a network of key agencies, organisations, peak bodies and community groups	✓	Implement a relationship management framework aimed at increasing the profile of the City and number of successful grant applications
	🔄	Plan a strategic business and government stakeholder forum in the City
	✓	Facilitate five meetings of the Lake Macquarie Interagency, two meetings for children's or family services, and conduct two training sessions for community groups
Influence decisions that impact our region	✓	Provide solutions-focused submissions and attend appropriate workshops and consultation forums regarding Government policy reviews



## OBJECTIVE WE KNOW HOW AND WHY DECISIONS ARE MADE

STRATEGIES	STATUS	ACTIONS
Deliver high quality and informative customer service	✓	Answer 80 per cent of phone calls to Customer Service Centre within 30 seconds
	✓	Greet customers at the Customer Service counter within three-and-a-half minutes on average
	✓	Implement a website governance process to ensure content on Council's website is relevant and up-to-date
	✓	Develop a process for keeping customers informed on the progress of service requests with long resolution timeframes
	✓	Conduct biennial City-wide community satisfaction survey
	✓	Implement customer request quality assurance program
Provide clear, accessible and relevant information to the community	✓	Upgrade navigation and search functions for online Council meeting agendas and minutes
	✓	Trial the use of interactive online tools to present progress of Council's Operational Plan and financial performance

## OBJECTIVE OUR COMMUNITY INFLUENCES DECISIONS THAT SHAPE OUR CITY

STRATEGIES	STATUS	ACTIONS
Actively engage with and seek direction from the community and key stakeholders	✓	Undertake targeted engagement activities such as information sessions, pop-up stalls using emerging digital engagement tools
	✓	Build a database of community and stakeholder groups to support engagement
	✓	Provide resources to support 10 meetings of the Youth Advisory Council. Outcomes of meetings inform Council's strategies and plans
	✓	Provide resources to support meetings of cultural and creative advisory and reference groups in accordance with their terms of reference
Provide our customers with simple and convenient ways to access and do business with Council	✓	Introduce customer-focused software applications e.g. including service requests via social media



## BUSINESS ACTIVITIES

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

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

# CIVILAKE

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

The profits generated from external works contribute to Council's General Fund and are channelled back to the community through improved and additional services.

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

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

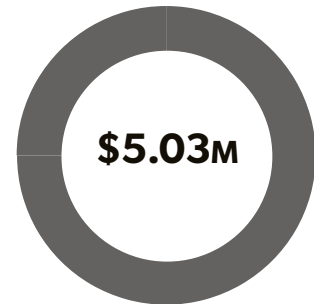
## PERFORMANCE SUMMARY

PROFITS RETURNED TO COUNCIL \$376,164

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

## EXTERNAL WORKS PROVIDE ADDITIONAL REVENUE TO COUNCIL

STRATEGIES	STATUS	ACTIONS
Undertake external works to generate commercial returns and provide benchmarking opportunities against broader industry	✓	Undertake external works with a total value of not less than five per cent of annual turnover subject to external benchmarking. An increase in works for external client Roads and Maritime Services resulted a commercial return for Council in 2017-2018. The total value of external works was \$5.83 million, representing nine per cent of the total annual turnover for CiviLake, and a return of \$376,164 to Council.
	✓	Undertake external works that generate a profit of greater than five per cent of actual costs. External works completed by CiviLake during 2017-2018 generated a profit of 23 per cent of actual costs.



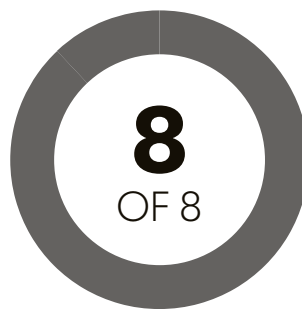
# PROPERTY AND BUSINESS DEVELOPMENT

Property and Business Development maximises the long-term value of Council's property portfolio and provides a range of services including management of our Holiday Parks, as well as property valuation, land reclassifications, disposal and acquisition, car pool management, footway dining and road closures.

## PERFORMANCE SUMMARY

PROFITS RETURNED TO COUNCIL \$2.37M

### ACTIONS COMPLETED



### FUNDS SPENT



## OBJECTIVE

## WE PROVIDE A HIGH STANDARD OF FACILITIES AT OUR HOLIDAY PARKS

STRATEGIES	STATUS	ACTIONS
Ensure holiday park fees and charges are in line with industry standards	✓	Carry out an annual benchmarking report prior to setting the fees and charges each year.
	✓	Develop and implement an annual marketing plan with a comprehensive strategy, budget and action plan to enhance the profile of Lake Macquarie Holiday Parks.  The marketing plan was developed and all 138 actions listed in the Holiday Parks Marketing Plan were completed during the year.

## OBJECTIVE

# WE PROVIDE A HIGH STANDARD OF FACILITIES AT OUR HOLIDAY PARKS CONTINUED

STRATEGIES	STATUS	ACTIONS
Continually improve amenities at Holiday Parks where feasible	✓	Undertake Holiday Park projects in accordance with the works program
	✓	<p>Develop and implement an annual asset management plan for each Holiday Park</p> <p>Asset management plans were developed and updated for each Holiday Park.</p> <p>Some of the maintenance and renewal works completed in accordance with the asset management plans include:</p> <p>Cabins – refurbishments, painting, replacement and purchase of new furniture, deck and ramp repairs/replacement, lighting upgrades with LED lighting, and replacement of cisterns with dual-flush cisterns. Three cabins at Swansea also received improved parking to cater for additional cars/boats brought on holidays. To improve the customer experience and reduce the park's electricity use, electric hot water units were replaced with gas hot water units in two cabins.</p> <p>Amenities – installation of thermostatic mixing valves in amenities at Swansea, painting and complete cistern valve replacement throughout amenities at Wangi, maintenance of fire fighting equipment, managers' residences/receptions - replacement of deck and rails on Belmont manager's residence, replacing lighting with LED lighting, painting.</p> <p>Swimming pools – installation of an overflow for the pool at Swansea, replacement of pumps for pools at Belmont and Blacksmiths. Cabling replaced for security cameras to swimming pool at Swansea.</p>

## OBJECTIVE

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

STRATEGIES	STATUS	ACTIONS
Manage strategically held properties and land holdings to create reoccurring income and increase return on investment	✓	Continue to implement actions in the Toronto, Warners Bay, Charlestown and Belmont town centres that address development opportunities, constraints, value add and disposal options for Council-owned Operational classified land.
	✓	<p>Undertake actions to manage Council-owned operational holdings outside town centres in accordance with the 10-year strategic review.</p> <p>Sale and development actions for identified sites are being implemented on a yearly schedule across the 10-year life of the Strategic Plan. In 2017-2018, nine sites were actioned.</p>
	✓	Update and implement asset management plans for Council-owned investment holdings in line with return on investment parameters.
Apply the Lease Equity Model for leased facilities	✓	<p>Renew all applicable leases and licences that have or are due to expire during the year in line with the Lease Equity Model.</p> <p>Leases were renewed for the Combined Northern Canine Committee, Cooranbong Men's Shed and Toronto Men's Shed. One new lease was executed during the year with Teralba Bowling Club.</p>





# OUR REPORTS

In addition to reporting on our achievements in implementing our Delivery Program and Operational Plan, Council reports annually to the community in the areas of our overall governance and performance, community engagement and education, support and partnerships, our assets and our financial position and performance. Our performance in environmental sustainability is detailed separately in our comprehensive annual State of the Environment report.

## STATE OF THE ENVIRONMENT

Under the Local Government Integrated Planning and Reporting Framework, a comprehensive State of the Environment Report is required every four years. In addition, Council prepares an annual State of the Environment Report each year to provide information on progress in implementing the Lake Macquarie Sustainability Action Plan. The 2017-2018 Lake Macquarie City State of the Environment Report is published as a separate volume of this Annual Report.

## FINANCIAL STATEMENTS

An easy-to-read summary of Council's financial performance is provided in this report. A complete version of the Annual Financial Statements 2017-2018 is published as a separate volume of this Annual Report and is available at [lakemac.com.au/annual-reporting](http://lakemac.com.au/annual-reporting).

## STATUTORY REPORTING

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

An index to the statutory reports contained in this section is provided on page 136.



# GOVERNANCE AND PERFORMANCE

## CITY GOVERNANCE

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

### DEMOCRATIC GOVERNANCE

#### Community

The community elects the Mayor and Councillors



#### Mayor and Councillors



The elected Council appoints the Chief Executive Officer

## ELECTED COUNCIL

Twelve Councillors and the Mayor make up the decision-making body of Council. The City is divided into three wards, North, East and West. Each ward is represented by four Councillors. The Mayor is elected by popular vote, using an optional preferential method of voting. Both the Mayor and Councillors hold office for a period of four years.

## CHIEF EXECUTIVE OFFICER

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

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

## EXECUTIVE TEAM

Following a review of the organisational structure which commenced in 2017-2018, the Executive Team now comprises six senior leaders led by the CEO.

## INTERNAL CITY OMBUDSMAN

Council is committed to good governance and the highest standard of ethical behaviour and accountability. The Internal City Ombudsman operates to review and investigate matters relating to the administration of Council or involving Council staff members, including matters referred directly by the CEO or a member of Council's Executive Team.

## CORPORATE GOVERNANCE



### Chief Executive Officer

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



### Executive Team and staff

## COUNCIL ELECTIONS

Under the LG Act, council elections are held on the second Saturday in September every four years. By-elections are conducted periodically when a councillor vacancy occurs. Councils can conduct their own elections or elections can be conducted by the NSW Electoral Commissioner.

## ROLE OF THE MAYOR AND COUNCILLORS

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

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

## COUNCIL CHAMBER

The Council Chamber is where the Mayor and Councillors of Lake Macquarie meet to debate important matters such as policy development and some development approvals. The Chamber is also used for citizenship and awards ceremonies, for Council presentations and for Council Meetings, which can be attended by the public.

## COUNCIL MEETINGS

Council normally meets on the second and fourth Monday of each month. The meetings are held in the Council Chambers at the Administration Building. Meetings are open to the public with the exception of confidential items.

# COMMITTEES

## STANDING COMMITTEE MEETINGS

Council has several Standing Committees which meet regularly to consider a broad range of matters. Established in accordance with Clause 260 of the *Local Government (General) Regulation 2005*, these Standing Committees include:

## ORGANISATIONAL SERVICES STANDING COMMITTEE

This committee considers matters broadly associated with:

- property transactions;
- procurement;
- Council's Holiday Parks;
- governance and policy issues (as they pertain to the elected governing body of Council); and
- customer experiences and customer service standards.

## DEVELOPMENT AND PLANNING STANDING COMMITTEE

This committee considers matters broadly associated with:

- the exercise of functions under the *Environmental Planning and Assessment Act 1979* (see section 375A of the *Local Government Act 1993* (the LG Act));
- the exercise of functions under Chapter 7 of the LG Act; and
- land use planning.

The Development and Planning Standing Committee has delegated authority from Council to determine matters. The delegation is designed to reduce, where possible, the time it takes Council to determine planning matters such as development applications.

## SERVICE DELIVERY STANDING COMMITTEE

This committee considers matters broadly associated with:

- delivery of services to our community;
- strategy development;
- provision of grants; and
- external partnerships.

## PLANNING FOR THE FUTURE STANDING COMMITTEE

This committee considers matters broadly associated with:

- the financial health of the Council and the City;
- projects;
- the future state of the City and Council; and
- long-term implications for the City and the Council.

## BUILT AND NATURAL ASSETS STANDING COMMITTEE

This committee considers matters broadly associated with:

- sustainability policy and programs;
- asset policy for community assets and infrastructure assets; and
- CiviLake's service delivery and performance.

# OUR COUNCILLORS AND WARDS

## MAYOR



### COUNCILLOR KAY FRASER (ALP)

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

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

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



**NORTH WARD**  
BRIAN ADAMTHWAITE  
KEVIN BAKER  
BARNEY LANGFORD  
COLIN GRIGG

### MAYOR

**KAY FRASER**  
City of Lake Macquarie

**WEST WARD**  
DAVID BELCHER  
JASON PAULING  
WENDY HARRISON  
LUKE CUBIS

### EAST WARD

ADAM SHULTZ  
NICK JONES  
CHRISTINE BUCKLEY  
JOHN GILBERT



## NORTH WARD



### COUNCILLOR BRIAN ADAMTHWAITE (ALP)

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

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

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

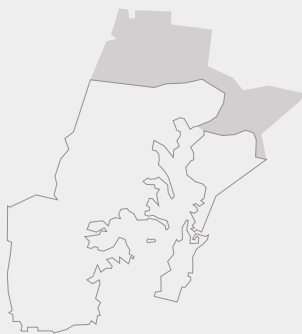


### COUNCILLOR KEVIN BAKER (LIB)

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

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

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



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



### **COUNCILLOR BARNEY LANGFORD (ALP)**

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

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



### **COUNCILLOR COLIN GRIGG (LMIND)**

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

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

## WEST WARD



### COUNCILLOR DAVID BELCHER (ALP)

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

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

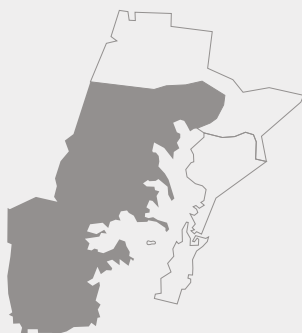
Cr Belcher's focus is to build universally accessible infrastructure and ensure Lake Macquarie is a friendly, vibrant and disability-confident City.



### COUNCILLOR JASON PAULING (LIB)

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

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



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



### **COUNCILLOR WENDY HARRISON (IND)**

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

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

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



### **COUNCILLOR LUKE CUBIS (LMIND)**

Cr Cubis is CEO of the everyday tasks outsourcing platform Employs.com.au, Director of online technology company itsFOUND and Executive Director of Donate Your Day, an innovative Australian registry where people can donate to a charity rather than receive gifts on special occasions such as birthdays.

The first-term Councillor also has an extensive educational background with a Bachelor of Teaching/Bachelor of Arts double degree and a Master of Education. With his technological expertise, Cr Cubis envisions a City that is a global leader across all sectors, including innovation, business, investment, technology and governance. He also has a keen interest in grassroots local government matters and is passionate about representing the residents and ratepayers of Lake Macquarie.



## EAST WARD



### COUNCILLOR ADAM SHULTZ (ALP)

Cr Shultz grew up in and attended public schools throughout Lake Macquarie before completing his tertiary education at the University of Newcastle with degrees in Business and Commerce, a Diploma of Financial Services and a Master of Public Policy from the University of Sydney. Cr Shultz is in his first term on Council and wants to use his experience in small business, financial services, public policy and politics to advocate for improved opportunities for the City. He believes Lake Macquarie can achieve economic growth and strategic diversification while maintaining the lifestyle and wellbeing of its residents.

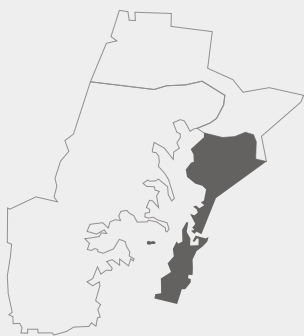
He is passionate about facilitating policy settings that will promote economic growth and job opportunities while enhancing the natural environment that residents enjoy.



### COUNCILLOR NICK JONES (LIB)

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

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



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



### **COUNCILLOR CHRISTINE BUCKLEY (ALP)**

Cr Buckley is a long-term resident of Lake Macquarie and has worked extensively in the community sector, including in employment services, disability services and community education. Cr Buckley is serving her first term on Council. She has deep insight and experience in employment and training issues, financial literacy and family violence through management and coordination roles with Job Network services in the ACT and Broken Hill, the Smith Family, and the Hunter Domestic Violence Court Advocacy Service.

Cr Buckley has a long-term interest in politics, through her association with the Labor Party, and believes her combined personal and professional background has equipped her to be an effective representative for the community.



### **COUNCILLOR JOHN GILBERT (LMIND)**

A business operator and employer in the East Ward area for the past 25 years, Cr Gilbert is serving his first term on Council. His key policy interests are affordable housing, youth employment and tourism. He is also an advocate for protecting public assets and utilities, and local jobs.

Cr Gilbert believes Council can play a greater role in being a provider of public and professional services, generating employment, new tourism opportunities and creative housing solutions. As a supporter of 'bigger government', he is committed to more service provision for the people of the City.

To view contact details for our Councillors, visit  
[lakemac.com.au/council/councillors-and-wards/councillor-profiles](http://lakemac.com.au/council/councillors-and-wards/councillor-profiles)

## OUR ORGANISATION

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

As a Council, we are committed to improving customer experience across all services we deliver. We are also committed to optimising both community engagement and the use of technology to improve customer experiences and workforce productivity.

The organisation employs more than 1000 people across an extensive range of professions. We are committed to transforming the way we deliver key services by supporting innovation, utilising technology and nurturing collaboration. The Lake Macquarie community values this approach, reporting 91 per cent satisfaction with the service Council provides.

## OUR VALUES

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

### OUR VALUES ARE:

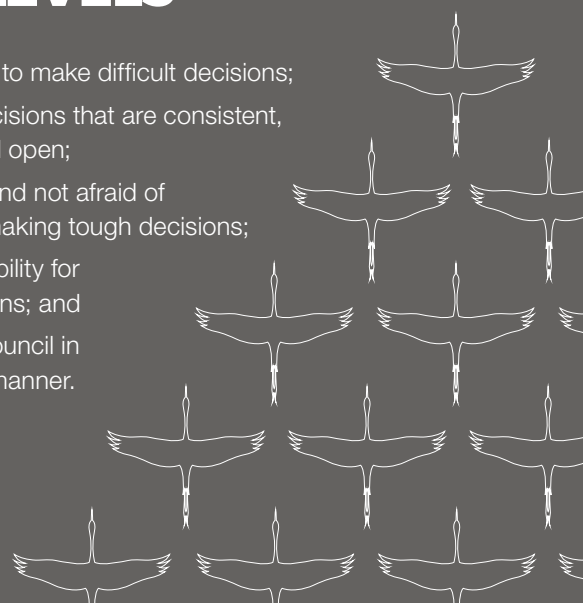
### SHAPING OUR FUTURE

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



### LEADING AT ALL LEVELS

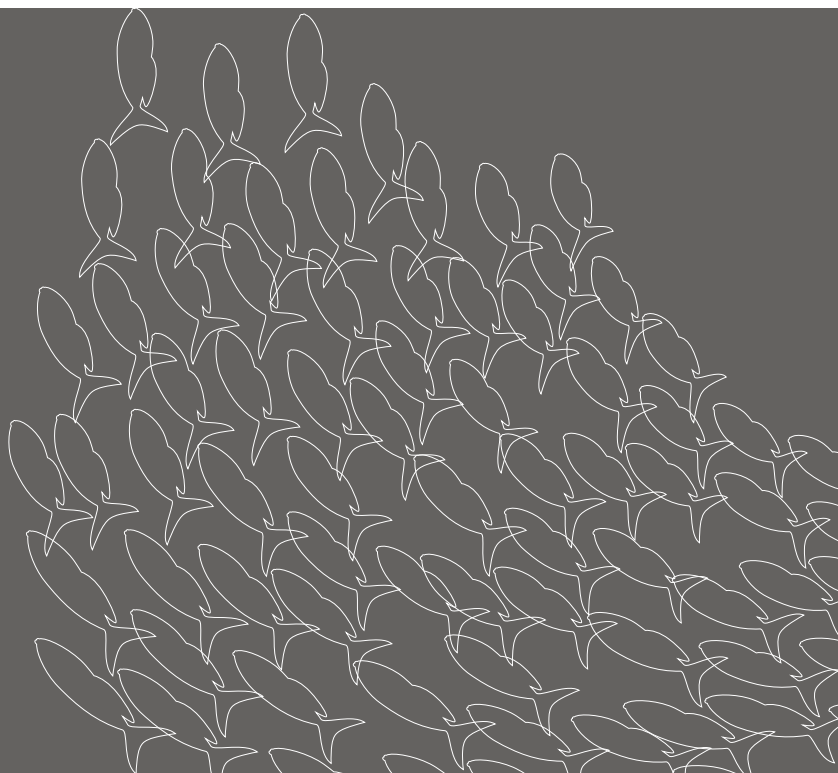
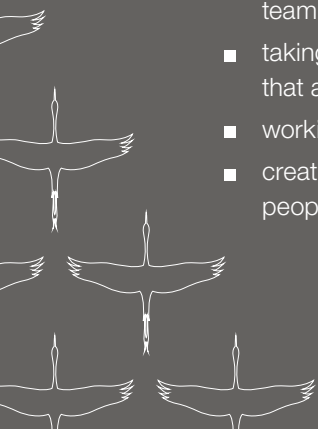
- being prepared to make difficult decisions;
- actions and decisions that are consistent, transparent and open;
- being resilient and not afraid of challenges or making tough decisions;
- taking responsibility for one's own actions; and
- representing Council in a professional manner.



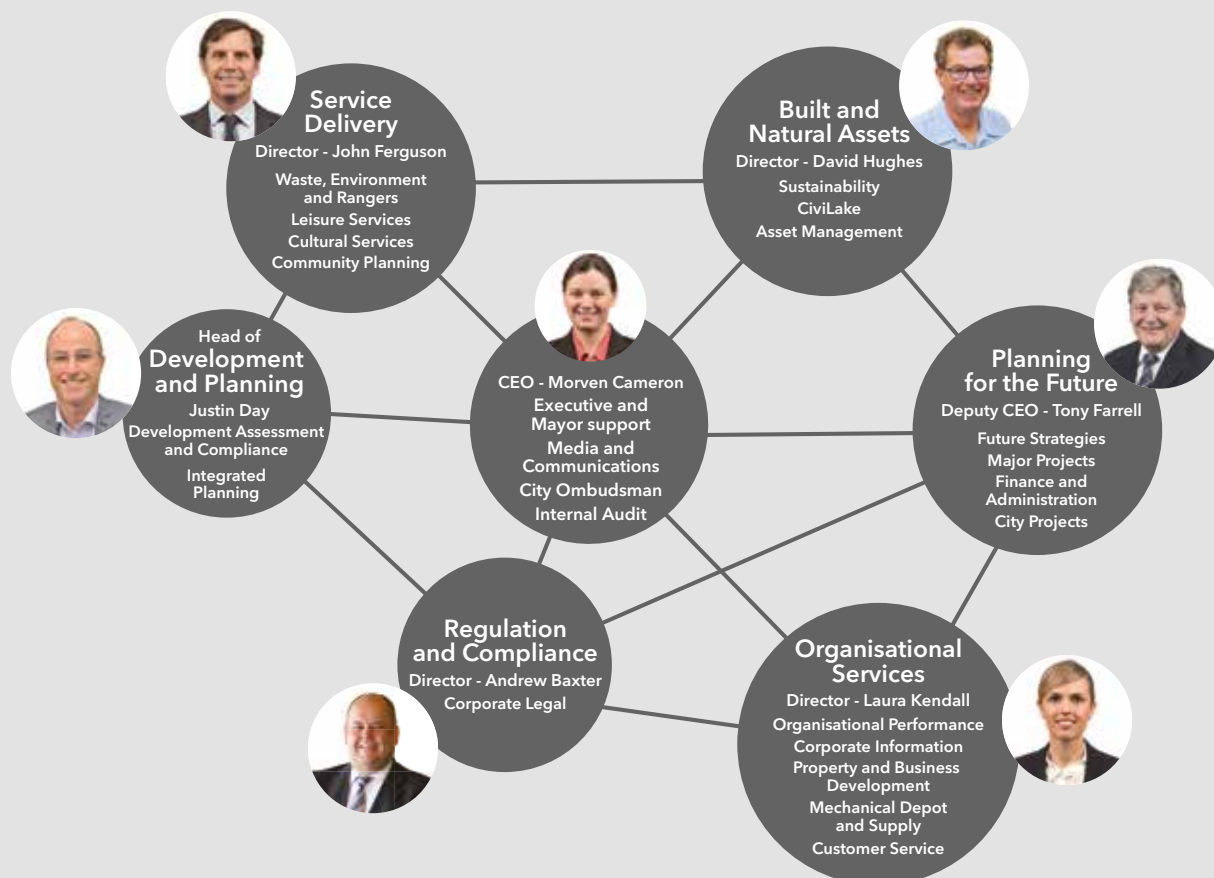


## WORKING TOGETHER

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



# ORGANISATIONAL STRUCTURE



## EXECUTIVE TEAM

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

At 30 June 2018, 21 departments operated within the six clusters and the CEO's Office to deliver services and projects for the community. These departments had 961 full-time equivalent (FTE) employees.



## STRATEGIC REVIEW

The local government landscape and the needs of our community have changed significantly since the last major review of the organisation's structure in 2006. Council commenced a strategic review of its organisational structure during the 2017-2018 year, to further strengthen Council as a modern, progressive organisation that can respond quickly to change, community expectations, and take advantage of opportunities.

The first stage of this review has commenced with the creation of a new cluster-based structure. The review will continue into 2018-2019.

The objectives of the review are to ensure Council continues to have high calibre, innovative employees, dedicated to providing quality service to the community.

The new organisational structure will ensure Council:

- continues to foster innovation, collaboration, and work as one team;
- empowers its staff for fast decision-making and improved processes to enable them to get on with their job;
- continues to harness our great people and culture; and
- is well-placed to deliver quality and efficient services to our community.

## LOOKING AHEAD

In the year ahead, Council will continue to realign roles, staffing and teams to achieve these objectives. The desired outcome is a more flexible and enabling workforce structure that helps staff foster cross-unit collaboration and project-based work, be involved in decisions that affect them and their work, and pursue a range of different career opportunities.

# WORKFORCE STRUCTURE AND LEADERSHIP CLUSTERS

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



## CEO

**Morven Cameron**

Executive and Mayor Support  
Media and Communications



## BUILT AND NATURAL ASSETS

DIRECTOR

**David Hughes**

- Asset Management
- CiviLake
- Sustainability

Built and Natural Assets champions our environment to support vibrant, resilient communities.

The cluster is responsible for strategic planning, program delivery and community engagement to enhance our City's unique lifestyle and landscape.

It works together as custodian of our community's assets, through strategic and proactive management.

It embraces technology and innovation to produce results that are sustainable and cost-effective, and improve quality of life for our community.



## DEVELOPMENT AND PLANNING

HEAD

**Justin Day**

- Development Assessment and Compliance
- Integrated Planning

This cluster champions sustainable development and planning services critical to the economic vibrancy and values of the City.

Through engagement and collaboration, and by balancing the expectations of developers and the wider community, it adopts innovative, effective and efficient service improvements.

The cluster strives to break down legislative barriers to deliver the City's vision and steer investment to get the best outcomes for the community.



## ORGANISATIONAL SERVICES

DIRECTOR

**Laura Kendall**

- Corporate Information
- Customer Service
- Mechanical Depot and Supply
- Organisational Performance
- Property and Business Development

Organisational Services ensures leading practice is applied to all business systems and support activities.

Through innovation, partnership and research, the cluster ensures our business support functions encourage and enable an efficient, contemporary organisation.

The cluster is dynamic and creative, challenging other areas of the organisation and service providers to put the customer experience first.

It is flexible at all times, changing behaviours and adopting new technology whenever necessary to solve problems and deliver cutting-edge solutions.



## PLANNING FOR THE FUTURE

DIRECTOR

**Tony Farrell**

- City Projects
- Future Strategies
- Finance and Administration
- Major Projects

Planning for the Future focuses on major strategies and projects that enhance the City's economy and improve services and infrastructure for the community. It joins the dots between other parts of the organisation, with team-based delivery of large-scale capital works, development of Council land and development and delivery of key City-wide strategies.



## REGULATION AND COMPLIANCE

DIRECTOR

**Andrew Baxter**

- Corporate Legal

Council is committed to improving the quality of its regulation including limiting, where possible, the burden of regulation on local businesses and residents.

Underpinned by a comprehensive risk-based decision-making framework, teams within this cluster are committed to achieving robust outcomes. Collaborating with peers and streamlining processes are core to our work.

This unique approach encourages a more responsive and transparent organisation, capable of focusing compliance resources and support where they are needed most.



## SERVICE DELIVERY

DIRECTOR

**John Ferguson**

- Cultural Services
- Community Planning
- Leisure Services
- Waste, Environment and Rangers

Service Delivery is driven by a passion for delivering services, and exploring and delivering the many ways services can be provided to the community.

The cluster is guided by meaningful community and commercial partnerships, and embraces effective and innovative service delivery models.

It is flexible and dynamic with an industry-leading end-to-end approach, always focused on the community we serve.

The cluster leads collaboratively and innovatively to plan and deliver efficient, effective and creative projects. This approach ensures we remain in a strong financial position to grow the City and provide first-class community facilities.

# OUR WORKFORCE




## WORKFORCE PROFILE

Council has traditionally maintained relatively stable employee numbers and continues to experience a low rate of turnover. The 1119 people in our workforce come from diverse vocational backgrounds, from commercial cleaning, horticulture, finance, town planning and construction, to community and recreation planning, childcare, marketing, building surveying, labouring, engineering and many more professions.

Overall, the gender imbalance at Council is more marked than the ratios between female and male employees at similar councils.

Council also differs from similar councils in relation to generational turnover, with a greater turnover of Baby Boomers and significantly lower turnover of Generation X employees.

## AVERAGE ANNUAL EMPLOYEE TURNOVER

	GENERATION	COUNCIL	COMPARABLE COUNCILS*
	<b>BABY BOOMERS</b>	<b>20%</b>	<b>13%</b>
	<b>GEN X</b>	<b>8%</b>	<b>17%</b>
	<b>GEN Y</b>	<b>16%</b>	<b>20%</b>

\* Councils used for organisation analysis including those who have a population of greater than 100,000 and are classified as 'regional', such as Shoalhaven, Wollongong, Newcastle and Central Coast (Wyong and Gosford).



**HEADCOUNT**  
**1119**



**FTE**  
**961**



**MALE**  
**59%**



**FEMALE**  
**41%**



**TURNOVER**  
**7.0%**



**RETIREMENT RATE**  
**2.0%**

*Organisational statistics*

# WORKFORCE PLANNING AND MANAGEMENT

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

The Strategy considers issues such as:

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

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

These strategic priorities are:

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

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

The model below reflects the structure of the Workforce Management Strategy, the Delivery Program and Community Strategic Plan.

## COMMUNITY OBJECTIVES



## STRATEGIC PRIORITIES

- Aligned and active leadership
- Right people right behaviour
- All working together as one team
- Empowered and effective teams
- Systems and processes



## STRATEGIC CHALLENGES

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



## FAIR AND EQUAL EMPLOYMENT

Council's Equal Employment Opportunity Management Plan provides a range of strategies ensuring 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. All employees are encouraged to adopt fair practices, make unbiased decisions, and recognise and respect the social, personal and cultural attributes of fellow staff.

Council implemented several strategies during 2017-2018 to support these objectives:

- encouraged employees to celebrate Harmony Day, recognising and celebrating the cultural diversity of fellow employees;
- ongoing support and training of Council's existing Equal Employment Opportunity Contact Officer Network ensuring the network is well placed to provide support and assistance to employees;
- expanded our online module on bullying and harassment awareness for all employees to incorporate Equal Employment Opportunity policy information;
- continued to exhibit at the Newcastle Lake Macquarie Career and Training Expo, promoting Council as a great place to work and encouraging people from many industries and fields to consider a career in Council;
- continued our ongoing Education to Employment program, which is a framework to build the number of trainees, apprentices and cadets employed directly by Council. 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, and has seen many participants employed in non-traditional roles;

- developed a Career Development Framework to assist employees with their career. The framework is broken down into five key areas – self-assessment, exploring options, professional development, decision-making, and job preparation. The framework supports employees to plan and achieve their career goals; and
- continued support of carers through initiatives under the Carers Leave provisions of our 2014 Enterprise Agreement. Increased access to extended leave recognises the additional responsibilities of carers within the community and our workplace.

### WORKFORCE DIVERSITY

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

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

# 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

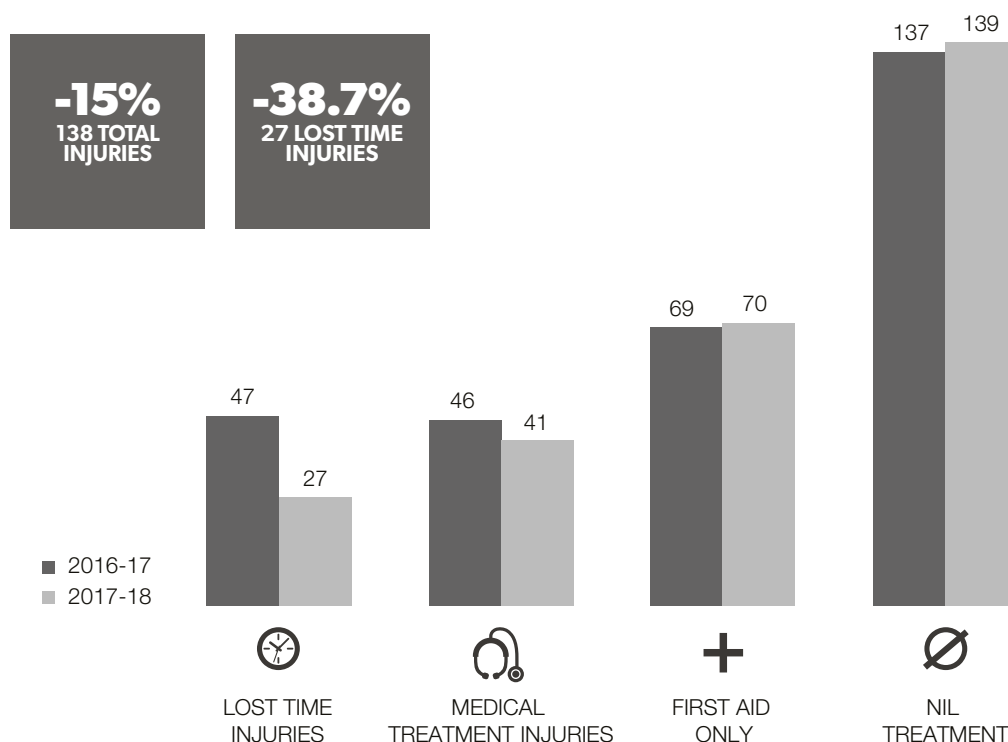
Council has a best practice WHS Management System that is aimed at meeting legislative, self-insurer and organisational requirements. Our Safety Management Team conducts a program of internal audit of departments each year, aimed at continuous improvement in the implementation of our safety system. In 2017-2018, our average WHS Management System internal audit conformance result was 94.1 per cent for audits undertaken across the organisation, against a target of 85 per cent for each audit.

## SAFETY CULTURE

Council continues to demonstrate a strong safety culture, which is reflected in the results of our regular staff surveys. In the most recent staff culture survey conducted in 2017, 94 per cent of respondents agreed that both "Keeping high levels of health and safety is a priority of Council" and "Staff are aware of their health and safety responsibilities".

The strength of our safety culture was also recognised this year when Council was named a finalist in the SafeWork NSW Safe Work Awards for Excellence in Safety Culture.

In October 2017, Council participated in the National Safe Work Month. Staff participation was higher than previous years, with the majority of feedback being positive and acknowledging the high level of relevance and staff engagement. Activities included recognition and awards for staff safety and the launch of the Safer@LakeMac safety statement.



## SAFETY MANAGEMENT PLAN

Council's Safety Management Plan 2016-2018 has now concluded and has achieved positive results across the majority of indicators.

In 2017-2018, we delivered:

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

## PUBLIC INTEREST DISCLOSURES

Lake Macquarie City Council has a public interest disclosures (PID) internal reporting policy (PID Policy) in place.

The following actions have been implemented to ensure staff awareness:

- training provided to staff;
- intranet communications;
- discussions regarding the Public Interest Disclosures Act 1994 and Council's PID Policy during staff meetings; and
- dissemination of brochures and posters.

Council's 2017-2018 Annual Report of obligations under the Public Interest Disclosures Act 1994 was provided to the Minister for Local Government on 26 October 2018. A copy of the report was also provided to the NSW Ombudsman.

During the reporting period, Council received and finalised one public interest disclosure matter.

## WHS PERFORMANCE

Council's injury reduction strategies have seen steady improvements in performance for 2017-2018, in terms of reductions in the total number of injuries and reductions in the counts of lost time and medical treatment injuries. Despite achieving reductions in injuries, Council has experienced an increase in the average number of hours lost due to injury and the overall cost of injury claims.

- **Injury performance:** During 2017-2018, we experienced 138 total injuries, an improvement on the previous year, in which we experienced 162. Total injuries include provision of first aid, medical treatment and lost time injuries. Nil treatment injuries slightly increased during the year, which is reflective of our early reporting practices.
- **Injury severity:** This financial year, there was a reduction in the count of lost time injuries from 47 in 2016-2017 to 27 in 2017-2018. Medical treatment injuries were also lower than the previous year, at 41 compared to 46. First aid injuries increased slightly from 69 in 2016-2017 to 70 in 2017-2018.
- **Hours lost:** While the lost time injury counts have reduced, the duration and costs associated with injuries has, on average, increased. This is due to a small number of claims that resulted in workers experiencing extended periods of lost time. During 2017-2018, the total lost time injury hours rose to 6773, compared to 5452 in 2016-2017.
- **Claims costs:** The total cost of lost time injury claims in 2017-2018 has increased to \$384,717, compared to \$314,852 paid in 2016-2017.

## WELLBEING FRAMEWORK

Council's Wellbeing Framework provides a holistic approach to employee health, bringing together new and existing workplace initiatives to improve wellbeing across eight areas: physical, emotional, intellectual, environmental, financial, social, occupational and spiritual.



### spiritual

Involves values and beliefs that provide a purpose in our lives.



### physical

Promotes proper care of our bodies for optimal health and functioning. Encourages the balance of physical activity, nutrition and mental wellbeing to keep your body in top condition.



### emotional

A continual process of change and growth. Enables one to maintain satisfying relationships, deal with conflict and remain grounded during stressful times.



### intellectual

Active participation in scholastic, cultural and community activities. It also involves assimilating what is learned in the classroom with life experience. Valuing and nurturing creativity, curiosity and lifelong learning are part of intellectual wellness.



### environmental

Promotes interaction with nature and your immediate environment.



### financial

Involves financial behaviours that balance both the short and long-term needs of an individual and their dependants.



### social

Refers to the relationships we have and how we interact with others. Involves building healthy, nurturing and supportive relationships as well as fostering a genuine connection with those around you.



### occupational

Ability to achieve a balance between work and leisure time, addressing workplace stress and building relationships with co-workers. It focuses on our search for a calling and involves exploring various career options and finding where you fit.

# OUR PERFORMANCE

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

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

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

## ORGANISATIONAL PERFORMANCE FRAMEWORK

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

## MANAGING OUR PERFORMANCE

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

Leaders from across the organisation form Council's Corporate Management Team, which meets monthly. The focus of this group is on corporate performance, finances, risk, safety, talent, and organisational development.

On a monthly basis, members of both the Executive and Corporate Management Teams review updated performance information summarising:

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

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

## RESOURCING STRATEGY

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

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

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

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

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





## RISK MANAGEMENT

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

Through effective risk management, Council is able to:

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

# DISABILITY INCLUSION ACTION PLAN

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

## BUILDING POSITIVE ATTITUDES

To build positive attitudes about disability, we:

- provided general disability awareness training to our Councillors and Council's Executive Team;
- held a Council-wide silent morning tea exercise to raise awareness of non-verbal communication and communication difficulties. This exercise was organised as part of International Augmentative and Alternative Communication Awareness month;
- held staff presentations at Lake Mac Libraries to raise awareness of non-verbal and communication difficulties;
- provided our Events Team with accessible events training through Ability Links;
- partnered with Ability Links to introduce the Including You tent at Council's major events. This was a one-year pilot, which proved successful. The tent offers sensory resources and mobility equipment available for hire at no cost and provides a quiet place to retreat from the noise and crowds at major events. The tent was present at six events during the year, some of which attracted up to 20,000 people. At the conclusion of the project, Council entered a sponsorship agreement with Alpha Care (a local business supplying Disability Equipment) who will provide wheelchairs and staff to assist in the tent at future events;
- introduced 'assistance animals welcome' signage at Council facilities including the Administration Building, Lake Mac Libraries, Lake Mac Swim Centres and local community centres;
- reviewed and amended the Lake Macquarie Performing Arts Centre induction form to include details of access to the platform lift;
- developed and launched a free program of activities for people with a disability in the month of November, known as Me2. The program gave participants the opportunity to experience new activities, and build their skills and networks. A total of 370 people participated in 18 sessions offering a range of sports, cooking demonstrations and activities;
- followed up six access complaints from the community and liaised with appropriate Council departments to resolve identified issues;
- attended relevant networks and forums, including an annual school leavers' expo for children transitioning to disability programs and employment, as well as two meetings of the Hunter Disability Network; and
- facilitated five meetings of Council's Ageing and Disability Advisory Panel.

## **CREATING LIVEABLE COMMUNITIES**

To create more liveable communities, we:

- completed non-discriminatory referrals for 17 master plans and development applications for recreation facilities;
- completed designs for changing places at Toronto Swim Centre and an amenities upgrade at Caves Beach. Works are scheduled for construction in 2018-2019;
- completed design for a ramp at Redhead beach to allow non-discriminatory access from the carpark to the sand. The works are scheduled for construction in 2018-2019;
- conducted 15 audits of recreation facilities within the City and created a list of improvement works;
- conducted an access audit of Lake Macquarie Performing Arts Centre. Works identified and completed include replacing signage at unisex accessible toilet facilities, new handrails to the stage and back stage area, nosing on stairs and installation of new strips on the edge of the tiered seating area; and
- continued to monitor and influence Council's forward capital works program, resulting in improvements in non-discriminatory access to existing facilities, including public toilet facilities and community halls.

## **SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT**

To support access to meaningful employment, we:

- surveyed existing staff to identify and address wellbeing and additional support requirements.

## **ACCESSIBLE SYSTEMS, INFORMATION OR PROCESSES**

To create accessible systems, information and processes, we:

- installed a hearing loop at Lake Macquarie Performing Arts Centre;
- updated Council's website to include access details for playgrounds, parks, beaches and Council events;
- updated the National Toilet Map to include compliance with current Australian Standards and estimated dates for replacement of older toilets in the City to comply with current Australian Standards; and
- liaised with Ability Links regarding the Better Mapping Project. Ability Links have put the project on hold due to staffing constraints.

# CUSTOMER CHARTER AND SERVICE STANDARDS

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

## OUR COMMITMENT

As a customer, you can expect that we will:



Tailor our response to your needs and provide you with the information you require



Do what we say we will do and update you if we are unable to meet our commitments



Monitor our performance to ensure we are providing our customers with quality service



Treat you with respect, integrity and honesty



Aim to provide consistent and clear information across our communication channels



Actively pursue continuous improvement and understand the needs of our customers now and into the future

Our people will:



Greet you in a friendly way and identify ourselves



Be open and transparent about our processes



Communicate clearly and in plain language



Be experienced and knowledgeable



Treat every customer equally and sensitively



Focus on helping you find solutions to your needs



Take responsibility for answering your enquiry



Have systems in place to ensure that we protect your confidential information

## RESPONSIVENESS

Our service will:



Answer your telephone call to the Customer Service Centre within 30 seconds 80% of the time



Return your call within one working day



Acknowledge receipt of your email within one working day



Respond to your letter or email within 10 days



Respond to posts on social media within one working day



Greet you at the Customer Service counter within three and a half minutes on average

If you use our digital services, you can expect:



To contact us when and where it is convenient for you



The website to be easy-to-use, with clear navigation and content so you can quickly find what you need



That you can access our online services at anytime



That if you sign up to receive our information, you always have the option to unsubscribe

To allow us to help, we expect you will:



Provide us with information that is timely, accurate and complete



Treat us with mutual respect



Work with us to solve problems and reach resolutions



Provide us with honest, constructive feedback on our service



Contact us if you believe we have made an error or acted inappropriately



## SERVICE STANDARDS



### Residential Waste Collection

General (red) waste bin - weekly

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Green waste bin - fortnightly

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Recycling (yellow) waste bin - fortnightly

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Missed general waste service - next day

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Missed green waste service - three days

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Missed recycling waste service - two days

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Bulk waste pick up - twice a year

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### Building and Development Assessment of Development Application

Fast Track Development Type - 20 days

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General Development Type - 30 days

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Medium Development Type - 60 days

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Major Development Type - 90 days

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### Certificates

Planning (149) Certificate - two days

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Rates (603) Certificate - two days

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Building Certificate - 10 days

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Swimming Pool Compliance Certificate - 10 days

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Complying Development Certificate - 20 days

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Construction Certificate - 20 days

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### Rates

Process your pension rebate - three days



### Roads and signage

Inspect minor pothole - 10 days

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Major (dangerous) pothole repair (>50mm deep) - one day

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New or replacement street sign - four weeks

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### Trees

Inspect a street or reserve tree - four weeks

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Application to prune/remove trees on private property - 20 days

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### **Companion animals**

Respond to urgent incidents - 24 hours

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Respond to routine incidents - three days

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Contained animal pick-up - one day

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### **Illegal dumping**

Illegal dumping on Council land - one week to investigate, removal timeframe subject to incident

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### **Amenities and facilities maintenance**

Amenities cleaning (low-use facilities) - twice weekly Monday-Friday

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Amenities cleaning (high-use facilities) - daily Monday-Friday, weekends during summer

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Amenities cleaned reported issues - two days

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Public garbage bins - one to three times a week

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Public garbage bins (high-use area) - one to three times a week, weekends during summer

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Public garbage bins (reported overflowing) - next day

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Public recycling bins (reported overflowing) - two days

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Boat ramp cleaning - once a month during November-March

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### **Mowing program** (subject to weather)

Sports field - fortnightly

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Outer sports field - seven times a year

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Lakeside foreshores, parks and playgrounds - seven times a year

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### **Environment**

Respond to urgent pollution incidents - 24 hours

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Timeframes are in business days, are subject to change, and can be dependent on factors that are beyond our control, including severe weather incidents, withholding of information and special circumstances.

## BUSINESS IMPROVEMENT PROGRAM

Council is currently trialling the operation of a dedicated role to boost its business improvement capability. Our aim is to increase both organisational efficiency and effectiveness, and to empower more staff to create better experiences for our customers.

Since late 2017, Council's Business Transformation Lead has assisted colleagues throughout the organisation to identify, prioritise and deliver business improvement initiatives. Their role also involves growing business improvement capabilities across the organisation to embed improvement into regular work processes.

Prioritisation of projects is heavily weighted towards improving service delivery and customer experiences for our community. Cost savings, staff satisfaction and risk reduction are also considered.

Achievements in 2017-2018 include:

- introduction of an internal ideation platform to give staff an easy way to raise ideas for improvement;
- prioritisation of improvement opportunities;
- completion of several major projects which have delivered real benefits for our customers, and productivity gains for our workforce;
- implementation of 11 'quick-win' projects to enable our staff to focus more time and energy on achieving great outcomes for our customers; and
- trials of different ways to grow improvement capability across the organisation, which will feed into an ongoing capability-building strategy.

Key improvements achieved during the year covered services such as innovative road maintenance programming and resealing works, mobile food vending, and private tree removal/pruning.

### ROAD MAINTENANCE PROJECT

This project has delivered transformational improvements in our road maintenance services. Council's CiviLake teams now use a custom-built field work management app to schedule and complete all reactive and proactive road maintenance activities. The app's map interface makes it easy for users to see any planned capital works for each road. This visibility allows our field staff to make informed decisions regarding the maintenance works they complete, minimising waste and potential reputational damage. It is estimated that this change will save Council hundreds of thousands of dollars a year. Any savings realised will be allocated back to road maintenance, improving our service delivery in this area.

The data being captured in this IT solution is also proving vital to our Asset Management teams. This information is being used to inform the planning process for major road replacements. Road areas that are subject to a high level of maintenance are now being prioritised in order to drive down overall maintenance costs and improve the road use experience for our customers.

### ROAD RESEALING – SEALS PROGRAM

Managing Council's road-sealing program is a complex process. The Seals Program has delivered a new process supported by a mobile technology solution that has significantly increased our visibility of road-sealing projects and improved our planning capabilities. This development will greatly improve the management and delivery of road-sealing services in the City, with tens of thousands of dollars saved each year enabling improved service delivery.



## MOBILE FOOD VENDING PROJECT

This project has delivered significant improvements to the customer experience for mobile food vending businesses in Lake Macquarie City. Through process improvement, we now have very clear and consistent guidelines that our Customer Service team members are confident to explain to our customers. This change was supported by a technology solution that not only provides a self-service option for our customers, but also acts as a 'how-to guide' for our Customer Service team. These changes have transformed the customer experience for mobile food vending businesses, contributing to economic growth and increasing Council revenue associated with mobile food applications. Since the project was implemented, we have seen a 30 per cent increase in the number of mobile food vending applications processed.

## PRIVATE TREE REMOVAL/PRUNING DECISION TOOL

The rules and processes around removing a tree on private property can be complicated and have proved difficult for our customers to understand. As a result, this is a common enquiry received by our Customer Service Centre.

This project has delivered a simple yet innovative self-service tool that allows our customers to get specific information that is relevant to their unique situation. This information is available through a new online tool that can be accessed on Council's website. It is quick and easy for customers to navigate the tool, which is proving to be an equally useful resource for team members in the Customer Service Centre.

# AWARDS WON

## 2017 Core Value Awards – International Association of Public Participation (IAP2) Australasia

### WINNER

#### International and Australasian Organisation of the Year

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Lake Macquarie City Council was named Organisation of the Year in the prestigious IAP2 Australasia 2017 Core Value Awards. The Core Values Awards recognise outstanding projects and organisations that are at the forefront of public participation and community engagement. They were created to encourage excellence and innovation in this field.

Council took home both the Australasian and International Organisation of the Year Awards for its collaborative and innovative approaches to community and staff engagement.

An expanded engagement program, aligned to the IAP2 Core Values, has provided opportunities for Council to innovate and work collaboratively with stakeholders, encouraging and supporting them to play a greater role in mapping out plans and options in response to current and future issues for our City.

Growth in the breadth and frequency of engagement activities means that Council is now connecting with a larger proportion of its community than ever, while more collaborative approaches are yielding solutions to major challenges, such as adapting to climate change, traversing the 'digital divide' and making our built environments more sustainable and inclusive.

## 2017 NSW Sports Awards – NSW Sports Council

### WINNER

#### Local Council of the Year

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Council was awarded the inaugural Local Council of the Year Award for excellence and innovation in the promotion of sport and active recreation.

The award reflects Council's holistic approach to promoting opportunities for a variety of sports through planning, infrastructure, strategic partnerships and events, and the introduction of programs that promote inclusion and accessibility for everyone in the community.

## 2017 Statewide Mutual Risk Management Awards

### WINNER

#### Strategic/Enterprise Risk Initiative – Risk Management Initiative Program

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Council was awarded the Statewide Mutual Strategic/Enterprise Risk Management Award for its Risk Initiative Program. The program re-invests the annual bonus payments Council receives through the Statewide Mutual Continuous Improvement Scheme into staff-led risk initiatives. The program improves risk culture and performance by funding projects that address a variety of risks through use of unique and innovative controls.

## 2017 Local Government Excellence Awards – LG Professionals NSW

### WINNER

#### Risk Management Excellence – Risk Initiatives Program

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Council's Risk Initiative Program also received the Risk Management Excellence Award at the 2017 Local Government Excellence Awards hosted by LG Professionals NSW. The awards recognise benefits delivered to the community and/or Council through identification, control and mitigation of risks.



## **Procurement Australia Awards**

### **WINNER**

**Sustainable Procurement Award – Procurement  
of Solar PV and smart building technology**

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The Procurement Australia Awards recognise and reward the work of outstanding procurement professionals, suppliers and member organisations throughout Australia. The Sustainability Procurement Award recognises organisations that have developed and implemented sustainable procurement policies and processes that reduce overall carbon footprint and emissions, conserve energy and water, protect the environment, enhance biodiversity or reduce waste. Council received the 2017 award for implementation of strategic reviews of solar cooling and heating at its six largest energy-using sites, as well as swimming pool upgrades to reduce water, energy and chemical use.

## **2018 TripAdvisor Certificates of Excellence**

### **WINNER**

**Belmont Lakeside Holiday Park**

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### **WINNER**

**Wangi Point Holiday Park**

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### **WINNER**

**Swansea Lakeside Holiday Park**

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Council's Belmont Lakeside, Swansea Lakeside and Wangi Point holiday parks were named award winners in 2018, receiving Certificates of Excellence from the world's largest travel review website, TripAdvisor. It was the fourth year running that the Belmont Lakeside Holiday Park has received the award and the third for Swansea Holiday Park.

## **2017 Museums Australasia Multimedia and Publication Design Awards (MAPDA)**

### **WINNER**

**Best in Show Publication – *Book Club***

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Lake Macquarie City Art Gallery's *Book Club* exhibition catalogue, designed by Stephen Goddard and curated by Meryl Ryan, won Best in Show Publication in the 2017 MAPDA Publication Design Awards. This is the third Best in Show awarded to the Gallery by MAPDA since 2003.

### **WINNER**

**Exhibition Catalogue (Small) – *Book Club***

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*Book Club* was also recognised as the best small exhibition catalogue.

### **HIGHLY COMMENDED**

**Exhibition Catalogue (Small) – *Board: surf and skate cultures meet contemporary art***

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Lake Macquarie City Art Gallery's exhibition catalogue *Board: surf and skate cultures meet contemporary art*, designed by Stephen Goddard and curated by Meryl Ryan, was highly commended.

## 2017 IMAGinE Awards – Museums and Galleries NSW

### HIGHLY COMMENDED

Engagement Programs – Small/medium Organisations – *Lake Macquarie Living Cultures (working watercraft)*

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Lake Macquarie City Art Gallery was highly commended for its *Lake Macquarie: Living Cultures (working watercraft)* engagement program.

The program involved the Community History team at Lake Mac Libraries, members of the East Lake Macquarie Historical Society and the archivist at the University of Newcastle, Auchmuty Library. Other key community partnerships were the Aboriginal Reference Group, Hunter-based contemporary artists Luke Beezley and Maggie Hensel-Brown, curatorial assistant Jo O'Toole and researcher Marianne Rogers.

## 2017 National Local Government Customer Service Awards

### HIGHLY COMMENDED

Innovation in Service Delivery Award

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Council was recognised for innovation in service delivery for using customer journey mapping to systematically identify and remove 'pain points' in its customer service processes.

The Council has introduced customer journey mapping into its ongoing business improvement processes following successful trials in five areas of customer interaction. The pilot mapped areas such as preparing and lodging a DA, booking lessons at a local swim centre and placing an order for a lost, stolen or damaged bin.

## 2017 Blue Star Sustainability Awards – Keep NSW Beautiful

### HIGHLY COMMENDED

Overall Metropolitan Sustainability Award

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### HIGHLY COMMENDED

Sustainable Systems Award – Staff Sustainability Strategy

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### HIGHLY COMMENDED

Going Green Education Award – Living Smart Festival

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### HIGHLY COMMENDED

Hey Tosser! Litter Reduction Award – Lake Mac Eco Angels

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The Blue Star Awards are the premier NSW accolades for responsible environmental management, championing environmental sustainability and positive behaviour change. Council was highly commended for its efforts across several categories, including the overall Metropolitan Sustainability Award.

## OUR PEOPLE

### Ministers' Awards for Women in Local Government

#### WINNER

Regional, non-senior staff member – Maree Edwards

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Maree Edwards was recognised for her ongoing work with Aboriginal and Torres Strait Islander People in Lake Macquarie.

### 2017 Planning Institute Australia (PIA) Awards for Excellence

#### COMMENDATION

Planner of the Year – Sharon Pope

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Lake Macquarie City Council's Manager Integrated Planning, Sharon Pope, received a prestigious award at the 2017 Planning Institute Australia (PIA) Awards for Excellence.

Ms Pope was awarded a commendation in the Planner of the Year category, in recognition of her contribution to local and regional communities over a 30-year career and her leadership within the profession.

### HRATA Trainee of the Year Award – Hunter Region Apprentice and Trainee Advisory Committee

#### WINNER

Trainee of the Year – Renee Keir

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#### WINNER

Trainee of the Year: Transport and Logistics – Tully Smith

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Renee Keir was named as overall Hunter Trainee of the Year as well as Trainee of the Year-Certificate III in Local Government, and Tully Smith won Trainee of the Year: Transport and Logistics, Certificate III in Warehousing Operations.

### 2017 NSW Landcare Awards

#### WINNER

Austcover Young Landcare Leader of the Year Award – Sophie Robertson of Hunter Intrepid Landcare

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Hunter Intrepid Landcare was formed in June 2016 following a weekend retreat coordinated by founding partner Lake Macquarie Landcare. Sophie led the group through a very successful first two years, developing an engaging and varied program of conservation-based activities throughout the Hunter region, winning her the Austcover Young Landcare Leader of the Year title at the 2017 NSW Landcare Awards.

### 2017 NSW Coastal Management Awards

#### WINNER

Community Involvement Award – Brian Hilton of Redhead Bluff Landcare

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Brian is the Team Leader of the Redhead Bluff Landcare group and has been working over the last four decades to help repair coastal environments that were fragmented by early sandmining operations, development and recreational land use. Brian is a champion of caring for the land and encouraging younger generations to follow in his footsteps, winning him the Community Involvement Award at the 2017 NSW Coastal Management Awards.

# COMMUNITY EDUCATION AND ENGAGEMENT

## COMMUNITY ENGAGEMENT

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

In 2017-2018, we asked our community to:

- provide input and feedback on the draft Dogs in Open Spaces Policy, which was adopted by Council in May 2018;
- have their say on the inclusion of a skate facility in the Revised Bernie Goodwin Master Plan and identify the types of all-inclusive playground and outdoor exercise equipment stations they would like to see;
- review and provide feedback on the draft Better Buildings Strategy that aims to consider environmental sustainability in the design and construction of all new buildings, as well as renewal, replacement and upgrade projects;
- continue to work with us on the Pelican and Blacksmiths Local Adaptation Plan and review key hazards and adaptation options;
- ensure we have responded to community priorities in our Revised Draft Delivery Program 2017-2021, Draft Operational Plan 2018-2019 and Draft Fees and Charges 2018-2019, by commenting on an interactive mapping tool and attending a number of Lake Mac Chats. The Plans were adopted by Council on 25 June 2018;
- suggest ideas on how they would like to eat, meet and play in Charlestown's Pearson Street Mall to assist in the development of draft concept designs;
- help develop an Ageing Population Strategy 2018-2022 to help make Lake Macquarie an even better place to live as our population gets get older;
- vote on their preferred option to re-imagine a section of the Lake Macquarie Variety Playground at Speers Point;
- continue to work with us as we consider how to proceed with infrastructure planning for the Wyee West paper subdivision;
- review and consider their preferred options to improve pedestrian safety at Beach Road, Redhead;
- review and provide feedback on draft Development Controls based on Smart Technology and Sustainable Buildings;
- help us develop a Destination Management Plan 2018-2022 to drive growth and tourism in Lake Macquarie. The Plan was adopted by Council in June 2018;
- suggest ideas and provide feedback on a new Master Plan for Croudace Bay Sports Complex to provide modern sporting facilities to support the needs of the growing community. The Plan was adopted by Council in June 2018;
- provide feedback on a draft concept for a new transition-style skate park near Charlestown Square;
- have their say and provide feedback on the draft LT Creek Floodplain Risk Management Study and Plan;
- collaborate with us as we continued to develop a new long-term land use strategy – Lake Mac 2050;
- suggest ideas for a new multi-purpose centre and library at Windale;
- provide feedback on an infrastructure plan for a large part of south eastern Lake Macquarie to cater for an extra 7250 people by 2030;
- review and comment on the draft Lake Macquarie Parking Strategy, which was adopted by Council on 12 June 2018; and
- review and comment on the draft Arts, Heritage and Cultural Policy.

# COMPANION ANIMALS

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

Council spent \$1,411,048 on companion animal activities and received \$303,450 in companion animal revenue in 2017-2018.

## IMPOUNDED ANIMALS

Council Rangers impounded 965 stray pets during the year. Rangers were able to return 451 pets to their owners and transported the remaining 514 pets to the RSPCA.

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

## DOG ATTACKS

Over the past year, Council Rangers received 386 reports of alleged dog attacks. Of these attacks, 356 were considered to be minor attacks, 30 were major attacks.

## PROMOTING DESEXING

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

## RESPONSIBLE PET OWNERSHIP EDUCATION

Council Rangers continue to deliver education programs, media campaigns and free microchipping days to increase responsible dog and cat ownership. Through these programs, Council emphasises the importance

of microchipping, as it can increase the chance of owners being reunited with their pet.

Rangers use a repurposed horse trailer for these events in the community, with the aim to educate the community about responsible pet ownership and increase the number of dogs and cats being microchipped and registered.

Information online at [lakemac.com.au](http://lakemac.com.au) also educates people about their responsibilities as pet owners in Lake Macquarie City.

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

## ALTERNATIVES TO EUTHANASIA FOR UNCLAIMED ANIMALS

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

### OFF-LEASH AREAS FOR DOGS

Council provides off-leash areas for dogs at:

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

For details of off-leash areas, visit [lakemac.com.au](http://lakemac.com.au).



# 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, LinkedIn and YouTube to distribute information to the community.

Each year, Council conducts a review, as required under Section 7 of the GIPA Act, to identify further information it will proactively release through its website, social media and other publications. In addition, Council continuously reviews the content available on its website to ensure it is transparent, accurate and informative.

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

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

In 2017-2018, Council released 58 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:

Fifty-five formal access applications (including withdrawn applications, but not invalid applications).

### NUMBER OF ACCESS TO INFORMATION REQUESTS DECLARED INVALID:

Nil.

### TIMELINESS OF (VALID) APPLICATIONS:

Fifty-six\* applications were decided within the statutory timeframe (20 days plus any extensions).

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

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

One application was 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	1

Outcome of applications received	Number received
<b>Access granted in full</b>	
Private sector business	5
Members of the public (application by legal representative)	10
Members of the public (other)	12
<b>Access granted in part</b>	
Private sector business	2
Members of the public (application by legal representative)	2
Members of the public (other)	18
<b>Access refused in full</b>	
Private sector business	1
Members of the public (application by legal representative)	1
Members of the public (other)	1
<b>Information already available</b>	
Members of the public (application by legal representative)	1
Members of public (other)	2
<b>Refuse to deal with application</b>	
Private sector business	1
Members of the public (application by legal representative)	1
<b>Application withdrawn</b>	
Members of the public (application by legal representative)	1
Members of public (other)	2
<b>TOTAL</b>	<b>60*</b>

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

# 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 City.

### ANNUAL DONATIONS PROGRAM

Applicant	Funding approved
Wangi Wangi RSL Sub Branch Ltd	\$1000
Resident of Edgeworth	\$95 (in kind)
Resident of Whitebridge	\$95 (in kind)
Macquarie Care	\$1000
Sugarvalley Neighbourhood Centre	\$947.10
Rathmines Wangi Ladies Probus Club	\$1000
Mums' Cottage	\$1000
Lake Macquarie Stand Up Paddle board Club	\$500
Macquarie Shores	\$500
Vivid Life Church	\$1000
Lake Macquarie Live Steam and Locomotive Society	\$1000
1st Warners Bay Scout Group	\$1000
Morisset PCYC	\$1000
Sugarloaf and Districts Action Group Inc. – West Wallsend Cemetery Sub-Committee	\$1000
Friends of Belmont Cemetery	\$1000
Redhead Community Library	\$1000
Coon Island Management Board	\$1000
Wangi Ridge Preservation Board	\$1000
<b>Total</b>	<b>\$14,947.10</b>

## DONATIONS AND FINANCIAL ASSISTANCE PROGRAM

Applicant	Funding approved
Trees in Newcastle	\$594
Parkinson's NSW	\$2000
Toronto Pony Club	\$2000
1st Byattunga Scout Group	\$995
Garden Suburb Uniting Church	\$600
Valentine Hydrotherapy Pool	\$10,000
Swansea Men's Shed	\$612.08
Marks Point Public School Parents and Citizens	\$1500
Lake Macquarie U3A	\$982
Balar Malar Tamil School	\$2000
Rathmines Catalina Memorial Park Association Inc.	\$2000
Whitebridge Badminton	\$255.20
Rotary Club of Toronto Sunrise	\$370
Westlakes Aboriginal Elders Inc.	\$2000
Toronto Bridge Club	\$2000
<b>Total</b>	<b>\$27,908.28</b>

## 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

Event	Funds
2017 NSW Youth Championships	\$2110
2017 NSWPWC Lake Macquarie PWC Race Series	\$4660
2017 Real Film Festival	\$4360
21st birthday annual art exhibition	\$600
ANZAC Day march and service (Belmont RSL Sub-Branch)	\$4426
ANZAC Day march and service (Boolaroo Speers Point RSL Sub-Branch)	\$5000
ANZAC Day march and service (Cardiff RSL Sub-Branch)	\$2925
ANZAC Day march and service (Dudley War Memorial Trust Committee)	\$3393
ANZAC Day march and service (Lions Club of Valentine)	\$2500

Event	Funds
ANZAC Day march and service (South Lake Macquarie RSL Sub-Branch)	\$4837
ANZAC Day march and service (Sugarvalley Neighbourhood Centre Advancement Group Inc.)	\$1800
ANZAC Day march and service (Swansea RSL Sub-Branch)	\$3770
ANZAC Day march and service (Toronto RSL Sub-Branch)	\$4158
ANZAC Day march and service (Wangi Wangi RSL)	\$3000
Art by the Lake	\$1795
Art trail and open gardens	\$2036
Best in the West	\$1744
Bill Turner Cup and Trophy Finals	\$1500
Bird Exhibition and Judging; Family Day	\$676.51
Blacksmiths Breakwall Bash - Outrigger Regatta	\$500
Carols by the Lake	\$2000
Carols by the Lake	\$280
Carols in the Park	\$500
Carols on Dobell	\$1737
Dobell Festival of Arts and Crafts	\$1500
Drama and Musical Night (Humsam)	\$940
Festival of Lights - Diwali Mela	\$400
Festival of the Choirs	\$691
Halloween at Cardiff	\$2265.60
Hunter Memory Walk and Jog	\$1030
Hunter Track Classic	\$4500
Kahibah Centenary	\$526
Lake Mac Big Weekend	\$2070
Lake Macquarie Eisteddfod	\$4311.60
Lake Macquarie Lakefest	\$2500
Lake Macquarie Philharmonic Orchestra	\$5000
Lake Macquarie Zone Championship	\$500
Lakemac Heritage Festival	\$2795.60
Music in the Park Rathmines	\$500
Music in the Podium	\$5000
Newcastle Baseball Finals Series	\$1506
NSW Athletics	\$3575.60
Official opening of sensory garden and 30th anniversary of Our Community Place	\$500
Performers of the Year	\$460
Rotary community forum 'Let's Make A Difference'	\$960
Superboat racing activities	\$4526
Swansea Carols	\$4000
Toronto Does New Year	\$1800
Toronto Festival of Lights	\$2000



Event	Funds
Two Feet and a Heartbeat	\$140
Valentine Community Festival	\$974.50
Wangi Community New Year's Eve Fireworks	\$2250
Warners Bay Jet and Jive	\$2670
Warners Bay Super boats markets	\$4300
We All Need a Little Therapy Dog Walk	\$1160
<b>TOTAL</b>	<b>\$125,659.41</b>

## LAKE MACQUARIE GAMES

Event	Organisation	Funds
Lake Macquarie Games Disabled Sailing	Sailability NSW	\$400
Lake Macquarie Rogaine	NSW Rogaining	\$1200
Lake Macquarie Games Netball Competition	Charlestown Netball Association	
Lake Macquarie Games Archery Championships	Westlakes Archers	
Lake Macquarie Games Golf, Ricochet and Croquet three-day event	Toronto Croquet Club	\$350
Lake Macquarie Games - Friendly Judo Tournament	Samurai Judo Academy	
Masters Open Swim Meet	Novocastrian Masters Swimming Club	\$2633
Masters Games	Toronto Tigers Baseball Club	\$526
Lake Macquarie Games Surf Life Saving Carnival	Swansea Belmont SLSC	
Catho Challenge	Catherine Hill Bay SLSC	\$500
<b>TOTAL</b>		<b>\$5609</b>

## SPONSORSHIP

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

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

Sponsorship applications are accepted twice a year and are assessed against weighted selection criteria. Applications are then presented at a Council budget meeting for approval.

Event	Organisation	Amount
2018 NSW Youth Championships	Australian Sailing	\$10,000
Academy Games	Hunter Academy of Sport	\$6000
Catalina Festival	Rathmines Catalina Memorial Park Association Inc.	\$10,000
Fernleigh 15	Athletics NSW	\$5000
Hunter Elvis Festival	Hunter Elvis Festival	\$10,000
Lake Mac Running Festival	GC Management	\$10,000
Lake Macquarie Festival of Surfing	Surfest	\$12,000

Event	Organisation	Amount
Lake Macquarie Squash Open	Cardiff Squash Centre	\$2000
Loop the Lake	Warners Bay Rotary Club	\$5000
Loop the Lake	Rotary Club of Warners Bay	\$5000
Morisset Lake Macquarie Show	Morisset Lake Macquarie Agricultural Association	\$10,000
MTBA National Downhill Series, Round 2	Hunter Mountain Bike Association	\$8500
Oz Geo Muster 2018	HAVOC Geocaching Inc.	\$13,000
Port to Port MTB	USM Events Pty Ltd	\$10,000
The Sound of Music	Opera Hunter	\$10,000
<b>TOTAL</b>		<b>\$126,500</b>

## RENT SUBSIDIES

Grouping	Subsidy
Clubs, non-profit organisations and community groups	\$1,769,117.94
Child care centres	\$861,927.13
<b>TOTAL</b>	<b>\$2,631,045.07</b>

## LOCAL HERITAGE PLACES FUND

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

Heritage item address	Project description	Local heritage funding
25 Coorumbung Road, Dora Creek	Replaced roof and guttering	\$4000
214 The Esplanade, Speers Point	Replaced rotted and broken finials, spindles and rails on the front verandah facade	\$3163
8 Council Street, Speers Point	Painted verandah roof and gables, re-clad and painted garage walls	\$3000
50 Flowers Drive, Catherine Hill Bay	Removal of Corinthian columns and concrete slab and replacement with timber decking, posts and railing to match original detailing of front veranda of miner's cottage	\$2875.08
78 Wilson Street, West Wallsend	Replaced existing verandah roof with a bullnose verandah in keeping with original appearance of house	\$2000
154 Wilton Road, Awaba	Repaired and replaced damaged weatherboards and painted	\$1266.50
2 Jarrett Street, Toronto	Replaced and repaired the structural and decorative timbers on the front verandah	\$1000
495 Martinsville Road, Martinsville	Replaced broken glass panes, repainted frames and fit and puttied new glass	\$800
Rathmines Catalina Memorial Park Association	Development of a conservation plan for the ongoing restoration of the Catalina and cataloguing of memorabilia associated with the Catalina Base	\$1000
<b>TOTAL</b>		<b>\$19,104.58</b>

# ENVIRONMENTAL SUSTAINABILITY GRANTS

Through the Environmental Sustainability Grants program, Council supports residents who want to work together to make our City more environmentally sustainable and reduce our impact on the local and global environment. In 2017-2018, Council awarded \$44,099 (excluding GST) in grant funding to 17 community and school groups.

Applicant	Project title	Grant funds awarded (excluding GST)
Belmont Christian College Parents in Partnership	Belmont Christian College common ground garden	\$3000
Belmont Community Child Care Centre	Koala playground upgrade	\$3000
Belmont Neighbourhood Centre	Habitat hut rainwater tank	\$1809
Boolaroo Public School Parents and Citizens Association	Living fence and bush tucker garden	\$3000
Booragul Public School Parents and Citizens Committee	Bush tucker garden and yarnning circle	\$1575
Charlestown East Primary School Parents and Friends Association	Greenhouse and native sensory garden	\$1698
Charlestown South Public School Parents and Citizens	Indigenous bush tucker garden – site plan stage 3	\$3000
Glendale East Public School Parents and Citizens	Glendale East Public School outdoor learning space	\$3000
Heritage College Lake Macquarie Parents and Friends Association	Inspiring kids and community with an up-cycled, sustainable food garden	\$2970
Kooroora Bay Landcare Group	Improving Sugar Glider habitat at Kooroora Bay Landcare site	\$3000
South Lake Macquarie Sailing Club	Erosion and sediment control at Sunshine Reserve	\$3000
Southlake Market Place	We Choose 2 Re-use	\$3000
St Patrick's Parents and Friends Association	St Patrick's environmental awareness and play area	\$3000
Toronto Area and Warners Bay Sustainable Neighbourhood Groups	Lake Macquarie Repair Cafe	\$2400
Transition Newcastle (Upcycle Newcastle)	Mini Circles of Waste	\$2998
Trees in Newcastle	Kalaroo Gate remediation project – community workshops and engagement	\$3000
Whitebridge High School Parents and Citizens	Native bee hive	\$649
<b>TOTAL</b>		<b>\$44,099</b>

# PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Program name	Participants with Lake Macquarie City Council	Description
Backyard and Beyond (including Explore Our Great Outdoors)	Geographical Survey of NSW, Hunter Bird Observers Club, Industry NSW, Marine Rescue Lake Macquarie, Newcastle Disc Golf, Royal Motor Yacht Club Toronto and University of Newcastle	Council partners with a range of stakeholders to raise residents' awareness of the importance of our natural environment. The program encourages residents to connect with natural areas, modify their behaviours, and actively participate in citizen science and community programs
Backyard Habitat for Wildlife	Hunter Indigenous Plants, Morisset Nursery, Newcastle Wildflower Nursery, Poppy's Garden Centre, Riverdene Nurseries	Participating nurseries offer native plants at discounted rate to Backyard Habitat for Wildlife program members
Chemical CleanOut	NSW Environment Protection Authority (NSW EPA), Glendale TAFE, Belmont TAFE, Cleanaway	Residents are encouraged to drop off their household chemical waste on two designated Saturdays, in May and October each year. This year Council partnered with Glendale and Belmont TAFE as the drop-off locations
Clean Up Australia Day	Lions Clubs, Wetlands State Park Trust, Sustainable Neighbourhood groups, Landcare groups, environmental groups, bushwalking clubs, diving groups, youth groups, church groups, local schools and businesses	Council participates in Clean Up Australia Day and works with communities to clean up and conserve our environment
ClubGrants	All clubs in Lake Macquarie that meet the criteria for the ClubGrants funding program	Council is part of the ClubGrants committee that assesses and ranks the applicants
Community development activities	Various community organisations, government departments and agencies	Council's Community Planning team works with a range of community and government stakeholders to deliver policies and programs for the social services in our City. This includes crime prevention and service programs for young people, Aboriginal people, people with disability, older people, children and families, and people from culturally and linguistically diverse backgrounds
Community facilities	Various community groups	Community facilities managed by community groups on Council's behalf (under delegated authority), provide a broad range of services and activities in line with the City Vision and Values. These include services, activities and events for young people, Aboriginal people, people with disability, older people, children and families, and people from culturally and linguistically diverse backgrounds
Community Recycling Centre	NSW EPA, Toxfree	Household problem wastes are collected for free and processed by Toxfree (including light globes, batteries, paints, oils, gas cylinders, fire extinguishers, smoke alarms and polystyrene)
Community renewable energy	Pingala	Council has partnered with Pingala (a not-for-profit community energy group) to promote the uptake of community renewable energy projects
Creating a Greater Community Place Group	GPT Charlestown, NSW Police Force, Eastlake Youth Centre, The Place: Charlestown Community Centre, Mission Australia – Youth on Track	Collaborative stakeholder group working to address instances of anti-social behaviour or vandalism and increase legitimate use of public places and space in the Charlestown central business and recreational area
Dantia	The Lake Macquarie Economic Development Company Ltd	Dantia works with business, government, the community and partners to advance the sustainable economic prosperity of Lake Macquarie City

Program name	Participants with Lake Macquarie City Council	Description
Demystifying Energy	Office of Environment and Heritage (OEH)	In conjunction with OEH, Council hosted a pop-up education stand about energy at Charlestown Square over three days. In addition, a Demystifying Energy workshop was held to educate residents on options to reduce their energy consumption
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 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, Landcare groups, Sustainable Neighbourhood groups, schools, Belmont Wetlands State Park Trust, Caterpillar Mining, Lake Macquarie Greens and Toronto Swim Centre	Local groups and businesses participate in the program and encourage residents to take pride in their place. Tangaroa Blue coordinate the Australian Marine Debris Database, in which data collected from Eco Angel activities is stored and available for public access
Environmental upgrade agreements	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
Electronic waste e-waste collection (part of the bulk waste collection)	Hunter Resource Recovery (HRR) Matthews Metal Management	Council provides a permanent e-waste drop-off location at the Awaba Waste Management Facility Community Recycling Centre (CRC) and contracts HRR and Matthews Metal Management to recycle the e-waste collected both at the CRC and through the community kerbside bulk waste collection
Graffiti Hotspot program	Juvenile Justice NSW, Corrective Services NSW	This program involves engaging offenders to remove graffiti from private property, commercial premises and other locations around the City that 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 Multicultural Expo	Northern Settlement Services, Department of Human Services, Multicultural Neighbourhood Centre, TAFE and various community organisations	A partnership to deliver an expo promoting services to the region's multicultural community
Hunter Region Sports Centre	Hunter Region Sports Centre	The Hunter Region Sports Centre is owned by Council but controlled by a community-based committee involving Council representatives, representatives of regional state athletics and gymnastics bodies, as well as a number of community representatives



Program name	Participants with Lake Macquarie City Council	Description
Hunter-Central Coast Regional Illegal Dumping (RID) Squad	Dungog, Upper Hunter, Muswellbrook, Singleton, Maitland, Newcastle, Central Coast, Cessnock and Lake Macquarie councils, NSW EPA, NSW National Parks and Wildlife Service (NSW NPWS), Hunter 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 RID investigators at Lake Macquarie, Cessnock, Central Coast and Maitland to tackle illegal dumping across the region. The RID Squad has completed joint on-ground operations with NSW EPA, NSW NPWS and HDC in the past financial year
IncludingYOU tent	Partnered by Ability Links, auspiced by Vinnies and Alpha Care	This tent provides a space for people with disability to retreat and hire resources and equipment at large Council events
International River Foundation Alumni Network	International River Foundation, other river and waterway restoration organisations that have been recognised for their achievements through International Riverprize	Council staff are participating in the International River Foundation Alumni Network Steering Committee to aid in the establishment of the alumni network as a peak international network for waterway restoration practitioners
Investigation of climate change impacts	OEH	Council and OEH are conducting joint investigations to quantify the impacts of tidal anomalies and flooding on infrastructure, dwellings and commercial centres in low-lying areas
Lake Macquarie Dune Ecosystem Enhancement Program	Hunter Water Corporation, Belmont Golf Club, Belmont Wetlands State Park Trust, OEH	Council partners with other coastal land owners to undertake dune rehabilitation between Redhead and Blacksmiths
Lake Macquarie Youth Advisory Council	Community Activities Lake Macquarie	A partnership to resource and support the ongoing operations of Lake Macquarie Youth Advisory Council
Living Smart Festival	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
Me2 Program	Various community organisations, private businesses, government departments and agencies to deliver sessions	This is a free program for people with disability. The program is a month of activities held across the City. Sessions include an active inclusion sports day, art classes, exercise and horticultural therapy
NAIDOC Week	Various community organisations, schools, government departments and agencies	A partnership to deliver events to celebrate NAIDOC Week, as well as providing funding to community organisations and schools to undertake activities
National Youth Week	Various community organisations and educational institutions	Council provided funding and worked with various community organisations to deliver events and activities to celebrate National Youth Week
Northlake Collaborative Project	CALM, NSW Police Force, Allambi Care, Northlake Youth Service, Department of Education, Employment Service Providers, Department of Juvenile Justice	Collaborative stakeholder group providing advice and guidance for the delivery of crime prevention programs to reduce the participation of young people in crime and truancy across the Northlake Region (Warners Bay to West Wallsend)

Program name	Participants with Lake Macquarie City Council	Description
OEH energy efficiency training – Battery storage	OEH	OEH delivers energy efficiency training and provides follow-up technical support through preferred consultants and experts. Council has undertaken four training sessions and accessed support during 2017-2018
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 an introduction to yoga, workshops on memory, history tours, tai chi, hearing screenings, and lessons on using e-books, tablets and smartphones
Paint the Lake REaD	Narunbah, Early Links, Milabah Southlake Neighbourhood Centre, Family Insight, Newcastle Men's Shed	Supporting and encouraging the whole community to read, talk, rhyme and sing with children from birth so that they are more prepared for literacy and numeracy when they start school
Regional Capacity Building Program for Contaminated Land	Hunter Councils	An advisory group for contaminated land management, and policy and procedure development for local government
Residential Burglary and Fraud Prevention program	NSW Department of Justice, NSW Police Force	Community education campaign and targeted community engagement program to reduce crime activity identified in Council's Crime Prevention Strategy 2015-2018
Seniors Week	University of the Third Age, Sing Australia	A partnership to deliver a concert for older people to celebrate Seniors Week
Stormwater Decision Support Tool	Hunter Water Corporation	Collaboration to develop a decision support framework to guide joint funding of alternative water source projects to reduce demand for potable water
The Place: Charlestown Community Centre	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 CEO, Mayor, Councillors, GPT Group, as well as general community and youth representatives. The Board employs a Centre Manager responsible for delivering the Centre strategic plan
Tunbillo/Wungkun Nalabun Youth Exchange programs	NSW Police, Hunter TAFE, Belmont Rotary, NSW Department of Justice Crime Prevention Division, PCYC NSW, Minimbah Aboriginal Education Consultative Group	A program to enhance and strengthen relationships between the Aboriginal community and NSW Police
Voluntary house-raising scheme	OEH	Council has accessed funding through OEH's Floodplain Management Program to encourage voluntary house-raising for residents who may be affected by future flooding
Water recycling	Hunter Water Corporation	Collaboration with Hunter Water to identify opportunities for use of recycled water from water treatment plants in Council operations
Water Sensitive Cities Inter-agency Working Group	Hunter Water Corporation (HWC) and councils within HWC supply area	Collaborating on initiatives to establish a water sensitive region
You're Kidding Me	Early Start Speech Pathology, ATUNE Health Centre, Family Chiropractic Centre Charlestown, Julie Logan Music, Bronni Page Yoga, LifeWise Centre	Offering families access to free workshops and clinics to support their child's development

# EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

## Hunter Resource Recovery Pty Ltd

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

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

## Hunter Integrated Resources Pty Ltd

Hunter Integrated Resources Pty Ltd, was established to administer the Hunter Region Waste Project on behalf of the member councils: Lake Macquarie, Cessnock, Maitland and Newcastle. The Waste Project was terminated in 2009, however, the Hunter Integrated Resources company structure is being retained as a potential vehicle for other activities in the future.

## Delegated authority to external bodies

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

## 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 Long Day Care Centre Whitebridge	Birrlee Long Day 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

Facility	External body
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. and Valentine Eleebana Football Club Inc.
Dora Creek Ovals (Douglass Street Ovals)	Dora Creek Ovals Community Operating Committee
Edgeworth Junior Football	Edgeworth Junior Soccer Club Inc.

Facility	External body
Edgeworth Little Athletics	Edgeworth and District Little Athletics Centre Inc.
Edgeworth Netball	Sugar Valley Netball Club Inc.
Eleebana Oval	Valentine Eleebana Soccer Club Inc.
Evans Park, Cardiff	Cardiff Junior Football Club Inc.
Fassifern Oval	Westlakes Archers Inc.
Feighan Oval, Warners Bay	Feighan Oval Community Operating Committee
Blackalls Park Ovals (Finnan Oval, Water Board Oval and Blackalls Park Oval)	Blackalls Park Ovals Community Operating Committee
Fishburn Fields, Rathmines	Westlakes Wildcats Junior Football Club Inc.
Fred Wright, Harold Knight Ovals and Mick Middleton Field, Gateshead	Kahibah Football Club Inc.
Gateshead Ovals (Allen Davis and Ernie Calland Fields)	Gateshead Ovals Community Operating Committee
Gibson Field, Morisset	Southern Lakes Rugby Union Club Inc.
Gregory Park, West Wallsend (Les Wakeman Field)	Gregory Park Community Operating Committee
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.
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.



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

### Coastal protection services charge

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

### Stormwater management charge

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

# VOLUNTARY PLANNING AGREEMENTS

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

## AGREEMENTS IN FORCE

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

Developer	Development	Agreement details	Date made
North Lakes Pty Ltd	Rezoning of land at Northlakes Drive, Cameron Park - Residential land subdivision	The developer will transfer 102.44ha of land to Council for conservation purposes.	3/06/2008
Johnson Property Group 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"> <li>open space land – indicative value \$6.8 million;</li> <li>recreation facilities – indicative value \$23.4 million;</li> <li>community facilities land and capital works – indicative value \$6.9 million; and</li> <li>road works – indicative value \$14.4 million.</li> </ul> <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"> <li>prepare a rehabilitation and maintenance plan for the area; and</li> <li>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.</li> </ul>	26/11/2008
Stannic Securities Pty Limited	Rezoning of land at Bonnells Bay	The Planning Agreement provides for Stannic Securities Pty Limited to dedicate the conservation land to Council at no cost. The developer will also prepare a Management Plan for the conservation land, to provide for the rehabilitation and maintenance of the land over a three-year period by the developer at its cost.	03/03/2009
Templar Charlestown Pty Ltd	Commercial and retail development at Charlestown	The developer is to pay Council \$455,482.45 (plus indexation) in lieu of providing some of the car parking spaces required as a result of the development on the development site. The developer is also required to pay approximately \$6832.24 (plus indexation) for administration costs.	17/05/2010

Developer	Development	Agreement details	Date made
Hydrox Nominees Pty Ltd	Employment generating development at Windale	<p>The agreement provides for the developer to:</p> <ul style="list-style-type: none"> <li>acquire and transfer to Council various unformed roads land (4.35ha);</li> <li>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);</li> <li>assist Council in the preparation of a plan of management for the offset site; and</li> <li>pay an endowment fund of \$429,000 (plus indexation) to Council to support the ongoing management of the biodiversity offset lands.</li> </ul> <p>Under the agreement, Council is required to reclassify the roads land (once it has been transferred to Council) from operational land to community land, to support its proposed end use as a biodiversity offset.</p>	21/01/2015
Metromix Pty Limited	Quarry extension at Teralba	<p>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.</p>	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](http://lakemac.com.au).

# ASSETS

## STATE OF OUR INFRASTRUCTURE ASSETS

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

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

Council's infrastructure assets were valued at \$2.91 billion at June 2018. These assets include roads, bridges, drains, footpaths, cycleways, parks, reserves, community buildings, childcare centres, libraries, swim centres and beach facilities.

## ASSET MANAGEMENT PLANS

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

Expenditure projections and funding requirements are identified for the next 20 years, allowing for projected cost increases and growth in assets. This includes planning, creation, operation, maintenance, renewal and disposal of assets.

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

Six AMPs cover Council's key infrastructure asset classes:

- buildings;
- drainage/stormwater;
- natural areas;
- parks and reserves;
- roads and bridges; and
- 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 2017-2018 financial year was \$44 million.

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

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

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

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

### Expenditure on infrastructure maintenance 2017-2018

Buildings	\$3,445,916
Drainage/stormwater	\$2,758,979
Natural areas	\$3,644,400
Park and reserves	\$9,882,294
Roads and bridges	\$7,182,859
Traffic and transportation	\$625,634
<b>TOTAL</b>	<b>\$27,540,081</b>

## 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 2017-2018, 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, CivilLake, Integrated Planning, Finance and Administration and Sustainability teams to collaborate in pursuit of the shared goal of sustainable asset lifecycle management on behalf of the community.



The Steering Group oversaw numerous enhancements to Council's asset management practices in 2017-2018, including:

- consolidating Asset Management Plans for the City's assets Infrastructure and Community Asset Management Plans;
- further improving 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 team to ensure it is best placed to meet current and future opportunities and challenges.

The Asset Management Steering Group also undertook a review of the Improvement Plan during the year and developed a revised Action Plan for 2017-2021. Many of the revised actions relate to implementation of the Asset Management Information System, which commenced in June 2018.

## 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 of users of public facilities such as community halls, public toilets, swim centres

and libraries. This has involved combining condition ratings with serviceability and functionality, to ensure the best approach is taken.

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

Buildings assets	
Halls	33 community halls providing meeting places for community groups and not-for-profit organisations
Operating buildings	39 operating buildings, ranging from works depots and administration buildings, to Rural Fire Service buildings and State Emergency Service facilities
Child care-related buildings	14 child care-related buildings and structures, ranging from full day care facilities, to family day care and operational structures
Aged and disability service facilities	11 aged care and disability service facilities that provide support for seniors and people with disability, including the Cardiff Senior Citizens centre and many Meals on Wheels operations
Libraries	Nine library facilities including one which is located at the Toronto Commercial Centre and a new 'lifestyle' library in the main retail precinct of Cardiff
Cultural buildings	Three cultural buildings: the Lake Macquarie Performing Arts Centre, the Lake Macquarie City Art Gallery, and Rathmines Music Hall
Multi-purpose facilities	Four multi-purpose buildings located in key locations throughout the City
Aquatic and athletic facilities	Six aquatic facilities (Lake Mac Swim Centres), and an Athletics Australia-accredited Regional Athletics Centre (Hunter Sports Centre)
Public amenities	138 public amenity buildings
Surf lifesaving clubs	Four surf lifesaving clubs along the City's coastline
Sporting facilities	117 sporting facilities, providing for sports such as cricket, soccer, netball, tennis, rugby union, rugby league and equestrian events
<b>Replacement value</b>	<b>These assets have a replacement value of \$257 million</b>

## DRAINAGE/STORMWATER

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

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

Drainage/stormwater assets	
Pipes	651.4km
Pits, inlets and outlets	26,551 items
Open drains	106km
Stormwater quality improvement devices (SQIDs) and flood mitigation structures	790 items
<b>Replacement value</b>	<b>These assets have a replacement value of \$493.1 million</b>

## NATURAL AREAS

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

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

The major asset issues for the natural areas group are the extensive interface between developed and natural areas, the fragmentation of natural areas into smaller sites and the lack of historical asset management for the natural areas group.

Natural areas assets	
Natural areas	About 4000ha 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 19 fire trails and 172 asset protection zones
<b>Replacement value</b>	<b>These assets (excluding trees) have a replacement value of \$468.7 million</b>

## PARKS AND RESERVES

Council provides a network of parks and reserves to enable a diverse range of quality passive and active recreational opportunities for residents and visitors of Lake Macquarie. Many existing parks and reserves are reliant on associated infrastructure across other parks, sports grounds, foreshore areas and cemeteries.

Management of these assets includes ensuring the existing network of infrastructure is replaced in line with the forecasted demands identified in the relevant strategies. These actions must also be balanced with a whole-of-life approach to asset management, including maintaining agreed service levels.

Parks and reserves assets	
Park play facilities	114 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
<b>Replacement value</b>	<b>These assets have a replacement value of \$116 million</b>

## ROADS AND BRIDGES

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

The condition of roads and bridges assets are assessed annually.

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

Roads and bridges assets		
Roads	1346km	
Kerb and channel	1782km	
Vehicle bridges	Road bridges	85 items
	Park bridges	Three items
Pedestrian bridges	Road bridges	35 items
	Park bridges	79 items
Park viewing decks	14 items	
Underpasses	Three items	
Car parks	Sealed	301 items
	Concrete	16 items
	Gravel	80 items
Replacement value	These assets have a replacement value of \$1.895 billion	

## TRAFFIC AND TRANSPORTATION

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

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

Traffic and transportation assets	
Footpaths/shared pathways	564.4km
Road/street furniture	1569 items
Traffic facilities	1,860 installations
<b>Replacement value</b>	<b>These assets have a replacement value of \$145 million</b>

# 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 2017-2018 financial year, this special rate variation raised \$6.22 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 2018-2019, however we received advanced payment of half the 2018-2019 Financial Assistance Grant in 2017-2018 financial year. This resulted in a positive impact on the operating result for 2017-2018, however could have a negative impact on the projected Operating Surplus in 2018-2019 if early payment of this grant does not continue. 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 2017-2018 financial year of \$10.86 million was a strong 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 Detailed Progress Report section of this report.

## ASSET RENEWAL AND MAINTENANCE EXPENDITURE

During 2017-2018 Council spent \$58 million on capital renewal works to restore existing assets to their original condition, and a further \$27.54 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 116 to 121 of this report.

## PRODUCTIVITY SAVINGS ACHIEVED

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

In resolving to apply for the special rate variation, Councillors made a commitment to operational efficiency and an ongoing culture of business improvement. Business improvement initiatives implemented during 2017-2018 are provided on pages 90 to 91 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 2017-2018 were 4.02 per cent, compared to 3.68 per cent for 2016-2017. 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 rateable 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 the environmental sustainability of the City, focusing on water, energy, transport, waste, ecosystem enhancement, climate

change adaptation, natural disaster risk minimisation, monitoring and reporting of environmental performance, and community engagement.

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

Year	Funds available at 1 July	Funds spent	Funds remaining at 30 June
2014-2015	\$618,059	\$176,720	\$441,339
2015-2016	\$441,339	\$176,876	\$262,463
2016-2017	\$262,463	\$88,401	\$262,463
2017-2018	\$262,463	\$118,563	\$ 55,499

The table below gives an overview of the project areas funded by the special rate variation in 2017-2018.

The remaining amount of special variation funding of \$55,499 has been allocated to environmental improvement activities programmed for 2018-2019.

Project area	Funds allocated 2017-2018	Funds spent 2017-2018	Activities
Ecosystem enhancement	\$35,000	\$35,000	Lake Macquarie Aquatic Health Monitoring Program – seagrass mapping
	\$25,000	\$25,000	Wetland and riparian maintenance
	\$64,272	\$19,356	Stormwater treatment device – trash rack redesign
Environmental security	\$402	\$402	Jewells Wetland Floodplain Risk Management Study and Plan
	\$6,167	\$6167	Assessing the cost of frequent inundation and flooding on public infrastructure
	\$20,548	\$12,638	Upper Cockle Creek Flood Study Risk Management Flood Study and Plan
	\$2,673	\$0	Environmental security planning
Governance	\$20,000	\$20,000	Smart metering - water and energy (building optimisation)
<b>Totals</b>	<b>\$174,062</b>	<b>\$118,563</b>	

NB: No Levy revenue in 2017-2018 – Levy funds carried forward from the previous financial year



# LEGAL PROCEEDINGS

During 2017-2018, Council was involved in legal proceedings in the Local Court, District Court, Supreme Court, Land and Environment Court, Court of Appeal and the Federal Court of Australia.

## LOCAL COURT

Council's involvement in legal proceedings in the Local Court is generally for:

- **Prosecutions**, which may relate to matters such as failure to obtain or comply with an approval, offences under the Companion Animals Act, or non-compliance with Council orders and notices (such as prevention and clean up notices).
- **Appeals**, which are generally in relation to decisions that Council has made under the *Companion Animals Act 1998*.
- **Court elections in respect of Penalty Infringement Notices (PINs)**, PINs issued by Council can be for a range of offences including traffic and parking infringements, failure to obtain or comply with an approval, or non-compliance with Council orders and notices.
- **Debt recovery proceedings**, which are mostly focused on the recovery of unpaid rates.

## PROSECUTIONS

A prosecution was completed by Council in September 2017 for a matter which it commenced in October 2016, in which Council incurred legal expenses of \$13,380. The prosecution related to a notice served by Council for illegal dumping and involved two charges. The Court dismissed one charge. The second charge was found proven, with a conviction recorded and a \$15,000 fine imposed by the Court.

## APPEALS

There were two appeals lodged with the Local Court, which related to Council decisions under the *Companion Animals Act 1998*. Council and the defendant agreed upon control orders, which were reviewed and confirmed by the Court. There were no legal expenses incurred by Council in relation to those matters.

## COURT ELECTIONS FOR PINS

A total of 18 court elections were made regarding PINs relating to traffic and parking offences. Generally, Council manages these with support from NSW Police, except in special circumstances where Council needs to be directly involved. Council did not incur any legal expenses in relation to the court elections for traffic and parking matters. Of the 18 appeals:

- six 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;
- one was withdrawn by Council prior to hearing; and
- four are ongoing.

Two other court elections were made in relation to PINs. One relates to failure to comply with a prevention notice issued by Council for an environmental protection offence and is ongoing. The other related to an infringement notice issued for unauthorised development. In that matter, a conviction was recorded and a \$1000 fine imposed by the Court, with legal expenses of \$290 incurred by Council in relation to the prosecution.

## DEBT RECOVERY

Council incurred legal expenses of \$73,715 during 2017-2018 for the recovery of unpaid rates. These recovery actions included:

- commencement of 238 proceedings by way of statement of claim in relation to outstanding rates;
- obtaining 72 judgments in favour of Council; and
- enforcement of judgments by seeking writs of execution in 62 assessments and garnishee orders in eight assessments.

An application to the Court to grant a stay of enforcement proceedings was made in relation to one matter. Council consented to the stay of proceedings, and the debt was subsequently paid with the application to the Court withdrawn. Council did not incur any legal expenses in the matter.

## DISTRICT COURT

Council has been involved in two District Court proceedings during 2017-2018. Both matters relate to relief claimed for property damage, and legal expenses of \$36,645 were incurred in relation to those matters.

## SUPREME COURT

Council was joined in one proceeding in the Supreme Court of NSW. The proceedings are primarily between the owners of neighbouring properties which seeks a declaration from the Court in relation to access. Legal expenses of \$23,052 have been incurred and that matter is ongoing.

## LAND AND ENVIRONMENT COURT CLASS 1 AND CLASS 4 PROCEEDINGS (including appeals to the NSW Court of Appeal)

The majority of Land and Environment Court litigation that Council is involved in is 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 consent enforcement (e.g. planning law breaches or breaches of conditions of development consent).

### CLASS 1 PROCEEDINGS

Council was involved in 11 Class 1 proceedings during the year, with a total cost of \$345,578. Of these, five appeals were resolved by agreement with consent conditions imposed, and two were dismissed by the Court. Four appeals are ongoing.

### CLASS 4 PROCEEDINGS

Council was involved in two Class 4 proceedings. Terms were negotiated and a custodial sentence was ordered by the Court in relation to one matter, with legal expenses of \$73,155 incurred by Council. The other was appealed to the NSW Court of Appeal. Further information in relation to that matter, including legal expenses incurred, is noted below.

## COMBINED CLASS 1 AND 4 PROCEEDINGS

Council was involved in one combined Class 1 and 4 proceeding, with a total cost of \$11,006. In the Class 1 proceedings the development consent was determined by the Court, subject to conditions of Council's consent. The Class 4 proceedings were determined by the Court with conditions generally in Council's favour, together with an order for costs. The assessment process in relation to costs is ongoing.

## NSW COURT OF APPEAL

The decision in one of the Class 4 Land and Environment Court proceedings disclosed above was appealed to the Court of Appeal. Judgment was handed down by the Court. Legal expenses incurred by Council were \$28,804. Assessment of a costs order in favour of Council is ongoing.

## FEDERAL COURT OF AUSTRALIA

Council was involved in class action proceedings in the Federal Court of Australia in regard to an action relating to the provision of financial services. Council has not yet incurred any legal costs and the proceedings are ongoing.

### FURTHER INFORMATION REGARDING LEGAL PROCEEDINGS

Further information regarding the total cost of legal expenses incurred by Council during 2017-2018, including the legal proceedings set out above, is included in Council's 2017-2018 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

Expenditure item	Amount
Mayoral allowance	\$83,932
Councillors' allowances	\$375,261
Provision of dedicated office equipment (leased laptop computers, iPads, faxes, mobile phones and accessories)	\$10,039
Telephone calls and communications	\$21,052
Councillors' attendance at conferences/seminars, including transport and accommodation	\$94,471
Training of Councillors	\$29,075
Overseas visits including transport and accommodation	\$94
Meeting expenses	\$15,666
Motor vehicle for Mayor	\$22,162
Motor vehicle for Councillors	\$17,136
Mayoral secretarial services	\$95,400
Councillor support service (one day a week)	\$17,266
Mayoral office expenses	\$21,448
Councillors' vehicle allowance (for use of their own private vehicles/taxis)	\$12,343
<b>TOTAL</b>	<b>\$815,347</b>

## SENIOR STAFF REMUNERATION

Council employed five senior staff as at 30 June 2018. An organisational restructure completed during the year created new directorates. Some of the new senior positions remained vacant at 30 June.

The total money payable in respect to the employment of senior staff members during

2017-2018, including money payable for salary, the provision of fringe benefits, and for all other costs associated with their employment was \$41,335.65.

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

POSITION	PREVIOUS ORGANISATIONAL STRUCTURE
Chief Executive Officer	Chief Executive Officer (see left)
Deputy Chief Executive Officer and Director Planning for the Future	Director Community Development (until 11 September 2017)
Director Built and Natural Assets (from 21 May 2018)	Director City Strategy (until 8 April 2018)
Director Organisational Services (from 11 June 2018)	Director Operations (until 18 January 2018)
Director Service Delivery (from 11 June 2018)	
	<b>TOTAL REMUNERATION PACKAGES</b>
	Chief Executive Officer \$380,000
	Senior staff (4 Directors as at 30 June) \$1,052,730
	Fringe benefits tax payable for any non-cash benefits \$41,335.65

# CONTRACTS AWARDED

Contractor	Amount ex GST	Goods and services
AGL Retail Energy Ltd	\$153,272	Supply of gas to amenities
Origin Energy Ltd	\$1,412,411	Supply of electricity
AGL Sales Pty Ltd	\$3,703,751	Street lighting
Australian Civil And Environmental Services	\$553,580	Heavy and small plant and truck hire
B and N Excavations	\$151,791	Heavy and small plant and truck hire
Base Course Management Pty Ltd	\$254,197	Heavy and small plant and truck hire
Benjen Pty Ltd	\$797,603	Management of Toronto Swim Centre
Boral Asphalt Blackhill	\$720,101	Civil work supplies
Boral Resources (Country) Pty Ltd	\$606,981	Supply and delivery of ready mix concrete
Bruce's Water Cartage	\$458,181	Heavy and small plant and truck hire
Civica	\$2,642,698	Software upgrade
Combined Traffic Management Pty Ltd	\$357,332	Linemarking services
Conplant Pty Ltd	\$186,187	Heavy and small plant and truck hire
Daracon Group	\$614,026	Civil work supplies
DOB Enterprises trading as Watchout Training and Traffic Control	\$1,335,804	Traffic control services
Downer Edi Works Pty Ltd	\$304,940	In situ stabilisation of road pavements
Downer Edi Works Pty Ltd	\$2,739,726	Civil work supplies
Fenech Group Pty Ltd	\$462,766	Heavy and small plant and truck hire
Fenworx Pty Ltd	\$6,998,488	Civil work supplies
Fluren Pty Ltd	\$498,786	Heavy and small plant and truck hire
Forsythes Recruitment Pty Ltd	\$154,931	Labour hire (indoor staff)
Fulton Hogan Industries Pty Ltd	\$1,174,186	Civil work supplies
GB Electrical Contractors	\$186,484	Installation of field lighting
GCM Enviro Pty Ltd	\$1,040,000	Landfill compactor
Glenn Anderson Earthmoving Pty Ltd	\$566,755	Heavy and small plant and truck hire
Globe Australia Pty Ltd	\$162,697	Sports field renovation and turf services
Hanlow Pty Ltd	\$164,511	Cardiff streetscape project electrical upgrade works
Hanson Construction Materials Pty Ltd	\$179,215	Supply and delivery of ready mix concrete
Hunter Resource Recovery	\$3,464,300	Domestic kerbside recycling
Hunter Wharf and Barge Pty Ltd	\$811,945	Rathmines F Jetty replacement
Hunter Wharf and Barge Pty Ltd	\$1,160,645	Pelican Boat Ramp design and construction
Hymix Australia Pty Ltd	\$568,431	Supply and delivery of ready mix concrete
JNA Developments Pty Ltd	\$198,433	Catherine Hill Bay observation room construction
JNA Developments Pty Ltd	\$565,012	Swansea Gardens Lakeside Holiday Park amenities construction
JP Civilworx	\$1,934,330	Heavy and small plant and truck hire
Kennards Hire Pty Ltd	\$558,706	Heavy and small plant and truck hire

Contractor	Amount ex GST	Goods and services
LabourCo Council Services	\$1,970,117	Labour hire (outdoor staff)
Liebherr Australia Pty Ltd	\$481,600	LGP heavy plant and equipment
Mason Earthmoving	\$258,243	Heavy and small plant and truck hire
Mat Brown Building Pty Limited	\$787,959	Toronto Sub-depot concrete construction
Matthews Folbigg Lawyers	\$690,668	Provision of legal services
Mercedes-Benz Australia Pacific Pty Ltd	\$210,873	Supply of trucks
Metromix Pty Ltd	\$1,074,640	Civil work supplies
Moray and Agnew Lawyers Sydney	\$497,050	Provision of legal services
Mr Diggitt Pty Ltd	\$482,812	Heavy and small plant and truck hire
Mullane Construction Plumbing Pty Ltd	\$648,100	Water main relocation - The Boulevard, Toronto, and John Street, Cardiff South
Noraville Earthmovers	\$1,152,538	Heavy and small plant and truck hire
North Construction and Building Pty Ltd	\$903,539	Rathmines Community Hall fitout
Paramount Landscaping tas Daracon Landscaping	\$732,067	Warner Park construction
R J Keevers Excavation Pty Ltd	\$200,222	Heavy and small plant and truck hire
Rees Electrical	\$191,939	Installation of field lighting
Remondis Australia Pty Ltd	\$3,422,123	Effluent removal services
Renworx Pty Ltd	\$41,154	Sports field renovation and turf services
RSPCA	\$637,340	Animal management services
SafetyBuild Pty Ltd	\$207,543	Building contractor services
SNK Group Pty Limited	\$369,049	Plumbing contractor services
Solo Resource Recovery	\$4,412,854	Kerbside collection of domestic and commercial recyclables
Source Separation Systems Pty Ltd	\$1,297,063	Supply and delivery of kitchen caddies and compostable bags
Stan Davies Excavations	\$996,504	Heavy and small plant and truck hire
Summerland Water Services	\$310,895	Irrigation installation services
Sweeney's Pumps and Irrigation	\$187,645	Irrigation installation services
Swim Oz - Morisset Swim Centre	\$192,604	Management of Morisset Swim Centre
T and N Earthworks Pty Ltd	\$274,700	Heavy and small plant and truck hire
TATS Downunder Eathmoving and Construction	\$333,400	Heavy and small plant and truck hire
Telstra Corporation Ltd	\$1,076,806	The Boulevard, Toronto, asset relocation
Terry Keelan Plumbing Pty Ltd	\$359,358	Plumbing contractor services
Tropic Asphalts	\$2,489,420	Civil work supplies
Turspec Pty Ltd	\$469,217	Sports field renovation and turf services
Tyres 4u	\$253,921	Supply, fitting, maintenance and recycling of tyres, tubes and automotive and marine batteries

## OVERSEAS VISITS

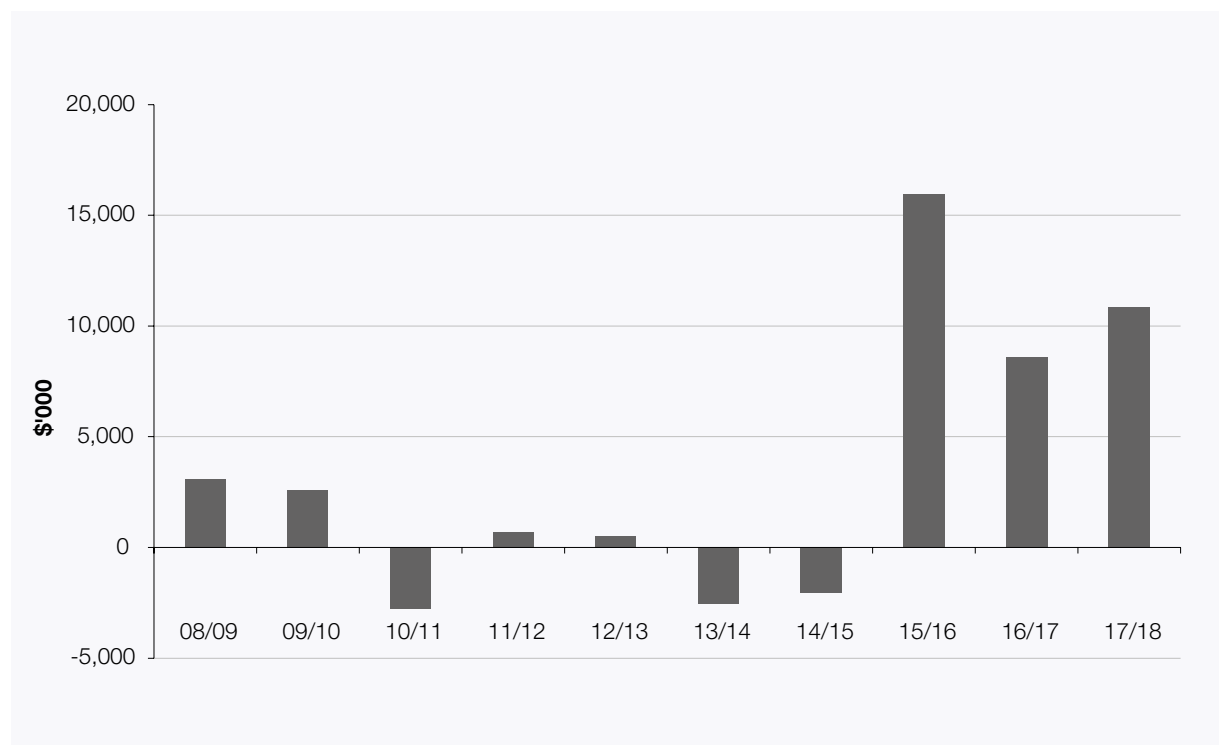
Position	Destination	Purpose	Date	Cost
Mayor	Lithuania	International Children's Games 2017	28 June - 10 July	\$11,502

This visit was also reported in 2016-2017 as travel spanned both reporting periods.

# FINANCIAL POSITION

## OPERATING RESULT BEFORE CAPITAL

Council has reported an operating surplus before capital revenue of \$10.86 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 a continued surplus from 2018-2019.





## GROSS OUTSTANDING DEBT

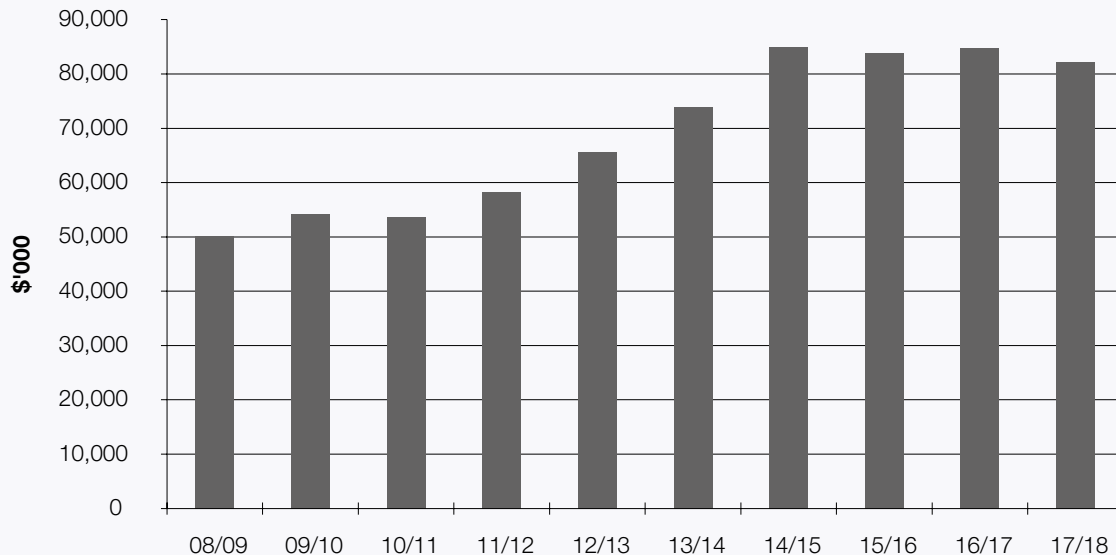
The amount of gross outstanding debt remains manageable and affordable, with total outstanding debt now at \$82.1 million.

There were no new external borrowings in 2018, compared to \$3.23 million in 2017. No external borrowings occurred 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 life cycle of the assets the funds are used to acquire or build. This action also supports the principle of inter-generational equity, which attempts to ensure that future ratepayers pay for the use of capital initiatives by way of future loan payments.

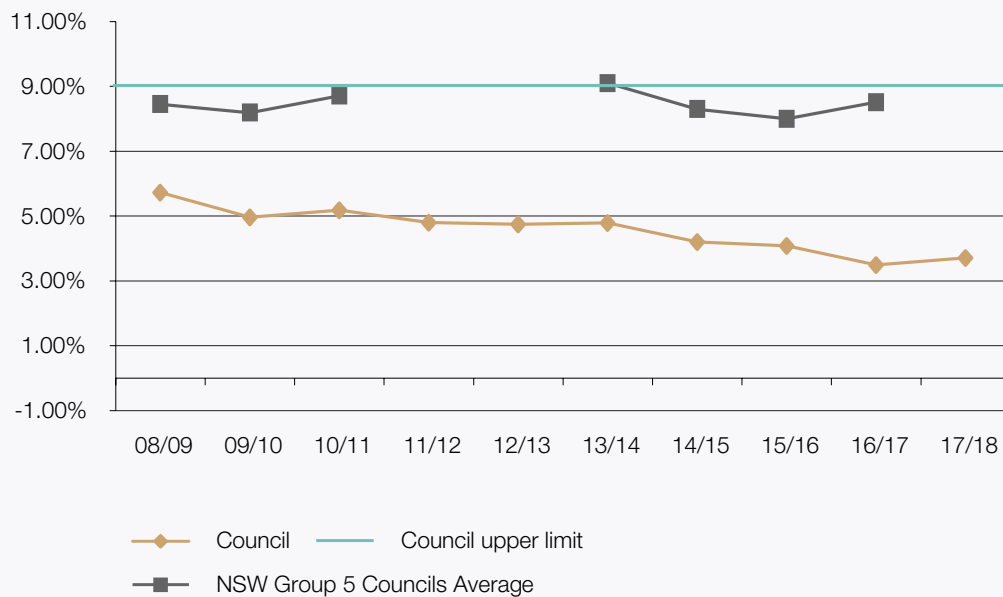


## DEBT SERVICE RATIO

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

The debt service ratio for 2017-2018 was 3.71 per cent and, as can be seen from the below graph, well below the average for comparable NSW councils, indicating that current levels of debt remain manageable. Lake Macquarie City Council is in the Office of Local Government's 'Group 5' grouping of comparable councils.

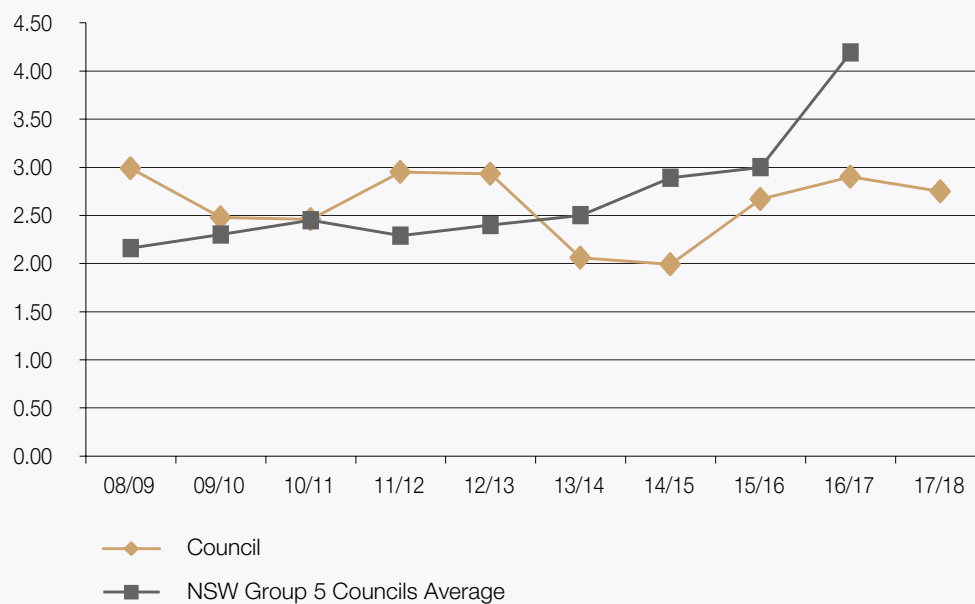
Increasing demands placed on Council to borrow additional funds to provide various levels of works demanded by our community may well see this ratio increase over coming years.



## UNRESTRICTED CURRENT RATIO

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

The unrestricted current ratio for 2017-2018 was 2.75:1, 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 1.00 (100.39 per cent) for 2017-2018 and was determined by dividing total asset renewals (building and infrastructure) by the depreciation charge. A ratio of one or greater (100 per cent) indicates that we are replacing our assets at a rate equal to or greater than the consumption of these assets. We are currently implementing

sophisticated Asset Management Plans to ensure we get an optimal return on each and every dollar we expend on asset maintenance and renewal. Over time, this strategy should see the trend improve.

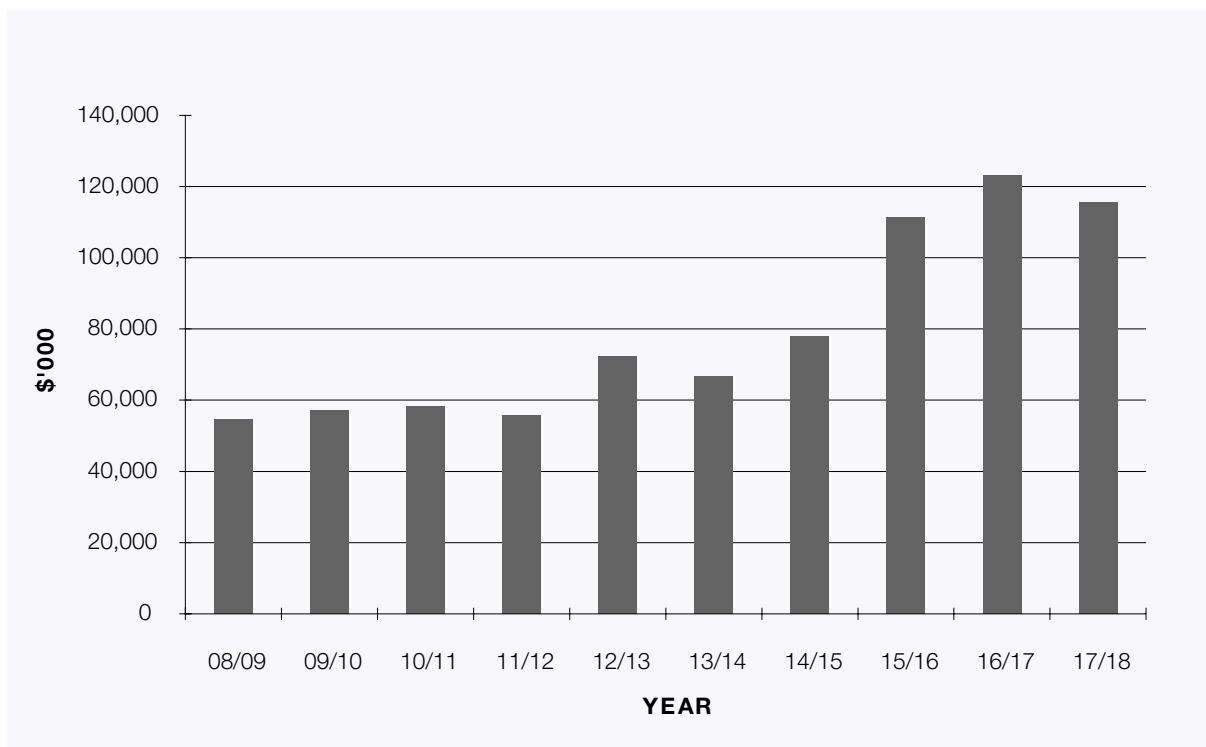


## INTERNALLY RESTRICTED CASH

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 Council's investment policy until the expenditure is required.



# FINANCIAL STATEMENTS

You can find the complete version of Council's audited Annual Financial Statements 2017-2018:

- online at **[lakemac.com.au/annual-reporting](http://lakemac.com.au/annual-reporting)**, or
- by phoning Council's Customer Service Centre on 4921 0333.



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CEO and Senior staff remuneration	Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	page 128
Contracts awarded	Reg cl 217(1)(a2) (i), (ii)	page 129
Overseas visits	Reg cl 217(1)(a)	page 130
Details of inspections of private swimming pools	Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	Details of Council's inspections are included in each year's State of the Environment Report.
Financial statements for the year ending 30 June 2018	Local Government Act 1993 s 428(4)(a)	Council's annual Financial Statements are included as an appendix to this report. See page 137 for details.
Amount of rates and charges written of during the year	Local Government (General) Regulation 2005 (Reg), cl 132	Nil for 2017-2018 as noted in the Financial Statements.
State of the Environment Report	Local Government Act 1993 s 428A	Council produces an annual State of the Environment Report which is included as an appendix to this report.





## LAKE MACQUARIE CITY

ANNUAL REPORT 2017–2018



**Prepared by Lake Macquarie City Council**

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Printed December 2018  
by Lakemac Print 4921 0510  
on Monza Recycled paper

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M&C 23047. V19