



LAKE MACQUARIE CITY ANNUAL REPORT 2019-2020



LET'S LAKE MAC

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

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

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

ACKNOWLEDGEMENT OF COUNTRY

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

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

Lake Macquarie City Council acknowledges the Awabakal people and Elders past, present and future.
Lake Macquarie City Council dhumaan Awabakala ngarrakal yalawaa, yalawan, yalawanan.

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

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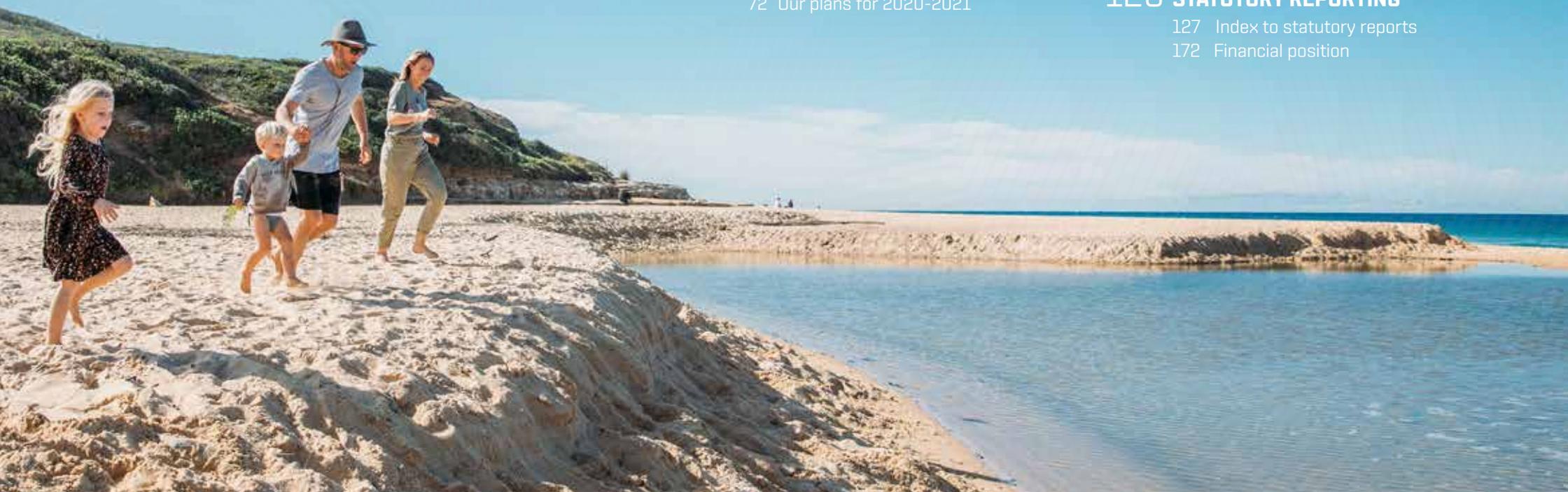
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MESSAGE FROM THE MAYOR

There have been so many amazing achievements this year, despite the effects of COVID-19 which have been felt right across our City and around the country. I'm so proud of the response from our community, which has once again demonstrated their resilience and commitment to working together to overcome challenges.

Our journey continues as a City and I am confident that we can look forward to our future with energy and optimism. Looking back through Council's Annual Report 2019-2020, it is wonderful to see the range of completed projects delivered and services provided over the last year.

Completion of the \$4.7 million Munibung Road extension was a particularly momentous achievement for Lake Macquarie City. It has unlocked the Cardiff industrial area to Boolaroo and will help drive the progress of the North

West Catalyst Area that provides so much potential for our future.

The opening of the art gallery under its new name, Museum of Art and Culture – MAC, also marks a new era for our City and its cultural offerings. The \$2.3 million refurbishment completes a key phase in the building's growth to enhance the collection storage and exhibition space, and improve visitor experiences.

These key infrastructure projects are exciting, but it's equally great to know that despite the year we've experienced together, we have completed 100 per cent of our planned roadworks program and continued to deliver our essential services, which mean so much to our community.

Councillor Kay Fraser
Mayor

MESSAGE FROM THE CEO

Life in Lake Macquarie City has certainly changed as a result of COVID-19. As an organisation we have faced this challenge together and shown our endurance and flexibility to adapt to a new way of working so that we continue to deliver our valued services for the community.

I am pleased to present this Annual Report, which details all we have achieved under our 2019-2020 Operational Plan. I would like to take the opportunity to thank all of the staff and Councillors for their efforts throughout the year.

Over the past twelve months, we have completed 216 priority actions for our City, representing an achievement of 82 per cent of our Operational Plan. While around eight per cent of our actions were directly impacted by COVID-19 restrictions, many actions were still achieved by moving programs to an online format, or providing an outreach service.

The economic impact of COVID-19 has seen a reduction in revenue for Council, however we remain on track to achieve the targets of our Long-term Financial Plan. Importantly, our \$99 million capital works program remained largely unaffected, which is great news and will help make our city more liveable.

As an organisation we are proud of what we achieved during 2019-2020, particularly in our efforts to implement our COVID-19 support package. Our focus remains on helping the City's recovery and we will continue to support our community by maintaining critical services and working towards our City Vision.

Morven Cameron
Chief Executive Officer





REPORT TO OUR COMMUNITY



OUR YEAR

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 at 30 June 2020, and explains how we plan and report to our community.

We review our performance in implementing the City's Operational Plan and Delivery Program during the period, including our response to the pandemic and our financial position.



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**ACHIEVEMENTS
FOR OUR CITY**



\$32.7M

**SPENT TO RESTORE
CITY ASSETS**



\$99.3M

**CAPITAL WORKS
PROGRAM**



\$3.85B

**TOTAL INFRASTRUCTURE
ASSETS**

OUR CITY

174KM
LAKE CIRCUMFERENCE

4000HA
NATURAL AREAS

757KM²
AREA



Location

90 minutes to Sydney on the M1, 2 hours to Sydney International Airport, 10 minutes to Newcastle, 35 minutes to Hunter Wine Country and 40 minutes to Newcastle Airport.

Economy

82,100 WORKFORCE

13,100 BUSINESSES



1.2 MILLION
ANNUAL VISITORS

\$11 BILLION
GROSS REGIONAL PRODUCT

205,901
POPULATION



POPULATION BY 2030:
230,000

23%

AGED 19 YEARS
& UNDER

42

MEDIAN
AGE

26%

AGED 65
& OVER

6.6%

PEOPLE WITH
DISABILITY*

14.7%

BORN
OVERSEAS

8032

ABORIGINAL AND/OR TORRES
STRAIT ISLANDER PEOPLE

4924 HOUSEHOLDS
WHERE A NON-ENGLISH
LANGUAGE IS SPOKEN



665KM
OF FOOTPATHS/
CYCLEWAYS



1369KM
OF ROADS



123
PLAYGROUNDS



\$139 MILLION
WORTH OF PARKS
& RESERVES



3
CULTURAL
BUILDINGS



8
LIBRARIES

718KM OF
DRAINAGE
PIPELINE

714 FLOOD MITIGATION
STRUCTURES AND
STORMWATER DEVICES

117
SPORTING
FACILITIES



6
COUNCIL
SWIM CENTRES



27
DOG OFF-LEASH
EXERCISE AREAS



4
PATROLLED BEACHES
& LIFESAVING CLUBS



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

OUR VISION AND VALUES



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

OUR VISION

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

OUR VALUES



UNIQUE LANDSCAPE

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



DIVERSE ECONOMY

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



LIFESTYLE AND WELLBEING

A place that encourages safe, active and social opportunities.



MOBILITY AND ACCESSIBILITY

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



CONNECTED COMMUNITIES

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



CREATIVITY

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



SHARED DECISION MAKING

Lake Macquarie communities continue shared responsibility for governance.

OUR COUNCIL



GOVERNANCE

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

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

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

For more information including profiles of our Councillors and organisational structure see pages 76 to 93 of this report.

WORKFORCE

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

Our employees 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 94 to 95 of this report.

SERVICE DELIVERY

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

BUSINESS ACTIVITIES

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

FACILITIES

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

Other key facilities for our operations include our Works Depot in Boolaroo, Lake Mac Libraries, Lake Mac Swim Centres, Museum of Art and Culture (MAC), Warners Bay Theatre, The Swansea 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.

KEY PARTNERS

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

We also partner with Dantia, the City's independent economic development company. Dantia manages Dashworks Makespace, a business innovation accelerator, as well as The Melt, a product development lab.

Council is an active member of the Hunter Joint Organisation and is a Hunter First member of the Hunter Business Chamber, which enables Council to share ideas, hear from government leaders and industry experts, and advocate for common goals with others from across the Hunter region.

Other key partners include the Hunter Sports 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 our operations including financial and asset management, risk management, and for innovative approaches to improving the natural and built environment.

HOW WE PLAN AND REPORT

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

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

Our Integrated Planning and Reporting Framework





COMMUNITY STRATEGIC PLAN

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

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

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

RESOURCING STRATEGY

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

DELIVERY PROGRAM AND OPERATIONAL PLAN

The Delivery Program is a 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 term to bring us closer to the community's Vision and Values.

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

MONITORING AND REPORTING

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

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



HOW WE PERFORMED

SUPPORTING OUR COMMUNITY

By far the most important thing we did this year was to continue to deliver services and support to our community in adaptive and responsive ways.

We approved a \$100,000 COVID-19 Community Funding Program that will channel grants of \$800 to \$5000 to community groups, clubs and foundations in 2020-2021. These grants aim to provide a very real, direct benefit to organisations and people in our City who need it most.

Council lifeguards and Lake Mac Libraries launched Books at the Beach, an online story-time series which saw lifeguards read beach-themed books for kids and their parents.

Council endorsed a rent relief package of more than \$1 million to tenants of Council-owned properties. The program commenced on 1 April 2020 and is anticipated to conclude on 31 March 2021, with relief totalling \$476,000 endorsed for 2019-2020 and \$552,532 for 2020-2021.

We also provided flexible rates payment terms for ratepayers facing hardship and extended a lifeline to cash-strapped local sports clubs, waiving fees by 50 per cent for the 2020 winter sports season.



Read about our COVID-19 response on pages 22 to 25.

CELEBRATING 20 YEARS OF LANDCARE

Lake Macquarie has a strong reputation as a City that cares for and works hard to preserve its environment and the Landcare volunteers are a significant driver of this work.

September 2019 marked the 20th anniversary of Lake Mac's Landcare partnership, pulling together the efforts of more than 200 Landcare groups across the city and Lake Macquarie City Council. The anniversary was celebrated with a family-friendly event on Saturday 14 September at Teralba's Landcare Resource Centre.



MUNIBUNG ROAD

The 820-metre Munibung Road extension officially opened to drivers on time and on budget this year, marking a seminal moment in the future growth of our City.

The \$4.7 million project, was jointly funded by the Australian Government and Council, and achieved in partnership with Daracon. It is a regionally significant infrastructure project designed to unlock business investment, commercial development and housing opportunities.

MILLION MARK FOR LAKE MAC LIBRARIES

Lake Macquarie residents borrowed more than one million books and other items in the past 12 months.

Almost 63,000 people across the City were members of Lake Mac Libraries by the end of 2019, gaining access to 1,084,610 loan items across 10 branches and the Rover mobile service.

MUSEUM OF ART AND CULTURE

The former Lake Macquarie City Art Gallery reopened under its new name, MAC – the Museum of Art and Culture, yapang – following a \$2.3 million makeover.



Read about MAC in our Creativity focus area report on page 65.



ACCESSIBILITY

A more accessible and inclusive City improves the quality of life for all who live in it. This year, we continued work to make our places and spaces more accessible through a number of construction and improvement projects.

A major \$6.5 million refurbishment of Toronto Swim Centre has provided an inclusive swimming environment for people of all abilities.

We also commenced construction of a ramp, pathway and viewing platform at Blacksmiths Beach, while at Caves Beach we commenced a trial involving installation of beach matting over the soft sand to improve access for all users (particularly mobility aid users).

Design work was completed for four new cabins to be installed at Swansea, Belmont Pines and Blacksmiths Holiday Parks in 2020-2021. Designs for the cabins are based on universal design principles to cater for a broad range of people.



Read about the implementation of our Disability Inclusion Action Plan on pages 146 to 147.

SPEERS POINT JETTY UPGRADE

We reopened the popular Speers Point Jetty in June after completing a \$1.5 million rebuild.

The 83-metre long jetty features ladders, taps, handrails and rubber guards for protection when vessels berth at its L-shaped end. Solar lights on the jetty also dim and brighten depending on whether people are walking along it.

Council funded the majority of the design and construction costs, but received a \$550,000 grant from Transport for NSW for the project as part of the government's Boating Now program.

RECOGNITION

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



Read about awards won by Council, our people and partners on pages 104 to 105.

COMMUNITY ENGAGEMENT

We have continued to work closely with our community through a variety of online forums this year, including our popular engagement website, Shape Lake Mac, which received more than 66,000 visits.

Our community shared their ideas and concerns for 37 different projects covering a broad range of issues, plans and designs for the City.



Read about our community engagement on pages 102 to 103.

ORGANISATIONAL GOVERNANCE AND PERFORMANCE

Council has continued to enhance our governance and promote community access to Council decision making, including through webcasting of meetings and operation of our seven Portfolio Committees. The committees meet regularly to consider strategic issues and foster an environment of collaboration when developing Council policy.

While delivering our Operational Plan 2019-2020, Council has achieved strong performance in managing its resources and delivering quality, cost-effective services to the community.



Read about our organisational governance and performance on pages 76 to 99, and about our financial performance in our community financial report on pages 26 to 29.

FUTURE PLANS

The Revised Delivery Program 2017-2022 and Operational Plan 2020-2021 was developed in consultation with our community and includes many exciting projects, which we plan to deliver for our community over the coming year.

We extended the Delivery Program an extra year, to 2022, to reflect deferral of local government elections to September 2021.



Read about our plans for 2020-2021 on pages 72 to 75.

FOCUS AREAS

Despite the challenges of the pandemic, we made significant achievements across all of our key focus areas.

We achieved 216 actions for our community this year, which represents completion of 82 per cent of our Operational Plan. From our total of 263 planned actions, 20 were not achieved as a result of the impacts of COVID-19 restrictions, and a further 27 were in progress but not complete at 30 June.



Unique landscape

14 of 21 actions achieved

7 not achieved

2 of 7 COVID-19 affected



Mobility and accessibility

43 of 58 actions achieved

15 not achieved

1 of 15 COVID-19 affected



Connected communities

31 of 38 actions achieved

7 not achieved

5 of 7 COVID-19 affected



Lifestyle and wellbeing

81 of 93 actions achieved

12 not achieved

9 of 12 COVID-19 affected



Diverse economy

26 of 30 actions achieved

4 not achieved

2 of 4 COVID-19 affected



Creativity

10 of 11 actions achieved

1 not achieved



Shared decision making

11 of 12 actions achieved

1 not achieved

1 of 1 COVID-19 affected



OUR COVID-19 RESPONSE

CONTINUITY AND RESILIENCE

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

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

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

PRINCIPLES GUIDING OUR RESPONSE



Minimise disruption to Council services



Support our community



Protect the health and safety of our people

COMMUNITY AND BUSINESS RECOVERY

Community measures

- Offering help to residents, businesses and landlords to pay their rates.
- Removing credit card surcharges on rates payments.
- Waiving lease fees for community organisations who lease Council-owned land or buildings.
- Initiating a staff redeployment and volunteering program.
- Staying open, whenever safe. With the easing of government restrictions, our Customer Services Centre reopened face-to-face service in May. In May and June there were 789 concierge interactions and 193 booked face-to-face appointments.



- Being one of the first councils in NSW to re-open its swim centres and libraries, with more than 2225 people visiting our pools in the first two weeks of reopening.
- Delivering more than 18,200 books to 1800 households.
- Moving many Council community programs online – 32 online Over 55s sessions with 391 participants, five online workshops for the You're Kidding Me program, 10 online Virtual Speaker Series with 80 participants, and 24 Youth Week sessions with more than 180 people engaged in the activities.
- Waiving sportsground fees allowing thousands of Lake Mac kids to return to sport in June.
- Making available a range of grants to support our community, including the \$100,000 COVID-19 Community Funding Program awarded to 28 community groups, clubs and other organisations.

BUSINESS MEASURES

- Increasing efforts to pay invoices within 14 days of receipt.
- Offering scaled rental relief for businesses who lease Council premises.
- Connecting residents and businesses through the #LakeMacLocal Facebook group.
- Facilitating more than 700 views of the Plain English guides to help businesses understand economic support packages.
- Promoting local businesses that remain open through our online business directory.
- Helping local business connect to Government tenders.
- Improving customer service standards for the development industry by quickly adapting pre-lodgement meeting arrangements.
- Approving DAs during this time. In the three months from March to May, at the height of the restrictions, we received 490 development applications – a four per cent increase on the same time last year.
- Accelerating the delivery of projects within the Development Contributions Plans while also providing new opportunities for external consultants to provide professional services to Council.
- Managing our customer service concierge service to support face-to-face where required.
- Launching two visitor campaigns to attract people from Sydney and day-trippers in May. The campaign reached 573,516 people and delivered 897,011 impressions.
- Supporting local businesses to increase their digital uptake.
- Increasing domestic tourism opportunities.
- Promoting event and food economy adaptation and growth.
- Supporting business and job activation via changes to fees, charges and regulation.

A REMARKABLE RESPONSE

Council's online portal letslakemac.com has featured stories of resilience and innovation throughout the year, highlighting the outstanding efforts and ingenuity of our community in adapting and responding to the COVID-19 crisis.

CELEBRATING OUR CITY'S RESILIENCE



CLEAN BREAK FROM NORMAL BUSINESS LENDING HAND TO COVID-19 WORKERS

Lake Macquarie company Sirron Group has become one of a growing number of local businesses rapidly adapting, evolving and retooling to save jobs and contribute much-needed health supplies.

TEACHER'S EFFORTS UNMASKED DURING COVID-19 CRISIS

A 3D printer and a staunch dedication to his local community were all it took for Lake Macquarie teacher Jason Horadam to tackle the COVID-19 crisis face-first.



LAKE MAC COMPANY BREATHING LIFE INTO BATTLE AGAINST COVID-19

The Melt Accelerator program at Dashworks Makespace, Warners Bay, is playing host to cutting-edge work in the battle against the COVID-19 pandemic. Emergency hospital ventilators designed and built in Lake Macquarie are ready for clinical testing.

THE COMMUNITY SPIRIT IS STRONG IN LAKE MAC

COVID-19 might have kept people at literal arm's length from each other for the past few months, but it has also drawn the Lake Macquarie community closer.



READ MORE AT LETSLAKEMAC.COM

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.

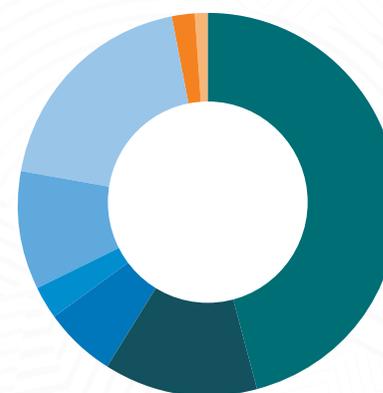
Council's financial position remains sound. For 2019-2020, our operating result from continuing operations was a surplus of \$44 million and our operating result before capital revenue was a deficit of \$11.5 million.

The operating result before capital revenue is an improvement from Council's original projected position by \$2.1 million.

This result reflects a strong performance in relation to Council's Long-term Financial Plan. The improvement is mainly due to lower than expected loss on disposal of assets and expenses relating to the provision for remediation of landfill sites. Council has forecast an operating loss before capital revenues of \$11.5 million for the 2020-2021 financial year. This loss is largely due to spending surpluses built up over prior years.

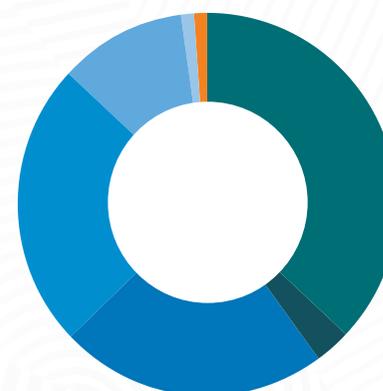
Detailed information regarding Council's financial performance is included in Council's 2019-2020 Financial Statements and in the Financial Position section of this report (see pages 172 to 179).

INCOME FROM CONTINUING OPERATIONS



- **46%** Rates
- **13%** Annual charges
- **6%** User charges and fees
- **3%** Other revenues
- **10%** Grants and contributions provided for operating purpose
- **19%** Grants and contributions provided for capital purposes
- **2%** Interest and investment income
- **1%** Rental income

EXPENSES FROM CONTINUING OPERATIONS



- **37%** Employee benefits and on-costs
- **3%** Borrowing costs
- **23%** Materials and contracts
- **24%** Depreciation, amortisation and impairment of intangible assets
- **11%** Other expenses
- **1%** Net losses from the disposal of assets
- **1%** Fair value decrement on investment properties



INCOME

Council's main source of income was rates, which accounted for 59.2 per cent of our total income for 2019-2020.

Grants and contributions totalled \$85.6 million, or 28.6 per cent, while user fees and charges provided \$17.5 million, which was 5.8 per cent of our income.

Rates and annual charges

Rates and annual charges generated \$177 million income for 2019-2020, an increase of \$5.5 million from 2018-2019. This increase is in line with the rate peg increase and also reflects supplementary rates levied on new lots created by subdivision development.

Grants and contributions

Operating grants and contributions totalled \$30 million, an increase of \$0.6 million from 2018-2019. This is mainly due to an increase in environmental contributions.

Grants and contributions for capital purposes were \$55.5 million in 2019-2020, an increase of \$20.7 million from 2018-2019. This is mainly due to an increase in the amount recognised for dedications of land and works in lieu of cash, and an increase in development contributions, both being a result of new development in the City.

Interest and investment revenue

Interest and investment revenue received was \$6.7 million, a decrease of \$1.2 million from 2018-2019. This was mainly due to the impact of COVID-19 on investment markets and historically low interest rates. Investment returns remained above the adopted benchmark.

EXPENSES

Council's major expenses in 2019-2020 included depreciation of \$60.7 million or 23.8 per cent of operating expenses. Materials and contracts made up 22.9 per cent of operating expenses, or \$58.4 million, and employee costs represented 37.5 per cent.

Employee benefits and on-costs

Employee costs were \$95.6 million, which increased by \$4.6 million from 2018-2019. This increase reflects a planned annual wage increase, filling of vacancies and additional positions.

Borrowing costs

Borrowing costs were \$7.2 million, a decrease of \$0.1 million due to a reduction in interest on variable rate loans and a decrease in the expenses relating to the provision for remediation of landfill sites.

Materials and contracts

Materials and contracts cost \$58.4 million, a decrease from 2018-2019 of \$1.3 million, mainly due to a reduction in costs associated with services impacted by COVID-19.

Depreciation

Depreciation costs totalled \$60.7 million, an increase of \$2 million from 2018-2019. This was primarily due to the flow on impact of an increase in new infrastructure assets during the 2019-2020 financial year, including the new Awaba Waste Management facility.

Other revenues

Other revenues were \$8.2 million, a decrease of \$5 million from 2018-2019. This decrease reflects changed accounting standards. Lease revenues are now reported as a separate item, reducing the amount reported as 'other revenues'.

Other expenses

Other expenses totalled \$28 million, an increase of \$3 million from 2018-2019. This figure increased from 2018-2019 in relation to the waste levy.

Net loss from disposal of assets

The net loss from the disposal of assets was \$3.7 million, which decreased by \$5 million from 2018-2019. The loss in 2019-2020 primarily relates to disposal of roads and buildings that were replaced or reconstructed.

FAST FACTS

 **\$99.3M**
CAPITAL WORKS PROGRAM

 **\$11.5M**
OPERATING DEFICIT

 **\$526.9M**
INCREASE IN NET ASSETS

 **\$299.3M**
REVENUE

 **\$255.2M**
OPERATING EXPENDITURE

 **\$304.7M**
CASH/INVESTMENT HOLDINGS

 **\$186.4M**
BORROWINGS

CITY WORKS PROGRAM

Our City Works Program saw us spend \$99.3 million on works projects across the City, including:

 **\$2.4 million**
enhancing parks and playgrounds

 **\$3.7 million**
on library and cultural facility upgrades

 **\$4.2 million**
on recreation master plans and construction of local sporting facilities

 **\$5.1 million**
on constructing new footpaths and cycleways

 **\$6.2 million**
on ecosystem enhancement and construction of stormwater drainage

 **\$17.4 million**
on upgrades to City assets and preparing for future growth

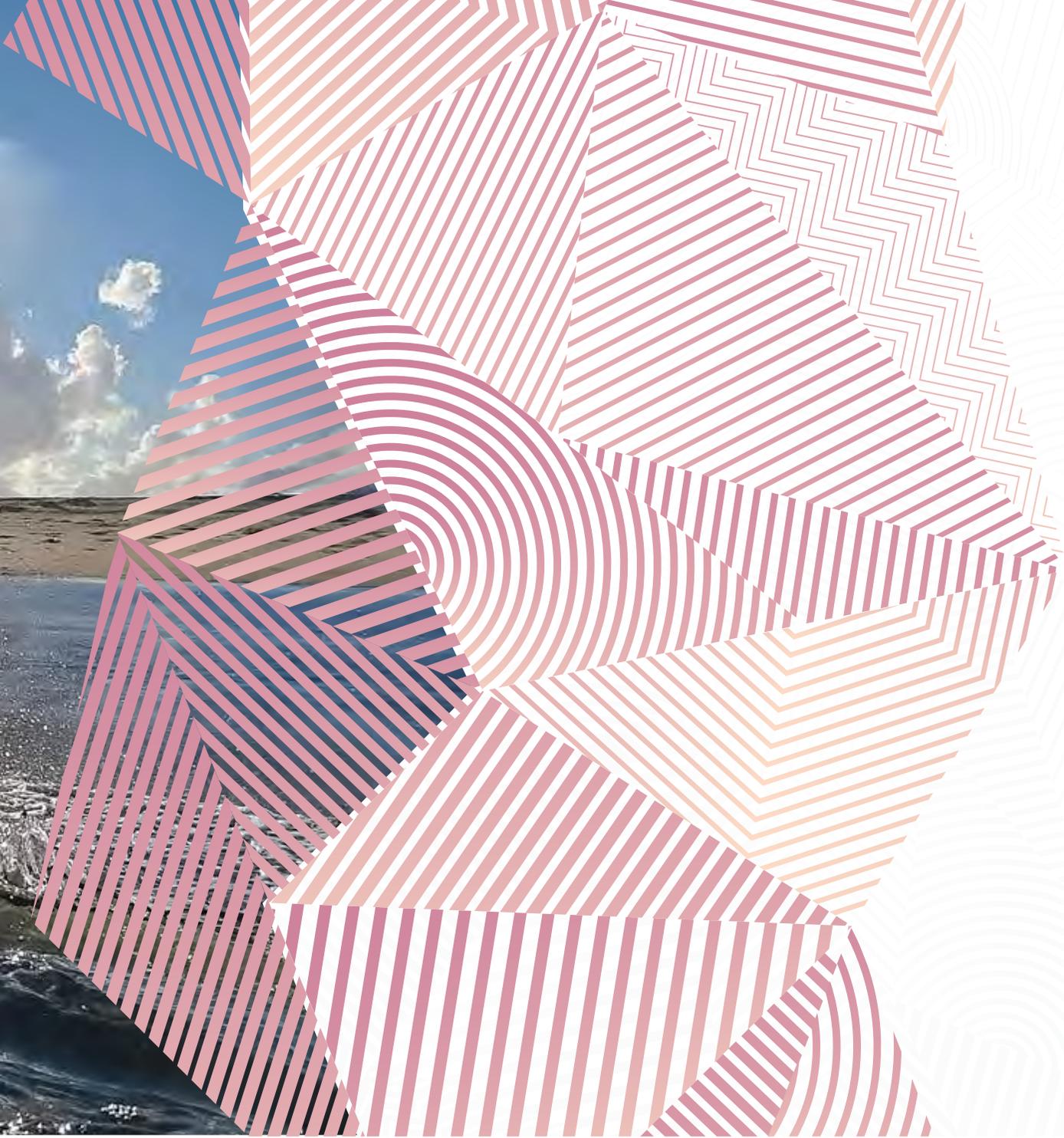
 **\$19.2 million**
on upgrades to community facilities

 **\$41.1 million**
on road surfacing, upgrades and traffic and transport improvements

 *Our works program actions are reported on under our key focus areas in our detailed progress report on pages 30 to 71.*



DETAILED PROGRESS REPORT



OUR YEAR IN DETAIL

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

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

MONITORING OUR PROGRESS

KEY FOCUS AREAS

In this section, we report on our performance against the actions we have taken during the past year under the seven key focus areas that reflect our City Vision and underpin our integrated planning and reporting framework. We outline the year's highlights and challenges, and report on every action we have taken to pursue the objectives and strategies for each key focus area, along with the funds we have spent to achieve them.

OBJECTIVES

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

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

STRATEGIES AND ACTIONS

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

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



ACHIEVED

Indicates an action was achieved during the year.



NOT ACHIEVED

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



IN PROGRESS

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

COVID-19 AFFECTED



NOT ACHIEVED

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



IN PROGRESS

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

NAVIGATING THIS SECTION

1 SHARED DECISION MAKING



2 HIGHLIGHTS AND CHALLENGES

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

HIGHLIGHTS

- 800 images available through our online cultural collection
- Council launched a new-look website co-designed with the community to deliver an enhanced online service experience.
- We developed and launched a new Lake Mac Libraries app.
- Council adopted the Lake Macquarie City Community Participation Plan.

CHALLENGES

- Some of Council's Signage and Communications team members were diverted to deliver extensive COVID-19 signage and community notifications between March and June 2020. This delayed the implementation of Council's new signage guideline.

37 community engagement projects

66K visits to Shape Lake Mac engagement portal

1200 views of our online cultural collections

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ANNUAL REPORT 2019-2020 | 75

SHARED DECISION MAKING

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

OBJECTIVE 7.2 WE KNOW HOW AND WHY DECISIONS ARE MADE

| | | | |
|----------|---|----------|---|
| 4 | STRATEGY 71.1 DEVELOP AND MAINTAIN A NETWORK OF KEY AGENCIES, ORGANISATIONS, PEAK BODIES AND COMMUNITY GROUPS | 5 | ACTION 2019-2020 Proactively engage with other levels of government to drive Council priorities, for example the North West catchment area |
| | STRATEGY 71.2 INFLUENCE DECISIONS THAT IMPACT OUR REGION | | ACTION 2019-2020 Contribute to the regional strategic planning process through the Hunter Joint Organisation. |
| | STRATEGY 72.1 DELIVER HIGH QUALITY AND INFORMATIVE CUSTOMER SERVICE | | ACTION 2019-2020 Implement a process to close the loop with customers on finalizing the outcome of service requests Establish a benchmark for measuring customer satisfaction and implement a 'first contact' customer satisfaction survey |

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1 KEY FOCUS AREA
Each key focus area is colour coded to assist navigation of this section.

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

3 OBJECTIVE

4 STRATEGY

5 STATUS

6 ACTION



UNIQUE LANDSCAPE



NURTURING LOCAL LANDCARE FOR 20 YEARS

September 2019 marked the 20th anniversary of Lake Mac's Landcare partnership, celebrating the achievements of Lake Macquarie Landcare and its evolution over two decades. This movement now involves 200 Landcare groups and hundreds of thousands of volunteers across the City.

Named 'Best Landcare Partnership in Australia' in 2016, the partnership has seen grassroots groups restore, rehabilitate and conserve large tracts of land throughout Lake Macquarie over the past twenty years.

Looking to the future, Lake Macquarie Landcare is reaching out to the next generation – young people who care about their local environment. They include Holly Brock (pictured), Lake Macquarie's youngest Landcare volunteer. Attracting younger participants to Landcare doesn't just create a succession plan. It ensures the wisdom of veterans such as John Le Messurier (pictured), named as the 2018 Australian Gardener of the Year for his work rehabilitating a barren scout campsite in Lake Macquarie, is passed on to future generations.

HIGHLIGHTS

- Seven new Landcare groups commenced this year, and more than 10 hectares of natural bushland has been regenerated by Landcarers.
- We completed the Awaba Waste Management Facility expansion, including an amenities building, new weighbridge, cell construction, bypass road, reuse building, wheel wash and waste transfer station.
- The Lake Macquarie Housing Strategy was adopted.
- Natural area restoration works have been completed at 19 project sites across the City.

CHALLENGES

- We faced delays in construction of Pearson Street Mall, Charlestown due to the complexity of some smart technology aspects.
- Additional economic impact information is required before we can prepare and consider the Area Plan for Teralba Heritage Precinct.
- We delayed completion of our annual City-wide stormwater quality improvement device replacement program to address issues raised by stakeholders.



717

illegal dumping incidents investigated



1115 TONNES less waste to landfill



74.3HA rezoned for conservation



19 natural area restoration works completed

UNIQUE LANDSCAPE

OBJECTIVE 1.1 NATURAL ENVIRONMENTS ARE PROTECTED AND ENHANCED

STRATEGY 1.1.1

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

ACTION 2019-2020

-  Complete a scoping study for transition to a Coastal Management Program
-  Regenerate eight hectares of natural bushland through the Lake Macquarie Landcare Program, including weeding and planting activities
-  Implement a strategic program of works to manage natural areas

STRATEGY 1.1.2

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

ACTION 2019-2020

-  Implement Crokers Creek streambank stabilisation and riparian rehabilitation at Jewells
-  Complete City-wide dune restoration and improvement program (various sites including Nine Mile Beach and Caves Beach)
-  Implement City-wide foreshore stabilisation program (various sites including Belmont, Buttaba and Wyee)
-  Implement City-wide wetland and saltmarsh rehabilitation program (various sites including Wyee and Marks Point)
-  Complete City-wide Lake foreshore rehabilitation program
-  Complete City-wide stormwater quality improvement device replacement
-  Continue rehabilitation of west McDonalds Quarry at Glendale and begin preparation of rehabilitation works at Oakdale Road Quarry at Redhead, in accordance with the Quarry Rehabilitation Program

STRATEGY 1.1.3

PROVIDE SUSTAINABLE WASTE MANAGEMENT SERVICES THAT MEET COMMUNITY NEEDS AND EXPECTATIONS

ACTION 2019-2020

-  Complete delivery of Awaba Waste Management Facility expansion
-  Commence design and approvals for Eastlake Community Recycling Centre
-  Respond to 100 per cent of illegal dumping incidents, investigate 100 per cent of service requests prioritised as high impact and/or with the potential to identify an offender

OBJECTIVE 1.2

WE HAVE VIBRANT TOWN CENTRES AND VILLAGES

STRATEGY 1.2.1

PLAN FOR AND IMPLEMENT IMPROVEMENTS TO ECONOMIC CENTRES AND SUBURBS

ACTION 2019-2020

- ➔ Implement construction activities for Pearson Street Mall, Charlestown

OBJECTIVE 1.3

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

STRATEGY 1.3.1

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

ACTION 2019-2020

- ✔ Prepare and report a Draft Housing Strategy to Council for exhibition
- ➔ Prepare scope and methodology and commence a review of planning controls for development in Rural Residential and Environmental Living areas
- 🗨️ Finalise the infrastructure design and obtain quantity surveyor cost estimate of works for the West Wyee Paper Subdivision and communicate this information to landowners

OBJECTIVE 1.4

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

STRATEGY 1.4.1

PROMOTE HIGH QUALITY DEVELOPMENT

ACTION 2019-2020

- ✔ Respond to all requests regarding unauthorised development and commence initial investigations with 21 days
- ✔ Establish the Lead Mitigation Grants Panel to disburse funds, develop a Standard Remediation Action Plan and deliver on other recommendations of the Lead Expert Working Group assigned to Council within available resources
- ➔ Prepare an Area Plan for the Teralba Heritage Precinct
- ✔ Report on development application processing times for each development processing group

LIFESTYLE AND WELLBEING



\$6.5 MILLION SPLASH FOR TORONTO

Toronto Swim Centre re-opened its doors to the community in October 2019 after a \$6.5 million refurbishment that has delivered an inclusive swimming environment for people of all abilities.

The revamp included retiling of all pools, a new combined hydrotherapy and spa pool, a new entry, kiosk and training room, along with refurbished and accessible Changing Places amenities.

Hoisted facilities provide easy access to all of the pools and pool wheelchair lifts are fitted to both the hydrotherapy pool and the lap pool.

Work completed this year also involved replacing the Swim Centre's filtration and disinfection systems, and installation of new solar roof panels and insulation.

HIGHLIGHTS

- We delivered a new main beach access pathway at Blacksmiths Beach.
- We completed a major refurbishment of Rathmines Theatre.
- Playgrounds were upgraded at Swansea Lakeside Holiday Park, Martinsville Oval, Butler Crescent Park, Warners Bay and Elbrook Drive Reserve, Rankin Park.
- We completed jetty replacements at Wangi Wangi and Speers Point Park, as well as pontoon jetty replacements at Rathmines Park and Bennett Park, Valentine.

CHALLENGES

- Our work to design new skate parks at Thomas H. Halton Park, Croudace Bay and at Bernie Goodwin Park, Morisset was delayed as engagement activities could not be undertaken due to COVID-19 restrictions.
- Work to complete the masterplan for Toronto Foreshore was delayed while we reviewed options for future uses of Council's operational land adjoining the northwestern end of the foreshore. The review identified the optimal use of the site considering environmental, social, economic and governance outcomes.
- Our plans to partner with private and community organisations to deliver 20 significant events and festivals were put on hold due to COVID-19 restrictions.



\$6.5M
refurbishment of
Toronto Swim Centre



4
playgrounds
renewed



10
responsible pet
ownership programs



147
rescues by our
beach lifeguards

LIFESTYLE AND WELLBEING

OBJECTIVE 2.1

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

STRATEGY 2.1.1

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

ACTION 2019-2020

- ✓ Deliver the water safety program 'A Matter of Seconds' to a minimum of 50 Lake Macquarie primary schools
- ✓ Ensure Lake Macquarie Family Day Care service remains a sustainable child care option for the City and complies with relevant legislation
- ⊖ Provide ocean lifeguard services at patrolled locations seven days a week for seven months of the year
- ✓ Provide initial response to reports of urgent dog attacks within 24 hours
- ⊖ Undertake 12 education and awareness programs including microchipping days and responsible pet ownership programs
- ➔ Develop an action plan to support Council's Homelessness Policy Commitment
- ✓ Work with the community to develop programs and activities to raise awareness of domestic and family violence

STRATEGY 2.1.2

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

ACTION 2019-2020

- ✓ Continue to promote the Good Neighbour campaign and other actions as outlined in the Ageing Population Strategy
- ✓ Introduce additional resources to Council facilities to assist with communication for all the community, for example hearing loops and magnifiers, and deliver other actions as outlined in the Disability Inclusion Action Plan
- ✓ Deliver a fraud prevention education program with high-risk groups and other actions as outlined in the Crime Prevention Strategy
- ✓ Commence preparation of an updated Crime Prevention Strategy for the City
- ✓ Prepare a revised Youth Strategy for the City in consultation with the community and report to Council for adoption
- ✓ Commence preparations of an updated Child and Family Strategy for the City

OBJECTIVE 2.1
OUR COMMUNITY HAS ACCESS TO ADAPTABLE AND INCLUSIVE COMMUNITY AND HEALTH SERVICES

STRATEGY 2.1.3

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

ACTION 2019-2020

- ✔ Inspect all food and regulated premises, including public pools, tattooists and cooling towers, in accordance with food authority partnership and relevant legislative requirements

OBJECTIVE 2.2
OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.1

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

ACTION 2019-2020

- ✔ Commence smart sportsfields pilot project on one sports field
- ✔ Use the 2018-2019 beach user surveys to identify additional opportunities to improve water safety awareness across the City
- 🚫 Attract more than 300,000 visits to Lake Mac Swim Centres
- 🚫 Maintain operational cost recovery of Council-managed swim centres at 50 per cent or higher

STRATEGY 2.2.2

ENSURE FUTURE DEVELOPMENT SUPPORTS THE GROWTH OF OUR COMMUNITY

ACTION 2019-2020

- ✔ Implement the Lake Mac Libraries Capital Development Strategy as outlined within the Lake Mac Libraries Strategic Plan 2019-2024

STRATEGY 2.2.3

ENSURE PUBLIC SPACES AND COMMUNITY BUILDINGS MEET THE NEEDS OF THE COMMUNITY

ACTION 2019-2020

- ➔ Prepare a master plan for the Toronto Foreshore for public exhibition
- ✔ Prepare a draft master plan and plan of management for Rathmines Park
- ✔ Prepare a City-wide Parks Strategy
- 🚫 Prepare a draft Sports Strategy
- ✔ Prepare a master plan for Ulinga Park, Cardiff South

OBJECTIVE 2.2

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.4

UNDERTAKE COMMUNITY BUILDINGS CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✓ Implement Rathmines Community Hall rejuvenation
- ✓ Design Rathmines Music Centre including replacement of asbestos containing material and bathroom upgrade
- ✓ Complete the City-wide installation of rooftop solar photovoltaic systems and batteries at various community buildings
- ➔ Design Speers Point Library amenities replacement
- ✓ Design Dudley Senior Citizens' Centre
- ✓ Design Teralba Landcare Stage 2 building replacement
- ✓ Implement City-wide heating and cooling upgrades at various community buildings
- ✓ Implement the City-wide Asbestos Action Plan - modular amenities removal and replacement
- ✓ Investigate the feasibility of the Charlestown Community Centre
- ✓ Design Edgeworth Child Care bathroom upgrade
- ✓ Complete feasibility studies on a site for the Cardiff Mens Shed
- ✓ Design Cardiff Child Care bathroom upgrade
- ✓ Design the Blackalls Park public amenities replacement
- ✓ Implement Belmont Child Care kitchenette upgrades
- ✓ Complete demolition of the Nords Wharf garage
- ✓ Complete demolition of the public amenities at Belmont South
- ✓ Complete replacement of the Sugar Valley Community Hall amenities at West Wallsend
- ✓ Design the Windale Community Centre
- ✓ Design Redhead Child Care bathroom upgrade
- ✓ Complete car park for Toronto Meals on Wheels

OBJECTIVE 2.2

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.5

UNDERTAKE SWIM CENTRE CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✔ Implement a kiosk upgrade and tiered seating structure at Swansea Swim Centre

STRATEGY 2.2.6

UNDERTAKE AQUATIC CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✔ Design the Belmont Street Jetty at Swansea
- ✔ Investigate the feasibility of Surf Life Saving Club concrete and structural works at Caves Beach
- ✔ Complete the new Main Beach access pathways at Blacksmiths Beach
- ✔ Complete the Wangi RSL jetty replacement at Wangi Wangi
- ✔ Complete the jetty replacement at Speers Point
- ✔ Undertake feasibility to inform the future preparation of a master plan for the Catherine Hill Bay sportsground and Surf Life Saving Club sites
- ✔ Design the first aid room at Catherine Hill Bay Surf Life Saving Club sites
- ➔ Design the lifeguard observation room at Redhead
- ✔ Complete construction of the pontoon jetty at Rathmines Park
- ✔ Complete construction of the pontoon jetty at Bennett Park, Valentine
- ✔ Complete upgrades to Toronto Swim Centre
- ✔ Complete Pelican Boat Ramp - LED signage

OBJECTIVE 2.2

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.7

UNDERTAKE PARKS AND PLAYGROUNDS CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✔ Complete replacement of the playground at Butler Crescent Park, Warners Bay
- ✔ Implement Martinsville Oval amenities and playground construction at Martinsville
- ✔ Design the Reay Park amenities replacement at Dudley
- ✔ Design the replacement public amenities at Lions Park at Eleebana
- ✔ Design the Ken and Audrey Owen Walkway at Redhead
- ✔ Design the Hunter Barnett Oval amenities awning replacement at Windale
- ✔ Implement replacement of the timber play structure at the all abilities playground, Lake Macquarie Variety Playground, Speers Point
- ✔ Completion of three-bay storage shed at Awaba Oval
- ✔ Complete West Wallsend War Memorial Stage 2 preservation works at West Wallsend
- ✔ Complete City-wide fencing replacement projects
- ✔ Complete City-wide shelter replacement projects
- ✔ Complete rust treatment and painting of amenities and grandstand Stage 2 at St Johns Oval, Charlestown
- ✔ Complete City-wide seating replacement projects
- ✔ Complete canteen upgrade at Lydon Field, Dudley
- ✔ Complete Killingworth War Memorial Stage 2 preservation works
- ✔ Complete playground replacement at Elbrook Drive Reserve Playground, Rankin Park

OBJECTIVE 2.2

OUR PUBLIC SPACES HELP US FEEL HEALTHY AND HAPPY

STRATEGY 2.2.8

UNDERTAKE SPORTS FACILITY CAPITAL PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✔ Design skate park at Windale
- ✔ Investigate the feasibility of the Lake Macquarie Croquet Centre at Boolaroo
- ✔ Design the Thomas H. Halton Park upgrade at Eleebana
- ✔ Implement the Jack McLaughlan Oval Edgeworth Senior Soccer amenities at Edgeworth
- ✔ Complete roofing and seating replacement at Lyall Peacock at Toronto
- ✔ Design the Croudace Bay Sporting Complex
- ✔ Design the croquet courts at Swansea
- ➔ Complete the amenities upgrade at Feighan Park No.1 at Warners Bay
- ✔ Feasibility studies and business case to support the Belmont Ovals master plan
- ✔ Complete roofing and seating replacement at Cahill Ovals at Belmont
- ✔ Investigate feasibility options to complete the upgrade of Bernie Goodwin Reserve at Morisset
- ✔ Complete tennis court resurfacing at Wyee Recreation Reserve
- 🕒 Design skate park at Morisset
- 🕒 Design skate park at Thomas H. Halton Park at Croudace Bay
- ✔ Implement optimising soccer field sports turf surfaces and fence replacement at John St, Warners Bay
- ✔ Complete Catherine Hill Bay Bowling Club demolition
- ✔ Continue to deliver capital projects at the Hunter Sports Centre

OBJECTIVE 2.3

OUR VIBRANT CITY HAS EVENTS AND FESTIVALS THAT ENHANCE OUR LIFESTYLE

STRATEGY 2.3.1

HOST AND SUPPORT A DIVERSE RANGE OF FESTIVALS AND EVENTS

ACTION 2019-2020

- 🕒 Partner with private and community organisations to deliver 20 significant events and festivals and deliver other actions as outlined within the Events and Festival Strategy and Action Plan 2019-2024
- ✔ Administer annual grant program for the effective distribution of major community, sport and cultural events and festivals for the City
- ✔ Deliver a minimum of four events and activities at Lake Mac Swim Centres

MOBILITY AND ACCESSIBILITY



WYEE ROAD UPGRADES

Drivers in southern Lake Macquarie are reaping the benefits of major road network upgrades following the completion of a \$2.6 million upgrade to a section of Ruttleys Road, Wyee during the year.

Wyee has a growing population and is a key part of the south-west growth area, spanning from Cooranbong to Wyee. Over the past three years, Council has spent more than \$15 million improving Wyee's roads, with more works planned for coming years.

Council is undertaking design investigations for the next stage of the Ruttleys Road upgrade, towards the Government Road intersection near Wyee Point.

The Wyee Road upgrade is jointly funded by the NSW Government and Council.

HIGHLIGHTS

- We completed construction of Munibung Road, connecting Boolaroo and Cardiff.
- Pedestrian access improvements were completed at Beach Road, Redhead.
- We installed footpaths at Algona and Moto Streets, Charlestown.
- We sealed gravel roads at Mandalong and Martinsville.
- We completed the Burwood Road shared pathway between the Fernleigh Track and Kahibah.

CHALLENGES

- Construction of a ramp and viewing platform at Blacksmiths Beach to improve access to the beach for people with mobility restrictions was delayed due to purchase of materials from an interstate supplier affected by the COVID-19 pandemic.
- Two of five Caves Beach Road stabilisation projects were not completed. Geotechnical investigations identified that additional pavement stabilisation works were required.
- Design of the Flowers Drive bridge replacement at Catherine Hill Bay was delayed due to heritage and environmental considerations.



\$4.7M

Munibung Road connection



2.3KM

new shared pathway



3.2KM

new footpaths



37.6KM

roads resealed or rehabilitated



14

bus stops completed

MOBILITY AND ACCESSIBILITY

OBJECTIVE 3.1

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

STRATEGY 3.1.1

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

ACTION 2019-2020

- ✓ Develop criteria for future years' road resurfacing program
- ✓ Maintain roads, drainage and associated infrastructure in accordance with the annual maintenance program
- ✓ Undertake feasibility and planning for capital projects for delivery in future years
- ✓ Commence construction of Munibung Road, connecting Boolaroo and Cardiff

STRATEGY 3.1.2

UNDERTAKE
STORMWATER DRAINAGE
CONSTRUCTION PROJECTS
IN ACCORDANCE WITH THE
WORKS PROGRAM

ACTION 2019-2020

- ➔ Implement drainage upgrade to St Albans Close at Charlestown
- ✓ Implement drainage upgrade at 102 Burwood Road, Whitebridge
- ✓ Complete Henery Lane bank stabilisation, drainage and retaining wall at Redhead

STRATEGY 3.1.3

UNDERTAKE KERB
AND CHANNEL
CONSTRUCTION
PROJECTS IN
ACCORDANCE WITH THE
WORKS PROGRAM

ACTION 2019-2020

- ✓ Complete Carlisle Row road rehabilitation and kerb and channel between Hereford Rise and Bourneville Road both sides at Fishing Point
- ✓ Implement the Nelson Street kerb and channel construction with footpath, drainage and road reconstruction to the full length both sides of road at Barnsley

STRATEGY 3.1.4

UNDERTAKE
SEALING GRAVEL
ROADS PROJECTS IN
ACCORDANCE WITH THE
WORKS PROGRAM

ACTION 2019-2020

- ✓ Design sealing of Mandalong Road from end of existing seal to Council boundary at Mandalong
- ✓ Complete sealing of Midway Road from Old Maitland Road at Mandalong
- ✓ Complete sealing of Owens Road from existing seal for 660m at Martinsville

OBJECTIVE 3.1

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

STRATEGY 3.1.5

UNDERTAKE ROAD REHABILITATION IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ➔ Complete Caves Beach Road stabilisation projects
- ➔ Complete Alkington Avenue road rehabilitation including drainage, footpath and kerb and channel between Bourneville Road and Hereford Rise at Fishing Point
- ✔ Complete Baldwin Boulevard and Fishery Point Road reconstruction including kerb and channel, drainage and footpath between Pearson Street and Grant Street at Windemere Park
- ✔ Implement Barford Street design and commence road rehabilitation between Nord Street and Speers Street at Speers Point
- ➔ Implement drainage and road rehabilitation, shared project with City of Newcastle, at Boundary Street, Kotara South
- ✔ Implement Centre Avenue road rehabilitation with drainage upgrade between Fassifern Street and South Parade at Blackalls Park
- ✔ Implement Fegan Street road reconstruction with water main replacement and kerb and channel construction at West Wallsend
- ➔ Design Flowers Drive bridge replacement at Catherine Hill Bay
- ✔ Implement Watkins Street channel construction between Short Street and Crescent Road, Wangi Wangi
- ✔ Complete Frith Street road rehabilitation and kerb and channel from Kahibah Road to 33 Frith Street at Kahibah
- ✔ Design Macquarie Road rehabilitation between 97 Macquarie Road and Fassifern Road at Fassifern
- ✔ Complete Macquarie Street road rehabilitation and kerb and channel between Hospital Road and Rivergum Drive at Morisset
- ➔ Design Ocean Street full reconstruction at Dudley
- ➔ Complete Rocky Point Road rehabilitation from change in seal near exit ramp and Cross Street, Eraring
- ➔ Design Ruttleys Road Stage 3 road rehabilitation between railway bridge east towards Government Road, Wye
- ✔ Implement Sunshine Parade road reconstruction, footpath and kerb and channel between Cessnock Road and Waterside Avenue at Sunshine
- ✔ Implement the City-wide regional roads heavy patching program
- ✔ Implement the City-wide road resurfacing program
- ✔ Complete Cook Street, Toronto - road rehabilitation between Thorne Street and the Stoney Creek bridge

STRATEGY 3.1.6

ENSURE ACTIVE TRANSPORTATION INFRASTRUCTURE MEETS COMMUNITY NEEDS AND SERVICE LEVELS

ACTION 2019-2020

- ➔ Prepare and report the Cardiff Transport Management Plan to Council for exhibition
- ✔ Review existing cycling and footpath strategies, incorporating an action plan to improve multi-modal travel, for use in determining the 2020-2021 works program

OBJECTIVE 3.1

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

STRATEGY 3.1.7

ENSURE OFF-ROAD CYCLEWAY CONSTRUCTION PROJECTS ARE UNDERTAKEN IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✔ Implement final section of the shared pathway from Speers Point to Glendale
- ➔ Design Bay Vista Road, Brightwaters and Fishery Point Road, Bonnells Bay, at Bonnells Bay

STRATEGY 3.1.8

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

ACTION 2019-2020

- ➔ Implement the raised pedestrian crossing, kerb extensions and lighting at York Street and Anzac Parade, Teralba
- ✔ Complete the Beach Road pedestrian refuge and footpath construction at Redhead
- ✔ Complete City-wide suburb signage
- ✔ Implement the Lake Street raised pedestrian crossing, kerb extensions and lighting at Warners Bay
- ✔ Implement the Station Street and Yambo Street pedestrian crossing, kerb extensions and lighting at Morisset
- ✔ Design City-wide bicycle facilities at specific sites
- ✔ Complete City-wide public transport facilities at specific sites
- ➔ Complete the replacement of rubber road humps with asphalt humps on Stuart Street and Lugar Street, Kotara South
- ➔ Implement power pole and guardrail relocation Minmi Road, Cameron Park roundabout

STRATEGY 3.1.9

UNDERTAKE FOOTPATH AND ROADSIDE PROJECTS IN ACCORDANCE WITH THE WORKS PROGRAM

ACTION 2019-2020

- ✔ Complete Algona Road footpath at Charlestown
- ➔ Complete Awaba Road footpath at Toronto
- ✔ Complete Blundell Parade shared pathway between existing shared pathway and Toronto High School
- ✔ Burwood Road, Kahibah - Shared Pathway - Design and Construct
- ✔ Design Hillsborough Road culvert from Warners Bay High School footbridge to pedestrian crossing at Warners Bay
- ✔ Complete Moto Street footpath from Milson Street to Kaleen Street at Charlestown
- ✔ Complete City-wide installation of laneway rails and bollards construction
- ✔ Implement City-wide kerb ramps construction
- ✔ Continue design Coon Island, Swansea - walking trail and boardwalk

OBJECTIVE 3.2

PEOPLE OF ALL ABILITIES USE AND ENJOY OUR PLACES AND SPACES

STRATEGY 3.2.1

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

ACTION 2019-2020

- ✔ Identify forward works programs to improve accessibility of bus stops and supporting infrastructure as a result of accessibility review in partnership with NSW Government
- 👉 Construct a ramp and viewing platform at Blacksmiths Beach to improve access to the beach for people with mobility restrictions

OBJECTIVE 3.3

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

STRATEGY 3.3.1

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

ACTION 2019-2020

- ✔ Continue to pursue delivery of all stages of the Lake Macquarie Transport Interchange
- ✔ Work with public transport operators to improve public transport accessibility and uptake in the City

OBJECTIVE 3.4

NEW TECHNOLOGY SUPPORTS OUR TRANSPORT CHOICES

STRATEGY 3.4.1

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

ACTION 2019-2020

- 👉 Continue the implementation of technology to allow staff to access and action customer requests in the field

DIVERSE ECONOMY



FIBRE CITY PARTNERSHIP

Council partnered with telecommunications provider TPG Telecom for the Hunter-first 'Fibre City' program – a high-performance fibre-optic data network providing internet connections up to 24 times faster than the national average.

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

The network is available in Charlestown's commercial precinct, with a second stage underway in Cardiff's retail centre and the nearby Cardiff industrial estate through to Boolaroo, along the new Munibung Road extension.

Fibre City will allow companies to migrate in-house applications to cloud-based services, increase business efficiency and employee productivity and make use of modern, unified collaboration tools and video conferencing.

HIGHLIGHTS

- We invested in a \$200,000 Destination NSW marketing campaign in line with our Let's Lake Mac branding. This was the largest and most successful tourism marketing campaign in Lake Macquarie's history.
- A planning options framework has been prepared and discussed with the owners of Lake Macquarie Private Hospital, Gateshead.
- Council adopted the Lake Macquarie City Local Strategic Planning Statement.

CHALLENGES

- The creation of a Central Business District named Lake Macquarie required further consultation with key stakeholders before a report could be finalised.
- Work to complete installation of a barbecue shelter at Swansea Lakeside Holiday Park was delayed.



\$200K

destination marketing campaign



1 GB/SEC

high-performance fibre-optic data



8 MILLION

online reach for Lake Mac Tourism



70+

national tourism promotions

DIVERSE ECONOMY

OBJECTIVE 4.1

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

STRATEGY 4.1.1

RAISE THE CITY'S PROFILE AS A DESIRABLE VISITOR DESTINATION

ACTION 2019-2020

- ✓ Complete Destination NSW marketing campaign project and tourism branding in alignment with Council's branding program and other actions as outlined in the Lake Macquarie Destination Management Plan
- ✓ Initiate a minimum of 70 nationally-focused tourism media/PR/editorial opportunities to promote the City
- ✓ Assist industry in the development of four quality tourism products for the City, for example, on-lake activities (e.g. cruises) and tours (e.g. arts trail)
- ✓ Undertake online destination marketing campaigns to reach an audience of more than two million
- ✓ Initiate two visitor economy research projects within the sporting and adventure tourism markets to assess growth and economic opportunities
- ✓ Implement the Tourism Ambassador Program for launch November 2019
- ✓ Deliver 'Smart Beaches' 2019-2020 project according to agreed milestones with Northern Beaches Council and the University of Technology Sydney

STRATEGY 4.1.2

BUILD A STRONG CITY IDENTITY

ACTION 2019-2020

- ✓ Implement the City's place brand 'Let's Lake Mac'
- ➔ Investigate and report to Council on the creation of a Central Business District named Lake Macquarie

OBJECTIVE 4.1
OUR CITY IS A POPULAR DESTINATION WITH A WIDE VARIETY OF EXPERIENCES

STRATEGY 4.1.3

CONTINUALLY IMPROVE AMENITIES AT HOLIDAY PARKS WHERE FEASIBLE

ACTION 2019-2020

- ✓ Develop and implement an annual marketing plan to enhance the profile of Lake Macquarie Holiday Parks
- ✓ Complete Belmont Lakeside Holiday Park pool upgrade
- ✓ Complete Belmont Lakeside Holiday Park shoreline pathway and boat ramp
- ✓ Implement the installation of a relocatable amenities block at Blacksmiths Beachside Holiday Park
- ✓ Complete Swansea Lakeside Holiday Park playground upgrade
- ➔ Complete installation of a barbecue shelter at Swansea Lakeside Holiday Park
- ✓ Implement the Swansea Lakeside Holiday Park Splash and Water Park
- ✓ Design and complete new accessible cabin - Belmont Lakeside Holiday Park
- ✓ Complete new accessible villa installation - Blacksmiths

OBJECTIVE 4.2
WE HAVE AN ADAPTABLE AND DIVERSE ECONOMY

STRATEGY 4.2.1

PROMOTE AN ENVIRONMENT WHERE START-UPS, SMALL AND MEDIUM BUSINESSES ARE ENCOURAGED

ACTION 2019-2020

- ✔ Consider annual progress reports from Dantia to ensure continued alignment with the City's vision
- ✔ Deliver the annual Lake Macquarie Business Excellence Awards

STRATEGY 4.2.2

SUPPORT THE CAPACITY OF KEY INDUSTRIES TO CHANGE AND ADAPT

ACTION 2019-2020

- ✔ Report to Council and publish on our website the key economic indicators and performance of the City
- 🕒 Undertake an audit of shop vacancies that could facilitate creative uses, cultural activities or events and implement other short-term actions from the Night Time Economy Action Plan 2019-2023
- ✔ Participate in multi-stakeholder energy procurement process to improve Council's energy resilience

STRATEGY 4.2.3

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

ACTION 2019-2020

- ✔ Support implementation of telecommunications strategy and initiative to provide high-speed and high performance data network

OBJECTIVE 4.3
OUR GROWING
POPULATION
SUPPORTS A
THRIVING LOCAL
ECONOMY

STRATEGY 4.3.1

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

ACTION 2019-2020

- ✔ Prepare a draft Local Strategic Planning Statement to Council for exhibition
- ✔ Scope and engage stakeholders for a concept plan for the Gateshead Medical Precinct

STRATEGY 4.3.2

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

ACTION 2019-2020

- ✔ Implement actions in the Toronto, Warners Bay, Charlestown and Belmont economic centres that address development opportunities, constraints, value-add and disposal options for Council-owned Operational classified land
- ✔ Undertake actions to manage Council-owned Operational holdings outside economic centres
- 🔄 Update and implement asset management plans for Council-owned investment holdings in line with return on investment parameters

STRATEGY 4.3.3

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

ACTION 2019-2020

- ✔ Undertake external works that generate a profit of greater than five per cent of actual costs

CONNECTED COMMUNITIES



CLICK AND CONNECT

Lake Mac Libraries spearheaded an innovative 'Click and Collect' service as one of a range of Council initiatives to keep the community spirit alive during the COVID-19 pandemic.

Library members could reserve books, DVDs and other items online or via the new Lake Mac Libraries app, then pick up their order at designated times and locations.

Council staff processed the orders and bundled the books. They were then provided with reusable bags in a takeaway service designed to maintain social distancing and avoid people congregating.

HIGHLIGHTS

- The inaugural Lake Macquarie Open Studios Tour was successfully held in November 2019.
- Council installed six urban and public art projects across the City, including the Chimera, a major new sculpture in Speers Point Park.
- The Urban and Public Art Strategic Plan was endorsed by Council.
- A digital storytelling course was delivered to the Lake Mac Sustainable Neighbourhood Groups and Landcare volunteers to help them create their own storytelling videos.

CHALLENGES

- Work to complete the Pelican Blacksmiths Local Adaptation Plan was delayed due to face-to-face engagement being impacted by COVID-19 restrictions and issues arising from feasibility studies.
- Our plans to deliver a community information forum on the different models available to communities to progress community-owned renewable energy initiatives was postponed due to COVID-19 restrictions.
- NAIDOC Week and Harmony Day celebrations were postponed due to COVID-19 restrictions.



6

new public art projects



40

open studios



80,000

members of Lake Mac Libraries

CONNECTED COMMUNITIES

OBJECTIVE 5.1
PUBLIC SPACES HELP CONNECT US WITH EACH OTHER AND THE WORLD

STRATEGY 5.1.1

EMPOWER OUR COMMUNITY TO EMBRACE TECHNOLOGY

ACTION 2019-2020

- ✓ Implement apps that will provide an interactive and streamlined experience at Lake Mac Libraries and deliver actions outlined in the Lake Mac Libraries Strategic Plan
- ✓ Ensure The Rover, Lake Mac Libraries mobile tech transport, attends a minimum of 20 community events with 8000 customer interactions
- ➔ Deliver three creative technology inspired installations and kinetic public art commissions at various locations across the City
- 🗣️ Facilitate community involvement in renewable energy by delivering a community information forum on the different models available to communities to progress community owned renewable energy initiatives

STRATEGY 5.1.2

ELIMINATE BARRIERS TO ACCESSING INFORMATION AND SERVICES

ACTION 2019-2020

- ✓ Publicly provide Council data sets to enable the public to access our information
- ✓ Develop a cultural collections strategy and review collection procurement strategies to improve customer requests and access
- ✓ Provide wi-fi connectivity at Council facilities and community events

STRATEGY 5.1.3

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

ACTION 2019-2020

- ✓ Install five urban and public art projects across the City
- ✓ Prepare the Lake Macquarie Urban and Public Art Strategy and Action Plan 2019-2028 for adoption by Council

STRATEGY 5.1.4

ENABLE MEANINGFUL CREATIVE LEARNING AND CULTURAL EXPERIENCES

ACTION 2019-2020

- ✓ Prepare an Education and Public Program Strategy for cultural services across the City including arts, library, performing arts and heritage, for adoption by Council
- ✓ Deliver a creative open studio program that allows the community to engage with artists across the City

OBJECTIVE 5.2

WE ARE A SUPPORTIVE AND INCLUSIVE COMMUNITY

STRATEGY 5.2.1

IMPLEMENT AND REVIEW PLANS AND STRATEGIES TO SUPPORT AN INCLUSIVE COMMUNITY

ACTION 2019-2020

- ✓ Hold at least 60 activities as part of Council's Over 55s program
- ✓ Deliver 10 workshops as part of the You're Kidding Me program for children and families, including the annual You're Kidding Me Expo
- ✓ Undertake 10 capacity building initiatives with local services and communities to meet the needs of disadvantaged groups or isolated communities
- ✓ Refresh and deliver the Lake Macquarie Awards to encompass broader demographic groups including sporting, cultural and civic leadership
- ✓ Advocate for improved accessibility and inclusive Council events
- ✓ Support National Youth Week through the administration of the Youth Week Grant Program

STRATEGY 5.2.2

SUPPORT VOLUNTEER AND COMMUNITY GROUPS TO INCREASE COMMUNITY CAPACITY

ACTION 2019-2020

- ✓ Work with community groups to deliver capital works on at least 20 local facilities
- ✓ Investigate strategies to make it easy for community members, including those with disability, to volunteer for Council programs, activities and services
- ✓ Integrate existing cultural volunteer programs and ensure a minimum of 50 volunteers are actively engaged
- ✓ Host four professional development workshops within the heritage and cultural industry for community, for example GLAM symposium, significant assessment training, grant writing

OBJECTIVE 5.3

WE ARE PROUD OF OUR CITY'S HERITAGE AND CULTURES

STRATEGY 5.3.1

CELEBRATE OUR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE AND OTHER CULTURES

ACTION 2019-2020

- 🗨️ Support NAIDOC Week through administration of the NAIDOC Week grant program and participation in activities during NAIDOC Week
- ✓ Deliver four editions of the Koori Grapevine newsletter and other actions as outlined in the Aboriginal Community Plan 2019-2023
- ✓ Facilitate the interpretation of Aboriginal cultural heritage through the City, for example, artwork and interpretive signage
- ✓ Develop and deliver 30 Aboriginal heritage educational and contemporary art programs in consultation with the community through the Lake Macquarie City Art Gallery and Lake Mac Libraries
- 🗨️ Celebrate cultural expression through Harmony Day in March, in partnership with key stakeholders
- ✓ Partner with media and community organisations to promote the stories of our culturally diverse community and other actions within the current Multicultural Plan 2016-2020
- ✓ Begin preparation of a new Multicultural Plan in consultation with the community

OBJECTIVE 5.3

WE ARE PROUD OF OUR CITY'S HERITAGE AND CULTURES

STRATEGY 5.3.2

RECOGNISE, PROTECT AND CELEBRATE OUR HERITAGE

ACTION 2019-2020

- ➔ Prepare a Conservation Management Plan for Council's cemeteries
- ✔ Deliver heritage engagement and awareness programs and host four heritage network meetings

OBJECTIVE 5.4

OUR COMMUNITY RESPONDS AND ADAPTS TO CHANGE

STRATEGY 5.4.1

ADAPT OUR CITY TO A CHANGING CLIMATE

ACTION 2019-2020

- 🗨 Complete Pelican Blacksmiths Local Adaptation Plan
- ✔ Identify three priority locations for those at risk of either fire or flooding and plan and develop resources for local businesses, community groups and residents to prepare for disasters, using the Get Ready NSW Council Framework
- ✔ Report on Council and the City's energy, water, waste and greenhouse gas emission targets within the revised Environmental Sustainability Strategy and actions

OBJECTIVE 5.4

OUR COMMUNITY
RESPONDS AND
ADAPTS TO
CHANGE

STRATEGY 5.4.2

EMPOWER OUR
COMMUNITY TO
ADOPT SUSTAINABLE
BEHAVIOURS

ACTION 2019-2020

- ✔ Assist Sustainable Neighbourhoods to establish a volunteer recruitment team and other actions as outlined in the Strengthening Sustainable Neighbourhoods: Strategy and Implementation Plan 2018-2023
- 🗨️ Deliver a digital storytelling series on low impact living and other actions as outlined in the Environmental Sustainability Strategy and Action Plan
- ✔ Exhibit and adopt the Lake Macquarie Environmental Sustainability Strategy

STRATEGY 5.4.3

ENCOURAGE
UPTAKE OF SMART
AND SUSTAINABLE
INFRASTRUCTURE

ACTION 2019-2020

- ✔ Implement an electric vehicle charging strategy for the City
- ✔ Support Ausgrid to install energy efficient street lighting

CREATIVITY



MUSEUM OF ART AND CULTURE OPENS

The former Lake Macquarie City Art Gallery reopened under its new name, MAC – the Museum Art and Culture, yapang – following a \$2.3 million makeover.

The word *yapang* (pronounced yah/pung) in Awabakal language means journey or pathway and is the name given to a new First Peoples program of the Museum of Art and Culture.

The transformed gallery officially opened on 22 November 2019 to a crowd of 1500 people. The opening event saw the launch of the exhibition, *We. Be. Us.*, and the Sculpture Cafe.

The enhancements to the building mean it can better cater to the community through diverse and inclusive programs, with an emphasis on Aboriginal programming, contemporary art and artists, cultural tourism and audience engagement programs.

The expansion is vital to the overall delivery of Council's Arts, Heritage and Cultural plan, and is part of Council's vision to create a dynamic cultural precinct within the City.

HIGHLIGHTS

- Designs were completed for the new Multi Arts Pavilion to be constructed in Speers Point Park, commencing 2021.
- We commenced expansion of The Things Network Community across the City to support local innovators.
- The Hunter and Central Coast Local Government Smart Cities Network was established to build practical regional collaboration.

CHALLENGES

- Construction of the Wangi Creative Hub at Wangi Wangi was delayed, allowing more time to ensure the final design met community expectations.



\$2.3M

gallery expansion
complete



1500

attended MAC
opening event



1400

attended the
History Illuminated
Festival

CREATIVITY

OBJECTIVE 6.1

CREATIVE THINKING DRIVES OUR CITY

STRATEGY 6.1.1

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

ACTION 2019-2020



Review the results of the creative industry audit undertaken in 2017 to determine effectiveness and map future opportunities

STRATEGY 6.1.2

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

ACTION 2019-2020



Implement radio frequency Identification technology (RFID) at Lake Mac Libraries and deliver other associated actions as outlined within the Lake Mac Libraries Strategy and Action Plan 2019-2024

STRATEGY 6.1.3

COMMUNICATE OUR CULTURE: BE LOCAL, AIM GLOBAL

ACTION 2019-2020

No action for 2019-2020

STRATEGY 6.1.4

DEVELOP AND IMPLEMENT INITIATIVES TO ATTRACT, NURTURE AND RETAIN INNOVATORS

ACTION 2019-2020



Implement foundational initiatives from the Innovators Support Roadmap

OBJECTIVE 6.2

OUR CITY HAS A STRONG CREATIVE INDUSTRY

STRATEGY 6.2.1

INVESTIGATE OPPORTUNITIES FOR IMPROVING INCOME GENERATION IN THE CULTURAL SECTOR

ACTION 2019-2020

- ✔ Develop business cases for merchandising, performing arts subscription program and philanthropy campaigns to assist with building the creative and cultural economy
- ✔ Investigate the feasibility of the Sugar Valley Library Museum at Cameron Park
- ✔ Design the Speers Point Multi Arts Space
- ➔ Implement the Wangi Creative Hub at Wangi Wangi
- ✔ Implement CREATE Charlestown
- ✔ Complete the Art Gallery upgrade at Booragul
- ✔ Implement the Swansea Centre heating ventilation and air conditioning and building management systems upgrade

OBJECTIVE 6.3

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

STRATEGY 6.3.1

DEVELOP A SUITE OF INTERPRETATION THEMES AND SITES AROUND THE CITY

ACTION 2019-2020

- ✔ Deliver four projects that interpret our City's heritage, for example, interpretive signage, virtual reality experience and a heritage festival

SHARED DECISION MAKING



A CLEARER WAY TO HAVE YOUR SAY

Council adopted the Lake Macquarie City Community Participation Plan, a new guide that explains how people have their say on planning matters, such as development applications, planning proposals and strategies.

The Community Participation Plan details how and when Council will engage with the community across the planning functions it performs under the *Environmental Planning and Assessment Act 1979*.

Through this plan we aim to ensure our community knows how and when they can provide feedback on planning decisions that could affect their future.

HIGHLIGHTS

- Council launched a new-look website co-designed with the community to deliver an enhanced online service experience.
- We developed and launched a new Lake Mac Libraries app.
- Council adopted the Lake Macquarie City Community Participation Plan.
- 800 images are now available through our online cultural collection.

CHALLENGES

- Some of Council's Signage and Communications team members were diverted to deliver extensive COVID-19 signage and community notifications between March and June 2020. This delayed the implementation of Council's new signage guideline.



37

community
engagement projects



66K

visits to Shape Lake
Mac engagement portal



1200

views of our online
cultural collections

SHARED DECISION MAKING

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

STRATEGY 7.1.1

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

ACTION 2019-2020



Proactively engage with other levels of government to drive Council priorities, for example the North West catalyst area

STRATEGY 7.1.2

**INFLUENCE DECISIONS
THAT IMPACT OUR
REGION**

ACTION 2019-2020



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

OBJECTIVE 7.2
**WE KNOW
HOW AND WHY
DECISIONS ARE
MADE**

STRATEGY 7.2.1

**DELIVER HIGH QUALITY
AND INFORMATIVE
CUSTOMER SERVICE**

ACTION 2019-2020



Implement a process to close the loop with customers on finalising the outcome of service requests



Establish a benchmark for measuring customer satisfaction and implement a 'first contact' customer satisfaction survey

OBJECTIVE 7.2
WE KNOW HOW AND WHY DECISIONS ARE MADE

STRATEGY 7.2.2

PROVIDE CLEAR, ACCESSIBLE AND RELEVANT INFORMATION TO THE COMMUNITY

ACTION 2019-2020

-  Implement a new guideline and templates for the City's signage
-  Publish accurate and up-to-date information for DAs and Council policies to Council's DA tracking system and website in a timely manner
-  Update arts, culture, event and tourism interactive online tools and online cataloguing, and online community grants application process

OBJECTIVE 7.3
OUR COMMUNITY INFLUENCES DECISIONS THAT SHAPE OUR CITY

STRATEGY 7.3.1

ACTIVELY ENGAGE WITH AND SEEK DIRECTION FROM THE COMMUNITY AND KEY STAKEHOLDERS

ACTION 2019-2020

-  Refresh the Shape Lake Mac engagement platform to align with the City's place branding and Community Strategic Plan key focus areas
-  Develop a Community Participation Plan to set out how we engage with the community on land use planning matters
-  Support community participation in local government by providing adequate resources to Council's committees
-  Enhance the Lake Mac Print website to include functionality such as online quotation and the ability to upload design files

STRATEGY 7.3.2

PROVIDE OUR CUSTOMERS WITH SIMPLE AND CONVENIENT WAYS TO ACCESS AND DO BUSINESS WITH COUNCIL

ACTION 2019-2020

-  Implement a community portal and update Council's website to improve user experience

OUR PLANS FOR 2020-2021



WINDALE HUB

The Windale Hub, home to Windale Library, will be a high-tech facility featuring flexible social spaces and library functions, designed as Windale's community lounge room. Construction is anticipated to begin in mid-2021.

LIFESTYLE AND WELLBEING

MAJOR LAKESIDE RECREATIONAL PRECINCT

The first new infrastructure is set to be delivered as part of a major upgrade to create an exciting recreational precinct at Thomas H Halton Park in Croudace Bay.

Components due for completion during 2020-2021 include a plaza-style skate park that will provide for skateboarders, roller skaters and bladers, BMX and scooter riders.

LIVE MUSIC IS BACK

Live music performances play a significant role in Australian cultural life. This summer, Live Music Lake Mac will give music lovers a chance to sit back and relax to the sounds of local and NSW-based musicians, all within a socially distanced and COVID safe setting.



UNIQUE LANDSCAPE

URBAN GREENING STRATEGY

We will design an urban greening strategy to identify opportunities and priorities for our City, such as increasing our urban tree canopy and reducing urban heat impacts.

BEACH CARE

Working collaboratively with Lake Macquarie Landcare, 30,000 native plants will be planted at Blacksmiths, Caves Beach, Catherine Hill Bay and Swansea Heads as part of Council works to stabilise our coastal dunes.

DIVERSE ECONOMY



NURTURING INNOVATORS

We will implement some of the short-term actions from our Innovators Support Roadmap Action Plan. The Roadmap guides activities designed to attract, nurture and retain innovators in our City. It connects innovators, problem-solvers and helpers, spanning government, private enterprise and the tertiary education sector.

CITY IDENTITY

We will continue to promote our City as a vibrant destination for business and lifestyle to audiences outside of Lake Macquarie, in line with the Let's Lake Mac brand.

AWABA HOUSE SET TO RISE FROM THE ASHES

New concept plans for the revitalisation of Awaba House celebrate a balance of heritage and new, where visitors will be able to soak up the stunning lakeside views while experiencing its historically significant past.



CONNECTED COMMUNITIES



A NEW MULTICULTURAL PLAN

We will work with our community to review Council’s Multicultural Plan and ensure Lake Macquarie City continues to be a welcoming and inclusive community. The plan will encourage a high level of social and economic participation by our multicultural residents and those who have newly arrived to our City.

Council continues its work to ensure people of culturally and linguistically diverse backgrounds can participate fairly in society and access Council services.



MOBILITY AND ACCESSIBILITY

FERNLEIGH AWABAKAL SHARED TRACK

Fernleigh Awabakal Shared Track (FAST) will connect a 27km active transport route stretching from Murrays Beach to Adamstown, creating the longest continuous footpath and cycleway in the Hunter Region. Construction of the first stage is poised to get underway in early 2021, with detailed design now complete.

The artist’s impressions for the FAST project’s southern section, which runs from Hilda Street at Belmont South to Awabakal Avenue at Blacksmiths, reveals a 3m-wide shared pathway, new fencing and retention of the existing bike lane on the Pacific Highway for accomplished cyclists.

The entire shared pathway, including public art installations recognising the cultural significance of the area, is scheduled to be finalised by late 2023.



CREATIVITY

MAP/Mima

Lake Macquarie City will continue to make its mark on Australia’s cultural scene with construction of the purpose-built multimedia arts pavilion, MAP/Mima, expected to start in late 2020.

The dual naming – with its evocative acronym, MAP, short for Lake Macquarie Multi Arts Pavilion, and Mima (pronounced me’ma), an Awabakal word meaning ‘cause to stay’ – signals an intention that it will become a site for conscious intermingling of ancient and emerging cultural expressions.

The new venue will host cutting-edge multimedia exhibitions, contemporary installations, artist residencies, live performances and events.

PEARSON STREET MALL REVITALISED

Works are expected to be complete in 2021 on an innovative \$2.8 million redevelopment of one of Lake Macquarie’s busiest pedestrian malls. The fresh upgrade to Pearson Street Mall is set to deliver a flexible space for people to connect, eat, work and play within the heart of Charlestown.



SHARED DECISION MAKING

GOING DIGITAL, STAYING HUMAN

We'll be making the most of opportunities to engage with our community online through shape.lakemac.com.au, where each year more than 4500 people have their say on a diverse range of projects, plans and issues affecting our City.

INPUT SOUGHT ON MORISSET SHOWGROUND

Consultation on the Morisset showground Master Plan and Plan of Management in 2020 will inform development of the final draft, which is scheduled for consideration by Council in 2021.

LOCAL GOVERNMENT ELECTIONS

We are beginning to prepare for the 2021 Local Government Elections, which are scheduled for 4 September 2021. The elections were postponed from the original 2020 timeframe due to the COVID-19 pandemic.

WORKS UNDERWAY IN 2020-2021

These are some of the many projects that will progress in the year ahead as part of our City-wide works program:

- New shared pathway at Bay Vista Road, Brightwaters
- Road rehabilitation of Smart Street, Charlestown between Smith Street and Dickinson Street
- Road reconstruction including new footpath works at Ocean Street, Dudley
- Road improvement works including new kerb and channel at Macquarie Road, Fassifern
- Road improvement works including new kerb and channel at Alkrington Avenue, Fishing Point
- Road improvement works at Boundary Street, Kotara South between Casey Avenue and Laurie Street in conjunction with City of Newcastle
- Drainage works and sealing the full length of gravel road at Mandalong Road, Mandalong
- Shared pathway between Lake Road, Speers Point, and Frederick Street, Glendale
- Road improvement works including new kerb and channel at Sunshine Parade, between Cessnock Road and Waterside Avenue, Sunshine
- Road improvement works at the corner of Lake Road and The Esplanade, Swansea
- New footpath and pedestrian improvements at The Boulevard and Awaba Road, Toronto
- Road improvement works including kerb and channel, drainage and road widening at Fegan Street, West Wallsend.

Our comprehensive plans for 2020-2021 are detailed in the Revised Delivery Program 2017-2022 and Operational Plan 2020-2021, available online at lakemac.com.au/Our-Council/City-planning-and-direction.



ORGANISATIONAL GOVERNANCE



CITY GOVERNANCE

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

DEMOCRATIC GOVERNANCE

Community

The community elects the Mayor and Councillors.

Mayor and Councillors

The elected Council appoints the Chief Executive Officer.

CORPORATE GOVERNANCE

Chief Executive Officer

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

Executive Team

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

Senior Leadership Network and staff

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



ELECTED COUNCIL

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

The Mayor is elected by popular vote, using an optional preferential method of voting.

CHIEF EXECUTIVE OFFICER

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.

The CEO reports to the elected Council and is the only Council staff member to whom the Council can provide direct instructions.

EXECUTIVE TEAM

Led by the CEO, Council's Executive Team comprises six senior staff members responsible for the following areas:

- Planning for the Future
- Built and Natural Assets
- Service Delivery
- Organisational Services
- Regulation and Compliance
- Development and Planning.

INTERNAL OMBUDSMAN AND INTERNAL AUDITOR

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

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

The Internal Auditor is responsible for auditing, monitoring and reviewing Council's systems and control procedures and recommending action to improve systems and processes.

Together, the Internal Ombudsman and Internal Auditor support Council to operate in an open, accountable and effective way.

COUNCIL ELECTIONS

Under the LG Act, council elections are held on the second Saturday in September every four years. Due to the COVID-19 pandemic, 2020 council elections have been postponed until 4 September 2021 for all NSW councils. The term of current Councillors will extend until this time.

COUNCIL MEETINGS

Council normally meets on the second and fourth Monday of each month from February to December each year. The meetings are usually held in the Council Chamber at the Administration Building. From April 2020, all Council meetings were held remotely due to COVID-19 restrictions. Meetings are open to the public with the exception of confidential items. Council commenced live streaming of its meetings in February 2019.

ROLE OF THE MAYOR AND COUNCILLORS

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

A Councillor represents residents and ratepayers, provides leadership and guidance to the community and facilitates communication between the community and the Council.

Their role is to represent the Lake Macquarie community and make decisions in the best interest of the public and the environment.

STANDING COMMITTEE MEETINGS

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

The Standing Committees include:

- Organisational Services Standing Committee
- Development and Planning Standing Committee
- Service Delivery Standing Committee
- Planning for the Future Standing Committee
- Built and Natural Assets Standing Committee
- General Business Standing Committee.

COUNCILLOR PROFESSIONAL DEVELOPMENT

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

The Mayor and all Councillors undertook ongoing professional development during 2019-2020. Councillors participated in a self-assessment process using the Local Government NSW (LGNSW) Local Government Capability Framework for elected representatives, and contributed insight for the development of the Professional Development Program.

In 2019-2020, Council supported the Mayor and Councillors to attend the following external professional development activities: LGNSW Annual Conference, National Local Roads and Transport Congress, dinner with NSW Minister for Planning and Public Spaces, Rob Stokes, and Get the Night Right night time economies masterclass.

Council continued to provide experiential and structured internal professional development activities for Councillors including strategic briefing sessions, Councillor workshops and independently-conducted conflict of interest training.

An online professional development resource library for Councillors was established, containing 17 documents directly related to professional development areas nominated by Councillors.

The COVID-19 pandemic impacted the professional development program, with the National General Assembly of Local Government and the LGNSW Tourism conference, as well as external governance and risk training, being cancelled or postponed in the last quarter of 2019-2020.

OUR WARDS AND COUNCILLORS

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

MAYOR
Cr KAY FRASER

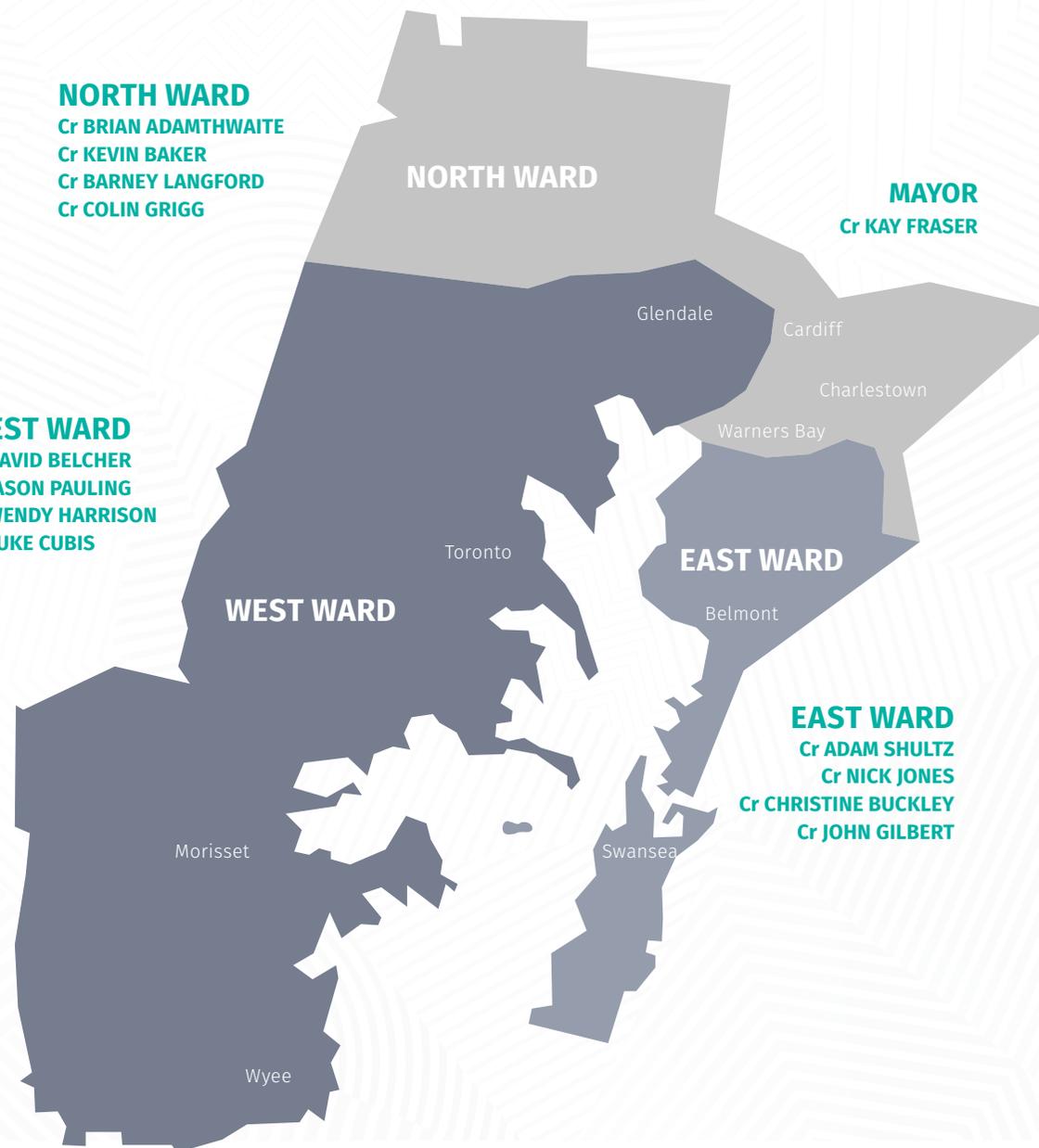
WEST WARD
Cr DAVID BELCHER
Cr JASON PAULING
Cr WENDY HARRISON
Cr LUKE CUBIS

EAST WARD
Cr ADAM SHULTZ
Cr NICK JONES
Cr CHRISTINE BUCKLEY
Cr JOHN GILBERT

DEPUTY MAYOR

Cr David Belcher
- elected from 24 September 2018 to 22 September 2019

Cr Nick Jones
- elected from 23 September 2019 to 6 September 2020



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 12 years before being elected Mayor, 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 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 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.

She sits on the Board of both the Hunter Joint Organisation and Dantia, the Lake Macquarie Economic Development Company.

Committee membership

- Lake Macquarie Awards Committee
- Art Gallery Advisory Committee
- Lake Macquarie Youth Advisory Committee (ex officio member)
- International Children's Games Advisory Committee



NORTH WARD

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



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

COUNCILLOR BRIAN ADAMTHWAITE (ALP)



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

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

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

Committee membership

- Unique Landscape Portfolio
- Shared Decision Making Portfolio
- Art Gallery Advisory Committee
- Lake Macquarie Coastal Zone Management Committee
- Lake Macquarie City Council Heritage Committee
- International Children's Games Advisory Committee
- Lake Macquarie City Council and Rural Fire Service Liaison Committee
- Lake Macquarie Sports Council

COUNCILLOR KEVIN BAKER (LIB)



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

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

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

Committee membership

- Shared Decision Making Portfolio
- Connected Communities Portfolio
- Lake Macquarie Ageing and Disability Advisory Panel
- Lake Macquarie City Council Heritage Committee
- Lake Macquarie Sports Council

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.

Committee membership

- Creativity Portfolio
- Connected Communities Portfolio
- Lake Macquarie Awards Committee
- Art Gallery Advisory Committee
- Lake Macquarie Coastal Zone Management Committee
- Lake Macquarie Ageing and Disability Advisory Panel
- Lake Macquarie Youth Advisory Committee (ex officio member)
- Lake Macquarie Active Transport Advisory Group
- Aboriginal Grants Committee

COUNCILLOR COLIN GRIGG (LMIND)



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

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

Committee membership

- Lifestyle and Wellbeing Portfolio
- Creativity Portfolio
- Art Gallery Advisory Committee
- Lake Macquarie Coastal Zone Management Committee
- Environmental Sustainability Grants Committee
- Lake Macquarie Traffic Facilities and Road Safety Committee

WEST WARD

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



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

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.

Committee membership

- Creativity Portfolio
- Connected Communities Portfolio
- Lake Macquarie Ageing and Disability Advisory Panel
- Lake Macquarie Youth Advisory Committee (ex officio member)
- Environmental Sustainability Grants Committee
- Lake Macquarie Sports Council
- Lake Macquarie Traffic Facilities and Road Safety Committee

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.

Committee membership

- Unique Landscape Portfolio
- Diverse Economy Portfolio
- Lake Macquarie Youth Advisory Committee (ex officio member)
- Lake Macquarie Active Transport Advisory Group
- Audit, Risk and Improvement Committee

COUNCILLOR WENDY HARRISON (IND)



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

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

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

Committee membership

- Unique Landscape Portfolio
- Lifestyle and Wellbeing Portfolio
- Aquatic Services Committee

COUNCILLOR LUKE CUBIS (LMIND)



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

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

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

Committee membership

- Creativity Portfolio
- Diverse Economy Portfolio

EAST WARD

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



COUNCILLOR ADAM SHULTZ (ALP)



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

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

Committee membership

- Shared Decision Making Portfolio
- Diverse Economy Portfolio
- Aboriginal Grants Committee

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.

Committee membership

- Accessibility and Mobility Portfolio
- Diverse Economy Portfolio
- Lake Macquarie Environmental Research Grants Committee
- Aquatic Services Committee
- Lake Macquarie Active Transport Advisory Group
- Lake Macquarie City Council and Rural Fire Service Liaison Committee
- Lake Macquarie Traffic Facilities and Road Safety Committee

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.

Committee membership

- Accessibility and Mobility Portfolio
- Connected Communities Portfolio
- Lake Macquarie Awards Committee
- Lake Macquarie Environmental Research Grants Committee

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.

Committee membership

- Lifestyle and Wellbeing Portfolio
- Aquatic Services Committee



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.

The organisation employs more than 1100 people across an extensive range of professions.

As a Council, we are committed to improving customer experience across all services.

We are transforming the way we deliver key services by supporting innovation, utilising technology and nurturing collaboration. The Lake Macquarie community values this approach, reporting 86 per cent satisfaction with the service Council provides.

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

SHAPING OUR FUTURE

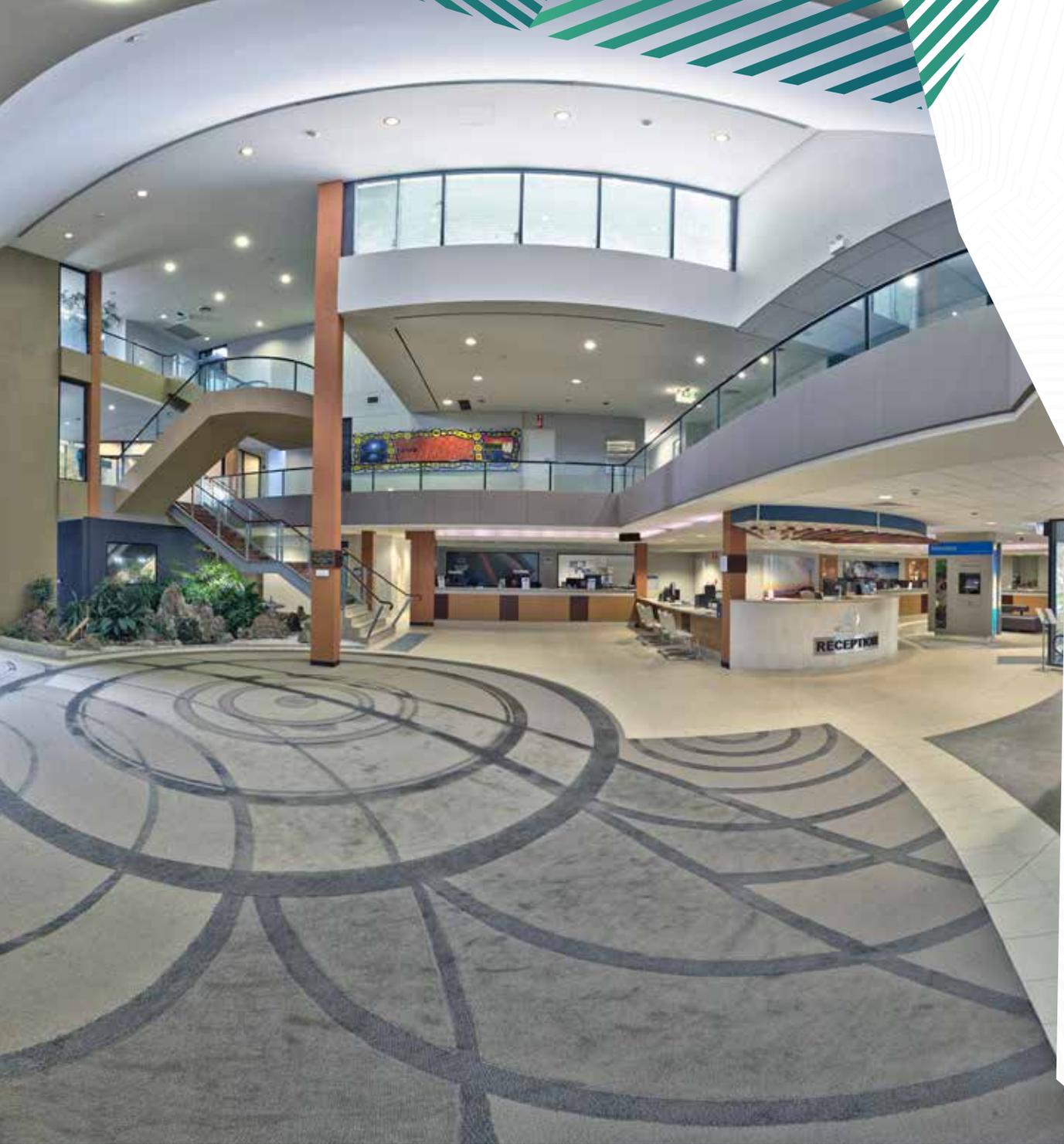
- Open thinking
- Being adaptable to change
- Empowering people to find better ways of doing things
- Taking advantage of new technologies
- Finding innovative ways to do business.

LEADING AT ALL LEVELS

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

WORKING TOGETHER

- Helping others to achieve their goals and supporting people to make decisions
- Making a contribution to individual, team and organisational improvement
- Taking the time to create relationships that are mutually beneficial
- Working together to succeed together
- Creating a flexible workplace where people enjoy coming to work.



ORGANISATIONAL STRUCTURE

Structure and values

Whether in our day-to-day work or in times of crisis, we continue to be guided by our values. Our organisational structure helps us stay true to our values and achieve our vision for the City. Our structure enables us to work together to:

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



WORKFORCE STRUCTURE AND LEADERSHIP CLUSTERS



BUILT AND NATURAL ASSETS

DIRECTOR **David Hughes**

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

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



DEVELOPMENT AND PLANNING

HEAD **Glenn Bunny**

- Development Assessment and Certification
- Integrated Planning
- Development Contributions

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



CEO
MORVEN CAMERON

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

- Executive and Mayor support
- Internal Ombudsman and Internal Auditor



ORGANISATIONAL SERVICES

DIRECTOR **Laura Kendall**

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

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



PLANNING FOR THE FUTURE

DEPUTY CEO **Tony Farrell**

- City Projects
- Financial Services
- Major projects and strategies

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

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

REGULATION AND COMPLIANCE

DIRECTOR **Vacant**

- Environmental Regulation and Compliance
- Legal

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



SERVICE DELIVERY

DIRECTOR **John Ferguson**

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

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



WORKFORCE PROFILE

There have been some minor changes in the composition of our workforce during 2019-2020. Significantly:

- the average employee age has decreased from 45 years to 43 years
- the average years of service have increased from five years to seven years
- our turnover remained steady at 13.7 per cent, however there was a decrease in retirements.

The range of professions across Council continues to be diverse and our workforce has remained agile to meet the needs of the organisation.

The most recent biennial staff engagement survey was completed in May 2019. The survey will be completed again in 2021.

Our rate of 77 per cent for overall staff engagement in 2019 was above the local government average of 73 per cent, and the all-industry average of 69 per cent.

Throughout 2019-2020, we undertook a number of activities in response to our 2019 engagement survey results. An organisational roadmap was developed to lead our journey through these activities, including scoping our need for a new job-sizing tool, conducting career conversations, embedding values and behaviours, and developing our customer experience and digital strategies. These activities will continue in 2021 and beyond.



Headcount
1306



Turnover
13.7%



Full-time equivalent (FTE)
1123



Retirement rate
1.8%

WORKFORCE MANAGEMENT STRATEGY

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

STRATEGIC CHALLENGES

Our key strategic challenges are:

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

The strategy addresses key workforce management issues such as:

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

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

These strategic priorities are:

1. aligned and active leadership

2. working together as one team

3. systems and procedures

4. right people, right behaviour

5. empowered and effective teams

Developed in collaboration with our staff, these priorities drive actions implemented across our organisation over a four-year period.

Key achievements from the strategy include:

- broadening our Education to Employment (E2E) program to include a combined Council/Hunter Water Graduate Program, with Graduate Engineer and Graduate Communications students joining us
- implementation of year one of the Equal Employment Opportunity and Diversity Management Plan 2019-2022, to increase diversity and access to employment at Council
- completion of the Even Better structure review
- commencement of year two of the Collaboration Training program to access resources and build the skills to work in a more collaborative and innovative way
- implementation of a new Career Check-in process and tools, to support leaders and staff having career conversations
- continued implementation of a Local Government Skills Strategy program for developing leaders' skills, focusing on team development, change management, business improvement and conflict management
- continued implementation of the Lake Mac Wellbeing Framework, including a calendar of events targeting overall staff wellbeing
- continued optimisation of corporate systems across finance, people and procurement functions.

OUR PERFORMANCE

As an organisation, our vision is to empower our people to work together to create an even better Lake Macquarie for the more than 205,000 residents who call our City home.

Council is strongly committed to efficiency, transparency, innovation and customer-focused service.

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

ORGANISATIONAL PERFORMANCE FRAMEWORK

Core components of our corporate governance approach are our Resourcing Strategy, Customer Charter and Service Standards, Enterprise Risk Management Framework and Business Improvement Program.

Together, these provide an overarching Organisational Performance Framework that guides our actions and drives improvement across all facets of our operations.

MANAGING OUR PERFORMANCE

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

Leaders from across the organisation form Council's Senior Leadership Network, which meets monthly.

The focus of this group is corporate performance, finance, risk, safety, talent and organisational development.

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

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

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

RESOURCING STRATEGY

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

long-term financial planning

workforce planning and management

asset management

information technology management

plant and fleet management

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

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

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

CUSTOMER CHARTER AND SERVICE STANDARDS

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

AUDIT, RISK AND IMPROVEMENT

Council has an established Audit, Risk and Improvement Committee to support good governance within the organisation. The focus of the Committee is to assist Council to improve its performance and ensure effective internal control of Council's finance, risk and performance improvement activities. The Committee serves as an independent and objective party to assist the CEO and the elected Council in determining whether the organisation complies with relevant laws and standards, including policy directions of the Office of Local Government in relation to audit, risk and improvement standards.

RISK MANAGEMENT

Council's Enterprise Risk Management Framework provides a formal yet practical guide 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. It 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 amid change and uncertainty
- achieve transparent, inclusive stakeholder consultation
- demonstrate evidence-based decisions, compliance and sound governance.

COMMITMENT TO FRAUD AND CORRUPTION CONTROL

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

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

BUSINESS IMPROVEMENT

Council formally established a small specialist team to deliver our Business Improvement Program in late 2018.

The team delivers transformational improvement initiatives and is building the business improvement capability of staff at all levels of the organisation.

These initiatives are delivering benefits for a wide range of services, including building and facility maintenance, waste collection and management, road and road-related infrastructure, vegetation maintenance, development approvals and contributions, customer service, capital works delivery, pools and beaches.

 **2.9M**
saved

 **162**
initiatives

 **27**
major improvement projects
completed

 **776**
staff participated directly

CAPABILITY BUILDING

In May 2019, the Business Improvement team launched a capability-building program designed to teach all staff problem-solving tools and techniques, which they then apply to a real business problem affecting their team. Each team was assigned a mentor from the Business Improvement team to provide training and guidance as they worked to solve their problem.

Over a 12-month period, 776 staff members from all areas of Council participated in the program, working on 162 improvement initiatives set to benefit Council and the community.

The Business Improvement team launched year two of the program in September 2020, capitalising on the learnings and achievements from year one to further embed a focus on improvement and innovation across Council.



WORK HEALTH AND SAFETY

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

WHS MANAGEMENT SYSTEM

Council has a Work Health and Safety Management System designed to meet legislative and organisational requirements.

WHS PERFORMANCE

Council experienced steady improvements in its WHS performance throughout 2019-2020, with reductions in lost time injuries, injury durations, and costs associated with injuries.

INJURY PERFORMANCE

During 2019-2020, we experienced 175 total injuries requiring treatment, which was a decrease on the 2018-2019 total of 180. Total injuries include provision of first aid, medical treatment and lost time injuries.

INJURY SEVERITY

While the overall count for injuries in 2019-2020 was similar to 2018-2019, there was a 38 per cent reduction in our lost time injuries, from 65 in 2018-2019, to 40 in 2019-2020. Medical treatment injuries were slightly higher than the previous year, with 52 in 2018-2019, compared to 56 in 2019-2020.

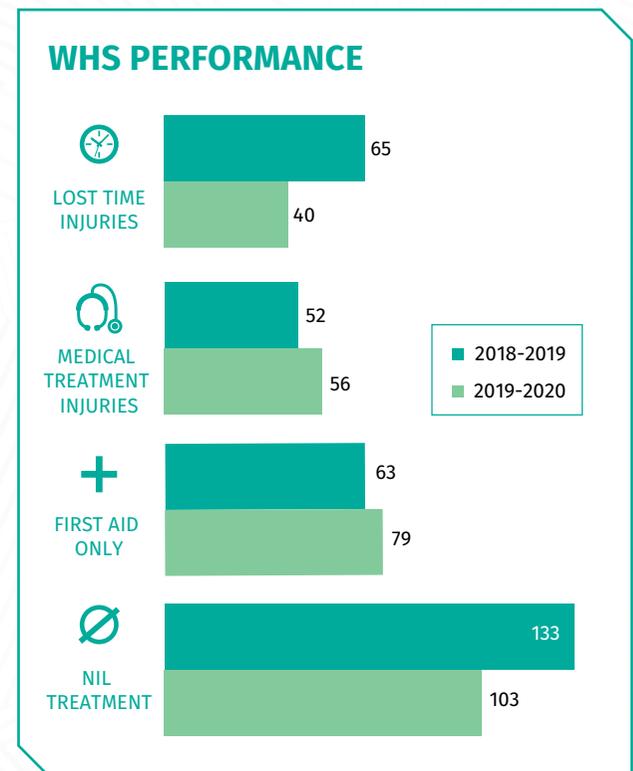
First aid injuries increased from 63 in 2018-2019 to 79 in 2019-2020, and nil treatment injuries decreased from 133 in 2018-2019 to 103 in 2019-2020.

HOURS LOST

There was a 12 per cent decrease in average hours lost for a lost time injury. We registered an average of 154 hours in 2018-2019, compared to 132 hours in 2019-2020.

CLAIM COSTS

The total cost of all injury claims decreased from \$719,499 in 2018-2019 to \$506,814 in 2019-2020. We also observed a five per cent decrease in the average cost of an injury claim, with the average cost being \$5279 in 2018-2019, compared to \$4994 in 2019-2020.



The data represents a point in time, and may change throughout the life of the injury.

COMMUNITY ENGAGEMENT

In 2019-2020, we asked our community to:

- select their preferred skate park option for Bernie Goodwin Memorial Reserve, Morisset, Bahloo Reserve, Windale, and Thomas H Halton Park, Croudace Bay
- provide feedback on the draft principles and design ideas to make the Toronto Foreshore a better place as part of the Creating a Place for People in Toronto project
- comment on the draft Operational Plan 2020-2021, Delivery Program 2017-2022 and the Fees and Charges 2020-2021
- help us prepare the draft Concept Master Plans for Rathmines Park
- collaborate with us on exploring options for the Adapting Swansea and Pelican and Blacksmiths Planning for Future Flood Risks project
- continue to work with us as we consider how to proceed with infrastructure planning for the Wye West paper subdivision
- tell us their thoughts on naming a suburb Lake Macquarie
- provide feedback on the draft concept designs for the proposed multi-purpose centre to replace the existing Windale Community Hall
- share their ideas for the Wangi Wangi Library and Creative Hub refurbishment project
- provide comment on the draft Petitions Policy, which outlined how Council will accept and respond to petitions
- share any concerns they may have had regarding the removal of sand from Grannies Pool
- comment on the draft Library and Cultural Collections Policy, which aims to ensure equity when making decisions on collection and de-selection
- tell us how they move to and around the Cardiff and Charlestown economic centres to inform transport management planning in these areas
- assist in the development of the draft West Wallsend Heritage Master Plan
- help guide the future of historic Awaba House, which was severely damaged by fire in 2019
- comment on the draft Lake Macquarie Community Participation Plan, which details when Council will engage with the community in relation to planning decisions and to guide planning outcomes
- provide feedback on the draft Lake Macquarie City Housing Strategy



- give us their thoughts on the proposed route, design and other elements of the Fernleigh Awabakal Shared Track (FAST)
- provide feedback via an online ideas wall and interactive map to help prepare the draft Coastal Management Program
- tell us what they think about the key themes identified by the youth in the region for #lakemacnextgen
- share information to assist in the development of the draft Catherine Hill Bay Development Control Plan
- suggest opportunities and share ideas about ending homelessness in Lake Macquarie for a Hunter-first Homelessness Plan
- participate on the Lead Mitigation Grants Panel to help assess grant applications and disperse funding to help eligible land owners to live safely with lead in North Lake Macquarie
- be involved with the Blacksmiths Beach Surf Assessment to help manage the southern end of the beach
- comment on the draft Urban and Public Art Strategy, which aims to build on the culture and identity of the City
- provide feedback on the draft Environmental Sustainability Strategy and Action Plan 2020-2027
- share their thoughts on financial investment and sports tourism through the sports tourism survey
- give their thoughts on potentially progressing development for the Killingworth paper subdivision
- comment or upload a submission on amendments to the Lake Macquarie Development Control Plan 2014
- share their thoughts on the draft Electric Vehicle Charging Strategy
- assist in the early stages of preparing Lake Tributary Flood studies
- be a part of the Landowner Reference Group for Buttaba Hills South paper subdivision to assist all landowners to secure the 'paper roads' necessary to submit a Development Application
- let us know how we can improve and achieve greater acceptance of cultural diversity in our community by commenting on the Multicultural Plan 2020-2023
- provide comment on the draft International Engagement Policy, which aims to guide decision-making and set out guidelines on the types of international and national relationships Council will enter into to promote educational, cultural, trade and sporting exchanges
- comment on the draft Councillor Expenses and Facilities Policy
- give feedback on draft Regulation and Compliance policies to help Council deliver better regulatory outcomes for residents
- apply for funding under the Resources for Regions Program, which supports the ongoing prosperity of mining communities in regional NSW by providing economic opportunities, improved amenity and positive social outcomes.

Engagement by numbers



66,000

visits to the Shape Lake Mac online engagement portal



3700

active participants on Shape Lake Mac



20,000

visits to our online interactive mapping tool, Social Pinpoint



750

community members engaged with at pop-ups and workshops



37

key engagement projects active

AWARDS

OUR ORGANISATION

2019 REGIONAL TOURISM AWARDS

WINNER

Caravan and Holiday Parks – Blacksmiths Beachside Holiday Park

STATEWIDE MUTUAL RISK MANAGEMENT EXCELLENCE AWARDS

WINNER

Operational Risk Initiative – Business Improvement

2019 MASTER BUILDERS ASSOCIATION NEWCASTLE EXCELLENCE IN BUILDING AWARDS

WINNER

Civil Engineering and Infrastructure over \$3 million – Pasterfield Sports Complex

COMMITTEE FOR SYDNEY SMART CITY AWARDS 2019

WINNER

Best Place-Making Outcomes Project – Urban Liveability in Charlestown (The University of Technology Sydney)

2019 NEWI AWARDS FOR DIGITAL CREATIVITY

WINNER

Best Tourism Solution – Lake Macquarie City Council/ Destination NSW – Love the lake campaign

2020 AUSTRALASIAN REPORTING AWARDS

SILVER

Council's 2018-2019 Annual Report

OUR PEOPLE AND PARTNERS

2019 HUNTER BUSINESS AWARDS

WINNER

Business Leader of the Year – Morven Cameron

LOCAL GOVERNMENT WEEK AWARDS

WINNER

Local Government NSW Planning Awards Excellence in Leadership Award (Division B: Outstanding individual contribution) – Elizabeth Lambert

2019 SYDNEY DESIGN AWARDS

SILVER

Graphic Design – Illustration and Type – Let's Lake Mac

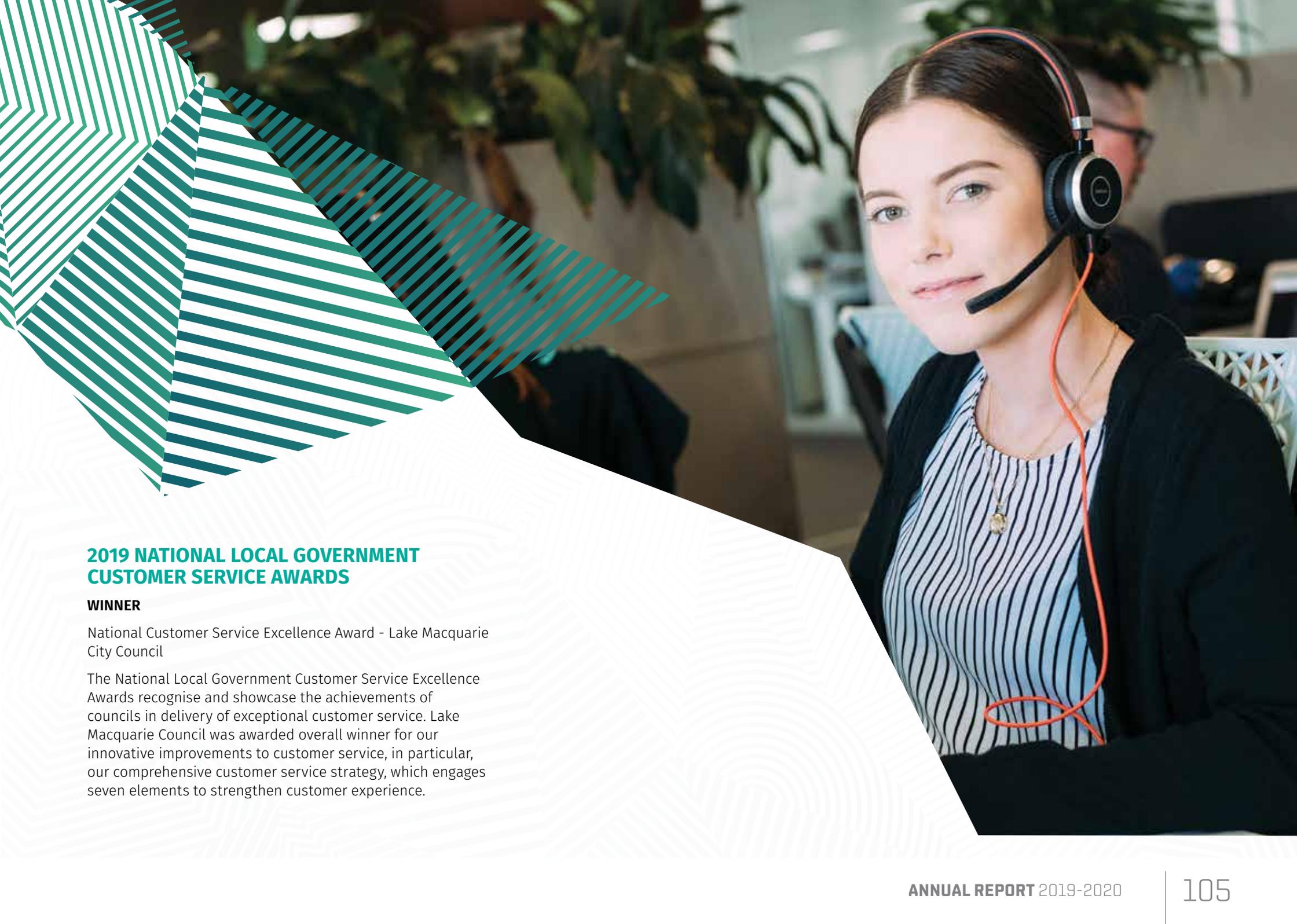
IPWEA NSW 2019 ENGINEERING EXCELLENCE AWARDS

WINNER

Category 1C – Infrastructure projects greater than \$5 million – Pasterfield Sports Complex

HIGHLY COMMENDED

Category 6 - Environmental Enhancement Project or Initiative including Recovering, Recycling and Reusing – Winding Creek Glendale Stormwater Quality Improvement Device



2019 NATIONAL LOCAL GOVERNMENT CUSTOMER SERVICE AWARDS

WINNER

National Customer Service Excellence Award - Lake Macquarie City Council

The National Local Government Customer Service Excellence Awards recognise and showcase the achievements of councils in delivery of exceptional customer service. Lake Macquarie Council was awarded overall winner for our innovative improvements to customer service, in particular, our comprehensive customer service strategy, which engages seven elements to strengthen customer experience.



STATE OF THE ENVIRONMENT

This summary outlines Council's results for 2019-2020 in implementing the Lake Macquarie City Environmental Sustainability Action Plan 2014-2023 (ESAP 2014-2023). It provides a trend and condition report on the priority environmental issues of energy, waste, water and land, transport, natural environment, climate change adaptation, natural hazards, and environmental health.

Environmental trends

For each of the priority environmental issues, we provide the overall trend based on three indicators: declining, stable or improving.



IMPROVING the condition is better compared to the last reporting period



STABLE the condition stayed the same compared to the last reporting period



DECLINING the condition is worse compared to the last reporting period

Conditions

For each of the priority environmental issues, we also provide a high-level rating: poor, moderate or good.



GOOD data shows a positive or healthy environmental condition



MODERATE data shows the environmental condition is neither good nor poor, or results may be mixed across the City



POOR data indicates poor environmental condition or condition under significant stress

OUR ENVIRONMENTAL SUSTAINABILITY TARGETS FOR 2027

In June 2020, Council adopted the Lake Macquarie Sustainability Strategy and Action Plan 2020-2027 (ESSAP 2020-2027), replacing the ESAP 2014-2023.

Council's environmental sustainability strategy and action plan aims to maximise the wellbeing of the City's residents, while reducing the City's environmental footprint. The targets developed and implemented under ESSAP 2020-2027 are for the 19-year period, starting from 2008 (baseline year where applicable) and concluding in 2027.

STRATEGIC THEME 1

Protecting and enhancing our natural landscapes

The targets presented focus on factors that have been shown to be key for maintaining ecosystem function, such as connectivity, protection of habitat of high conservation value and ecosystem health and land use practices that support high water quality in the aquatic environment

- 1.1 Maintain at least 57.5% native vegetation cover in the City
- 1.2 Improve the condition of 30% of public land with high conservation value compared to 2007 baseline
- 1.3 No net loss in connectivity of ecological communities from 2007 baseline
- 1.4 5% increase in area of the City (land and water) with conservation status compared to 2007 baseline
- 1.5 20% increase in lake and waterway health compared to 2007 baseline
- 1.6 Achieve a '100% Water Cycle City' state (using the Water Sensitive Cities Benchmarking Assessment)
- 1.7 90% of residents place a high value on the health of the natural environment (beaches, lake and bushland) of Lake Macquarie

STRATEGIC THEME 2

Supporting resilient communities

The targets presented focus on factors that help the community and Council, in relation to its own assets, understand the risks from natural hazards and the influence climate change is expected to have on the frequency and severity of these events and its specific contribution to sea level rise and how we prepare for these risks so adverse outcomes can be minimised.

- 2.1 Natural disaster risk reduction strategies in place for 100% of the City's extreme and high risks
- 2.2 Climate change risk reduction strategies in place for 100% of the City's extreme and high risks
- 2.3 100% of known contaminated public land assessed for risk to human health and prioritised for risk mitigation measures
- 2.4 Air quality emissions in the City meet the National Environment Protection (Ambient Air Quality) Measure
- 2.5 70% of residents believe they have the information and resources needed to prepare, respond and recover from adverse events



STRATEGIC THEME 3

Creating a sustainable city and communities

The targets presented focus on factors: that maximise the efficient use of energy and reduce reliance on non-renewable energy sources (with reducing greenhouse gas emission as a well-recognised indicator); that drive efficient use of water and encourage diversification of suitable supply options; and that guide land use and transport planning to support development of a high-quality built environment.

- 3.1 57% reduction in City-wide per capita and total Council greenhouse gas emissions from 2007 baseline
- 3.2 12% reduction in City-wide per capita and total Council drinking water consumption from 2007 baseline
- 3.3 Increase active transport (walking and other) to 15% of total trips (Transport for NSW Household Travel Survey - Data by LGA)
- 3.4 80% of residents report taking positive actions to source renewable energy and/or conserve water and/or undertake active transport trips

STRATEGIC THEME 4

Responsible consumption and production

The targets presented focus on factors: that maximise the value placed on finite resources by encouraging separation of once unrecovered resources, into useful components, and development of markets for their beneficial reuse; and recognise that resources include the land, water and energy needed to create our goods and services, as captured in the concept of the ecological footprint.

- 4.1 30% reduction in the per capita ecological footprint of the City from 2007 baseline
- 4.2 To divert 75% of waste from properties serviced by Council (residential and commercial) away from landfill
- 4.3 To divert 90% of construction and demolition waste generated and managed by Council operations away from landfill
- 4.4 100% of Council tender specifications include recycled, reused and sustainably sourced products, where a functionally and economically viable alternative to new materials is available
- 4.5 Increase the number of businesses in the region involved in Circular Economy manufacturing, design, reuse, repair and recycling of materials by 20% from 2019 baseline
- 4.6 90% of residents believe it is important for residents of Lake Macquarie to reduce their resource consumption

NATURAL ENVIRONMENT

| | |
|--|---|
| Environmental trend: | Condition: |
|  DECLINING |  MODERATE |

2019-2020 summary outcomes



10,019HA
reserved for conservation



34 ON-GROUND PROJECTS

to improve water quality, prevent erosion and improve biodiversity



\$1.147M SUPPORT FOR LANDCARE

193 active Landcare groups

Terrestrial and freshwater ecosystems

Indicators suggest biodiversity and native habitats are still in a state of decline. The most recent rate of clearing measured was for the period 2014-2018 and averaged 69.5 hectares a year. Pressures on biodiversity are increasing due to population growth, urban development, mining, rural clearing, climate change, fragmentation of vegetation, altered fire regimes, loss of habitat and introduced weeds and invasive pest species.

Council has taken the following actions to conserve and protect biodiversity:

- mapping and data analysis to monitor loss of native vegetation and to assess habitat areas of certain threatened species and ecological and connectivity values within the City
- introduced targets relating to preserving native vegetation cover and connectivity in the City
- improvement of the ecological condition of public land, improvements in conservation status of natural areas, and worked regionally to improve our understanding of biodiversity and encourage biodiversity retention on private land and locally to manage weeds

- continued to work on biodiversity offsets including mapping, planning and on-ground works, and undertook rehabilitation works both directly and indirectly through Landcare.

Marine and estuarine ecosystems

The condition of marine and estuarine ecosystems is stable. Aquatic ecosystem modelling together with analysis of water quality and seagrass coverage shows that aquatic ecosystem health was stable over the last year (trends of improvement over the last 15 years have been observed). A focus on both lake and coastline is emerging through the implementation of the Lake Macquarie Coastal Zone Management Plan. There has been an increased effort towards raising awareness of the coastal environment, and Council supports the Lake Macquarie Coastal Zone Management Committee, and has improved the condition of the coastal environments via an on-ground works program and assessment of the impacts of climate change.

ENERGY

Environmental trend:



Condition:



2019-2020 summary outcomes



25% INCREASE

in solar exported to the grid within the City (15,027 customers exporting solar to grid)



1371KW

solar generation capacity on Council infrastructure



8.6% REDUCTION

in Council greenhouse gas emissions (1128t CO₂-e)

Total City-wide energy usage for 2018-2019 (reported a year in arrears) increased by 0.54 per cent, with a 2.05 per cent increase in total residential electricity use and a 1.95 per cent decrease in total non-residential electricity usage. City-wide solar generation capacity increased by 41.91 per cent.

City-wide increases in motor vehicle registration and ongoing land clearing is increasing pressure on greenhouse gas emissions. Council continues efforts to improve the capacity of both Council and the community to react to energy pricing pressures, and implement actions to achieve effective and efficient energy outcomes.

Council is committed to reducing City-wide greenhouse gas emissions, and is implementing projects and targeted City-wide campaigns in the areas of energy, transport, waste and resource consumption and continues to undertake actions identified in the Environmental Sustainability Strategy and Action Plan 2020-2027.



WASTE AND RECYCLING



The City's per capita waste to landfill in 2019-2020 was 302kg per person; a decrease of 7kg per person (2.27 per cent) compared to 2018-2019 and 313kg (51 per cent) less than the 2007-2008 615kg baseline. The amount of waste landfilled has stabilised at a lower rate for two years in a row, following the 2018 transition to weekly kerbside food and garden organics and fortnightly garbage collections. Maintaining these substantial reductions in waste to landfill is closely linked with Lake Macquarie residents' high levels of participation in the food and garden organics service.

During the reporting year, Council completed a major expansion project at the Awaba Waste Management Facility, including two new landfill cells, a transfer station to improve resource recovery, a wheel wash, new gatehouse and weighbridge, amenities building and a state-of-the-art community recycling centre. The expansion of the facility will extend its service life for many years and increase the City's capacity for resource recovery, while minimising environmental impacts from the waste streams generated by residents and businesses.

2019-2020 summary outcomes

40,451 TONNES
green waste and recycling
diverted from landfill

1.76% LESS WASTE
to landfill (1115 tonnes)

146.75 TONNES
problem waste collected by
Community Recycling Centre
program and Chemical Clean-out

Local waste management and environmental improvements are being realised through:

- Council's implementation of resource recovery strategies and ongoing waste minimisation campaigns
- investment in best practice waste management infrastructure
- continued provision of high-quality waste collection services
- development of projects and initiatives that support local transition to a circular economy.

Ongoing collaboration with other councils and recyclers in the Hunter Region continues to help identify and support local end markets for products made with recycled materials. This has resulted in the continued and increasing use of recycled plastics and recycled glass sand in pavement, road construction and kerb and guttering projects across the City.

WATER AND LAND

Environmental trend:



STABLE

Condition:



MODERATE

2019-2020 summary outcomes



27.32% REDUCTION

in Council water consumption
(121,370kL on 2017-2018 - climate corrected 444,322kL)



5.31% REDUCTION

in residential water use (744,281kL)



74.3HA REZONED

for conservation

Drinking water quality and consumption

A state-wide drought contributed to Hunter Water's total water storage level dropping below 60 per cent. Water storages that supply the Lower Hunter were at approximately 68 per cent in July 2019 and 69 per cent at the end of June 2020. Hunter Water implemented Level 1 water restrictions in September 2019, Level 2 restrictions in January 2020, with a return to Level 1 restrictions in February 2020.

Water demand is expected to increase due to population growth, development pressure and industrial and commercial expansion. Reliability of potable water supply is also dependent on climatic conditions and droughts, the impacts of which will increase into the future as a result of climate change. Urban and industrial expansion places the City's drinking water supply catchments under increasing pressure.

Land use changes

There is a continued shift towards increased infill development opportunities, particularly in and surrounding economic centres, capitalising on existing infrastructure and reducing lifecycle costs for residents and Council. No additional land was rezoned for greenfield or infill development purposes during 2019-2020. A total of 74.3 hectares was rezoned from 'recreational purposes' to 'environmental conservation' during this period.



TRANSPORT

Environmental trend:



IMPROVING

Condition:



MODERATE

2019-2020 summary outcomes



2.32KM NEW

off-road shared paths
constructed by Council



14.55KM

footpaths constructed
(Council 3.22km/developer 11.33km)



6.76% REDUCTION

in Council fleet fuel-burn
emissions (380t CO₂-e)

Private motor vehicles remain the dominant mode of transport in the City. Council uses the annual NSW Household Travel survey to monitor transport trends. The 2018-2019 survey period indicated mode share and total trips remains fairly stable, with cycling participation registering a moderate increase and total number of trips by public transport in decline. Urban growth on the City's fringe is difficult to service by public transport and is not typically within walking distance of services. Residents of these areas have fewer transport choices and higher rates of vehicle ownership, creating more pressure for the City's road network, increasing parking demand and impacting local amenity.

Public transport patronage has decreased 0.7 per cent (4000 average daily trips) from 24,000 average daily trips in 2017-2018 to 20,000 average daily trips in 2018-2019.

During 2019-2020 Council:

- constructed 2.3 kilometres of off-road shared paths and an estimated 3.2km of new footpath
- advocated for regional high-speed rail and improvements to existing rail and bus services
- participated in co-designing a new walking and cycling strategy with Council's Active Transport Advisory Group
- adopted an Electric Vehicle Charging Strategy
- facilitated community research to understand and identify community priorities and the overall level of community satisfaction of Council planning for transport related improvements.

ENVIRONMENTAL HEALTH

| | |
|--|--|
| Environmental trend:  STABLE | Condition:  MODERATE |
|--|--|

2019-2020 summary outcomes

 **34% INCREASE**
in complaints relating to fugitive emissions (smoke, dust, etc.)

 **38**
illegal dump sites cleaned-up by offender

 **38**
asbestos-related issues investigated

Air quality

The pollution from regulated pollution sources in the City has largely remained stable. Council is addressing air quality issues through a range of initiatives including registering and investigating air pollution incidents, as well as facilitating long-term initiatives to minimise motor vehicle use. Air Quality Assessment reports submitted as part of pollution-intensive development applications have also been assessed and recommendations made to approval authorities to mitigate air quality impacts.

Contaminated land

Lead and other heavy metals in slag-affected soils may adversely affect human health and the environment if not properly managed. Historically, a considerable volume of smelter slag was distributed throughout the City. The source of this pollution, Pasmenco Cockle Creek Lead and Zinc Smelter, has now ceased operation and smelter slag is no longer being generated.

To help facilitate improvement of the soil and support the community, the NSW Government has provided \$100,000 a year for four years to assist with managing contaminated soil.

Launched in April 2020, the Lead Mitigation Grant Program provides funding to eligible North Lake Macquarie residents who have been adversely impacted by lead contamination resulting from the former Pasmenco Cockle Creek Smelter.

Council has prepared a multi-level strategy for identifying, assessing, remediating and reporting on contaminated land including:

- Council's Development Control Plan 2014 includes consideration of soil contamination issues during development
- public sites that are controlled by Council are being assessed and managed to minimise community exposure
- an environmental management plan for contaminated land in Council's care and control has been implemented
- Council has increased resources to combat illegal dumping
- the Regional Illegal Dumping Squad has been established and is in operation.

CLIMATE CHANGE ADAPTATION



2019-2020 summary outcomes



1 ADAPTATION PLAN

in action (Belmont South and Marks Point)



2 ADAPTATION PLANS

in development (Pelican and Blacksmiths, Swansea)



0.16MM/YEAR

increase in relative lake level
(on 2011 baseline 2.6mm/year)

Rising sea and lake levels are gradually increasing the risk to natural areas and settlements from flooding, tidal inundation and coastal hazards such as beach erosion and recession. Lake and channel foreshore areas are also showing active erosion, in part due to rising sea levels. The rise in sea levels is projected to continue and to accelerate in response to climate change. The consequences will become increasingly evident as climate change acts to exacerbate existing hazards, particularly on lake and coastal areas experiencing increased development pressure.

Climate change risks are becoming better understood, increasing the demand on Council services to respond to predicted changes and threats. The increased frequency and intensity of extreme events such as heatwaves, storms and bushfires will increase public and private expenditure. Costs of constructing, operating and maintaining assets are increasing to meet changing standards designed for future climate conditions.

Council and the community are becoming better informed about climate change and its effects, and are incorporating this information into planning and operational decisions. Council's response to climate change impacts has focused on addressing the major issue of sea-level rise (with inundation identified as the top priority environmental security risk to be managed for the City). Council has also participated in a number of regional climate change programs with a broader focus, including bushfire, heatwave, infrastructure resilience and emergency management responses. In 2019-2020, Council engaged global experts in resilient infrastructure, AECOM, to undertake a thermal resilience baseline study and climate change scenarios report.

NATURAL HAZARDS

| | |
|---|---|
| <p>Environmental trend:</p>  <p>STABLE</p> | <p>Condition:</p>  <p>MODERATE</p> |
|---|---|

Most climate models indicate that in many places worldwide, including Australia, climate change is likely to increase the frequency and duration of extreme events such as heavy rains, bushfires, droughts, heatwaves and floods, creating increased community expectations around natural hazard/ disaster preparedness and resilience building.

Council continued to work with government and emergency service agencies, and with non-government organisations to address natural hazard awareness and preparedness issues. This work included prioritising vulnerable communities, businesses and individuals, through a range of initiatives including:

- building neighbourhood connectivity, community capacity and resilience
- providing practical and up-to-date information about natural hazard planning, preparation and recovery
- subsidised subscription to the Australian Early Warning Network
- implementation of the Lake Macquarie City-wide Flood Warning System and website.

2019-2020 summary outcomes

 **109 NEW**
RFS volunteers

 **5595 SUBSCRIBERS**
to Early Warning Network notifications in the City

 **\$178,216**
INVESTMENT
in flood mitigation structures

The number and extent of flooding issues is progressively being addressed. Council continues to develop and review flood studies and floodplain risk management studies, and plans for prioritised catchments and tributary catchments. Council also places conditions, guidelines and restrictions where necessary on development areas where the land is subject to flooding and sea level rise through its Development Control Plan 2014. Council maintains its commitment, through the Bush Fire Risk Management Plan, to provide structure and direction to assist with bushfire mitigation activities, detail, map and allocate hazard ratings for urban interface assets, and give priority direction to minimise the effects of bushfire within the City.



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.

 **\$3.85 BILLION**
total infrastructure assets

 **\$1.66 BILLION**
roads and bridges assets

 **\$976 MILLION**
drainage/stormwater assets

 **\$760 MILLION**
traffic and transportation assets

 **\$321 MILLION**
buildings assets

 **\$139 MILLION**
parks and reserves assets

 **4000 HECTARES**
natural areas assets

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 required funding is identified for the upkeep of our assets.

AMPs cover Council's key infrastructure asset classes:

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

Capital renewal

Capital renewal is usually major work that restores an existing asset to its original condition. The total amount spent on infrastructure capital renewal for the 2019-2020 financial year was \$38 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 \$56 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
- improving asset knowledge (performance, condition and remaining life)
- improving maintenance to extend asset lives and defer projected renewal
- improving efficiency in delivery of maintenance and renewal
- developing and using low-cost renewal methods
- rationalising (disposing) of unnecessary and low-use assets
- reviewing service levels
- redistributing funding allocations.

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.

EXPENDITURE ON INFRASTRUCTURE MAINTENANCE 2019-2020

| | \$'000 |
|----------------------------|-----------------|
| Buildings | \$3,570 |
| Drainage/stormwater | \$3,339 |
| Natural areas | \$3,378 |
| Park and reserves | \$14,566 |
| Roads and bridges | \$6,543 |
| Traffic and transportation | \$1,303 |
| TOTAL | \$32,699 |

Asset management improvements

In 2019-2020, 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.

In 2019-2020, Council established an Asset Management Working Group to monitor implementation of the Asset Management Improvement Plan and work through issues related to asset management principles. This internal group also oversees execution of the Asset Management Strategy. It provides a platform for staff to collaborate in pursuit of the shared goal of sustainable asset lifecycle management on behalf of the community.

The focus during 2019-2020 has been to improve efficiency and effectiveness of operational activities to contribute to improvements in asset management.

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

KEY STRATEGY 4

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

Operations interventions planning:

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

Asset risk profile development:

- preparing asset class risk profiles to ensure activities and resources are adequate and appropriately allocated to manage risk of failure and risk to Council.

Performance monitoring and condition:

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

Fault detection and diagnostics:

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

KEY STRATEGY 8

Develop and maintain an accurate and integrated component asset register and financial asset register.

- Implementation and roll out of new asset management register that links with Council's financial system, Authority (Civica).
- Proceed with data validation and reporting templates to ensure relevant linkages with financial asset register.

KEY STRATEGY 9

Identify and prioritise information technology improvements.

Asset knowledge plan review – data collection:

- implementation of new asset management register that links with Council's financial system, Authority (Civica).
- infrastructure assets undertook its five-year revaluation of assets during 2019-2020. This provides an up to date value of our infrastructure assets base and provides a robust improvement plan to ensure data is updated and correct asset attributes are captured.
- review undertaken of the data required to be captured to manage asset risk and inform decision making for maintenance and asset renewal.
- improvements to the data collection requirements will provide more efficient data collection methods, to be developed further in 2020-2021.

KEY STRATEGY 12

Assess and further develop asset management knowledge, skills and abilities.

- Nominated staff completed the Institute of Public Works Engineering Australasia (IPWEA) Professional Certificate in Asset Management Planning.
- Other short courses and webinars through IPWEA were undertaken throughout the year by staff members in Asset Management, including risk management, collecting attribute data for asset classes and development of asset registers.

KEY STRATEGY 14

Maintain adequate procedures and tools for maintenance and renewal planning.

Asset maintenance efficiencies – programmed maintenance:

- implementation and roll out of the Workforce App that uses Geographic Information System (GIS) and handheld technology for field-based staff to complete scheduled and reactive works, which can be viewed by the Asset Management team.
- defect identification and rectification tracking utilising app software integrated to Council's GIS system.
- general process reviews for improved efficiency.

Significant cultural changes are required to implement many of these improvement activities. The organisational structure now aligns the Asset Management team and the City Works team to the same cluster, to better align operational and strategic functions. Cultural and capacity building activities have continued during 2019-2020 and will continue in 2020/2021.

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*

36 community buildings

meeting places for community groups and not-for-profit organisations

29 operating buildings

works depots and administration buildings, Rural Fire Service buildings and State Emergency Service facilities

14 child care-related buildings

and structures, full day care facilities, family day care and operational structures

6 aged care and disability service facilities

support for seniors and people with disability, including the Cardiff Senior Citizens Centre and many Meals on Wheels operations

8 library facilities

located in key locations throughout the City

3 cultural buildings

Museum of Art and Culture (MAC), Warners Bay Theatre and Rathmines Theatre

4 multi-purpose buildings

located in key locations throughout the City

6 aquatic facilities

Lake Mac Swim Centres, and an Athletics Australia-accredited Regional Athletics Centre (Hunter Sports Centre)

136 public amenity buildings

4 surf lifesaving clubs

108 sporting facilities

providing for sports such as cricket, soccer, netball, tennis, rugby union, rugby league and equestrian events

These assets have a replacement value of \$321 million

* Changes to building numbers is based on a review and rationalisation of the asset register during 2019/2020. Some smaller facilities were listed separately to their parent asset, which they have now been linked to, while other buildings have been demolished and a library has been closed and is operating out of a leased facility.

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*

665km footpaths/shared pathways

379 bus shelters and seats

248 bins and signs

7.5km fences, guardrails and bollards

1664m² roundabouts (57 items)

223 speed humps

67,777m² medians and traffic islands (558 items)

9954m² pedestrian medians and refuges (232 items)

2541m² kerb blisters (181 items)

These assets have a replacement value of \$760 million

* Changes to items and lengths based on the revaluation undertaken for infrastructure assets in 2019-2020.



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, illegal dumping and the lack of historical asset management for the natural areas group.

NATURAL ASSETS

4000ha of natural areas consisting of approximately 1200 individual clusters or sites

19 fire trails
188 asset protection zones

These assets have no financial value in our Capital Value Register

PARKS AND RESERVES

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

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

PARKS AND RESERVES ASSETS

123 playgrounds distributed across parks and sporting grounds in the City

34 jetties
31 boat ramps
5 marine waste transfer facilities
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

These assets have a replacement value of \$139 million

ROADS AND BRIDGES

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

The condition of roads and bridges assets are assessed annually.

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

ROADS AND BRIDGES

1369km roads

1824km kerb and channel

85 road bridges

35 pedestrian road bridges
80 pedestrian park bridges

19 park viewing decks

2 underpasses

162 sealed car parks
17 concrete car parks
45 gravel car parks

These assets have a replacement value of \$1.657 billion

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

718.1km pipes

31,368 pits, inlets and outlets

107km open drains

714 stormwater quality improvement devices and flood mitigation structures

These assets have a replacement value of \$976 million



STATUTORY REPORTING

INDEX TO STATUTORY REPORTS

| REPORT TITLE | RELEVANT LEGISLATION | PAGE/NOTES |
|---|--|------------|
| Disability Inclusion Action Plan | Disability Inclusion Act 2014, s13(1) | 146 |
| CEO and Senior staff remuneration | Local Government General Regulation 2005 (Reg) cl 217(1)(b)(i), (ii), (iii), (iv), (v) Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v) | 171 |
| Companion animals | Reg cl 217(1)(f) Companion Animals Guidelines | 138 |
| Contributions and donations | Reg cl 217(1)(a5) Local Government Act 1993 (Act) s 356 | 128 |
| Controlling interests and service charges | Reg cl 217(1)(e), Reg cl 217(1)(e1) | 140 |
| Contracts awarded | Reg cl 217(1)(a2) (i), (ii) | 152 |
| Councillors' and Mayor's expenses | Reg cl 217(1)(a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii) | 170 |
| Councillor professional development | Reg cl 186 | 171 |
| External bodies exercising Council functions | Reg cl 217(1)(a6) | 158 |
| Fair and equal employment | Reg cl 217(1)(a9) | 148 |
| Financial statements for the year ending 30 June 2020 | Act s 428(4)(a) | 172 |
| Inspections of private swimming pools | Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23 | 140 |
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| Private works | Reg cl 217(1)(a4), Act s 67, 67(2)(b) | 157 |
| Public access to information | Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2 | 142 |
| Public interest disclosures | Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4 | 141 |
| Rates and charges written off during the year | Reg, cl 132 | 171 |
| Sustainability and environmental levy | SRV Guidelines 7.1 | 169 |
| Voluntary Planning Agreements | Environmental Planning and Assessment Act 1979, s 7.5(5) | 150 |



CONTRIBUTIONS AND DONATIONS

In accordance with the *Local Government Act 1993, s 356* and the *Local Government (General) Regulation 2005 cl 217(1)(a5)*, Council must report on the total amount contributed or otherwise granted to financially assist others.

DONATIONS

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

ANNUAL DONATIONS PROGRAM

| APPLICANT | FUNDING AWARDED |
|--|-----------------|
| Belmont Neighbourhood Centre | \$2000 |
| First Teralba Sea Scouts Venturer Unit | \$2000 |
| Friendship Force of Newcastle Inc. | \$2000 |
| Hunter Homeless Connect Inc. | \$2000 |
| Macquarie Shores Swimming Club | \$600 |
| Makai Lakes Outrigger Canoe Club Inc. | \$2000 |
| Mum's Cottage | \$1500 |
| Novocastrian Swimming Club | \$1500 |
| Redhead Community Library | \$1000 |
| Sugarloaf and Districts Action Group Inc. – West Wallsend Cemetery Sub Committee | \$1000 |
| Toronto Bridge Club | \$500 |
| Vivid Life Church (Pete's Community Kitchen) | \$1000 |
| TOTAL | \$17,100 |

OTHER DONATIONS AND FINANCIAL ASSISTANCE

| APPLICANT | FUNDING AWARDED |
|---|------------------------------|
| Cerebral Palsy Alliance | \$2000 |
| Hunter Care Ltd | \$250 of Council services |
| Hunter Mountain Bike Association | \$2000 |
| Kiwanis Beachside | \$1500 |
| Lake Macquarie Dolphins Water Polo Club Inc. | \$2000 |
| Lake Macquarie Live Steam Locomotive Society | \$2000 |
| Many Nations United Newcastle | \$2000 |
| Probus Club of Belmont NSW Inc. | \$2000 |
| Redhead Men's Shed | \$1250 |
| Resident of Charlestown | \$196.15 of Council services |
| Resident of Dudley | \$196.15 of Council services |
| Resident of Morisset | \$196.15 of Council services |
| Resident of Valentine | \$181.73 of Council services |
| Rotary Club of Toronto Sunrise | \$370 |
| Southlake Marketplace | \$2000 |
| St Luke's Uniting Church | \$2000 |
| Sydney Jet Sports Boating Association | \$2000 |
| Upper Hunter Community Services Inc. (Our Shout drought relief) | \$15,000 |
| Valentine Hydrotherapy Pools Inc. | \$10,000 |
| Wangi RSL Amateur Sailing Club | \$1647 |
| Watagan Pony Club | \$660 |
| TOTAL | \$49,447.18 |



NAIDOC WEEK

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

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

CATEGORY 1 (UP TO \$2500)

| APPLICANT | FUNDING AWARDED |
|--|-----------------|
| Bahtabah Local Aboriginal Land Council | \$2500 |
| NAIDOC Westlakes Inc. | \$2500 |

CATEGORY 2 (UP TO \$750)

| APPLICANT | FUNDING AWARDED |
|--|-----------------|
| Boolaroo Speers Point Community Preschool | \$700 |
| Care Activities Inc./Cardiff OOSH | \$500 |
| Centre For Hope | \$750 |
| Eastlakes Youth Centre | \$750 |
| Edgeworth Public School | \$750 |
| Fennell Bay Public School | \$750 |
| Jarban & Mugrebea | \$250 |
| Lake Macquarie High School, Booragul | \$750 |
| Mount Hutton Public School | \$750 |
| St John Vianney School, Morisset | \$750 |
| St Kevin's Primary School, Cardiff | \$600 |
| Warners Bay Early Learning and Care Centre | \$750 |
| Warners Bay Public School | \$750 |
| West Wallsend High School | \$750 |
| Total | \$14,550 |

YOUTH WEEK GRANTS

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

Due to COVID-19 restrictions and in negotiation with successful grant recipients, seven of the 10 planned activities were modified and delivered online as part of extended Youth Week celebrations. The three remaining activities funded are yet to be delivered prior to 31 December 2020, which is the extension date granted by the NSW Government.

YOUTH WEEK GRANTS

| APPLICANT | EVENT | FUNDING AWARDED |
|--|---|-----------------|
| Belmont Neighbourhood Centre | TikTok (the app) video challenge | \$800 |
| Community Activities Lake Macquarie (CALM) | Song writing competition | \$950 |
| Community Activities Lake Macquarie (CALM) | Online yoga session (x10) | \$435 |
| Headspace | Cutest pet competition | \$650 |
| Mount Hutton Tennis Club | At home tennis online challenges | \$1000 |
| Northlakes Youth Project* | Fest Forward – Youth Festival | \$1000 |
| PCYC Morisset* | Local band music night | \$1000 |
| Southern Beaches Junior Rugby Club | Online exercise video challenges called “Huffing and Puffing” (x5 sessions) | \$850 |
| Southlake Youth Services | Online mystery box cooking challenge | \$850 |
| Toronto High School* | Student amenities art design competition | \$500 |
| TOTAL | | \$8035 |

*Activity/event yet to be or still in the process of being delivered.

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.

LOCAL HERITAGE PLACES FUND

| HERITAGE ITEM ADDRESS | PROJECT | FUNDING AWARDED |
|-------------------------------------|-----------------------------------|-----------------|
| 66 Carrington Street, West Wallsend | Restoration of original facade | \$4000 |
| 10 Main Road, Boolaroo | External wood repair and painting | \$2447 |
| TOTAL | | \$6447 |

RENT SUBSIDIES

RENT SUBSIDIES

| GROUPING | SUBSIDY |
|--|--------------------|
| Child care centres | \$1,130,102 |
| Clubs, non-profit organisations and community groups | \$2,090,574 |
| Commercial and miscellaneous leases | \$342,767 |
| Footway dining | \$15,523 |
| TOTAL | \$3,578,966 |

EVENT FUNDING PROGRAM

Council's event 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:

Local events and celebrations

Local events, activities and celebrations, staged for local audiences, can be funded to support small businesses and increase community participation. These may be one-off activities or new events for the community, sporting or recreation clubs that celebrate a location or themes that are relevant to the local population.

Community events

Community funding recognises the vital contribution that not-for-profit organisations and groups play in the development of a strong and resilient community. Community events should make a positive and ongoing contribution to the community. This funding is provided to assist event organisers to develop new events or improve existing ones while working towards event sustainability.

Sponsored events and festivals

Sponsorship funding is provided for high profile events and festivals, in recognition of the economic benefit and vibrancy they bring to Lake Macquarie City. Events and festivals in this category will attract visitation to the City, from outside the region, and encourage residents to participate in major cultural, sporting and recreational activities.



LOCAL EVENTS/ CELEBRATION

| APPLICANT | EVENT | FUNDING APPROVED |
|---|--|------------------|
| Art Lovers Movement Inc. | Art Lovers Movement Annual Art Exhibition | \$2000 |
| Belmont RSL | Anzac Day March (cancelled and funds returned due to COVID-19) | \$2000 |
| Cardiff Northlakes Brass Band | CNL Brass in Concert (rescheduled due to COVID-19) | \$300 |
| Cardiff RSL Sub-Branch | 2020 Anzac Day Dawn Service (cancelled and funds returned due to COVID-19) | \$2000 |
| Dudley War Memorial Land Manager | Anzac Day Dawn Service (cancelled and funds returned due to COVID-19) | \$2000 |
| Dynamic Dora Creek Toastmasters Club | Introduction to Public Speaking Course | \$2000 |
| Gateway Church Hunter Inc. | Swansea Carols (cancelled and funding returned due to finances) | \$2000 |
| Kahibah Business & Community Alliance Inc. | Kahibah Village Markets 2020 (cancelled and funds returned due to COVID-19) | \$1000 |
| Lake Macquarie Landcare Volunteer Network | Landcare Partnership 20 year celebration | \$2000 |
| Lake Macquarie Rowing Club | Lake Macquarie Rowing Club Regatta | \$2000 |
| Lions Club of Valentine Inc. | Anzac Day (cancelled and funds returned due to COVID-19) | \$2000 |
| New South Wales Police | Lake Macquarie 'Say No to Domestic Violence' Family Fun Day | \$2000 |
| New Vine Lakes Baptist Church | Carols by the Lake | \$2000 |
| NSW Rogaining Association | Lake Macquarie Rogaine | \$2000 |
| NSW Rogaining Association | Lake Macquarie Paddle and Promenade Rogaine | \$2000 |
| Orchestra Nova | Children's concert - Meet the Orchestra | \$1020 |
| South Lake Macquarie RSL Sub-Branch | Anzac Day (cancelled and funds returned due to COVID-19) | \$2000 |
| Sugarvalley Neighbourhood Advancement Group | Anzac Day commemoration 2020 (cancelled and funds returned due to COVID-19) | \$2000 |
| Sustainable Neighbourhood Group Alliance | Toronto Picnic in the Park | \$2000 |
| Swansea Community Cottage Inc. | Swansea Secrets Festival (postponed due to COVID-19) | \$2000 |
| The Canopy Inc. | Cameron Park Twilight Festival (cancelled and funds returned due to planning) | \$2000 |
| Toronto Croquet Club Inc. | Mallet Sports Week (cancelled and funds returned due to COVID-19) | \$2000 |
| Toronto Lions Club | Carols by the Lake 2019 | \$2000 |
| Toronto RSL Sub-Branch | Anzac Day Commemorations | \$2000 |
| Wangi Lions | Carols on Dobell | \$2000 |
| Wangi Wangi RSL Sub-Branch | Anzac Day March and Historic Vehicle procession and display (cancelled and funds returned due to COVID-19) | \$2000 |
| Waratah Brass Newcastle | Christmas Concert | \$430 |
| Waratah Brass Newcastle | Waratah Brass in Concert | \$430 |
| West Wallsend SFC | Jaryd 'Humbo' Hayter Scoreboard Grand Opening & Community Day | \$2000 |
| TOTAL | | \$51,180 |

COMMUNITY EVENTS

| ORGANISATION | EVENT | FUNDING APPROVED |
|---|--|------------------|
| ALL 4 One; ALL 4 Love | The BUBOL (blow up boat on lake) Race | \$2500 |
| Athletics NSW Ltd | Fernleigh 15 | \$5000 |
| Hunter Academy of Sport | Academy Games | \$6000 |
| Hunter Academy of Sport | Sportsfest | \$5000 |
| Hunter Mountain Bike Association Inc. | MTBA National Cup Round (postponed due to COVID-19) | \$7500 |
| Hunter Research Foundation | Hunter Economic Breakfast and Research Program | \$3000 |
| Lake Macquarie Music Society | An Afternoon at the Ballet Concert | \$7352 |
| LOOP Charity Cycle Challenge | LOOP Charity Cycle Challenge | \$5000 |
| Newcastle Pride Inc. | Pride by Night Street Feast and Ride with Pride (cancelled and funds returned due to COVID-19) | \$5000 |
| Novacastrian Masters Swimming Club Inc. | Novacastrian Masters Swim Meet | \$3152 |
| Opera Hunter | She Loves Me | \$10,036 |
| Rotary Club of Morisset | Time Out! A Festival for Physical and Emotional Wellbeing | \$7000 |
| Royal Motor Yacht Club Toronto | Lakefest 2020 | \$5000 |
| Screen Hunter (a division of the Hunter Joint Organisation) | The Real Film Festival | \$9658 |
| Star Struck | Concert (cancelled and funds returned due to COVID-19) | \$1000 |
| Tangerine Events | Lake Macquarie Food & Wine Festival | \$5000 |
| The Lakes Outrigger Canoe Club Inc. | 2019 OC1/2 State Titles & OC6 Regatta | \$7000 |
| Toronto Men's Shed | Blast from the Past Festival 2019 | \$2500 |
| Toronto Men's Shed | Blast from the Past Festival 2019 (cancelled and funds returned due to COVID-19) | \$5000 |
| Veterans Cricket NSW | VCA One Day International Australia VS UK | \$4461 |
| Wangi Lions | Dobell Festival of Arts & Craft (postponed until 2021 due to COVID-19) | \$5000 |
| TOTAL | | \$111,159 |

SPONSORED EVENTS AND FESTIVALS

| APPLICANT | EVENT | FUNDING AWARDED |
|---|---|------------------|
| Warners Bay Chamber of Commerce | Music in the Podium | \$10,000 |
| USM Events | Port to Port (cancelled and funds returned due to COVID-19) | \$20,000 |
| Morisset Lake Macquarie Agricultural Show | Morisset Lake Macquarie Show (day two cancelled due to weather) | \$10,000 |
| Opera Hunter | La Triviata (postponed to 2021 due to COVID-19) | \$13,043 |
| Maximum Adventure Pty Ltd | Maximum Adventure Race Series | \$10,000 |
| Rotary International District 9670 Conference | Rotary International District 9670 Conference (cancelled the week of due to COVID-19 - no refund) | \$15,280 |
| BMX Australia | 2020 BMX Australia National Series Round (cancelled and funds returned due to COVID-19) | \$15,000 |
| Maximum Adventure Pty Ltd | Raffertys Coastal Run 2020 (postponed until August 2021 due to COVID-19) | \$15,000 |
| Playgrounds Park | 3x3 Basketball Lake Macquarie - (postponed until 2021 due to COVID-19) | \$10,000 |
| TOTAL | | \$118,323 |

COMMUNITY ENVIRONMENT GRANTS

Through the Community Environment Grants program (formerly Environmental Sustainability Grants), 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 2019-2020, Council awarded \$25,526 (excluding GST) in grant funding to 10 community and school groups.

COMMUNITY ENVIRONMENT GRANTS

| APPLICANT | PROJECT | FUNDING AWARDED |
|---|--|-----------------|
| Central Rankin Park Landcare Group | Enhanced habitat for native fauna around Blue Wren Creek | \$1905 |
| Cooranbong Public School Parents and Citizens | Cooranbong sustainable animal habitat project | \$4760 |
| Eleebana Public School Parents and Citizens | Vegetable garden sustainability upgrade | \$839 |
| Eleebana Residences Landcare Group | Enhancing the creekline ecosystem at Eleebana Residences | \$1228 |
| Glendale Early Education Centre Inc. | Upgrading lighting for our playrooms | \$2167 |
| Redhead Sustainable Neighbourhood Group | EnergyWave Redhead | \$3500 |
| St Francis Xavier's Belmont Parents and Friends Association | Harmony garden | \$2500 |
| Toronto Community Child Care Centre | Bush tucker and cultural inclusion project | \$2800 |
| Trustee of Church Property for the Diocese of Newcastle | Permaculture community garden shade house | \$3000 |
| Warners Bay Early Learning and Care Centre | Energy and sustainability | \$2827 |
| TOTAL | | \$25,526 |

ENVIRONMENTAL RESEARCH GRANTS

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

Council, with assistance from sponsors, has provided environmental management support in Lake Macquarie City since 1987. Sponsors of the Lake Macquarie Environmental Research Grants for 2019-2020 included Delta Electricity, Origin Energy, and Hunter Water Corporation.

ENVIRONMENTAL RESEARCH GRANTS

| APPLICANT | PROJECT | FUNDING AWARDED |
|--|---|-----------------|
| Dr Geoff MacFarlane The University of Newcastle | Impacts of metals on endangered saltmarsh communities in Lake Macquarie | \$8259 |
| Dr Margaret Platell The University of Newcastle | Predicting the effects of climate change on seagrass fish communities | \$7460 |
| Dr Suresh Subashchandrabose The University of Newcastle | Enhancing the bioremediation of polyaromatic hydrocarbons (PAHs) contaminated soil/ sediments using composts from Lake Macquarie City Council | \$8900 |
| Dr Deborah Wise The University of Newcastle | Why join a Sustainable Neighbourhood group? An examination of the motives of group members in Lake Macquarie | \$7470 |
| TOTAL | | \$32,089 |



COMPANION ANIMALS

Council must report on its activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 and the Companion Animal Regulation 2018.

OUR ROLE

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

REVENUE

Council received \$355,689 in companion animal revenue in 2019-2020, which comprises companion animal registrations and infringement payments.

A detailed statement is required under the Reg cl 217(1)(f) Companion Animals Guidelines.

IMPOUNDED ANIMALS

Council Rangers impounded 889 stray pets during the year. Rangers were able to return 334 pets to their owners and transported the remaining 555 pets to the RSPCA.

Eighty-four of these animals were surrendered by their owners.

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's suitability for re-homing.

DOG ATTACKS

Over the past year, Council Rangers received 301 reports of dog attacks. Of these, 161 were related to attacks on animals and 140 to humans. Nine of these matters resulted in hospitalisation for human victims.

RESPONSIBLE PET OWNERSHIP EDUCATION

Rangers actively promote the importance of desexing dogs and cats to minimise unplanned animal pregnancies. Council Rangers had to reduce some of the planned education programs in the first half of 2020 due to COVID-19 pandemic restrictions.

Rangers had to find new ways of promoting these important messages and have been doing so through Council's social media channels. Through these messages, Council emphasises the importance of microchipping, as it can increase the chance of owners being reunited with their pet.

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

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

ALTERNATIVES TO EUTHANASIA FOR UNCLAIMED ANIMALS

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

OFF-LEASH AREAS FOR DOGS

Council provides off-leash areas for dogs at:

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

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



CONTROLLING INTERESTS AND SERVICE CHARGES

CONTROLLING INTERESTS IN COMPANIES

Council holds no controlling interests in companies.

STORMWATER MANAGEMENT CHARGE

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

COASTAL PROTECTION SERVICES CHARGE

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

INSPECTIONS OF PRIVATE SWIMMING POOLS

Details of Council's inspections of private swimming pools are required under the *Swimming Pools Act 1992, s 22F(2)* and the *Swimming Pools Regulation 2018 cl 23*

Council performs inspections of swimming pools in the City, in accordance with the *Swimming Pools Act 1992* and the *Swimming Pools Regulation 2018*.

| | |
|---|------|
| Inspections of tourist and visitor accommodation | 2 |
| Inspections of premises on which there were more than two dwellings | 2 |
| Number of properties issued with a certificate of compliance | 1714 |
| Number of properties issued with a certificate of non-compliance | 15 |

PUBLIC INTEREST DISCLOSURES

In accordance with the *Public Interest Disclosures Act 1994, s 31* and the *Public Interest Disclosures Regulation 2011, cl 4*, Council must provide information on its public interest disclosure activity as part of the Annual Report.

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

In conjunction with Council's Fraud and Corruption Prevention Policy and its Codes of Conduct, the Public Interest Disclosures (PID) Internal Reporting Policy is committed to the aims and objectives of the *Public Interest Disclosures Act 1994* (the PID Act), recognising the value and importance of public officials (Councillors, staff and contractors) who report wrongdoing.

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

For the reporting period, one disclosure was made in relation to one matter that met the definition of being a public interest disclosure under the PID Act. The matter was still being investigated at the end of the reporting period. One disclosure from a previous reporting period was finalised during the period.

| | MADE BY PUBLIC OFFICIALS PERFORMING THEIR DAY-TO-DAY FUNCTIONS | UNDER A STATUTORY OR OTHER LEGAL OBLIGATION | ALL OTHER PIDS |
|---|--|---|----------------|
| Number of public officials who made PIDs directly | 1 | | |
| Number of PIDs received | 1 | | |
| Of PIDs received, number primarily about: | | | |
| • Corrupt conduct | 1 | | |
| • Maladministration | | | |
| • Serious and substantial waste | | | |
| • Government information contravention | | | |
| • Local government pecuniary interest contravention | | | |
| Number of PIDs finalised | 1 | | |
| Have you established an internal reporting policy? | Yes | | |
| Has the head of your public authority acted to meet their staff awareness obligations? | Yes | | |



PUBLIC ACCESS TO INFORMATION

A report is required on public access to government information activity under the *Government Information (Public Access) Act 2009, s 125(1)* and the *Government Information (Public Access) Regulation 2018, cl 8, Schedule 2*.

The main purpose of the *Government Information (Public Access) Act 2009* (GIPA Act) is to provide the public with access to as much relevant information held by local government agencies as possible, in the circumstances of each request.

The benefit of this legislation is to provide more open, accountable and transparent government. Council provides information to the community in three key ways:

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

OPEN ACCESS TO INFORMATION

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

PROACTIVE RELEASE OF INFORMATION

Council is committed to the proactive release of information on its website, via media releases and various social media platforms.

In 2019-2020, Council continued to use social media platforms Facebook, LinkedIn, Twitter, Instagram and YouTube to distribute information to the community.

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

Council's program for proactive release of information involves reviewing formal and informal access applications received to determine the kind of information the community is seeking. Customer Service Centre staff are regularly consulted about the types of requests they receive through telephone calls, emails and at the service counter.

In the last financial year, more than 348 media releases and news stories were distributed to the community along with two print editions of the Your City newsletter, which was sent to every household in the City. In addition, the Your City e-newsletter was issued to more than 5000 subscribers, with 22 newsletter editions sent last financial year.

COVID-19 RESPONSE

During 2020, life in Lake Mac changed as a result of the evolving situation with the COVID-19 pandemic. During this difficult and changing time we developed a special COVID-19 section on Council's website to assist the community and distribute information freely and effectively. Council is particularly mindful of those people in our community who are most vulnerable and socially isolated. This section on the website helps our community to stay connected and access the services and information they need.

The COVID-19 page provided community support information including:

- 2020-2021 rates notice schedule
- financial hardship assistance
- support for local sporting clubs
- Community Connections and well-being directory
- cyber security
- news for carers and care recipients
- seniors helpline contacts
- disability information helpline contacts.

The section provided residents with up-to-date changes to Council services and facilities, such as our waste management facility, libraries, holiday parks and other critical services. It also provided a list of our sporting and recreation facilities across the City, advising whether they were open and if any restrictions were in place. These pages were well utilised with 71,669 views.

The COVID-19 pandemic has also heavily impacted our local businesses. A local business support page was created to provide information to the local business community on how to access advice, financial support and practical resources.

Our Food Surveillance Team developed a COVID-19 Guide for Food Retailers newsletter with practical tips for food businesses. The newsletter outlines some facts about the virus and measures food retailers should take to help limit the potential transmission of the virus.



Shape Lake Mac

Council's online engagement portal has continued to provide information to the community. In the last 12 months, there were more than 66,000 visits to the online portal across 37 active projects. Projects included planning for transport management across the Charlestown and Cardiff economic centres, preparing a draft Master Plan for Rathmines Park and seeking feedback on principles and design ideas for the Toronto Foreshore.

The portal provides detailed information on current projects and allows residents to provide feedback and comment. Residents can register and are notified via email when new projects are seeking community feedback. There are more than 3700 'active participants' using the Shape Lake Mac online engagement portal.

Despite COVID-19, Council engaged with more than 750 community members at pop-up consultation stalls and workshops. Additionally, there were more than 20,000 visits to Council's online interactive mapping tool Social Pinpoint.

COUNCIL WEBSITE

Council continually reviews the content available on its website to ensure it is transparent, accurate and informative. During 2019-2020, Council's website had 3,032,604 views and 1,140,590 sessions.

Most frequently visited pages



HOMEPAGE VIEWS
391,626



WASTE & RECYCLING VIEWS
99,095



BULK WASTE PICKUP VIEWS
75,430



COVID-19 VIEWS
71,669

During 2019-2020, we made improvements to Council's website, including improved online access to information and services:

- **Community portal** – we created a completely new website platform, design and functionality
- **Digitisation of services** – we transformed 60 services from PDF to digital forms
- **General enquiry documents** – we improved the range of file types we can display online, reducing the number of requests for manual retrieval of documents.

FORMAL 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.

79

NUMBER OF ACCESS TO INFORMATION REQUESTS RECEIVED

Council received 79 formal access applications (including withdrawn applications, but not invalid applications).

1

NUMBER OF ACCESS TO INFORMATION REQUESTS DECLARED INVALID

77

TIMELINESS OF (VALID) APPLICATIONS

Council made decisions on 77* applications within the statutory timeframe (20 days plus any extensions).

Two applications were decided after 35 days by agreement with the applicant.

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

14

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

Council partly refused fourteen applications.

REASONS INFORMATION WAS NOT DISCLOSED

See table opposite.

| REASONS AGAINST DISCLOSURE (CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE)* | NUMBER OF TIMES CONSIDERATION USED |
|---|------------------------------------|
| Legal professional privilege | 2 |
| REASONS AGAINST DISCLOSURE (OTHER PUBLIC INTEREST CONSIDERATIONS)* | NUMBER OF TIMES CONSIDERATION USED |
| Responsible and effective government | 11 |
| Law enforcement and security | 1 |
| Individual rights, judicial processes and natural justice | 16 |
| Business interests of agencies and other persons | 4 |
| TOTAL | 32 |
| OUTCOME OF FORMAL APPLICATIONS RECEIVED* | NUMBER OF TIMES CONSIDERATION USED |
| Access granted in full | |
| Private sector business | 15 |
| Not for profit organisations or community groups | 3 |
| Members of the public (application by legal representative) | 18 |
| Members of the public (other) | 27 |
| Access granted in part | |
| Private sector business | 1 |
| Not for profit organisations or community groups | 1 |
| Members of the public (application by legal representative) | 3 |
| Members of the public (other) | 4 |
| Access refused in full | |
| Private sector business | 2 |
| Members of the public (application by legal representative) | 6 |
| Members of the public (other) | 6 |
| Information not held | |
| Members of the public (other) | 1 |
| Application withdrawn | |
| Private sector business | 3 |
| Members of public (other) | 4 |
| TOTAL | 94 |

*More than one decision can be made in respect of a particular access application.



DISABILITY INCLUSION ACTION PLAN

A report on the implementation of Council's Disability Inclusion Plan is required under the Disability Inclusion Act 2014, s13 (1)

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

SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

To support access to meaningful employment, we:

- engaged the Australian Network on Disability to commence a diversity in recruitment review for Council. The review will be reported internally and actions will be followed up on receipt of the review findings. It is anticipated that a small working group will be established to work on the recommendations.

CREATING LIVEABLE COMMUNITIES

To create more liveable communities, we:

- completed works on the changing place at Toronto Swim Centre.
- commenced construction of ramp, pathway and viewing platform at Blacksmiths Beach.
- commenced a trial of installing beach matting over the soft sand at Caves Beach to improve access for all users (particularly mobility aid users). Council Lifeguards rolled the matting out and packed it away at the end of the beach session or in the event of extreme weather conditions.
- participated in the Accessible Cabin design project. Four cabins were designed based on universal design principles to cater for a broad range of people. The cabins will be installed at Swansea, Belmont Pines and Blacksmiths Holidays Parks in 2020-2021.
- completed 10 non-discriminatory referrals for Council master plans and development applications for recreation facilities.
- monitored the forward capital works program, resulting in improvements in non-discriminatory access to existing facilities, including public toilet facilities and community halls.

BUILDING POSITIVE ATTITUDES

To build positive attitudes about disability, we:

- continued to provide the 'Including YOU' tent at four of Council's major events.
- continued to build networks and skills of participants through the Me2 program. The Me2 program provides free, inclusive activities for people of all abilities. Eleven sessions were organised, covering a range of topics including yoga, gardening, drumming, a tour of the Council Chamber and visit with the Mayor, and a Sculpture Park Discovery Trail. In total, 132 participants attended and were supported by care workers.
- hosted an Activate Sports Inclusion Day at Hunter Sports High, in partnership with Sports NSW. Part of the Me2 program, this event saw 260 school students participate in 10 sport activities.
- hosted a Great Get Together Picnic to celebrate Children's Week and the Lake Macquarie Family Day Care Service's 40th Anniversary. This inclusive event was attended by 200 children and families. Activities included yoga therapy, drumming workshops and therapy ponies. Service providers attended to connect with the community.
- participated in and presented two Disability Conversations as part of the virtual speakers series developed by staff in response to COVID-19 restrictions.
- prepared and distributed six eNewsletters to 600 individuals and service providers.
- liaised with Lake Mac Libraries to host a sensory photo shoot with Santa.
- continued to monitor the supply of free master locksmith access keys to eligible residents, with a total of 63 keys allocated.
- followed up on seven access enquiries from the community and liaised with appropriate Council departments to resolve identified issues.
- attended relevant networks and forums, including Hunter Future Choices Expo (an annual schoolleavers' expo for children transitioning to disability programs and employment).
- participated in two NSW Ageing and Disability Commission Elder Abuse Collaborative meetings. The Commission was established in July 2019 to protect older Australians and older people with disability from abuse. The collaborative role is to support information sharing and raise awareness of the referral pathway for individuals to report abuse.
- participated in the NSW Disability Inclusion Act review.
- facilitated four meetings of Council's Ageing and Disability Advisory Panel.

ACCESSIBLE SYSTEMS, INFORMATION OR PROCESSES

To create accessible systems, information and processes, we:

- continued to update Council's website to include information for people with disability regarding COVID-19 and service alterations.
- continued to update the National Toilet Map with new and upgraded accessible amenities.
- completed a new Council website to cater for all members of the community and to align with Web Content Accessibility Guidelines.
- commenced discussions with staff from the St Vincent de Paul Better Mapping Project. The project involves the development of an app to include access details in various economic centres in Lake Macquarie. Audits are required to be completed in the nominated areas by volunteers. A recruitment drive and training were planned, but unfortunately the project was put on hold due to COVID-19. We anticipate it will recommence in 2021.
- participated in the Signage Guidelines for the City, including wayfinding, to assist people with low vision.



FAIR AND EQUAL EMPLOYMENT

A statement of Council's work to implement its equal employment opportunity (EEO) management plan is required under the Local Government General Regulation (Reg) cl 217(1)(a9).

Council's Equal Employment Opportunity and Diversity Management Plan 2019-2022 provides a range of strategies ensuring Council operates within the principles of fairness and equity.

The plan reflects Council's commitment to achieving our vision of being a vibrant regional city of opportunity, prosperity and diversity. It continues our commitment to fostering a workplace culture that is inclusive, respectful, promotes diversity and embraces the unique skills and qualities of our people. This commitment is core to our day-to-day work at Council and is reflected in our organisational values.

The plan includes ongoing strategies, as well as a number of new initiatives to be implemented throughout its four-year lifespan.

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

During 2019-2020, we:

- engaged the Australian Network on Disability to conduct a review of our recruitment process to ensure we reduce any barriers for people with disability. The recommendations will be implemented in 2020-2021 and our staff will undertake training to become 'Disability Confident Recruiters'.
- worked in partnership with external experts including Castle Personnel and Mai-Wel to assist with supporting people with disability to apply for roles.
- engaged the Aboriginal Employment Group and the Careers Advisor Network for support and advice for increasing applications from Aboriginal and Torres Strait Islander people.
- developed a survey to support workforce planning in our City Works department. The survey will gather information from current female employees to tailor recruitment strategies to increase gender diversity in our outdoor workforce.
- developed a Disability and Inclusion Awareness session for department managers and continued to seek feedback to inform diversity outcomes at the department level.
- added an inclusivity statement to advertisements to encourage diverse groups to apply for roles at Council.
- included Equal Employment Opportunity questions in applications to track the application trends of diverse groups.
- incorporated a 'quiet room' for reflection, meditation or prayer in Council's Administrative Centre.
- continued to exhibit at the Newcastle Lake Macquarie Career and Training Expo, promoting Council as a great place to work and encouraging people from many industries and fields to consider a career in Council.
- continued our ongoing Education to Employment program, which is a framework to build the number of trainees, apprentices and cadets employed directly by Council.
- supported employees to plan and achieve their career goals.
- continued to support carers through initiatives under the Carers' Leave provisions of our 2018 Enterprise Agreement. Increased access to extended leave recognises the additional responsibilities of carers within the community and our workplace.

WORKFORCE DIVERSITY

Council participates in industry benchmarking, which provides data on workforce diversity.

Council uses this data and its analysis to manage:



GENDER DIVERSITY

including gender turnover rates and a gender-diverse succession of emerging leaders



AGE DIVERSITY

including attraction and retention of young people and mature-aged workers



SUCCESSION PLANNING

VOLUNTARY PLANNING AGREEMENTS

In accordance with the Environmental Planning and Assessment Act 1979, page 130, s 7.5(5), Council must provide details of compliance with and effect of planning agreements in force during the year.

A voluntary planning agreement is an agreement entered into by a planning authority such as Lake Macquarie City 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 or provision of material public benefit.

AGREEMENTS IN FORCE

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

| | DEVELOPMENT | AGREEMENT DETAILS | DATE MADE |
|-----------------------------------|---|--|------------|
| NORTH LAKES PTY LTD | Rezoning of land at Northlakes Drive, Cameron Park - Residential land subdivision | The developer will transfer 102.44ha of land to Council for conservation purposes. | 3/06/2008 |
| JOHNSON PROPERTY GROUP LTD | Rezoning of land at North Cooranbong - Residential land subdivision | <p>The agreement prescribes a range of public benefits in the form of land dedication, capital works and cash contributions that include:</p> <ul style="list-style-type: none"> • open space land – indicative value \$6.8 million • recreation facilities – indicative value \$23.4 million • community facilities land and capital works – indicative value \$6.9 million • road works – indicative value \$14.4 million. <p>It also prescribes the dedication of 119.24ha of conservation land and payment of endowment fund monies of approximately \$1 million (plus indexation) relating to this environmental corridor. The developer will be required to prepare a rehabilitation and maintenance plan for the area, and provide a maintenance schedule for five years for the following facilities, once completed:</p> <ul style="list-style-type: none"> • 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 • multi-purpose centre. | 26/11/2008 |

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

CONTRACTS AWARDED

As required under the Local Government (General) Regulation 2005 cl 217(1)(a2)(i), (ii), Council is to provide details of each contract awarded for amounts greater than \$150,000 including:

- name of contractor (except employment contracts - contracts of service)*
- nature of goods or services supplied*
- total amount payable.*

| CONTRACTOR | GOODS OR SERVICES | AMOUNT (EX GST) |
|---|---|-----------------|
| A-Space Australia | Park/playground equipment | \$157,060 |
| Adriano Pupilli Architects Pty Ltd | Professional services - design services | \$176,947 |
| Adw Johnson Pty Ltd | Professional services - design services | \$289,997 |
| Affberg Pty Ltd - A & C Affleck | Professional services - contract management | \$387,152 |
| AGL Retail Energy Ltd | Street lighting | \$393,924 |
| AGL Sales Pty Ltd | Supply of gas to amenities | \$223,424 |
| Air Conditioning Industries | Mechanical and heating, ventilation and air conditioning (HVAC) maintenance | \$274,334 |
| Ausgrid - NEW/PROP | Utilities - other | \$667,292 |
| Australian Civil & Environmental Services Pty Ltd | Plant hire | \$587,443 |
| B & N Excavations Pty Ltd | Plant hire | \$154,980 |
| Base Course Management NSW Pty Ltd | Plant hire | \$172,175 |
| Beau Corp Projects Pty Ltd | Belmont Lakeside Holiday Park swimming pool - design and construct | \$423,000 |
| Benjen Pty Ltd | Toronto Swim Centre management | \$333,726 |
| Bolla Contracting Pty Ltd | Construction - civil contractors | \$323,949 |
| Booth's Motor Group | Plant acquisition - passenger vehicle | \$219,084 |
| Boral Construction Materials | Construction - ready-mixed concrete | \$220,916 |
| Bruce W Raffan Pty Ltd | Professional services - medical services (est. over five years) | \$515,000 |

| CONTRACTOR | GOODS OR SERVICES | AMOUNT (EX GST) |
|--|--|--------------------|
| Bruces Water Cartage | Plant hire | \$409,398 |
| Bucher Municipal Pty Ltd | Mobile garbage bins, industrial containers and bins, static compactors, associated products and services | \$152,290 |
| Bulletproof People Unit Trust | External training courses | \$152,937 |
| Cardiff Car City Pty Ltd | Plant acquisition - passenger vehicle | \$869,942 |
| Chesterfield Australia Pty Ltd | Plant acquisition - large mobile plant | \$279,014 |
| Chubb Fire & Security Ltd | Essential fire safety systems and equipment | \$384,873 |
| Civica Pty Ltd | IT - computer software | \$1,224,576 |
| Collaborative Construction Solutions | Building construction works | \$2,311,870 |
| Combined Traffic Management Pty Ltd | Construction - civil contractors | \$554,562 |
| Computer Systems Australia (CSA) | IT - Commvault - enterprise backup - licensing and support | \$155,040 |
| Cornerstone Ondemand Australia Pty Ltd | IT - Cornerstone | \$180,250 |
| Cramps Earthmoving Pty Ltd | Plant hire | \$174,249 |
| Crossroads Motors | Plant acquisition - passenger vehicle | \$476,213 |
| D & P Fencing Contractors | Supply and installation of road safety barrier systems | \$381,377 |
| The Lake Macquarie Economic Development Company Ltd, trading as Dantia | Professional services - other consulting services | \$1,020,000 |
| Daracon Contractors Pty Ltd | Construction - civil contractors | \$8,375,970 |
| Data#3 Group | IT - computer hardware/IT services | \$812,586 |
| Dell Australia Pty Ltd | IT - computer hardware/IT services | \$1,112,261 |
| Douglas Partners Pty Ltd | Professional services - environmental services | \$269,948 |
| Dowling Real Estate Wallsend | Real estate acquisition | \$180,000 |
| Downer Edi Works | Construction - asphalt/bitumen supply and lay | \$1,728,450 |
| Eastcoast Homes & Park Cabins | Construction - building construction works (new) | \$942,469 |
| ENGIE Mechanical Services Australia Pty Ltd | Swansea Centre heating, ventilation and air conditioning (HVAC) and building management system upgrade | \$523,520 |
| Envirofix Australia Pty Ltd | Facilities management services | \$225,216 |
| ERM Power Energy Pty Ltd | Street lighting | \$486,013 |
| ERM Power Energy Pty Ltd | Supply of electricity (large sites) | \$379,956 |
| ERM Power Energy Pty Ltd | Supply of electricity (small sites) | \$396,380 |
| Esri Australia Pty Ltd | IT - ArcGIS software, desktop, enterprise | \$321,600 |
| FE Technologies Pty Ltd | Library - RFID systems | \$167,977 |
| Fenech Group Pty Ltd | Plant hire | \$563,606 |
| Fluren Pty Ltd | Plant hire | \$621,867 |
| Fulton Hogan Industries Pty Ltd | Asphaltic concrete and bitumen emulsion services | \$1,246,256 |
| GHD Pty Ltd - Newcastle West | Professional services - design services | \$257,364 |
| Gilbert & Roach Pty Ltd | Plant acquisition - light and heavy truck | \$2,076,085 |
| Glenn Anderson Earthmoving | Plant hire | \$396,302 |

| CONTRACTOR | GOODS OR SERVICES | AMOUNT (EX GST) |
|--|---|--------------------|
| Graph Build Pty Ltd | Construction - civil contractors | \$4,880,037 |
| Hanson Construction Materials Pty Ltd | Construction - ready-mixed concrete | \$413,709 |
| Hays Specialist Recruitment (Aust) Pty Ltd | Labour hire - administrative/professional | \$1,902,540 |
| HCB Solar | Solar power | \$650,444 |
| Hi-Vis Signs & Safety | Signs - road signs | \$310,720 |
| Holcim (Australia) Pty Ltd | Construction - ready-mixed concrete | \$447,331 |
| Holding Redlich | Professional services - legal services | \$788,612 |
| Humes | Construction - pipe and drainage products | \$621,941 |
| Hunter Resource Recovery | Waste - kerbside recycling collection | \$6,778,828 |
| Hunter Wharf and Barge Pty Ltd | Valentine Bennett Park Jetty Pontoon and Rathmines Park Boat Ramp Pontoon | \$413,450 |
| Hunter Wharf and Barge Pty Ltd | Wangi Wangi Jetty and Speers Point Jetty construction | \$2,642,219 |
| Hymix Australia Pty Ltd | Supply and delivery of ready-mixed concrete | \$419,947 |
| Infor Global Solutions (Anz) Pty Ltd | IT - Pathway ERP licensing | \$373,017 |
| Integrated Foundation Solutions Pty Ltd | IT - rolling LAN commercial | \$183,872 |
| J Blackwood & Sons Pty Ltd | Hardware, plumbing and compressed gases | \$340,774 |
| James Bennett Group | Library - books | \$406,959 |
| Jardine Lloyd Thompson Pty Ltd | Insurance brokerage | \$362,135 |
| Jaydub Electrical Services | Utilities - other | \$203,027 |
| Jaytee Holiday Park Management Pty Ltd | Operation and management of Wangi Point Holiday Park | \$625,818 |
| JP Civilworx | Plant hire | \$201,827 |
| Julestan Pty Ltd | Plant hire | \$740,206 |
| Kelly Trotter Motor Group Pty Ltd | Plant acquisition - light commercial/passenger vehicles | \$904,880 |
| Kennards Hire Pty Ltd | Plant and equipment external hire (small) | \$1,114,456 |
| Kentan Machinery Pty Ltd | Plant acquisition - large mobile plant | \$481,522 |
| KGB Coatings - Site Services Pty Ltd | St John Oval rust treatment and painting | \$327,081 |
| Kingston Building (Australia) Pty Ltd | Awaba Waste Transfer Station cantilevered roof construction | \$752,510 |
| Kronos Australia Pty Ltd | IT - annual Kronos licensing fees | \$358,584 |
| Kurri Kurri Community Services Ltd trading as Hunter Commercial Services | Cleaning services - commercial cleaning | \$192,059 |
| Labour Co-Operative Ltd | Labour hire - trade/day labour | \$2,500,819 |
| Lake Mac Concreting Pty Ltd | Construction - concrete works services | \$295,635 |
| Local Government NSW | Professional services - other consulting services | \$175,132 |
| Local Land Services | Construction - civil contractors | \$936,435 |
| Maddocks Lawyers-Office Accounts | Professional services - legal services | \$309,773 |
| Mark Leatham Painting | Facilities management services | \$179,265 |
| Mason Earthmoving | Plant hire | \$189,388 |

| CONTRACTOR | GOODS OR SERVICES | AMOUNT (EX GST) |
|---|--|--------------------|
| Mat Brown Building Pty Ltd | Carpentry, tiling, concreting, building construction | \$1,914,788 |
| Matt Ferry Carpentry Pty Ltd | Carpentry | \$444,494 |
| Metromix Quarries | Construction - aggregates | \$1,102,293 |
| Moray & Agnew - Newcastle | Professional services - legal services | \$344,705 |
| Moray & Agnew Trust Account | Real estate acquisition | \$4,756,591 |
| Mr Diggitt Pty Ltd | Plant hire | \$490,732 |
| Nac Services | Asbestos removal services | \$1,022,348 |
| Newcastle City Council | Waste - garbage bins | \$265,816 |
| Newpave Pty Ltd | Construction - asphalt/bitumen supply and lay | \$10,654,433 |
| Noraville Earthmovers | Plant hire | \$1,174,187 |
| North Construction & Building Pty Ltd | Construction - building construction works (new) | \$2,664,249 |
| Northern Fencing Specialists Pty Ltd | Construction - fencing materials, posts, pegs and temporary fence | \$361,820 |
| O'Brien Electrical Cardiff | Facilities management services | \$914,417 |
| Olympic Fencing NSW Pty Ltd | Shared pathway fencing – Waratah Golf Course | \$292,110 |
| Origin Energy Electricity Ltd | Supply of electricity (large sites) | \$311,048 |
| Park Pty Ltd | Vehicle - fuel | \$2,133,966 |
| Pavement Management Services Pty Ltd | Road network condition survey | \$215,586 |
| Premiair Hire | Plant and equipment external hire (small) | \$217,437 |
| Pryor Plant Hire Pty Ltd | Plant hire | \$349,549 |
| Quantic Security Pty Ltd | Professional services - security services | \$358,122 |
| R&D Technology Pty Ltd | IT - information technology services | \$190,600 |
| R J Keevers Excavations Pty Ltd | Plant hire | \$194,436 |
| Rees Electrical Pty Ltd | Facilities management services | \$220,386 |
| Remondis | Effluent removal, septic cleansing, grease arrestor servicing | \$5,569,946 |
| Rennej Pty Ltd | Professional services - contract management | \$386,277 |
| Rico Enterprises Pty Ltd as trustee for the Rico Family Trust trading as Solo Resource Recovery | Leachate tankering services - Awaba Waste Management Facility (est. over five years) | \$2,405,000 |
| Rsea Pty Ltd | Park tree works, stump grinding | \$178,868 |
| RSPCA - Yagoona | RSPCA payments | \$256,694 |

| CONTRACTOR | GOODS OR SERVICES | AMOUNT (EX GST) |
|---|--|--------------------|
| RTC Construction NSW Pty Ltd | Construction - civil contractors | \$700,815 |
| RTC Facilities Maintenance Pty Ltd | Demolition and asbestos removal services | \$342,683 |
| Scape Constructions Pty Ltd | Construction - asbestos removal | \$1,706,463 |
| Schreiber Hamilton Architecture | Professional services - design services | \$224,748 |
| Servicenow Australia Pty Ltd | IT - software licenses | \$190,984 |
| SLR Consulting Australia | Asbestos inspections removal | \$380,430 |
| SNK Group Pty Ltd | Plumbing/guttering general maintenance | \$196,636 |
| Soft Landing | Mattress collection | \$328,780 |
| Solo Resource Recovery - Gateshead | Waste - garden bins/green waste recycling | \$3,939,688 |
| Source Separation Systems Pty Ltd | Mobile garbage bins, industrial containers and bins, static compactors, associated products and services | \$1,328,230 |
| Squeekey Group | Cleaning services - commercial cleaning | \$285,647 |
| Statewide Mutual | Insurance brokerage | \$3,865,055 |
| Sweeneys Pumps & Irrigation | Irrigation installation and maintenance | \$205,768 |
| Swimoz | Morisset Swim Centre management | \$185,619 |
| T & N Earthworks Pty Ltd | Plant hire | \$365,042 |
| T A T S Downunder Pty Ltd | Plant hire | \$268,907 |
| Telstra Corporation Ltd | IT - utilities communications | \$150,934 |
| Terry Keelan Plumbing | Plumbing/general maintenance | \$1,403,339 |
| The P.A. People | Events and functions - other | \$212,634 |
| Thomson & Hartley Plumbing Pty Ltd | Facilities management services | \$150,976 |
| Toisch Pty Ltd | Henery Lane, Redhead - retaining wall works | \$349,965 |
| Turspec Pty Ltd | Park landscaping | \$154,086 |
| Tyres4U Pty Ltd | Supply, fitting, maintenance and recycling of tyres, tubes, and automotive and marine batteries | \$370,882 |
| Umwelt (Australia) Pty Ltd | Professional services - environmental services | \$157,687 |
| University of Technology Sydney | IT - information technology other/scientific and research services/grants/contributions/donations | \$650,657 |
| Valuation Services | Professional services - valuation services | \$528,807 |
| Veolia Environmental Services (Australia) Pty Ltd - Blacktown | Front lift and hook lift bin garbage and recycling services | \$164,274 |
| Vocus Pty Ltd | IT - utilities communications | \$259,699 |
| Volvo Commercial Vehicles - Newcastle | Vehicle mechanical repairs/parts | \$186,114 |
| Watchout Training & Traffic Control | Professional services - traffic control services | \$2,518,460 |
| Wendgold Pty Ltd trading as East Coast Homes and Park Cabins | Holiday Parks new accessible cabins - supply and install | \$941,100 |
| WesTrac Equipment | Plant acquisition - large mobile plant | \$232,989 |

PRIVATE WORKS

In accordance with the Local Government (General) Regulation 2005 cl 217(1)(a4) and the Local Government Act 1993 s 67, 67(2)(b), Council must include resolutions made concerning

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.



EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

In accordance with the Local Government (General) Regulation 2005 cl 217(1)(a6), Council must include in its Annual Report a statement of all external bodies that exercised functions delegated by Council.

Hunter Resource Recovery Pty Ltd

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

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

Hunter Integrated Resources Pty Ltd

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

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

During 2019-2020, it was determined by the member councils that HIR would no longer be required, and the cost of maintaining the company did not represent value for money. HIR was wound up and deregistered on 25 June 2020.

Delegated authority to external bodies

Council delegates authority to external groups to manage and operate public facilities. This arrangement is more efficient for Council and gives the community greater ownership of public facilities, such as sporting and recreation facilities and community halls and centres. Council also delegates authority for certain functions through its membership of the Hunter Joint Organisation group. Strategic Services Australia Limited and Hunter Councils Legal Services Limited operate as part of Hunter Joint Organisation's current enterprise offering. Screen Hunter is a division of these companies which, under delegation from member councils, licences film production on council owned and controlled land. The Environment Division delivers a regional environmental management program on behalf of member councils from the Hunter Region and Central Coast Council.

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES

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

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES (CONTINUED)

| | | | |
|--|---|---|--|
| Dora Creek Ovals (Douglass Street Ovals) | Dora Creek Ovals Community Operating Committee | Lance York Field, Garden Suburb | Garden Suburb Soccer Club Inc. |
| Edgeworth Junior Football | Edgeworth Junior Soccer Club Inc. | Lenaghan Oval, Belmont North | Belmont North Junior Rugby League Club Inc. |
| Edgeworth Little Athletics | Edgeworth and District Little Athletics Centre Inc. | Liles Oval, Redhead | Liles Ovals Community Operating Committee |
| Edgeworth Netball | Sugar Valley Netball Club Inc. | Lisle Carr Field, Whitebridge | Charlestown City Blues Football Club Inc. |
| Eleebana Oval | Valentine Eleebana Soccer Club Inc. | Lydon Field, Dudley | Dudley Redhead United Soccer Club Inc. |
| Evans Park, Cardiff | Cardiff Junior Football Club Inc. | Macquarie Field, Speers Point | Lake Macquarie City Football Club Inc. |
| Fassifern Oval | Westlakes Archers Inc. | Marks Oval, Floraville | Belmont Football Club Ltd |
| Feighan Oval, Warners Bay | Feighan Oval Community Operating Committee | Marks Oval Tennis Courts, Floraville | Marks Oval Tennis Community Operating Committee |
| Fishburn Fields, Rathmines | Westlakes Wildcats Junior Football Club Inc. | Martinsville Oval | Martinsville Oval Community Operating Committee |
| Fred Wright, Harold Knight Ovals and Mick Middleton Field, Gateshead | Kahibah Football Club Inc. | Molly Smith Netball Courts, Belmont | Lakeside Netball Association Inc. |
| Gateshead Ovals (Allen Davis and Ernie Calland Fields) | Gateshead Ovals Community Operating Committee | Morrisset Showground | Morrisset Showground Operating Committee |
| Gibson Field, Morrisset | Southern Lakes Rugby Union Club Inc. | Mount Hutton Tennis Courts | Mount Hutton Tennis Club Inc. |
| Gregory Park, West Wallsend (Les Wakeman Field) | Gregory Park Community Operating Committee | Nancy Dwyer and Ken Booth Netball Courts, Cardiff | Cardiff Netball Club Inc. |
| Hillsborough Oval | Warners Bay Football Club Inc. | Neegulbah Park, Macquarie Hills | Cardiff and District Little Athletics Centre Inc. |
| Hillsborough Tennis Courts | Hillsborough Tennis Club Inc. | New Tredinnick Fields, Speers Point | Lake Macquarie Football Club Inc. |
| Holford Oval, Mount Hutton | Valentine Eleebana Football Club Inc. | Parbury Park, Swansea | Parbury Park Community Operating Committee |
| Jack Stewart Netball Courts, Charlestown | Charlestown Netball Association Inc. | Pasterfield Sports Complex, Cameron Park | Pasterfield Sports Complex Community Operating Committee |
| John Street Field, Warners Bay | Warners Bay Football Club Inc. | Peacock Field, Toronto Ovals | Toronto Ovals Community Operating Committee |
| Johnston Park, West Wallsend | West Wallsend Senior Soccer Club Ltd | Pendlebury Oval, Bolton Point | Lakers Baseball Club Inc. |
| Kahibah Oval and Andy Bird Field, Kahibah | Kahibah Ovals Community Operating Committee | Pickering Oval, Adamstown Heights | Pickering Oval Community Operating Committee |
| Keith Barry Oval, Toronto West | Macquarie Sub Junior Rugby League Club Inc. | Rathmines Tennis Courts | Rathmines Tennis Club Inc. |
| Kevin Evans Oval, Holmesville | West Wallsend Senior Soccer Club Ltd | Redhead Tennis Courts | Redhead Tennis Club Inc. |
| Kindyerra Reserve, Argenton (Jack Edwards Fields) | Argenton United Junior Soccer Club Inc. | Ron Hill Oval, Toronto | Ron Hill Oval Community Operating Committee |
| Lakelands Oval | Warners Bay Football Club Inc. | St John Oval, Charlestown | St John Oval Community Operating Committee |
| Lakelands Tennis Courts | Lakelands Tennis Club Inc. | 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 |

THE CARE, CONTROL AND MANAGEMENT OF SPORTING AND RECREATION FACILITIES (CONTINUED)

| | |
|--|--|
| Tulkaba Park, Teralba | Lake Macquarie Australian Football Club Inc. |
| Ulinga Park (Jack Neave Fields), Cardiff South | Ulinga Park (Playing Fields) Community Operating Committee |
| Ulinga Park (Netball), Cardiff South | Ulinga Park (Playing Fields) Community Operating Committee |
| Ulinga Park (Tennis), 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 |

THE CARE, CONTROL AND MANAGEMENT OF COMMUNITY HALLS AND CENTRES

| FACILITY | EXTERNAL BODY |
|------------------------------|--|
| Holmesville Community Garden | Holmesville Community Garden Operating Committee |
| Holmesville Community Hall | Holmesville Community Hall Operating Committee |
| Nords Wharf Community Hall | Nords Wharf Community Hall Operating Committee |
| Redhead Community Library | Redhead Community Library Operating Committee |
| Ulinga Park Community Hall | Ulinga Park Community Hall Operating Committee |
| Windale Community Hall | Windale Community Hall Operating Committee |
| Wyee Community Hall | Wyee Community Hall Operating Committee |



LEGAL PROCEEDINGS

A summary of the amounts incurred by Council in relation to legal proceedings, including:

- amounts incurred by Council in relation to proceedings taken by or against Council (including out of court settlements), and*
- a summary of the state of the progress of each legal proceeding and (if finalised) the result*

is required under the Local Government (General) Regulation 2005 cl 217(1)(a3).

During 2019-2020, Lake Macquarie City Council was involved in legal proceedings in the Local Court, NSW Land and Environment Court and the Supreme Court of NSW.

Local Court

Council's involvement in legal proceedings in the Local Court during 2019-2020 was for three main reasons. These were court elections in respect of Penalty Infringement Notices (PINs), debt recovery proceedings and environmental protection offences.

Court elections in response to PINs issued by Council can be for a range of offences, including traffic and parking infringements, companion animal offences, failure to obtain or comply with an approval, or non-compliance with Council orders and notices. Debt recovery proceedings by Council are generally focused on the recovery of unpaid rates or sundry debts. An environmental protection offence relates to a breach of environmental law, for example illegal dumping.

Court Elections for PINs

Council was involved in 55 Court Elections in 2019-2020 in relation to PINs. Of these, 44 related to traffic and parking offences, nine related to companion animals and two concerned offences relating to failure to comply with Council orders.

Court Elections relating to traffic and parking PINs are generally managed by Council with support from NSW Police. Over the reporting period, Council did not incur any legal expenses in relation to these matters. Of the 44 appeals:

- eight had convictions recorded and/or fines imposed by the Court
- twenty were found proven and the Court either did not record a conviction or recorded a conviction without further penalty
- seven were withdrawn by Council prior to hearing
- two were dismissed by the Court
- seven were ongoing at the end of the reporting period.

Two companion animal matters were withdrawn prior to hearing. Seven were ongoing at the end of the reporting period. Council did not incur any legal expenses in relation to these matters.

Two matters related to failure to comply with a Council order. One matter had fines imposed by the Court and one matter is ongoing. Council did not incur any expenses.

Debt recovery

Council incurred expenses of \$26,383, excluding GST, during 2019-2020 for the recovery of unpaid rates. Council's actions included:

- commencing 91 proceedings to recover rates and other debts by way of Statement of Claim
- obtaining 37 judgments in favour of Council
- enforcing 17 judgments through garnishee orders.

One application was made to set aside default judgment, which was successful. Council did not incur any legal expenses in this matter.

One defence was submitted to the Court in relation to Council's claim for recovery of an unpaid rates debt. Judgement for the debt was granted to Council, and Council did not incur any legal expenses.

Other Local Court matters

There were 11 proceedings commenced by Council in relation to illegal dumping offences committed under the *Protection of the Environment Operations Act 1997*. Those matters are ongoing. Council did not incur any expenses.

Council was the respondent in one other matter during the reporting period, which concerned an application for noise prevention, as well as seeking Council's enforcement of parking regulations. The matter was withdrawn by the other party. Council incurred fees of \$4000, excluding GST.

There were also two applications made to the Court appealing dangerous dog declarations made by Council. Control orders were negotiated and the matters were resolved between Council and the applicants prior to the hearing. Council did not incur any expenses.

Land and Environment Court

Class 1 and Class 4 proceedings

Land and Environment Court litigation that Council is involved in is primarily in Classes 1 and 4. Class 1 proceedings relate to environmental planning and protection appeals. Class 4 proceedings generally relate to enforcement of environmental planning and protection laws and development consent conditions.

During 2019-2020, Council was involved in:

- nine Class 1 proceedings with a total cost of \$291,490, excluding GST. Of those, two appeals were resolved by agreement with consent conditions imposed. Two were resolved by agreement and discontinued prior to hearing. In one of those matters, Council agreed to contribute \$8000, excluding GST, towards the other party's costs. Five appeals are ongoing. Council received total payments of \$2000 in 2019-2020 towards its legal costs in relation to Class 1 proceedings.

- one Class 4 proceeding, which is ongoing. Legal costs of \$23,223, excluding GST, were incurred. Council agreed to contribute \$81,065, excluding GST, towards the other party's costs.
- one combined Class 1 and 4 proceeding. The Class 1 proceeding had been previously determined by the Court. In the Class 4 proceeding, a determination had been made by the Court with conditions generally in Council's favour. This included an order for costs, and costs assessment processes have been resolved by agreement. Terms of the agreement cannot be disclosed as it is subject to confidentiality.
- administrative actions relating to one Class 4 proceeding that was concluded in a prior reporting period, and included an order for costs in Council's favour. Costs assessment processes have been resolved by agreement, with \$160,000 payable to Council in instalments. At the end of the reporting period, instalments amounting to \$55,000 had been paid.

Supreme Court

Council was involved in two proceedings in the Supreme Court during 2019-2020. These proceedings relate to relief claimed for property damage. Legal expenses of \$697,937, excluding GST, have been incurred by Council and those matters are ongoing.

Administrative actions were completed in relation to one proceeding where the owners of neighbouring properties were in dispute about access arrangements. Council incurred legal expenses of \$227, excluding GST, for those administrative actions.

Further information regarding legal proceedings

Further information regarding legal expenses incurred by Council during 2019-2020, including the legal proceedings set out above, is included in Council's Financial Statements. Workers compensation and other employment matters, as well as public liability and professional indemnity claims, are disclosed separately in Council's annual and financial reports, and are not included in the summary above.



PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

Council must provide a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which it held a controlling interest during the year.

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|--|--|--|
| Alternative Water Supply | Hunter Water Corporation | A collaboration with Hunter Water to identify opportunities for use of recycled water from water treatment plants in Council operations. |
| 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 and Royal Motor Yacht Club Toronto | Council partners with a range of stakeholders to raise residents' awareness of the importance of our natural environment. The program encourages residents to connect with natural areas, modify their behaviours, and actively participate in citizen science and community programs. |
| Backyard Habitat for Wildlife | Hunter Indigenous Plants, Morisset Nursery, Newcastle Wildflower Nursery, Poppy's Garden Centre and Riverdene Nurseries | Participating nurseries offer native plants at discounted rates to Backyard Habitat for Wildlife program members. |
| Be Ready, Be Safe | Red Cross and State Emergency Services (SES) | Council partners with stakeholders to raise residents' awareness of the importance of being prepared for, and able to respond to, natural disasters. The program encourages residents to build resilience and networks so they are better able to respond in the event of a natural disaster. |
| Bicycle Super Counts | Bicycle Network | Council partners with Bicycle Network to promote and help facilitate volunteers for the Super Tuesday bike count as a tool for monitoring changes in bike use in Lake Macquarie. |
| Chemical CleanOut | Belmont TAFE, Cleanaway (waste contractor), Glendale TAFE and NSW Department Industry, Environment and Planning (NSW DPIE) | Residents are encouraged to drop off their household chemical waste on two designated Saturdays each year. This year, Council partnered with Belmont TAFE for one drop-off location and hosted a second event at Glendale TAFE. |
| Clean Up Australia Day | Awaba Rural Fire Brigade, bushwalking clubs, church groups, environmental groups, Keep Australia Beautiful NSW, Landcare groups, local businesses and progress associations, NSW SES, Probus groups, Southlake Business Chamber and Community Alliance, Sustainable Neighbourhood groups and Wetlands State Park Trust | Council participates in Clean Up Australia Day and works with communities to clean up and conserve our environment. |
| Community development activities | Various community organisations, government departments and agencies | Council 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 | Cleanaway and NSW DPIE | Household problem wastes are collected for free and processed by Cleanaway, including light globes, batteries, paints, oils, gas cylinders, fire extinguishers, smoke alarms and polystyrene. |
| Community renewable energy | Allambi Care and Pingala | Council partnered with Pingala (a not-for-profit community energy group) to promote the uptake of community renewable energy projects across the City. In October 2019, Allambi Care became the first community-financed solar host site. |
| Creating a Greater Community Place Group | Eastlake Youth Centre, GPT Charlestown, Mission Australia – Youth on Track, NSW Police Force and The Place: Charlestown Community Centre | This collaborative stakeholder group works to address instances of anti-social behaviour and vandalism, and increase legitimate use of public places and space in the Charlestown central business and recreational area. |

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|---|--|--|
| Dantia: The Lake Macquarie Economic Development Company | Various business, government and community partners | Dantia works with business, government, the community and partners to advance the sustainable economic prosperity of Lake Macquarie City. |
| Eco Angel program | Belmont Neighbourhood Centre, Cummins, Landcare groups, local geocaching group, Sustainable Neighbourhood groups, schools, Tangaroa Blue 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. |
| Electronic waste (e-waste) collection (part of the bulk waste collection) | Hunter Resource Recovery (HRR) and Matthews Metal Management | Council provides a permanent ewaste drop-off location at the Awaba Waste Management Facility Community Recycling Centre (CRC). Council contracts HRR and Matthews Metal Management to recycle the ewaste collected both at the CRC and through the community kerbside bulk waste collection. |
| Environmental upgrade agreements | Clean Energy Finance Corporation and The Office of Environment, Energy and Science | A service provided by Council to help commercial building owners enhance the environmental performance and operational costs of their buildings. The Office of Environment, Energy and Science provides ongoing coordination support to a group of councils providing the innovative finance product. |
| Graffiti Hotspot program | Corrective Services NSW and Juvenile Justice NSW | This program involves engaging offenders to remove graffiti from private property, commercial premises and other locations around the City that are not Council's responsibility to maintain. |
| Harmony Day and Refugee Week | Various community organisations, government departments and agencies | A partnership to raise community awareness and deliver events to celebrate Harmony Day and Refugee Week. |
| Hunter Electric Vehicle Festival | School of Environmental and Life Sciences, University of Newcastle | A partnership with the School of Environmental and Life Sciences to sponsor the Hunter Valley Electric Vehicle Festival. |
| Hunter Homelessness Connect Day | Hunter Homeless Connect Committee and various private businesses, community organisations, government departments and agencies | An annual event that links people who are experiencing homelessness, doing it tough and/or are at risk of homelessness to vital services, including accommodation and housing providers, health and wellbeing, legal and financial assistance, employment, study and general support to people. |
| Hunter Joint Organisation | Cessnock City Council, Dungog Shire Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council and Upper Hunter Shire Council | <p>The Hunter Joint Organisation group is the hub for local government collaboration, which strengthens our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For more than 60 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.</p> <p>There are four key entities operating as part of the current enterprise offering. Lake Macquarie City Council has representation on each entity's Board.</p> <p>These four key entities are:</p> <ul style="list-style-type: none"> • Hunter Joint Organisation - a statutory body established in 2018 under the Local Government Act 1993, to identify, advocate for, and collaborate on regional strategic priorities for the Hunter. • Hunter Councils Incorporated - an incorporated association under the Associations Incorporation Act 2009 that holds property assets for the Hunter Joint Organisation group. • Strategic Services Australia Limited • Hunter Councils Legal Services Limited – a wholly-owned subsidiary of Strategic Services Australia Limited. <p>The last two companies are limited by guarantee under the Corporations Act 2001 and were established to improve the quality and efficiency of local government services throughout the Hunter Region. They offer tailored local government services through five divisions:</p> <ul style="list-style-type: none"> - Local Government Training Institute - Local Government Legal - Regional Procurement - Screen Hunter, which, under delegation from member councils, licences film production on council- owned and controlled land - Environment Division, which delivers a regional environmental management program on behalf of member councils from the Hunter Region and Central Coast Council. |



| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|---|--|--|
| Hunter Multicultural Expo | Department of Human Services, Multicultural Neighbourhood Centre, Northern Settlement Services, 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, and a number of community representatives. |
| Hunter-Central Coast Regional Illegal Dumping (RID) Squad | Central Coast, Cessnock, Dungog, Maitland, Muswellbrook, Newcastle, Singleton and Upper Hunter councils, Hunter Development Corporation (HDC), NSW Environment Protection Authority (NSW EPA) and NSW National Parks and Wildlife Service (NSW NPWS). | 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 completed joint on-ground operations with NSW EPA, NSW NPWS and HDC in 2019-2020. |
| Lake Macquarie Domestic Violence Committee | Community Corrections, Department of Human Services, Domestic Violence Court Advocacy Service, Nova Women's Accommodation and Support Service, NSW Department of Family and Community Services, NSW Police, Southlakes Refuge, Staying Home Leaving Violence project and Toronto Youth Service | A partnership to raise awareness in the community about domestic and family violence. Council works in partnership with this committee to deliver events such as the White Ribbon morning tea and the Reclaim the Night march. |
| Lake Macquarie Dune Ecosystem Enhancement Program | Bahtabah Local Aboriginal Land Council and Landcare NSW | Council partners with other coastal land owners and community Landcare groups to undertake dune rehabilitation at Redhead Beach, Blacksmiths Beach, Frenchmans Beach, Crabbs Beach and Caves Beach. |
| Lake Macquarie Youth Advisory Council | Community Activities Lake Macquarie | A partnership to resource and support the ongoing operations of Lake Macquarie Youth Advisory Council. |

| PROGRAM NAME | PARTICIPANTS WITH LAKE MACQUARIE CITY COUNCIL | DESCRIPTION |
|--|---|---|
| Living Smart Festival | Greater Bank, Hunter Resource Recovery, Lake Macquarie Farmers Market, Metro Cycles, Stockland Glendale, The Good Guys Warners Bay and Upcycle Newcastle | A three-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 | This is a free program of activities for people with disability, including 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 and provide 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 | Allambi Care, CALM, Department of Education, Department of Juvenile Justice, Employment Service Providers, Northlake Youth Service and NSW Police Force | A collaborative stakeholder group providing advice for delivery of crime prevention programs to reduce the participation of young people in crime and truancy across the Northlake Region (Warners Bay to West Wallsend). |
| Over 55s Program | Various community organisations, private businesses, government departments and agencies | This is a free program for residents aged 55 years and over, which focuses on health, safety and wellbeing. Sessions included hearing screenings, an introduction to yoga, workshops on memory, history tours, tai chi and lessons on using ebooks, tablets and smartphones. |
| 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 and NSW Police Force | A community education campaign and targeted community engagement program to reduce crime activity identified in Council's Crime Prevention Strategy. |
| Seniors Week | Sing Australia and University of the Third Age | A partnership to deliver a concert for older people to celebrate Seniors Week. |
| The Place: Charlestown Community Centre | GPT Group | The Place: Charlestown Community Centre is a positive investment in the community's future, particularly for Charlestown and surrounding areas. The management model for the facility is a governing Board comprising Council's CEO, Mayor, Councillors, GPT Group, and general community and youth representatives. The Board employs a Centre Manager responsible for delivering the Centre strategic plan. |
| Tunbilliko/Wungkun Nalabun Youth Exchange programs | Belmont Rotary, Hunter TAFE, Minimbah Aboriginal Education Consultative Group, NSW Department of Justice Crime Prevention Division, NSW Police and PCYC NSW | A program to enhance and strengthen relationships between the Aboriginal community and NSW Police. |
| Water Sensitive Cities Interagency Working Group | Hunter Water Corporation and councils within its supply area | Collaborative initiatives to establish a water sensitive region. |
| You're Kidding Me | ATUNE Health Centre, Bronni Page Yoga, Early Start Speech Pathology, Family Chiropractic Centre Charlestown, Julie Logan Music and LifeWise Centre | A program offering families access to free workshops and clinics to support their child's development. |

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 changes adaptation
- natural disaster risk minimisation
- monitoring and reporting of environmental performance
- 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 | FUNDS SPENT | FUNDS REMAINING AT 30 JUNE |
|-----------|-----------|-------------|----------------------------|
| 2014-2015 | \$618,059 | \$176,720 | \$441,339 |
| 2015-2016 | \$441,339 | \$178,876 | \$262,463 |
| 2016-2017 | \$262,463 | \$88,401 | \$174,062 |
| 2017-2018 | \$174,062 | \$120,187 | \$53,875 |

No project areas were funded by the special rate variation in 2019-2020. The remaining amount of special variation funding of \$2559 has been allocated to environmental improvement activities programmed for 2020-2021.

RATES AND CHARGES WRITTEN OFF

In accordance with the Local Government (General) Regulation 2005 (Reg), cl 132, Council must provide the total amount of rates and charges written off during the year.

Council wrote off rates totaling \$14,327 during the year.

COUNCILLORS' AND MAYOR'S EXPENSES

The total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions is required in accordance with the *Local Government (General) Regulation 2005 cl 217(1)(a1)* (i), (ii), (iii), (iv), (v), (vi), (vii), (viii).

EXPENDITURE ITEM

| | AMOUNT |
|--|------------------|
| Mayoral allowance | \$88,600 |
| Councillors' allowance | \$400,095 |
| Provision of dedicated office equipment (leased laptop computers, iPads, faxes, mobile phones and accessories) | \$7479 |
| Telephone calls and communications (including phone allowance) | \$19,633 |
| Councillors' attendance at conferences/seminars, including transport and accommodation | \$19,295 |
| Training of Councillors | \$20,525 |
| Child Care | Nil |
| Spouse, partner or other person attendance costs | Nil |
| Overseas visits including transport and accommodation (excluding conferences) | \$491 |
| Interstate visits including transport and accommodation (excluding conferences) | Nil |
| Meeting expenses | \$28,635 |
| Motor vehicle for Mayor | \$23,530 |
| Motor vehicle for Councillors | \$20,837 |
| Mayoral secretarial services | \$106,562 |
| Councillor support service (one day a week) | \$19,510 |
| Mayoral office expenses | \$7778 |
| Councillors' vehicle allowance (for use of their own private vehicles/taxis) | \$6166 |
| TOTAL | \$769,136 |

OVERSEAS VISITS

In accordance with the Local Government (General) Regulation 2005 cl 217(1)(a), Council must provide details, including the purpose of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).

| POSITION | DESTINATION | PURPOSE | DATES |
|-----------------------------|--------------------------|--|----------------|
| Manager Integrated Planning | United States and Canada | Cities Leadership Institute Study Tour | 7-23 September |
| Mayor | Russia | International Children's Games 2019 | 6-14 July |

COUNCILLOR PROFESSIONAL DEVELOPMENT

In accordance with the Local Government (General) Regulation 2005 (Reg), cl 186, Council must provide details of Councillor professional development undertaken and delivered during the year.

Neither the Mayor nor Councillors completed any induction training courses, induction refresher course or supplementary induction courses during the year, as this is only required within six months of election/re-election.

As part of an ongoing program of professional development, a minimum of seven formal conferences, training or workshop events were delivered, along with 19 briefing sessions.

All Councillors participated in some form of professional development.

Further detail of Councillor professional development is detailed on page 79.

| COUNCILLOR | PARTICIPATED IN ONGOING PROFESSIONAL DEVELOPMENT |
|-------------------|--|
| Mayor Kay Fraser | ✓ |
| Brian Adamthwaite | ✓ |
| Kevin Baker | ✓ |
| Barney Langford | ✓ |
| Colin Grigg | ✓ |
| David Belcher | ✓ |
| Jason Pauling | ✓ |
| Wendy Harrison | ✓ |
| Luke Cubis | ✓ |
| Adam Shultz | ✓ |
| Nick Jones | ✓ |
| Christine Buckley | ✓ |
| John Gilbert | ✓ |

CEO AND SENIOR STAFF REMUNERATION

In accordance with the Local Government (General) Regulation 2005 cl 217(1)(c) (i), (ii), (iii), (iv), (v), Council must provide a statement of the total remuneration packages of all senior staff members.

Council employed four senior staff and the CEO as at 30 June 2020. The total money payable in respect to the employment of senior staff members during 2019-2020, including money payable for salary, the provision of fringe benefits, and all other costs associated with their employment was \$1,902,827.

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

| TOTAL REMUNERATION PACKAGES | |
|---|-------------|
| Chief Executive Officer | \$397,668 |
| Other senior staff | \$1,505,159 |
| Fringe benefits tax payable for any non-cash benefits | \$73,608 |



FINANCIAL POSITION



OUR FINANCIAL PERFORMANCE

The following section provides an overview of Council's financial position at 30 June 2020.

A complete version of the audited Annual Financial Statements 2019-2020 is published as a separate volume of this Annual Report and is available at **lakemac.com.au** or by phoning Council's Customer Service Centre on 4921 0333.

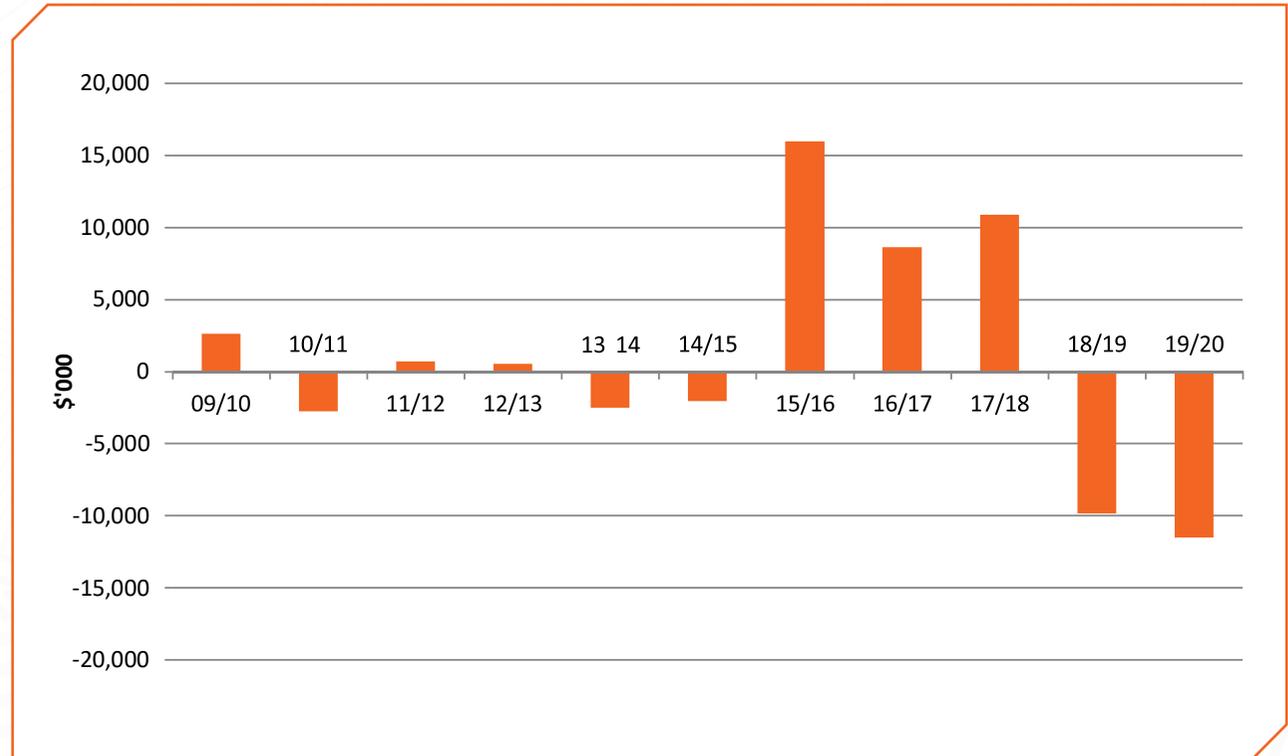
An easy-to-read summary of Council's financial performance is also provided on pages 26-29 of this report

OPERATING RESULT BEFORE CAPITAL

Council has reported an operating deficit before capital revenue of \$11.5 million. Key factors affecting our annual result were reductions in user fees and charges, rental income and investment revenue due to the impact of the COVID-19 pandemic. Other key factors were the increase in employee expenses (which included an increase in the provision for workers compensation self insurance), and an increase in depreciation expense. The deficit also reflects losses recognised on disposal of assets that still had a capital value on our balance sheet at the time of their disposal.

It is likely that the continuing impacts of the COVID-19 pandemic will be felt by Council in future years. These impacts are mainly to revenues, including investment returns. Council continues to monitor potential financial impacts so that mitigation strategies can be implemented.

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



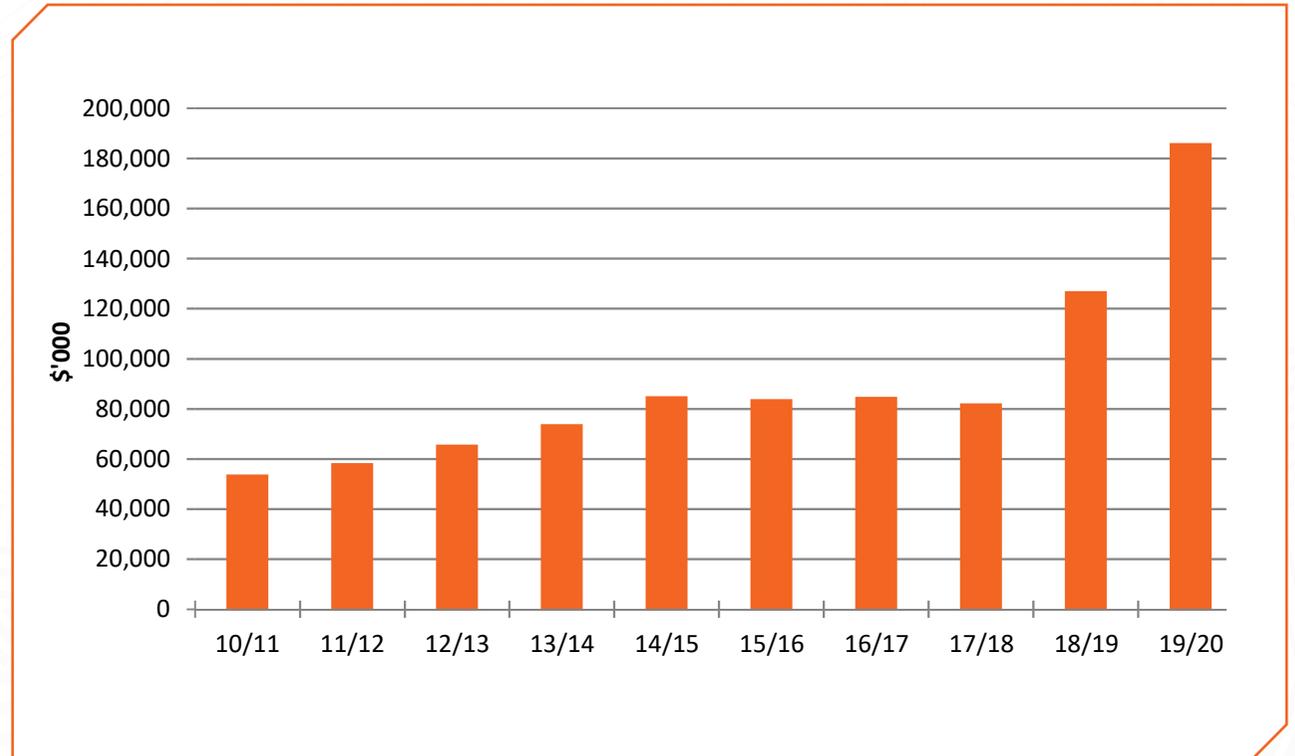
GROSS OUTSTANDING DEBT

The amount of gross outstanding debt remains manageable and affordable, with total outstanding debt now at \$186.1 million.

There were new external borrowings in 2020 of \$63.8 million which included Council's borrowing requirements for the 2019-2020 financial year and the repayment of prior year internal loans.

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

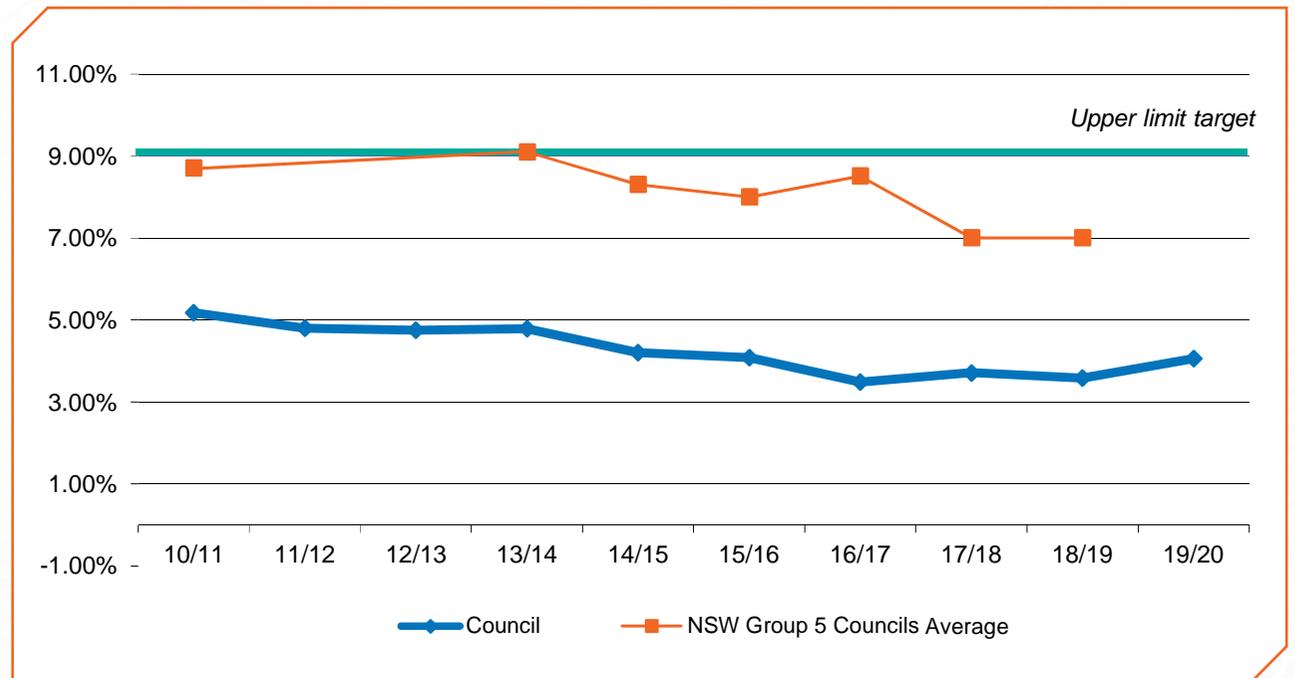
Our loan funds are used for construction and acquisition of infrastructure and other capital items. The terms of the loans support the life cycle of these assets. This action also supports the principle of inter-generational equity, which attempts to ensure that future ratepayers pay for the use of capital 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.

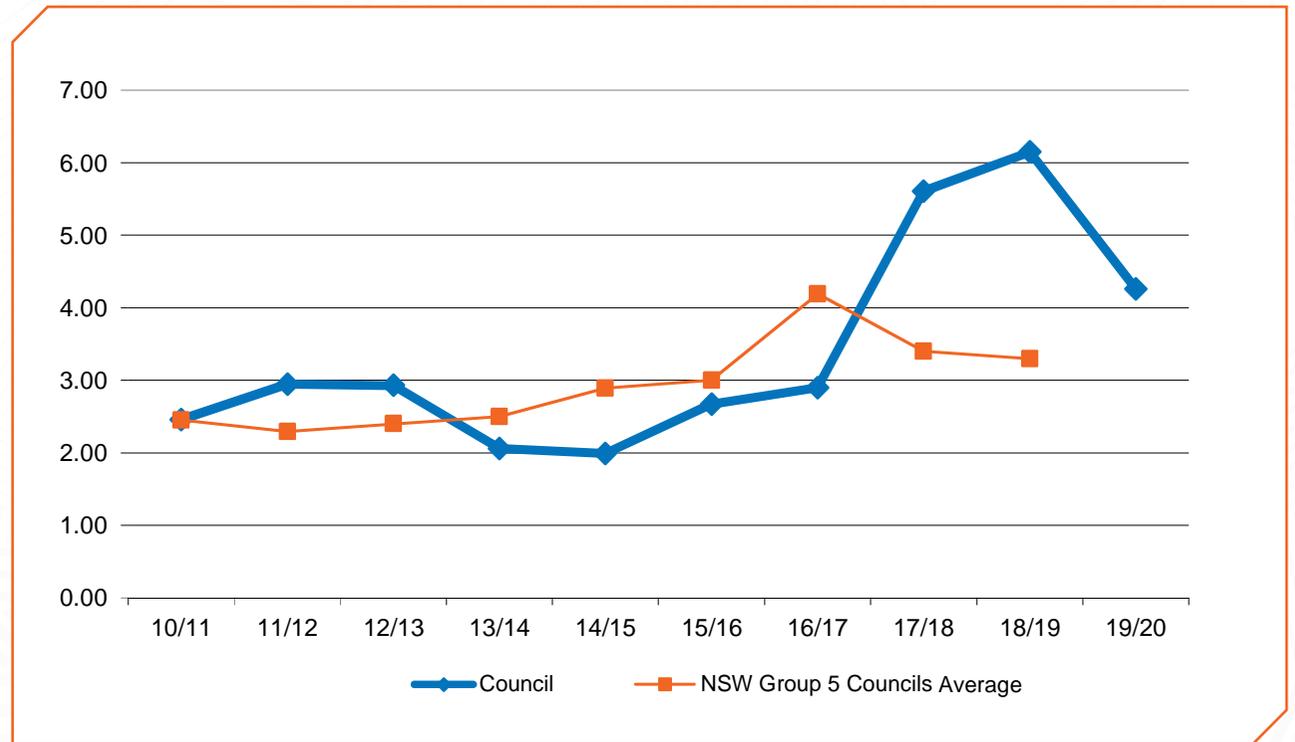
The debt service ratio for 2019-2020 is 4.06 per cent and as can be seen from the graph to the right, well below the average for comparable NSW councils, indicating that current levels of debt remain manageable. Lake Macquarie City Council is in the Office of Local Government's 'Group 5' grouping of comparable councils.



UNRESTRICTED CURRENT RATIO

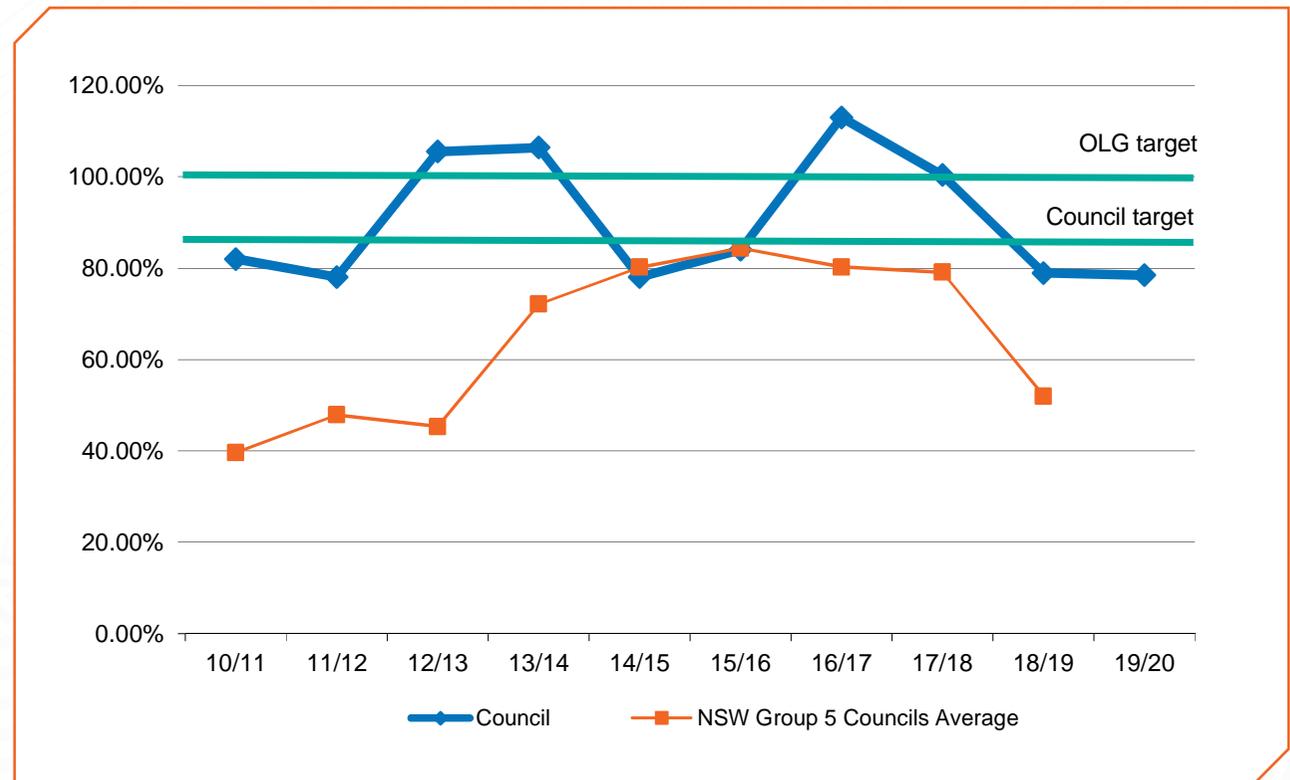
The unrestricted current ratio is a measure of the ability to satisfy financial obligations in the short term and is a ratio of current assets, less externally-restricted assets, divided by current liabilities, less specific purpose liabilities.

The unrestricted current ratio for 2019-2020 was 4.26:1, which is considered satisfactory and indicates Council has no problem in meeting all payments when they fall due.



BUILDING AND INFRASTRUCTURE RENEWALS RATIO

The building and infrastructure renewal ratio was 78.4 per cent for 2019-2020 and was determined by dividing total asset renewals (building and infrastructure) by the depreciation charge. The Office of Local Government target ratio (OLG target) is a ratio of one or greater (100 per cent). Historically, Council's target has been greater than 85 per cent. 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.



RESTRICTED CASH

This graph shows the amounts of internally restricted, externally restricted and unrestricted cash held by Council over the past 10 years. Funds are invested in accordance with Council's investment policy until the expenditure is required.

INTERNALLY RESTRICTED CASH

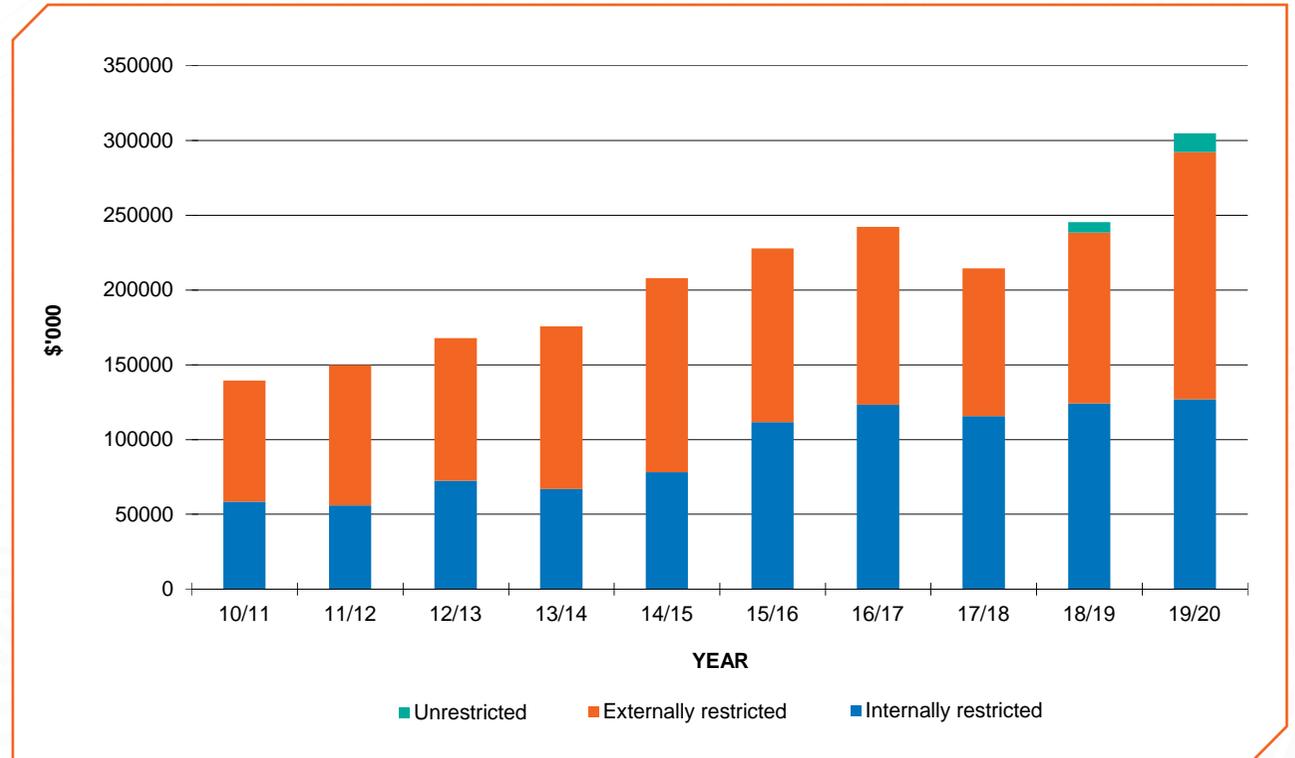
Internally restricted cash is funds held by Council for specific future purposes as determined by Council. Each balance of internally restricted cash supports a number of different projects that have been approved by Council which are, for various reasons, awaiting commencement at some time in the future.

EXTERNALLY RESTRICTED CASH

Externally restricted cash includes items such as Developer Contributions made under s7.11, specific purpose grant funding and domestic waste management.

UNRESTRICTED CASH

Unrestricted cash is any surplus cash that Council holds that isn't restricted for a specific purpose



For more information



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