

Connected and  
collaborative  
community leaders





*Connected and collaborative community leaders*

Identifying, connecting and enhancing all forms leadership across our community emerged as priorities during the development of the ten year community strategic plan 'Maitland 2021'. From the traditional models of leadership being vested in our elected Councillors or members of parliament at State and Federal Government levels, through to leaders in business, community and volunteer

groups, our community recognises the great value of these people, and the even further potential of our leaders working together to achieve great things for the Maitland community.

Council also heard a great deal from the community seeking to become more involved in Council's own decision-making, seeking new ways to stay informed and

become involved in decision-making. Council recognises the significant part it has to play in facilitating both conversation and connections, as well as ensuring our management is focused on delivering services to meet the needs of the community now and in the future.



"Why not use online forums to generate more ideas and discussion points?"  
survey respondent

"Thank you for the opportunity to voice an opinion. More public meetings,"  
survey respondent

"I really liked the idea of Council connecting to the community," resident response to draft M2021 plan

## 'WHAT OUR COMMUNITY WOULD LIKE'

Community outcomes as expressed in the ten year community strategic plan 'Maitland 2021'

- Our community's diverse leaders have been identified and connected, boosting leadership capacity across the community
- Meaningful, informed and genuine community participation is active in decision-making at all levels of government
- Maitland City Council is efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs
- A Council for now and for future generations.

## COUNCIL'S SERVICES THAT CONTRIBUTE TO MEETING COMMUNITY OUTCOMES

- City Leadership

## COUNCIL'S RESPONSE TO OUR COMMUNITY PRIORITIES

In developing a program for the next four years, Council has developed a range of objectives to assist in meeting community outcomes and strategies. Our focus areas over the next four years include:

- Establishing meaningful connections between the community's leaders
- Remaining a strong leader and champion for the Maitland community
- Providing residents with opportunities to engage with Council staff and elected representatives
- Ensuring decision-making is transparent, accessible and accountable
- Nurturing a skilled and innovative workforce

Council has identified 21 objectives in this area, detailed over the following pages. Specific actions for the 2011/12 financial year are also listed.



## HOW WILL WE KNOW IF COUNCIL IS ON TRACK TO MEETING ITS OBJECTIVES IN THIS AREA?

Council will report every six months on its progress toward objectives under 'connected and collaborative community leaders.

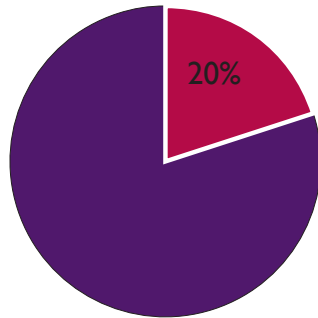
Measures that will be used include:

1. Residents views on Council performance (community survey – annual )
2. Mechanisms available to the community to engage with Council (Council report)
3. Community participation in engagement activities (Council report)
4. Workforce statistics (Council statistics/reports)
5. Customer Service Requests (Council report/statistics)
6. Council's financial performance (Council report)
7. Delivery of statutory reporting requirements (Council report)
8. Corporate sponsorships/partnerships (Council report)
9. Organisational development (Council report)

## BUDGET ALLOCATION - CONNECTED AND COLLABORATIVE COMMUNITY LEADERS

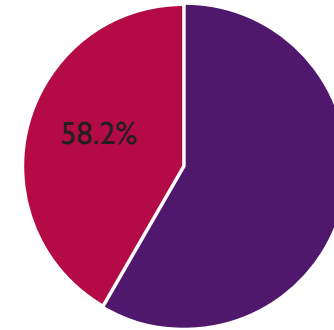
Council's budget has been allocated across our five themes. Expenditure and revenue for the four years of our Delivery Program for Connected and Collaborative Community Leaders is as follows

EXPENDITURE 2011/2012



Year	Expenditure		Total Expenditure
2011/2012	\$14,203,000	20.0%	\$71,177,000
2012/2013	\$16,459,000	19.3%	\$85,106,000
2013/2014	\$18,926,000	20.8%	\$91,201,000
2014/2015	18,327,000	19.6%	\$93,268,000

REVENUE 2011/2012



Year	Revenue		Total Revenue
2011/2012	\$41,414,000	58.2%	\$71,183,000
2012/2013	\$43,649,000	57.1%	\$76,493,000
2013/2014	\$46,232,000	57.3%	\$80,748,000
2014/2015	\$45,903,000	55.9%	\$82,071,000

**Revenue sources:**

*Rates revenue*

*Grants & contributions* - Financial assistance grant - Pensioner rebates - NSW

Rural Fire Service

*Interest revenue*



**16 Community Outcome** **Our community’s diverse leaders have been identified and connected, boosting leadership capacity across the community.**

**16.1 Community Strategy** **Mechanisms will be developed to see our community’s leaders connected and collaborating to deliver best possible results for the community.**

4 year objective 2011-2015		2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>16.1.1 To establish meaningful connections between the community’s leaders</b>	Research and develop an integrated ‘community leaders’ database across all areas of activity, built from Council’s existing knowledge base and enhanced by community contributions	Database developed and maintained	Fourth quarter	New initiative	Operating budget	Manager Marketing & Communications	
	Undertake a review of Business Leaders and other networking opportunities offered by Council	Review completed	Fourth quarter	Existing program	Operating budget	Manager Marketing & Communications	
	Investigate a ‘Leadership Expo’ giving local organisations the opportunity to display their programs and connect with one another	Investigations completed	Fourth quarter	New initiative	Operating budget	Manager Marketing & Communications	
	In line with corporate engagement strategy, explore opportunities for a reference panel to collaborate on Council’s strategies and programs	Options examined	Fourth quarter	New initiative	Operating budget	Manager Corporate Planning	



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Prepare and publish a Council-wide engagement program and calendar (capturing all initiatives and programs)	Program/calendar published	Second quarter	New initiative	Operating budget	Group Manager Finance and Administration
<b>16.1.2 To build the status and standing delivered through Council's civic recognition programs in the wider community</b>	Review Council's annual civic awards programs	Review completed	Fourth quarter	Existing program	Operating budget	Executive Office
	Continue to stage annual program of civic ceremonies and awards including Citizen of the Year	Events staged, feedback obtained	Fourth quarter	Existing program	Operating budget	Executive Office
	Develop a protocol for civic ceremonies, events and duties	Protocol developed	Fourth quarter	New initiative	Operating budget	Group Manager Finance and Administration
<b>16.2 Community Strategy</b>	<b>Maitland City Council's leadership and decision-making will reflect the diversity of our community.</b>					
<b>16.2.1 To consolidate Council's position as a strong leader and champion for the Maitland community</b>	Continue to advocate to higher levels of government on behalf of the Maitland community	Advocacy meets community expectations	Fourth quarter	Existing program	Operating budget	General Manager



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Provide relevant and appropriate support for elected representatives	Support meets Councillor expectations	Fourth quarter	Existing program	Operating budget	General Manager
<b>16.3 Community Strategy</b>	<b>There will be increased community awareness of Council's elected leaders, with a range of new ways for the community to talk to them</b>					
<b>16.3.1 To identify new methods and opportunities for talking to the community, building on the existing profile and methods used by the elected Council</b>	Work with Councillors to identify methods and provide resources to assist connection with the community	Methods identified and implemented	Fourth quarter	New initiative	Operating budget	Executive Office
	Undertake an annual review of resources provided to Councillors	Review completed and adopted by Council	Fourth quarter	Existing program	Operating budget	Executive Office



**17 Community Outcome** Meaningful, informed and genuine community participation is active in decision-making at all levels of government.

**17.1 Community Strategy** Contemporary models of community engagement will be explored and utilised to ensure local decision-making processes are in keeping with community expectations.

4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>17.1.1 To ensure community input into Council decision-making is regular and active, with equitable opportunities for residents to share their views</b>	Undertake a review of Council's adopted community engagement strategy to ensure it is in keeping with community expectations	Review completed	Third quarter	Existing program	Operating budget	Manager Corporate Planning
	Explore the development of a corporate, holistic engagement model of community engagement, incorporating electronic (eg SMS, web-based) and face-to-face mechanisms for a range of stakeholder groups	Engagement model developed and adopted by Council	Fourth quarter	New initiative	Operating budget	Manager Corporate Planning
	Investigate and commence development of a community engagement toolkit for all staff	Kit initiated	Fourth quarter	Existing program	Operating budget	Manager Corporate Planning
	Benchmark existing community engagement in Council programs to gain a full understanding of Council's local connections	Review completed	Fourth quarter	New initiative	Operating budget	Manager Corporate Planning



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Review, revise and implement annual community survey to ensure it is an integral component of service planning and evaluation	Survey completed	Second quarter	Existing program (enhanced)	Operating budget	Manager Corporate Planning
	Undertake a review of Council's website to enable more active and broad contribution to decision-making and resource allocation	Review completed	Fourth quarter	New initiative	Operating budget	Manager Marketing & Communications Manager IT and Administration
<b>17.1.2 To ensure that Council's committees and community volunteer groups are appropriate and effective</b>	Commence investigations into a database and administrative processes to support Committees and groups	Investigation commenced	Fourth quarter	New initiative	Operating budget	Manager IT and Administration
	Review guidelines for the operation of S355 Committees and community volunteer groups	Guidelines reviewed	Fourth quarter	Existing program	Operating budget	Manager Community and Recreation Services
<b>17.2 Community Strategy</b>	<b>Young people will be actively engaged in the development of plans and programs that impact on the City's young people</b>					
<b>17.2.1 To establish a coordinated approach to engaging Maitland's young people in the development of Council's policies, plans and programs</b>	Undertake a review of Council's current engagement with young people across the City	Review completed	Fourth quarter	New initiative	Operating budget	Manager Community and Recreation Services



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
	Investigate the role and purpose of a Youth Reference Group	Decision made on implementation of group	Fourth quarter	New initiative	Operating budget	Manager Community and Recreation Services	
	Develop a youth protocol tailored to specific needs and user groups	Youth Protocol developed	Fourth quarter	New initiative	Operating budget	Manager Community and Recreation Services	
<b>17.3</b>	<b>Community Strategy</b>	<b>Council's communication with the community will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in our City</b>					
<b>17.3.1</b>	<b>To ensure that Council's community communications strategies are relevant and effective</b>	Develop and implement a corporate communications strategy that is active, relevant and connected to the needs of a contemporary community	Strategy implemented	Fourth quarter	New initiative	Operating budget	Manager Marketing & Communications
	Implement a streamlined and clear channel of media management to enhance the effectiveness and efficiency of Council's paid and unpaid media presence	Media management processes followed	Second quarter	Existing program	Operating budget	Manager Marketing & Communications	
	Introduce and train staff in the implementation and use of the new corporate branding in accordance with Brand Guidelines	Training staged	Fourth quarter	New initiative	Operating budget	Manager Marketing & Communications	



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
	Investigate options for better communicating Council's decision-making to staff and the broader community	Options investigated and implemented	Fourth quarter	New initiative	Operating budget	Group Manager Finance and Administration	
<b>18</b>	<b>Community Outcome</b>	<b>Maitland City Council is efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</b>					
<b>18.1</b>	<b>Community Strategy</b>	<b>Council's planning is integrated and long-term, based on community desires expressed in the ten year community strategic plan.</b>					
<b>18.1.1</b>	<b>To ensure Council's integrated planning and reporting meets expectations of the community, Council and the NSW State Government</b>	Continue to engage the community in the vision, outcomes and strategies articulated in 'Maitland 2021' to reinforce community ownership of the plan	Engagement and communications activities	Ongoing	New initiative	Operating budget	Manager Corporate Planning
		Complete annual and six monthly reports to Council on Delivery Plan progress	Legislative requirements met and reports submitted to Council	Ongoing	New initiative	Operating budget	Manager Corporate Planning
		Refine and enhance business planning processes to ensure integration and accountability	Business planning processes defined and followed	Third quarter	New initiative	Operating budget	Manager Corporate Planning



<b>4 year objective 2011-2015</b>	<b>2011/2012 Action</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Status</b>	<b>Funding</b>	<b>Responsibility</b>
	Investigate sources of data to assist in measurement of proposed community indicators	Investigation completed	Fourth quarter	New initiative	Operating budget	Manager Corporate Planning
	Explore opportunities for partnerships and funding to meet 'Maitland 2021' outcomes currently outside the scope of Council's operations	Partnership options explored	Fourth quarter	New initiative	Operating budget	Corporate Management Team
	Develop and commence a framework to build from existing relationships and dialogue with State and Federal agencies	Framework developed and implemented	First quarter	New initiative	Operating budget	Corporate Management Team

**18.2 Community Strategy Council's decision-making is transparent, accessible and accountable.**

4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>18.2.1 To maintain effective and appropriate systems to ensure decision-making is transparent, accessible and accountable</b>	Continued implementation of public access information legislative requirements	Compliance with statutory timeframes in the delivery of information	Ongoing	Existing program	Operating budget	Manager IT & Administration
	Undertake annual review of Council's Publication Guide	Council's Publication Guide is reviewed and adopted	Second quarter	Existing program	Operating budget	Manager IT & Administration
	Investigate and implement online development application tracking	Investigation of an online development application tracking system is completed	Fourth quarter	New initiative	Operating budget	Manager IT & Administration
	Maintain service levels for correspondence and meet adopted service standards	Service Standards met	Fourth quarter	Existing program	Operating budget	Manager IT & Administration
	Stage and promote Council's annual meeting schedule, and associated agendas and minutes	Meeting schedule and associated documents published	Ongoing	Existing program	Operating budget	Group Manager Finance and Administration



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
	Maintain Policies and statutory Codes to ensure a professional and accountable framework	Council's Policies and Codes remain current and accessible	Fourth quarter	Existing program	Operating budget	Manager IT & Administration	
	Complete a review of Council's Delegations of Authority to ensure that delegations are current and effective	The Delegations Register is current and staff have appropriate delegations	Fourth quarter	Existing program	Operating budget	Manager IT & Administration	
	Commence development of a Risk Management Strategy and Risk Register	Development commenced	Fourth quarter	New initiative	Operating budget	Manager IT & Administration	
	Maintain appropriate insurances to mitigate risk of financial loss due to claims, on and by Council	Financial loss due to claims is minimised	Fourth quarter	Existing program	Operating budget	Manager IT & Administration	
<b>18.3</b>	<b>Community Strategy</b>	<b>Council will continually review its service provision to ensure best possible outcomes for the community.</b>					
<b>18.3.1</b>	<b>To establish an organisational culture that supports continual improvement, innovation and change to meet community needs</b>	Complete Operational Service Reviews for three service areas	Reviews completed	Fourth quarter	Existing program	Operating budget	Manager Corporate Planning



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Review and refine service levels as part of the continuous improvement cycle, with particular reference to approved actions from Core Activity Efficiency Reviews	Service levels refined, review actions approved and implemented	Ongoing	Existing program	Operating budget	Corporate Management Team
	Continue to engage the community about Council's services and service levels to ensure appropriate service delivery to our community	Engagement and communication activities	Ongoing	Existing program	Operating budget	Manager Corporate Planning
	Research, develop and implement an organisational development strategy	Strategy developed and endorsed by senior management	First quarter	New initiative	Operating budget	Executive Manager Human Resources/ Manager Corporate Planning
	Implement annual internal audit program	Audits completed in alignment with agreed audit program	Ongoing	Existing program	Operating budget	Manager Corporate Planning
	Develop a strategy and initiatives to improve internal communication and engagement	Strategy developed and endorsed	Third quarter	New initiative	Operating budget	Executive Manager Human Resources



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Engage our current and future workforce with Council's ethos, vision and values	Strategy developed and endorsed	Third quarter	New initiative	Operating budget	Executive Manager Human Resources
<b>18.3.2 To optimise collaboration with other regional councils to maximise service provision and benefits to Council and the Hunter Region</b>	Continue advocacy and leadership at Hunter Councils to achieve integrated and collaborative outcomes	Identified benefits of involvement with Hunter Councils	Ongoing	Existing program	Operating budget	General Manager
<b>18.3.3 To explore and maintain innovative corporate sponsorships and partnerships to assist in funding Council activities and services to the community</b>	Develop a new corporate sponsorship policy, which identifies opportunities for both Council to sponsor and for receipt of sponsorship funding from external parties for Council initiatives	Policy developed and adopted by Council	Fourth quarter	New initiative	Operating budget	Manager Marketing and Communications
	In-line with Corporate policy, develop new partnerships/sponsorships with the corporate sector in Maitland and the wider region	Have at least four corporate sponsors	Fourth quarter	Existing program	Operating budget	Manager Marketing and Communications



**19 Community Outcome A Council for now and for future generations.**

**19.1 Community Strategy A strong focus on financial, economic, social and environmental sustainability will flow through all of Council's strategies, plans and decision-making.**

4 year objective 2011-2015		2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>19.1.1 To ensure the principles of sustainability underpin Council's financial, economic, social and environmental decision-making</b>	Formalise Council's position on sustainability	Position agreed	Fourth quarter	New initiative	Operating budget	General Manager	
	Continue to review Council's adopted Revenue Strategy, in particular focusing on avenues to increase revenues	Strategy revised	Fourth quarter	Existing program	Operating budget	Manager Accounting Services	
	Undertake a review of the apportionment of Council's rate income across the available categories	Review completed	Fourth quarter	Existing program	Operating budget	Manager Accounting Services	
	Monitor Council's investment portfolio to ensure the most favourable return available whilst giving due consideration to risk and security of investments	Investment portfolio reported to Council each month	Ongoing	Existing program	Operating budget	Manager Accounting Services	



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Update, refine and monitor Council's 10 year financial plan	Plan updated	Ongoing	Existing program	Operating budget	Manager Accounting Services
	Prepare and monitor Council's annual operational plan (budget)	Plan completed and presented	Ongoing	Existing program	Operating budget	Manager Accounting Services
	Deliver financial reporting to Council including annual audited financial statements and quarterly budget review process	Financial statements presented to Council	Second quarter	Existing program	Operating budget	Manager Accounting Services
	Meet statutory reporting requirements to various government departments	Statutory requirements met	Ongoing	Existing program	Operating budget	Manager Accounting Services
	Ensure unpaid rates and sundry debtors are collected and minimised through debt recovery processes	Outstanding rates reported to Council each month	Ongoing	Existing program	Operating budget	Manager Accounting Services
	Carry out general accounting processes, including maintaining the ledger, preparing various reconciliations, preparing grant acquittals, etc	All finance functions completed on time	Ongoing	Existing program	Operating budget	Manager Accounting Services



19.2	Community Strategy	The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.					
4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
19.2.1	To maintain a contemporary asset policy, asset strategy, and management plans for all Council's assets	Review strategy and plans annually	Review commenced	Fourth quarter	Existing program	Operating budget	Manager Assets
		Monitor and evaluate the realignment of resources required deliver required infrastructure on a short medium and long term basis	Capacity assessment commenced	Fourth quarter	New initiative	Operating budget	Manager Infrastructure Planning and Administration
19.2.2	To provide new and existing residents of Maitland with access to community, recreation and transport infrastructure	Local development contributions will be collected and expended in accordance with community expectations and legislative requirements	Quarterly reporting on contributions programs	Ongoing	Existing program	Operating budget, Developer contribution	Manager City Strategy
19.2.3	To establish a framework for the management of Council's operational land holdings	Council's Property Register is maintained to ensure it is current	Council's Property Register is current and available to the public	Fourth quarter	Existing program	Operating budget	Manager Administration and IT



19.3	Community Strategy	Council's workforce, systems and processes will support high performance and optimal service delivery for our community.					Responsibility
4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility	
19.3.1 To nurture a skilled and innovative workforce that delivers optimal service	Maintain Council's comprehensive HR core functions which include payroll services; talent development; attraction and engagement; and employee relations	Less than 1.5 % controlled error rate; Total training hours; Responses to Advertisements; No. of calendar days to fill positions; No. of calendar days to commencement of positions	Ongoing	Existing program	Operating budget	Executive Manager Human Resources	
	Deliver and maintain a proactive approach to the safety and wellbeing of our workforce underpinned by OH&S legislation requirements	Lost time injury rate; reduction in workplace injuries; reporting of injury notifications	Ongoing	Existing program	Operating budget	General Manager; Executive Manager Human Resources	



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
	Enhance Council's attraction and engagement philosophy and practices to deliver a diverse skilled and innovate workforce	Implementation of branding strategy; external recruitment rate;  development & implementation of procedures & protocols  new employee engagement kits;  external acceptance rate	Ongoing	Existing program	Operating budget	Executive Manager Human Resources
	Continue to provide contemporary employee related advice which enables fair and reasonable outcomes for both staff and Council	Development of a robust performance management tool kit to both recognise and improve performance	Ongoing	Existing program	Operating budget	Executive Manager Human Resources
<b>19.3.2 To ensure workplace systems and processes are efficient and effective</b>	Maintain effective information architecture to enhance the decision making process and ease of access to information	Information systems meet the needs of the organisation	Ongoing	Existing program	Operating budget	Manager Administration and IT
	Review and maintain Council's IT infrastructure to ensure that it meets the needs of the organisation	All IT equipment is efficient and effective	Ongoing	Existing program	Operating budget	Manager Administration and IT



<b>4 year objective 2011-2015</b>	<b>2011/2012 Action</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Status</b>	<b>Funding</b>	<b>Responsibility</b>
	Review and maintain Council's electronic systems to promote efficient, effective and consistent services	All IT software is efficient and effective	Ongoing	Existing program	Operating budget	Manager Administration and IT
	Efficiently undertake internal processing of correspondence	All correspondence processed within approved timeframes	Ongoing	Existing program	Operating budget	Manager Administration and IT
	Undertake a review of and maintain Council's telecommunication services	Review completed	Third quarter	Existing program	Operating budget	Manager Administration and IT
	Develop a wholistic customer service strategy that promotes improved customer service	Strategy is developed	Fourth quarter	New initiative	Operating budget	Manager Administration and IT
	Administer the allocation of plots and burials in Council's cemeteries, in accordance with Council guidelines	Guidelines implemented	Ongoing	Existing program	Operating budget	Manager Administration and IT
	Investigate RFID (radio frequency identification) systems for library service delivery, including self-check facilities	RFID system Investigated	Fourth quarter	New initiative	Operating budget	Manager Community and Recreation Services



<b>4 year objective 2011-2015</b>	<b>2011/2012 Action</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Status</b>	<b>Funding</b>	<b>Responsibility</b>
	Develop an information technology plan for Library Services 2012-2015	2011/12 Technology plan developed funding options identified	Fourth quarter	New initiative	Operating budget	Manager Community and Recreation Services / Manager IT and Administration
	Undertake evaluation of library technical services processes (including acquisitions, cataloguing and processing) – investigated in year 1	Evaluation of library technical services undertaken.  Outsourcing options investigated.  Cost benefit analysis completed and selected option recommended	Fourth quarter	Existing program	Operating budget	Manager Community and Recreation Services
	Continue to implement rolling plant replacement program that meets functional needs	Program approved and implemented	Fourth quarter	Existing program	Operating budget	Manager Waste and Support Services
	Continue to provide workshop and store services to meet the needs of Council's operations	Services maintained	Ongoing	Existing program	Operating budget	Manager Waste and Support Services
	Review cost effective and industry standard workshop/stores structures to deliver future programs	Review completed	Third quarter	Existing program	Operating budget	Manager Waste and Support Services



4 year objective 2011-2015	2011/2012 Action	Performance Indicator	Target	Status	Funding	Responsibility
<b>19.3.3 To continue to deliver contemporary waste and recycling services, meeting both legislative requirements and community needs</b>	Prepare a report to Council for determination in relation to a user pays strategy at the landfill depot	Report presented for determination. Implementation to commence if adopted	First quarter	New initiative	Operating budget	Manager Development and Environment
	Implement approved recommendations from service reviews of landfill and waste	Recommendations implemented	Fourth quarter	New initiative	Operating budget / Domestic Waste Management	Manager Waste & Support Services Manager Development and Environment
	Continue investigation and trials of alternate waste cover options and operational procedures	Report completed with recommendations	Fourth quarter	Existing program	Operating budget / Domestic Waste Management	Manager Waste & Support Services
<b>19.3.4 To contribute to emergency planning and management for the City of Maitland</b>	Continue to engage and co-operate with local emergency services organisations and supporting agencies through regular meetings and documentation of plans for emergency preparedness, response and recovery	Organise 2 LEMC meetings and contribute to LHEMCC, DEMC, I&I and NSW RFS meetings	Fourth quarter	Existing program	Operating budget	Group Manager City Works and Services
	Review delivery and resourcing of emergency management functions and arrangements	Complete review and submit recommendations	Third quarter	New initiative	Operating budget	Group Manager City Works and Services

## *How does Maitland 2021 and the Delivery Program tie in with other plans?*

In developing our integrated planning suite, we have remained aware of the other plans and strategies Council and other levels of government have prepared.

### **NSW State Plan**

Our plans contribute to the following NSW State Plan Priorities and Targets:

- Better transport and liveable cities – improving the road network; maintain road infrastructure; increase walking and cycling; increase the number of jobs closer to home; grow cities and centres as functional and attractive places to love, work and visit and; improve housing affordability
- Supporting business and jobs – maintain and invest in infrastructure; increase business investment and support jobs
- Healthy communities – Promote healthy lifestyles
- Green State – Tackle climate change; secure sustainable supplies of water and use our water more wisely; protect our native vegetation, biodiversity, land, rivers and coastal waterways and; reduce waste
- Stronger communities – Improve child wellbeing, health and safety; Strengthen Aboriginal communities; increase participation and recreational and sporting activities; increase participation in the arts and cultural activity
- Keeping people safe – reduce levels of anti-social behaviour.

### **Hunter Local Action Plan**

Our plans contribute to the following regional priorities from the NSW State Plan's 'Hunter Local Action Plan'

- Improve public transport across the Hunter
- Further diversify the Hunter economy
- Invest in and maintain public infrastructure.

See [www.stateplan.nsw.gov.au](http://www.stateplan.nsw.gov.au)



## Other relevant plans

- Sydney Metropolitan Strategy (2005) NSW Government is a planning document for the sustained urban growth of the greater metropolitan region, which includes the Maitland LGA [www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/images/MetroStrategy\\_\\_0\\_INTRODUCTION.pdf](http://www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/images/MetroStrategy__0_INTRODUCTION.pdf)
- Lower Hunter Regional Strategy (2006) NSW Department of Planning, contains strategies for a future Lower Hunter that is sustainable, affordable, prosperous and liveable at [www.planning.nsw.gov.au/regional/pdf/lowerhunter\\_regionalstrategy.pdf](http://www.planning.nsw.gov.au/regional/pdf/lowerhunter_regionalstrategy.pdf)
- Lower Hunter Regional Conservation Plan (2009) Department of Environment, Climate Change and Water NSW sets a 25-year program to direct and drive conservation planning and efforts in the Lower Hunter Valley [www.environment.nsw.gov.au/resources/protectedareas/09812LHRCP.pdf](http://www.environment.nsw.gov.au/resources/protectedareas/09812LHRCP.pdf)
- Hunter-Central Rivers Catchment Management Plan (2007) Hunter–Central Rivers Catchment Management Authority, is a guide for the management of the region’s natural resources until 2015 [www.hcr.cma.nsw.gov.au/uploads/res/hcrcma\\_cap.pdf](http://www.hcr.cma.nsw.gov.au/uploads/res/hcrcma_cap.pdf)
- NSW Greenhouse Plan (2005), NSW Government, is a plan for the NSW Government to work to reduce emissions [www.environment.nsw.gov.au/resources/climatechange/2811FINALNSWGHPlanweb.pdf](http://www.environment.nsw.gov.au/resources/climatechange/2811FINALNSWGHPlanweb.pdf)
- NSW Sustainability Policy (2008), NSW Government, sets targets and strategies for the State Government to lead by example in sustainable water use, reducing greenhouse gas emissions from energy, waste and fleet management and sustainable purchasing [www.environment.nsw.gov.au/resources/government/08453SustainabilityPolicy.pdf](http://www.environment.nsw.gov.au/resources/government/08453SustainabilityPolicy.pdf)
- NSW Bike Plan (2010), NSW Government, is a state-wide plan to make cities and towns more sustainable, easier to get around, safer and better connected. [www.pcal.nsw.gov.au/\\_\\_\\_data/assets/pdf\\_file/0009/90837/NSWBikePlan\\_WEB.pdf](http://www.pcal.nsw.gov.au/___data/assets/pdf_file/0009/90837/NSWBikePlan_WEB.pdf)
- NSW Waste Avoidance and Resource Recovery Strategy (2007), NSW Department of Environment, Climate Change and Water, details actions for the minimisation of environmental harm from waste disposal and through the conservation and efficient use of our resources [www.environment.nsw.gov.au/resources/warr/07242\\_WARRoverview07.pdf](http://www.environment.nsw.gov.au/resources/warr/07242_WARRoverview07.pdf)



## Maitland City Council's strategies and plans

- A range of Council's own strategies, plans and studies, their background and community engagement results have also been considered in the development of 'Maitland 2021' and our Delivery Program including:
- Central Maitland Structure Plan (2009), City Plan Urban Design and URAP/TWW for Maitland City Council, is guide for the growth and development of Central Maitland over the next 20 years
- Comprehensive State of the Environment Report 2008-09 (2009), Maitland City Council, is an update on major issues across eight key environmental themes of land, air, water, biodiversity, waste, noise, Aboriginal heritage and non-Aboriginal heritage
- Integrated Land Use and Transport Study – Maitland CBD (2009) Urban Research & Planning for Maitland City Council, identifies how land use and transport can be integrated to improve access to housing, jobs and services across the LGA
- Maitland Activity Centres and Employment Clusters Strategy (2010), Maitland City Council, provides a logical hierarchy and network of activity centres and employment clusters to support the growth of the local economy and employment for the next 20 years
- Maitland Centres Study (2009), Hill PDA for Maitland City Council, analysed the future growth of centres within the Maitland Local Government Area, assesses emerging trends and demands generated within the LGA up to 2031
- Maitland Community Profile and Social Atlas (2010), Maitland City Council, provides key demographic datasets to inform community groups, investors, business, students and the general public
- Maitland Greening Plan (2002), Maitland City Council, is a strategic framework for the future management of vegetation in the Maitland Local Government Area
- Maitland Local Environment Plan 2011 (draft 2010), Maitland City Council, is the principle planning document for the Maitland Local Government Area (upon approval, 1993 LEP operational until this time)
- Maitland Rural Strategy (2005), Maitland City Council is a land use planning and management framework to guide future decisions about the use of the City's rural lands
- Maitland Social Plan 2009-2019 (2009), Maitland City Council, addresses the needs of seven target groups within our community (children, youth, older people, people with a disability, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people and women), identifying strengths and needs for each group
- Maitland Social Plan Discussion Papers (2009), Maitland City Council, prepared to assist in the development of the Social Plan
- Maitland Urban Settlement Strategy (2008), Maitland City Council, ensures an supply of land available across the Maitland local government area to accommodate the anticipated population growth; reflect any policy changes made by Council and/or other levels of government; and reflects new economic and urban development issues
- Review of Open Space and Recreation (2007), Maitland City Council, gives direction regarding the purpose, level of provision, development priorities and management of recreational open space areas.