



JULY 2024 – DECEMBER 2024

# Six Monthly Progress Report

**maitland**  
CITY COUNCIL





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## Acknowledgement of Country

We acknowledge the Wonnarua People as the Traditional Owners and Custodians of the land within the Maitland Local Government Area. Council pays respect to all Aboriginal Elders, past, present and future with a spiritual connection to these lands.

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## Reporting to our community

The Six Monthly Progress Report provides an overview of Council’s performance and achievements across each of the four focus areas, demonstrating our commitment to deliver on our vision for a connected city with thriving communities as set out in Maitland’s Future, our Community Strategic Plan.

In addition to meeting our legislative obligations, the objective of the report is to:

- communicate our vision and priorities to the community
- instil community confidence in our ability to show excellence in leadership and deliver a trusted customer experience
- demonstrate our commitment to transparent decision making
- celebrate the achievements of our organisation.





# Welcome



General Manager Jeff Smith

## Message from our General Manager

I am delighted to present our Six Monthly Progress Report for the period of July 2024 to December 2024. Our achievements are summarised across our four focus areas that align with our vision for a connected city with thriving communities from Maitland's Future, our Community Strategic Plan.

Maitland is a city evolving, at the heart of the Hunter, and one of Australia's fastest growing regional cities. Our progress is reflected in key milestones in this report, including the processing of 549 development applications, an investment of \$24.8 million in our Capital Works program, and \$17 million secured through grant funding.

Our community connected across numerous events including the Maitland Riverlights Festival, three Street Eats, multiple Christmas festivities and New Years Eve celebrations. Maitland Aquatic Centre helped us celebrate a major milestone of Maitland Park's 140<sup>th</sup> birthday on top of kicking off their busy summer period.

We continue to foster a continuous improvement approach to our services including installing a new digital sportsground closure system. We also rolled out new software platforms to streamline our processes for our call centre, corporate reporting function and incident and hazard reporting. Significant progress is also continuing for our enterprise resource planning software development.

Maitland's draft Community Strategic Plan, Maitland's Future, and the draft Communication and Engagement Strategy were developed and endorsed by Council for public exhibition in early 2025. These documents emphasise our vision and priorities with the importance of how we communicate and engage with our community. Maitland's Future guides all other strategies and plans, providing clear direction towards our shared goals, connecting vision to action and delivering outcomes that matter to our community.

The projects and actions in this report are just a snapshot of what has been delivered across the city. Through our passion and commitment, we have made significant progress in making Maitland a great place to live, work, enjoy, and succeed.

Achieving together, we can become a connected city with thriving communities.



# How to read our Progress Report

Our reporting documents including our Delivery Program and Operational Plan are presented in the four focus areas of Maitland’s Future, our Community Strategic Plan.



**Liveable  
Maitland**



**Sustainable  
Maitland**



**Vibrant  
Maitland**



**Achieving  
Together**

## Our achievements

This section details our achievements and highlights in implementing our Delivery Program and Operational Plan. Progress and performance charts provide an oversight of the status of Council’s deliverables with an organisational health check to summarise overall performance.

1.1 To stay happy, friendly and proud as our city grows		
Make our neighbourhoods great with spaces, activities and programs that connect us through participating in local arts, cultural and library activities and programs. We want to feel safe wherever we are, anytime of day or night.		
Actions		Status
1.1.1 Welcome new residents and foster community connection		
1.1.1.1	Continue to engage and build connections with our multicultural community	►
1.1.1.2	Continue to welcome people to the city through our new resident initiatives	►
1.1.2 Provide inclusive spaces where people can access services, and participate in a wide range of recreation, cultural and social activities		
1.1.2.1	Develop a Social Plan for Maitland	►
1.1.2.2	Convene an Access and Inclusion Working Group within Council, made up of employees across departments to manage the implementation of the actions from the DIAP	►
1.1.2.3	Review the Maitland Access and Inclusion Reference Group (AIRG) and promote awareness among staff and community members	►
1.1.2.4	Act on Council's decision in relation to the future use of the former Council Administration building	►
1.1.2.5	Develop a Community Infrastructure Strategy (CIS)	►

## Our progress

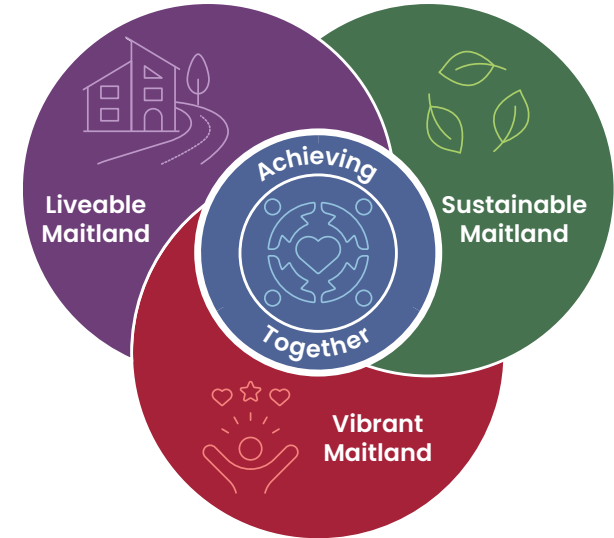
This section details our performance results and our progress of our Delivery Program and Operational Plan actions. This section has been modified to align to the four focus areas of Maitland’s Future, our new Community Strategic Plan.

The status of actions and measures throughout the document are shown by,

✓ Complete    ◆ Monitor    ► On track

# A connected city with thriving communities

Our shared vision







# Our achievements

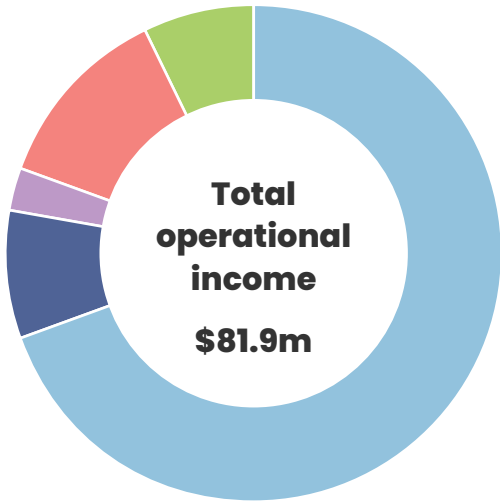
## Showcasing our achievements



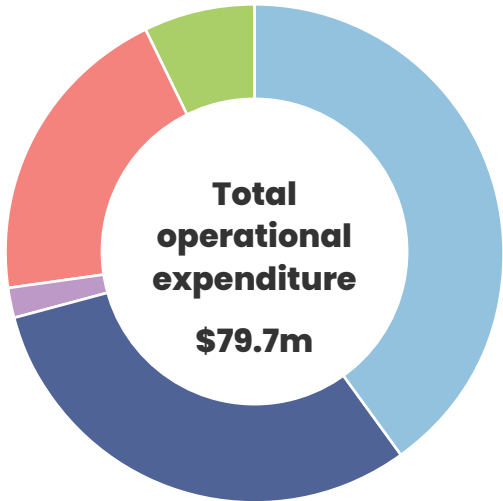
- 87% On track
- 8% Monitor
- 5% Complete



- 100% On track



- 70% Rates and annual charges
- 7% User charges and fees
- 2% Other revenue
- 13% Grants and contributions
- 8% Interest and investments



- 40% Employee costs
- 31% Materials and services
- 2% Borrowing costs
- 20% Depreciation, amortisation and impairment of non financial assets
- 7% Other expenses



# Organisation scorecard

Tracking our progress is essential to ensuring we remain a strong, effective, and responsive organisation. Our organisation scorecard goes beyond financial metrics to provide a well-rounded view of our health and performance. It measures key areas that reflect our ability to serve the community effectively, including community outcomes, service delivery, staff wellbeing, governance, and compliance.

Status key				
► On track    ● Monitor    ◆ Off track				
COMMUNITY OUTCOMES	TARGET	ACHIEVEMENT	REVIEW PERIOD	STATUS
Community satisfaction with Council's overall performance	Maintain	86%	Biennial	►
Community satisfaction with overall quality of life	Maintain	90%	Biennial	►
SERVICE DELIVERY				
Operational Plan delivery	>80% on track or completed	92% on track or completed	Six monthly	►
Capital Works projects in progress	>80% in progress	71% in progress	Six monthly	►
FINANCIAL SUSTAINABILITY				
Operating surplus/deficit	Deficit	\$8.9 million deficit	Projected annual	◆
Average investment income return	4.50% benchmark	5%	Projected annual	►
Debt service ratio	OLG target of >2x	2.50x	Projected annual	►
STAFF WELLBEING				
Staff wellbeing score	Benchmark for Council's of 62%	65%	Biennial	►
Staff engagement score	Benchmark for Council's of 73%	74%	Biennial	►
GOVERNANCE AND COMPLIANCE				
Internal Audit actions	>80% on track or completed	71% on track or completed	Six monthly	►
Policy reviews completed within prior financial year	>80% on track or completed	32% completed	Six monthly	◆
ASSET MAINTENANCE				
Asset maintenance ratio	100%	164%	Annual	►
Infrastructure backlog ratio	<2%	13%	Annual	◆

## Communication and engagement

### Communication and Engagement Strategy

The draft Communication and Engagement Strategy was developed and endorsed by Council in December to be placed on public exhibition in early 2025. Effective engagement allows communities to be active participants in shaping their own future and play a part in positive change. The Strategy is guided by how the community told us they want to stay informed and engaged.

This strategy is a fundamental step in fostering meaningful consultation and engagement by actively involving stakeholders in decision making processes, ensuring their voices are heard. This will ultimately allow us to strengthen trust and collaboration, leading to more informed and effective outcomes for all.

### Brand Maitland

A refresh and audit of Maitland City Council's brand has been undertaken resulting in a unified brand that represents all our services, facilities, and activities. It highlights that we are all working together collaboratively to achieve the best outcomes for our community. It has been developed with authenticity and inclusion at the heart, aiming to build further awareness among the community for our trusted services. Brand updates were undertaken and will continue to be rolled out across all online platforms, channels, and documentation to enhance our brand's presence and cohesion.

### Community engagement

Engagement is involving and collaborating with residents and other stakeholders in Council's planning and decision making. Engagement is two way and encourages the community and Council to work and learn together for better community outcomes.

A highlight of key projects undertaken during the period include:

- Anambah former landfill site
- Flying fox perceptions
- Senior's Festival
- Walka Water Works
- Maitland Park Playspace
- Maitland's best Christmas lights
- Maitland Youth Week



39

projects had engagement activities



522

social media posts



2,550

contributions to Maitland Your Say platform



6

e-newsletters published





199

Capital Works projects listed



\$75.8m

recommended Capital Works Program budget



71%

of projects in progress



\$24.8m

total capital spend year to date

## Capital Works

### Roy Jordan Oval skatepark and play space

The new skate park and play space at Roy Jordan Oval in Gillieston Heights was officially opened in December 2024 thanks to joint funding from Council and the NSW Government's Places to Play program.

New play equipment including nature and water play elements have been installed to compliment the new all age and abilities skate park. Additional shade, picnic tables and footpaths have been included to enhance the usability of the area.

### Melville Ford Bridge

Work is commencing to provide greater flood resilience for Maitland residents through the replacement of Melville Ford bridge which started construction in September 2024.

Jointly funded by NSW and Australian Governments with contributions from Maitland City Council, the \$8.2 million project will see a new higher concrete bridge built with dual lanes over the Hunter River. The new bridge will be much higher than the existing bridge and will aim to avoid or reduce the time of road closures in the event of flooding.

Key milestones have been reached with all piling completed and headstock poured on top of the bridge foundations. The current bridge was reopened to traffic in December 2024 with further closures expected to begin in early 2025.

### Key projects completed

- Car park upgrade works in St Andrews Street, Maitland
- New Pump House Control access road at Oakhampton Heights
- Playground updates at Roy Jordan Oval, Gillieston Heights and Chelmsford Drive Oval, Metford
- Upgrade of Tocal Road, Bolwarra Heights including widening and resurfacing
- BMX track maintenance at Tenambit
- New skate parks at Largs including opening of oval amenities
- Bolwarra Sports Complex access improvements
- Stage 2B of the Walka to Morpeth shared pathway route along Morpeth Road
- East Maitland Cemetery fencing and access road improvements.

### Key projects commenced

- Melville Ford Bridge replacement
- Major road maintenance and construction works at Cartwright Street, Gillieston Height
- Playground replacement at Metford Recreation Oval.

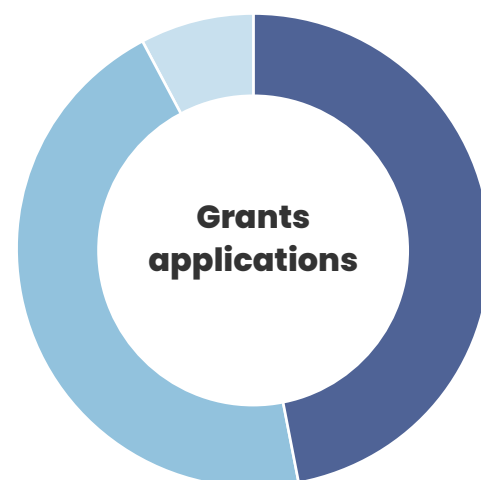
## Grants

Grant funding is an important source of Council revenue to advance the strategic vision and priorities set out in Maitland's future, our Community Strategic Plan. Smart investment of grant funds helps deliver projects and initiatives that align with the objectives outlined in Council's Delivery Program, the activities of our Operational Plan and other strategic plans adopted by Council.

Council staff have applied or advocated for \$120.8 million of funding across 62 grants between July 2024 to December 2024, successfully securing 26 grants worth \$17 million.

### Key grants received:

- \$5,000,000 received from State Voluntary Planning Agreement Funding Program - Round 4 from NSW Department of Planning, Housing and Infrastructure
- \$1,000,000 received from reVITALise from Transport for NSW
- \$423,000 received from the Road Safety Program from Transport for NSW
- \$244,948 received from A fresh start for Local Government Apprentices, Trainees and Cadets - Round One from NSW Department of Planning and Environment
- \$60,600 combined total received from four Drive electric NSW EV destination charging program grants from Department of climate Change, Energy, the Environment and Water
- \$50,000 received from Primary Health Network Psychosocial Grant.



- 42% Applications successful
- 47% Applications submitted pending notification
- 11% Applications unsuccessful



\$17m

worth of successful grants



30

grant projects completed



76

grant projects open



62

applications submitted





\$344.3m

planned capital investment in our city from DAs



31 days

median processing time for DAs



26.5 days

median processing time for CCs



718

mandatory development inspections

Development in our city

Maitland continues to be one of the fastest growing regional cities in Australia. Our approval statistics indicate the amount of building and development activity across the city and the efficiency of our processing systems. Our median processing time remains well below the Premier’s target of development applications processed in under 40 days.

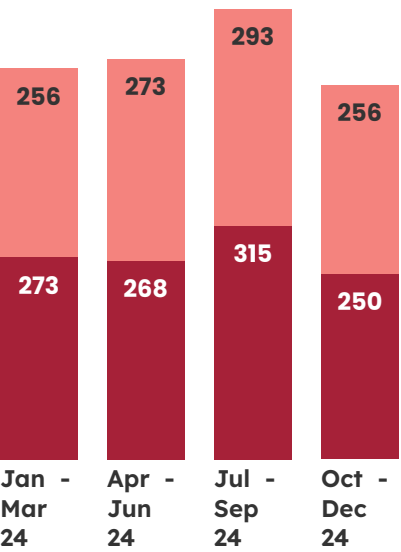
NSW Government has developed a Council League Table which is an interactive dashboard to monitor performance for lodgement and assessment of development applications. Maitland is currently meeting expectations and is ranked within the top three in the state for lodgement timeframes.

During this period, we saw an increase in the number of development applications and construction certificates lodged compared to the previous reporting period between January 2024 to June 2024.

Major development application approvals include:

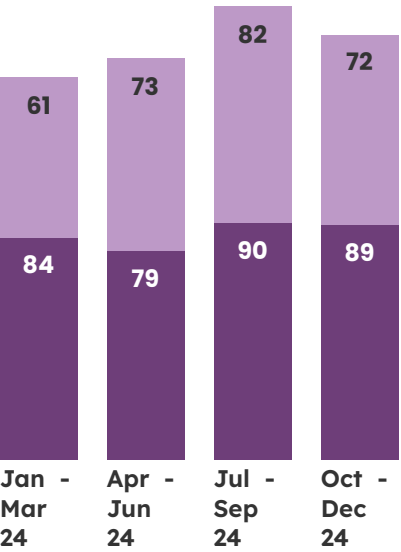
- Multi dwelling housing units in Aberglasslyn
- Group home in Maitland
- Torres title subdivision in Gillieston Heights
- 353 lot subdivision at Lochinvar
- Waste/Resource Management Facility at Rutherford
- Commercial Centre Development at Lochinvar

Development applications (DA) lodged and processed



DA lodged DA processed

Construction certificates (CC) lodged and processed



CC lodged CC processed

Customer and digital experience

Council’s Customer Experience Team received 27,645 calls, a marginal increase compared to the prior corresponding period of 27,414. Our corporate website received 393,274 visits and we facilitated 3,332 live chats.

Council has agreed service levels that it aims to meet for each customer service request category, subject to the seriousness of the issue. These range from three days for waste related matters to 20 days for pothole repairs and footpath maintenance. Of all the requests finalised during the period, we completed 67% within agreed service levels.

Call centre software upgrades

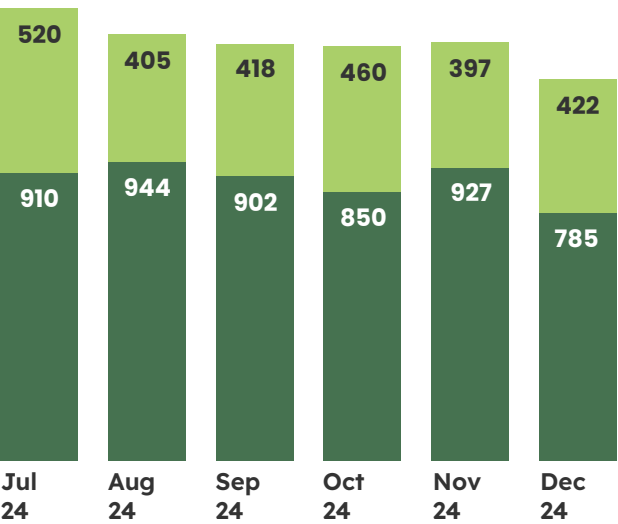
Our Customer Experience team have implemented a new call centre software, Enghouse. This software will integrate with our current customer record management system to streamline processes and ensure that we can quickly and efficiently respond to our community, further building on our priority to deliver a trusted customer experience.

Key features include, call recording for quality training and development, automatic workflows for call backs, and increased reporting functions. This will result in our customers benefiting from a reduction in hold times with a more personalised and efficient experience.

Top 5 customer service requests:

- Bin repair 1,329
- Potholes 444
- Tree maintenance 325
- Garbage bin collection issue 324
- Illegal parking 304

Customer service requests closed – 7,940



Customer requests finalised inside service level  
Customer requests finalised outside service level



27,645

phone calls received



5,227

visitors to customer counter



393,274

website visits



4 / 5

customer satisfaction score



# Highlight stories

## Awards and recognition

The NSW Aquatic and Recreation Institute Awards of Excellence were held in October 2024 and Maitland Aquatics were nominated in seven different categories and named finalists in four of those categories. An impressive achievement for our team, highlighted by walking away with two awards including the Environmental Sustainability award for the third year running and the ARI Accessibility Award.

Maitland Regional Art Gallery was recognised on the National stage with two major awards for design and exhibition engagement from the Australian Museums and Galleries Association.

At Council, fostering an engaged workforce dedicated to development and growth is a cornerstone of our corporate vision. The end of this reporting period saw a significant amount of our staff further their qualifications including 12 obtaining their Certificate IV in Project Management, three obtaining their Certificate III in Local Government, and two who obtained a Graduate Certificate in their related disciplines.

## Community grants

Council’s bi-annual Community Grants program saw nearly \$70,000 allocated towards 23 community projects in the August 2024 round of the Community Projects and Celebrations program.

A new assessment panel has been appointed for round one of the Individual Development Grant program in December 2024 and will convene to assess and continue the program in early 2025.

The second round of community grants closed in November 2024 for assessment in 2025 and was the beginning of Council’s transition into using SmartyGrants as our ongoing application management platform.

## Celebrating Maitland Park’s 140th birthday

The weather may have been a bit grey, but that didn’t stop us from celebrating Maitland Park’s 140th birthday in December 2024 with a community BBQ, free pool entry and, of course, birthday cake. The day was a successful collaborative effort from across our organisation showcasing how we are achieving together including the Aquatics, Recreation Works and Major Venues and Facilities teams.



## Recreation and sporting

Maitland Regional Athletics Centre hosted the Hunter Zone Athletics carnival and a record number of school athletic carnivals with a 15% increase in bookings and 42 carnivals already booked for 2025.

Maitland Regional Sportsground secured four Women’s A-League games which is a significant achievement for the venue. The Pipes and Drums Country Championships was a huge success as the event returned to the Sporting Precinct in November 2024.

A streamlined digital sportsground closure process and venue management booking software has been developed to deliver a reliable and responsive service to our community. This provides our community access to receive instant updates as soon as a sportsground is closed and transparency to hire and make payments for our community centres. This efficiency implementation has already resulted in a 25 per cent increase for our centres online bookings compared to the previous year.

Council has endorsed an initial Maitland Park Master plan draft to develop a larger, fit for purpose playspace that’s more inclusive, accessible and creative. The plan sees the existing playspace grow from 0.2ha to 0.6ha (1.5 acres) with new elements added including a splash and water play area, more shade, all abilities play equipment and additional parking. Consultation and engagement will continue in early 2025 with the draft plan being placed on public exhibition.

## Biodiversity and sustainability celebrated across Maitland

Biodiversity month was celebrated in September 2024 with a focus of community planting and national tree day celebrations. The month included 1,300 seedlings planted across four community planting events, 1,320 native seedlings given away, a bird walk with Hunter Bird Observers Club and a tree day celebration held across 18 local schools.

Council participated in Plastic Free July by facilitating an awareness campaign through our social media platforms and website. An online webinar and library event on tackling soft plastics was also offered.

The Environment and Sustainability team worked with our libraries to deliver story time workshops as a part of National Water Week and National Recycling Week.

Maitland City Council is one of more than 80 participating Councils Australia wide partnering with Garage Sale Trail, to extend the lifespan of household items and increase secondhand buying and selling throughout the community. The first event was successfully held in December 2024 with 78 registered sales.

## Waste management

Due to the level of growth in areas across Maitland, the bin collection days of approximately 3,000 residents were required to be changed and re-routed to ensure our teams can continue to provide an efficient waste collection service. There have been 616 new domestic waste services delivered

through the reporting period.

Our draft Waste Management Policy was endorsed for public exhibition in December 2024. The policy provides guidelines for the community in relation to the provision of waste services delivered by Council.

Upgrades are progressing at the Maitland Resource Recovery Facility including construction of a new gatehouse, weighbridge and access road to improve the flow of traffic in and out of the site. This stage of the project is expected for completion around mid 2025.

A Chemical CleanOut event was held in December 2024 with 201 participants attending and 7.35 tonnes of hazardous waste responsibly disposed of.

## Maitland Administration Centre secures 5.5 star energy rating

We’ve taken a major step forward in our efforts towards creating a sustainable Maitland, with the Maitland Administration Centre officially receiving a 5.5 star energy rating provided as part of the National Australian Built Environment Rating System.

Our 5.5 star rating is a huge result as this puts the administration centre squarely between the ‘Excellent’ and ‘Marketing Leading’ categories. We’re proud to work together across Council with many people involved to achieve such phenomenal results and emphasising our commitment to sustainable leadership.





### Events and activation

Street Eats were another smashing hit with several community spaces activated across Maitland with food trucks and activities on offer.

Over 25 lighting programs illuminated Morpeth Bridge supporting themes such as Remembrance Day, domestic violence awareness and the Paris Olympics and Paralympics. This initiative further enhances community safety, engagement and visitation to Morpeth after dark.

One of our most popular flagship events, Maitland Riverlights Festival, was held in October 2024 with a grand finale attracting more than 15,000 attendees to Central Maitland. The Levee transformed into a global village with dance, food, and music filling the streets, creating a vibrant and immersive cultural celebration.

Christmas festivities were in full swing with free Santa photos and Christmas mini markets at The Levee, Christmas lights competitions and a Christmas movie night at Maitland Regional Sportsground.

The new year was brought in by approximately 16,000 attendees with an unforgettable evening of family fun, fireworks and live entertainment.

### Maitland Libraries

Our East Maitland Library received a refresh, with inviting entrance lighting and new carpet in the programming area to help families participate in activities.

There has been a four percent increase in library loans across physical and e-loans when compared to the same six month period in 2023. This growth has been a result of the increase of online resources being made available.

Maitland Libraries have provided visitors and community groups with spaces to connect safely by utilising meeting and study rooms for a total usage of 960 hours. A new partnership was formed between East Maitland Library and Maitland Family Support Service to utilise a meeting room to facilitate sessions to support parent capacity building. These programs provided families with lifelong learning opportunities to build new skills for how to better support their children and look after their mental health.

Literature Live brought 10 authors to the Maitland area from across NSW and 420 attendees to the library to be a part of the sold out events. Over 80 people attended The Last Daughter film screening followed by an engaging discussion with Brenda Matthews about her memoir which inspired the film. Over 120 people have learned new digital literacy skills by attending tech help sessions, sponsored by grant funding from Be Connected.

### Maitland Regional Art Gallery

Five new exhibitions were unveiled in time for audiences to explore over the busy summer period. These included Twitcher, which celebrates birds in art with an all star lineup of 23 diverse artists from across Australia who pay homage to birds and the natural world across their work.

Exhibited for the first time in Maitland, Tjukurpa – Handle It, will showcase Robert Fielding’s 2022 unique state print portfolio alongside several of his significant works from the past decade.

Educational programs have been a key focus and proven to be a great success. These include a highly successful teachers development workshop attended by over 500 school students, the July 2024 school holiday programs attended by over 1,200 children, and the Future Creatives forum attended by 370 students held in partnership with the University of Newcastle at the Gallery and Town Hall in October 2024.

The Gallery led a tour of members to the Art Gallery of NSW where they received a personalised tour of the Archibald Prize and a floor talk by one of the subjects of the portraits and previous Archibald Finalist and Maitland Regional Art Gallery benefactor, Kathrin Longhurst. Gallery members also took part in a walking tour of Maitland’s independent galleries getting the chance to hear from Maitland artists and gallerists.



### Long Term Planning

Maitland’s Future, our new Community Strategic Plan, was endorsed in December 2024 by Council for public exhibition in early 2025. As part of Council’s continued efforts to plan for the long-term, Maitland’s Future is a 10 year plan shaped by our community. It provides a shared vision for Maitland to be a connected city with thriving communities.

The Urban Development Program has progressed with a focus on developing a model to predict development outcomes in future stages of the city’s urban release areas. The model is critical to understanding future population growth and will act as a key assumption in population forecasting and strategy development across Council.

The development of a Community Infrastructure Strategy is underway with the project scope, timeline and framework being established. There are nine supporting strategies to be developed over the coming years by subject matter experts across Council which will make up the overarching Community Infrastructure Strategy. This strategy will be a first for Maitland and will help guide decisions about planning, funding and delivering future community infrastructure for our growing community.

### New Councillors elected

Following the 2024 NSW Local Government election in September, we welcomed six new Councillors and seven returning Councillors including returning elected Mayor Philip Penfold. An extensive Councillor induction program was provided to onboard the new Councillors with the first Councillor meeting for the new term held in October 2024.

### Hunter Innovation Festival

In October, Maitland participated in the 2024 Hunter Innovation Festival (iF) and hosted its second roadshow event at the Maitland Athletics Centre. Themed ‘Building for Growth: Opportunities in Manufacturing & Construction’, the event attracted over 40 local business owners. A Council representative has also been elected to the Hunter iF Board of Directors.

### Enterprise Resource Planning (ERP) Solution

In September 2024, Council commenced a large scale project to develop and implement a new Enterprise Resource Planning Solution.

This will provide us with the opportunity to:

- Make things easier for our community via a proven system that’s designed to support intuitive interactions
- Evolve and improve on many ways of working across the organisation via standardised processes, smart automation and streamlined workflows
- Make adhering to legislative obligations easier, enhancing integrity and community trust
- Be in control of our data to deliver rich, contextual information internally and externally.

A team of subject matter experts has been established to develop and test this solution over an anticipated two year project roll out.





# Our progress





# Liveable Maitland



## Library visitation



13% decrease

JUL-DEC 23

106,130

JUL-DEC 24

92,300

Data is not comparable to previous years due to the transition from a manual counting process to an automated system. This change allows us to capture more accurate data.

## Aquatic Centres visitation



11% increase

JUL-DEC 23

110,018

JUL-DEC 24

122,378

Increase attributed to higher attendance at a number of programs such as aqua fitness and learn to swim initiatives.

## Our achievements



98

new citizens welcomed in three ceremonies



11,845

potholes filled



15,369

Aquatic Centre program attendance



6,951

attendees at 461 events held at our Libraries



187,146

e-resources and physical library loans



2,114

planning certificates processed

### Status key

✓ Complete    ◆ Monitor    ► On track

### 1.1 To stay happy, friendly and proud as our city grows

Make our neighbourhoods great with spaces, activities and programs that connect us through participating in local arts, cultural and library activities and programs. We want to feel safe wherever we are, anytime of day or night.

Actions		Status
1.1.1 Welcome new residents and foster community connection		
1.1.1.1	Continue to engage and build connections with our multicultural community	►
1.1.1.2	Continue to welcome people to the city through our new resident initiatives	►
1.1.2 Provide inclusive spaces where people can access services, and participate in a wide range of recreation, cultural and social activities		
1.1.2.1	Develop a Social Plan for Maitland	►
1.1.2.2	Convene an Access and Inclusion Working Group within Council, made up of employees across departments to manage the implementation of the actions from the DIAP	►
1.1.2.3	Review the Maitland Access and Inclusion Reference Group (AIRG) and promote awareness among staff and community members	►
1.1.2.5	Develop a Community Infrastructure Strategy (CIS)	►

1.1.2.6	Develop a site plan and project initiation brief (PIB) for Sophia Waters	✓
1.1.2.8	Develop and deliver a memorial garden, using donated WW1 commemorative stones, at Judd Greedy Commemorative Garden, Gillieston Heights	►
1.1.2.10	Implement initiatives to increase usage and availability of our community centres	►
1.1.2.11	Implement initiatives to increase usage of community spaces in the Maitland Town Hall	►
1.1.2.12	Develop concept plans and costings to complete identified priority sports venues of Largs Oval Sportsground, Roy Jordan Sportsground, Beryl Humble Sportsground & Lochinvar Sports Complex, for funding opportunities	►
1.1.2.13	Facilitate the establishment of community gardens within the Maitland LGA	►
1.1.2.14	Deliver programmed maintenance and improvements across prioritised assets	►
1.1.2.15	Determine and prioritise asset and building accessibility upgrades as part of asset management, service level planning, and strategic infrastructure provision.	►
1.1.2.16	Act on Council's decision in relation to the future use of the former Council Administration building	►
1.1.3 Improve the appearance and presentation of the city, supporting a sense of community pride		
1.1.3.1	Complete the installation of branded signage for the city	►
1.1.3.2	Deliver a citywide graffiti removal program in partnership with Rotary	►
1.1.3.3	Maintain New England Highway medians and verges under agreement with Transport for NSW	►



1.1.4 Deliver vibrant and valued community events and programs		
1.1.4.1	Investigate new opportunities and continue to deliver neighbourhood events and place activation activities across our suburbs	▶
1.1.4.2	Engage with our community to develop community programs	▶
1.1.5 Commence construction of new multipurpose centres at Thornton, Tenambit and Chisholm		
1.1.5.1	Commence delivery of a new multipurpose centre at Tenambit	▶
1.1.5.2	Commence delivery of a new multipurpose centre at Chisholm	▶
1.1.6 Enhance library facilities, content and collections to maximise opportunities for community connection and learning		
1.1.6.1	Create and deliver member and community promotional campaigns to increase participation with Maitland Libraries	▶
1.1.6.2	Deliver library service and physical space improvements to remove inclusion barriers	▶
1.1.6.3	Deliver new access initiatives through collection enhancements and member experiences	▶
1.1.6.4	Deliver online resources and access to collections and technologies through Maitland Libraries	▶
1.1.6.5	Manage library buildings and spaces, including meeting room hire	▶
1.1.7 Deliver contemporary and engaging art exhibitions and cultural programs to our community and visitors through Maitland Regional Art Gallery		
1.1.7.1	Identify potential additional streams of revenue for the Maitland Regional Art Gallery while continuing to reduce reliance on rate income	▶
1.1.7.2	Provide a range of inclusive and accessible cultural and educational programs and partnerships that engage local artists, youth, students, First Nations, multicultural and disabled communities	▶
1.1.7.3	Store and display the city's collection of art, including increasing the availability of online content through asset digitisation	▶
1.1.7.4	Provide opportunities to connect with and enjoy local, national and international artists, through a program of exhibitions, creative workshops and artistic programs	▶
1.1.7.5	Increase community engagement with the gallery through memberships, volunteering or engagement with online content	▶
1.1.8 Design and manage our public spaces to ensure people feel safe		
1.1.8.1	Increase the perception of safety through supporting increased night time place activation	▶
1.2 To easily get to where we want to go		
We will plan to meet the need of those using our roads and make it safe and easy to get around the city, no matter how we choose to travel.		
1.2.1 Better align land use and transport planning to move toward the region's target of 15 minute neighbourhoods with access to housing, jobs, services and transport		
1.2.1.1	Participate in long term transport planning that supports the delivery of state and regional plans	▶
1.2.1.2	Advocate to and engage with Transport for NSW on the long term management of city roads and road related infrastructure	▶
1.2.2 Work with the State Government to fund the timely maintenance and/or delivery of essential State infrastructure across the City and its urban release areas		
1.2.2.1	Continue to work with Transport for NSW to address the increasing traffic congestion along the New England Highway corridor	▶

1.2.2.2	Work with Transport for NSW and other stakeholders to develop a Place Plan for Maitland LGA, focusing on the Eastern, Western and Central Precincts	▶
1.2.2.3	Represent community needs to the NSW Government in relation to funding and partnering for improvements to Raymond Terrace Road the corridor through Thornton linking Weakleys Drive and Raymond Terrace Road	▶
1.2.3 Develop and promote Council's long term program for road and related infrastructure, construction and maintenance		
1.2.3.1	Promote Council's Capital Works Program and major infrastructure projects via the web and other mediums to increase community awareness	▶
1.2.4 Make our roads safer through the timely delivery of road maintenance and safety programs		
1.2.4.1	Deliver a road safety program, in accordance with funding provided by the State Government's Local Government Road Safety Program	▶
1.2.4.2	Review and update the Road Safety Action Plan	▶
1.2.4.3	Progress construction of the Raymond Terrace and Government Road intersection upgrade at Thornton, in accordance with Council's works program and part funding received by the State Government Restart NSW program	▶
1.2.4.4	Deliver pump house control access road at Oakhampton Heights	✓
1.2.4.5	Deliver traffic facilities, such as pedestrian refuges and line marking, to support road user safety	▶
1.2.4.6	Deliver major road maintenance and construction programmed works at Luskintyre, Duckenfield, Gillieston Heights, Maitland Vale, Rutherford and Thornton	▶
1.2.4.7	Deliver citywide programmed urban and rural road maintenance, rehabilitation, resurfacing and renewal works	▶
1.2.4.8	Continue to progress the delivery of programmed improvements to the Thornton Road network	▶
1.2.4.9	Deliver programmed bridge and culvert maintenance and inspection works	▶
1.2.5 Continue to advocate for more and improved public transport services including stops and service frequency in areas of identified residential and economic growth		
1.2.5.1	Advocate for more reliable, frequent and connected public transport services	▶
1.2.6 Resolve parking and accessibility challenges in key community and recreation precincts		
1.2.6.1	Deliver programmed car park maintenance and construction works	▶
1.2.7 Replace the bridge at Melville Ford to improve access for residents		
1.2.7.1	Remove and replace Melville Ford Bridge with a raised deck	▶
1.3 To acknowledge First Nations peoples and their stewardship of the land within our city		
Recognise and respect our First Nations peoples and their connection with the land and waterways for thousands of years.		
1.3.1 Acknowledge and improve engagement with our indigenous community, the caretakers of the land, who have been looking after both land and waterways for thousands of years		
1.3.1.1	Continue to draw on information, guidance and strategic advice through a revised and representative Aboriginal Reference Group on matters relating to Aboriginal community, culture and heritage	◆
1.3.1.2	Engage with our Aboriginal community to progress the development and implementation of a Reflect Reconciliation Action Plan	◆
1.3.1.3	Support the delivery of NAIDOC Week celebrations	✓
1.3.1.4	Engage and partner with Mindaribba Local Aboriginal Land Council our Aboriginal community to explore options for progressing relevant cultural tourism experiences identified in the Destination Management Plan	✓



1.4 To be healthy and active with access to local services and facilities		
Ensure the community and health services and facilities we need are available as our population grows and changes. Expand and enhance formal education opportunities from preschool to post graduate and provide facilities that enable us to participate in recreational and sports activities, no matter our background, ability or age.		
1.4.1 Deliver Council's community health responsibilities		
1.4.1.1	Provide four free immunisation clinics each month for children up to four years of age, in line with the NSW immunisation schedule	▶
1.4.1.2	Investigate, enforce and educate the community on local laws, policies and guidelines as they refer to food safety and hygiene	▶
1.4.2 Provide continued and improved cemetery services		
1.4.2.1	Prepare a project plan and cost estimates for the digitisation of cemetery records and headstones	▶
1.4.2.2	Manage cemetery enquiries and the administration of cemetery records	▶
1.4.2.3	Identify and implement a prioritised program for the replacement and maintenance of cemetery fencing across the city, as required	▶
1.4.2.4	Facilitate burials and ash interments at the city's four operational cemeteries	▶
1.4.3 Manage community assets in line with agreed levels of service as captured in asset management plans, policy and strategy		
1.4.3.1	Develop asset lifecycle plans for high priority assets	◆
1.4.3.2	Review Council's asset planning suite of documents in line with our Asset Management Policy	▶
1.4.3.3	Deliver the plant replacement program	✓
1.4.3.4	Develop a plan of management for community land, including Crown Land sites	▶
1.4.4 Progress the delivery of improvements to Cooks Square Park		
1.4.4.1	Upgrade amenities and changerooms to provide gender inclusivity and accessibility, at Cooks Square Park, East Maitland, in accordance with funding provided by the State Government Stronger Country Communities Fund	◆
1.4.5 Provide play spaces across the city to accommodate all age and ability groups		
1.4.5.1	Deliver programmed play space works across the city	▶
1.4.5.2	Deliver an inclusive play space and skate park in Roy Jordan Oval, Gillieston Heights, in accordance with funding provided by the State Government's Places to Play Program	▶
1.4.6 Construct, maintain and manage inclusive sport and recreation facilities across the city		
1.4.6.1	Commence delivery of the Chisholm sportsground	▶
1.4.6.2	Commence delivery of the Max McMahon Oval building and facilities in Rutherford	◆
1.4.6.3	Maintain and improve the quality of sportsground playing surfaces, lighting and facilities	▶
1.4.6.4	Provide access to a range of community sporting and recreation facilities that support various sporting pursuits, through scheduled bookings for sporting clubs, schools and other parties	▶
1.4.6.5	Manage the booking and use of the Maitland Regional Sports Complex, including the Maitland Regional Sportsground and Maitland Regional Athletics Centre grounds and function rooms	▶

1.4.6.6	Identify a suitable site and develop a concept plan for a full size pump track within the LGA with consideration to include adjacent to existing BMX facility	◆
1.4.6.7	Progress the development application for the playground of significance at Maitland Park, and James St Reserve Morpeth, together with proactively seeking funding opportunities to advance construction	▶
1.4.6.8	Deliver shared pathway and exercise stations at Norm Chapman Oval, Rutherford, in accordance with funding provided by the State Government's Stronger Country Communities fund (Round 5)	▶
1.4.6.9	Upgrade sports and recreation amenities and changerooms works program to provide accessible and inclusive access	▶
1.4.7 Plan and build more shared pathways that connect sites and centres via walking and riding, both within the Maitland local government area and regionally		
1.4.7.1	Continue to work with Transport for NSW on shared path link from Hillgate Drive to Settlers Boulevard on Raymond Terrace Road	▶
1.4.7.2	Develop a concept plan identifying a shared pathway route across the city including Rutherford to Walka Water Works, Walka Water Works to Central Maitland, Maitland to Morpeth and identify funding to deliver the section from Walka to Central Maitland	▶
1.4.7.3	Deliver Stage 2B of a shared pathway route from Walka Water Works to Morpeth, linking Steamer Street to Queens Wharf Road via Morpeth Road, in accordance with funding provided by the State Government's Resources for Regions Fund	✓
1.4.7.4	Continue the delivery of improved shared pathway connections between Chisholm and Thornton, including construction of a shared pathway between Hillgate Drive and Allan and Don Lawrence Field, Thornton	▶
1.4.7.5	Review and update the Pedestrian Access and Mobility Plan together with Maitland Bicycle Plan	◆
1.4.7.6	Deliver programmed pathway maintenance works	◆
1.4.7.7	Progress planning to act on an enclosed off leash dog area on the western side of the LGA	▶
1.4.8 Operate Council's aquatics service in line with community needs		
1.4.8.1	Operate community pools in compliance with NSW Health, Royal Life Saving NSW and Workplace Health and Safety requirement	▶
1.4.8.2	Deliver a range of inclusive and accessible aquatics programs, including learn to swim, swim and survive, and fitness and squad programs	▶
1.4.9 Plan for the long term management and improvement of the Maitland Park precinct		
1.4.9.1	Commence the design and delivery for the Maitland Park Cricket Net Complex and identify funding sources	▶
1.4.9.2	Review and update the Plan of Management (PoM) for Maitland Park	◆
1.4.9.3	Install shared pathway and facility lighting around Maitland Park and commence placement of flood lighting on the outer fields in accordance with funding provided by the State Government Stronger Country Communities Fund	▶
1.4.9.4	Prioritise the progression of the Maitland Park outer fields power upgrade	▶
1.4.9.5	Undertake a review of the Maitland Park masterplan to ensure planning is in line with current and future community requirements	▶
1.4.10 Work in partnership with the State Government to remediate and improve the Walka Water Works Precinct		
1.4.10.1	Deliver Walka Water Works site remediation as funded by Crown Lands	◆



1.4.11 Progress the delivery of the Maitland Aquatics Masterplan, including new and inclusive amenities		
1.4.11.2	Development of Maitland Aquatic Centre Master Plan	►
1.4.12 Plan for and facilitate the development of an expanded health precinct at the East Maitland catalyst area		
1.4.12.1	Work in partnership with State Agencies to finalise the East Maitland Structure Plan and Infrastructure Needs Analysis	►
1.4.13 Advocate for the provision of education facilities and services that meet current and anticipated community growth		
1.4.13.1	Deliver engaging programming to foster literacy development and lifelong learning opportunities	►
1.5 To celebrate what makes our city unique - our history, our people and our river		
Understand and acknowledge the rich culture of our people and recognise the importance of our heritage buildings and precincts and embrace the Hunter River as an iconic part of our city.		
1.5.1 Curate and promote our unique history through our collections, museums and experiences		
1.5.1.1	Promote our unique history to attract visitors and investment	►
1.5.1.2	Continue to deliver projects from the Maitland Heritage Interpretation Master Plan, including plans for post markers and shopfront projections	►
1.5.2 Support the recording of stories and development of new narratives about Maitland's identity		
1.5.2.1	Deliver actions from the Open Minds Open Musuems plan	►
1.5.2.2	Commemorate the 70th anniversary of the 1955 Maitland Flood	►
1.5.3 Support a modern approach to the interpretation of our city's built heritage through development controls and incentives		
1.5.3.1	Administer the Maitland Heritage Group	►
1.5.3.2	Conserve the city's heritage items through a heritage incentive program, providing matching funding for works approved within the guidelines of the Local Heritage Fund, and a heritage works grant program to undertake restoration, interpretation and improvement	►
1.5.3.3	Continue implementation of the Central Maitland Heritage Interpretation Plan	►
1.5.3.4	Prepare a citywide Cemetery Heritage Interpretation Plan	►
1.5.3.5	Promote the heritage of Maitland through publications	►
1.5.4 Manage Council's heritage assets, including our buildings and cemeteries, in line with community expectations		
1.5.4.1	Deliver improvement and restoration works at Morpeth Museum	◆
1.5.5 Improve facilities at the Steamfest Rally Ground		
1.5.5.1	Continue to support the delivery of Steamfest and support of the Steamfest working group	►

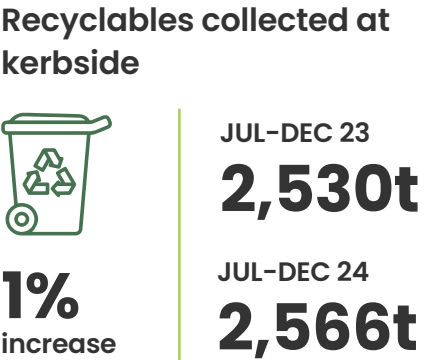
Note : We are continually refining our operational plan actions to align with community priorities which has resulted in Council endorsing variations to nine actions within this focus area to support effective delivery of projects and initiatives.







# Sustainable Maitland



**Status key**  
✔ Complete    ◆ Monitor    ► On track

3.1 To love and look after our outdoors		
Tread lightly while enjoying our areas of bushland and open spaces, protect our native plants and animals and improve the quality of our waterways and wetlands.		
Actions		Status
3.1.1 Promote opportunities to access public bushland and open space across the city		
3.1.1.1	Continue opportunities for the community to be involved in Landcare on public land and conservation projects	►
3.1.1.2	Work with our community to design and improve natural spaces in accordance with funding provided by the State Government Resources for Regions Fund	►
3.1.2 Retain areas of bushland and open space, including wildlife corridors		
3.1.2.1	Investigate mechanisms to facilitate restoration outcomes through the Biodiversity Offset Scheme and the opportunity to establish environmental stewardship sites	►
3.1.2.2	Undertake citywide wildlife corridor fauna surveys and prepare plans and guidance for corridor improvement	►
3.1.3 Manage revegetation and the control of weeds and invasive animals in public natural spaces		
3.1.3.1	Maintain priority weeds on public and private land, to manage their negative impact on our environment	►

## Our achievements



**66%**  
average of impounded animals returned home within two days



**2,135**  
seedlings given away to residents



**177**  
illegal dumping sites cleaned up



**1,540**  
Recycle Smart pickups



**760**  
seedlings planted by Council



**3,719**  
bulky waste collections completed

3.1.3.2	Provide care for seized, lost and abandoned pets and animals through Maitland Animal Management Facility	►
3.1.3.3	Upgrade and expand Maitland’s Animal Management Facility	►
3.1.4 Improve the management of stormwater to protect homes, improve water quality and mitigate water wastage		
3.1.4.1	Deliver tree planting at strategic locations across the city	►
3.1.4.2	Look after our wetlands and lagoons by monitoring water quality, and implementing signage to advise on appropriate site usage	►
3.1.4.3	Deliver programmed drainage works to improve their ability to deal with localised flooding events	►
3.1.5 Partner with relevant parties to protect, enhance, maintain and restore river and wetland health and amenity through the development and delivery of a Hunter River Estuary Coastal Management Plan		
3.1.5.1	Deliver a Hunter River education project, ‘Vibrant River’, in accordance with funding provided by the State Government Coastal and Estuary Grants Program	◆
3.2 To reduce our reliance on non-renewable natural resources		
Learn how to positively contribute to our environmental wellbeing, at home and as a community.		
3.2.1 Provide opportunities to participate in environmental learning activities and programs		
3.2.1.1	Deliver a Green Communities program of information and events, including our school programs and environmental youth forum	►
3.2.1.2	Deliver Landcare program in accordance with Council’s Landcare Policy	►



3.2.2 Implement solutions that reduce our reliance on non-renewable natural resources		
3.2.2.1	Identify water and energy initiatives for Council assets	▶
3.2.2.2	Monitor energy use at our facilities, and install building and lighting upgrades as identified to maximise use of renewable energy	▶
3.2.3 Develop a remediation action plan for former landfill sites		
3.2.3.1	Implement and manage remediation action plan for the former Anambah landfill	▶
<b>3.3 To be ready for more hot days, storms and floods</b> <b>Understand climate risks and our impacts and take action against these.</b>		
3.3.1 Address urban heat island effects through increased tree planting and retention across the city		
3.3.1.1	Work with the community to restore and improve the integrity of local ecosystems in accordance with funding provided by the NSW Environmental Trust including the Flying fox home base project at Earthcare Park, Tenambit	▶
3.3.1.2	Develop and implement a comprehensive Biodiversity Offset Policy	◆
3.3.1.3	Encourage community involvement in environmental initiatives, through seedling giveaways and tree planting events	▶
3.3.1.4	Develop strategic initiatives to support increased tree canopy cover and reduce urban heat across selected Council managed lands	▶
3.3.1.5	Increase street tree planting on roadsides and community spaces	▶
3.3.1.6	Develop dashboards and data sharing approaches to monitor and share our environmental performance over time	▶
3.3.2 Support the State Government's commitment to the reduction of greenhouse gas emissions and use of fossil fuel		
3.3.2.1	Monitor water and energy use at select Council sites, and develop and implement site specific water and energy efficiency programs where high use is detected	▶
3.3.2.2	Participate in the development of a Hunter Regional Electric Vehicle (EV) charging regional strategy with the Hunter JO and Hunter Councils and develop a local approach to its implementation	▶
3.3.3 Participate in partnerships and seek grant funding to achieve climate change action		
3.3.3.1	Develop local climate resilience policy for locations affected by heat, fire and flooding	▶
3.3.3.2	Take a regional approach to environmental sustainability, working with other Hunter councils on projects to increase our environmental resilience	▶
3.3.4 Ensure Council is appropriately managing the risk to current and future residents on land impacted by flooding		
3.3.4.1	Revise the Maitland Floodplain Risk Management Study and Plan for the whole of Maitland LGA in accordance with the NSW floodplain risk management process, pending the availability of funding	▶
3.3.4.2	Improve the availability of flood mapping data for the Maitland community	✓
3.3.4.3	Install flood warning signage on major evacuation routes	◆
3.3.4.4	Undertake a review of the Maitland Local Environmental Plan 2011 and/ or Maitland Development Control Plan to reflect State changes to flood planning in New South Wales	▶
3.3.4.5	Undertake further Hunter River and local catchment flood studies to address flood information gaps (pending the availability of funding)	▶

<b>3.4 To reduce our waste</b> Limit the amount of waste we create and send to landfill.		
3.4.1 Support the State Government's commitment to diversion of waste from landfill		
3.4.1.1	Reduce the amount of waste produced at Council events	▶
3.4.1.2	Develop technical guidance and monitoring tools to support the use of circular economy enabled goods and services	▶
3.4.1.3	Provide community recycling and reuse education, workshops and programs	▶
3.4.1.4	Continue the RecycleSmart collection program to increase recycling of problem wastes	▶
3.4.2 Deliver a sustainable waste management collection and disposal service		
3.4.2.1	Commence a review for the long term use of the tip face and remediation of the Maitland Resource Recovery Facility landfill	▶
3.4.2.2	Develop an Asset Management Plan for Waste Services	▶
3.4.2.3	Provide additional resource recovery options at our waste and recycling centres	◆
3.4.2.4	Operate the Maitland Resource Recovery Facility	▶
3.4.2.5	Provide general waste, organics and recycling collection services	▶
3.4.2.6	Deliver an on demand bulky waste management service and engage the community on the correct use of this service	▶
3.4.3 Increase focus on eliminating litter and illegal dumping		
3.4.3.1	Collect waste and investigate illegal dumping activities, at the same time educating our community on alternatives for getting rid of problem waste, like mattresses, tyres and furniture	▶
3.4.4 Complete construction of the Mount Vincent Waste Transfer Station		
3.4.4.1	Progress the staged delivery of the Waste Management Centre upgrade	▶
3.4.5 Implement waste service changes, including the introduction of Food Organics and Garden Organics (FOGO) collection		
3.4.5.1	Deliver a community education program to introduce the Food Organics Garden Organics service	▶
3.4.5.2	Roll out kitchen caddies and liners to all residential premises in preparation for the food organics service	▶





# Vibrant Maitland



88% On track  
7% Monitor  
5% Complete

## Maitland Regional Art Gallery visitation



JUL-DEC 24  
**57,600**

Data is not comparable to previous years due to the transition from a manual counting process to an automated system. This change allows us to capture more accurate data.

## Maitland Vistors Information Centre visitation



**49% decrease**

JUL-DEC 23  
**4,051**  
JUL-DEC 24  
**2,083**

Decrease in numbers due to relocation of service between September 2024 to December 2024.

Status key  
✓ Complete    ♦ Monitor    ► On track

2.1 To shop and work locally		
Access what we need in our local neighbourhoods and attract new and innovative industries and opportunities.		
Actions		Status
2.1.1 Review existing Development Contribution Plans (7.11) in line with State Government changes, to allow for improvements to local facilities and services required within areas of urban and commercial growth		
2.1.1.1	Negotiate and facilitate planning agreements including Works In Kind agreements	►
2.1.1.2	Prepare, administer and update Development Contribution Plans	►
2.1.1.3	Prioritise and facilitate delivery of infrastructure identified in Council's repealed and current S7.11 Contributions Plans using funds held in Council's S7.11 Reserve, and where appropriate, facilitate grant readiness	►
2.1.2 Plan for employment land to support projected growth		
2.1.2.1	Develop an Employment Lands Strategy for exhibition that identifies how and where employment lands will be provided across the city	►
2.1.3 Complete and implement a new approach to economic development		
2.1.3.1	Develop a City Economy Strategy to support economic and social growth	►

# Our achievements



**3,637**  
booked hours across all rooms at Maitland Town Hall



**15,000**  
attendees at Maitland Riverlights Festival



**7,400**  
attendees at 228 events at Maitland Regional Art Gallery



**777**  
Greenfield lots approved for construction



**184,853**  
visits to the My Maitland website



**4**  
business events held or sponsored

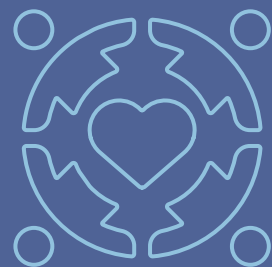
2.2 To afford the house in the neighbourhood we like		
Access different housing options in new and old suburbs, villages and townships, manage growth sustainably while respecting our rural amenity and character.		
2.2.1 Implement a Local Housing Strategy that identifies how and where housing will be provided across the city		
2.2.1.1	Facilitate the Local Urban Development Program to monitor the supply of residential and employment land across the city	►
2.2.1.2	Implement the actions of the Local Housing Strategy and the Rural Land Strategy	►
2.2.2 Manage guidelines for appropriate design and construction of major subdivisions		
2.2.2.1	Commence development of Urban Design Guidelines to improve outcomes for Special Precincts and Urban Release Areas	►
2.2.2.2	Deliver civil infrastructure projects that support the development of Urban Release Areas	►
2.2.2.3	Provide advice on development applications for transport and drainage standards	►
2.2.2.4	Assess developer works in new subdivisions to ensure compliance with approved plans	►
2.2.3 Deliver development assessment approach that supports development in new and established areas		
2.2.3.1	Assess scoping and planning proposals against the adopted Planning Framework, and refer these for determination by the state government as required	►



2.2.3.2	Provide heritage, development contributions, urban design, and strategic planning advice on development applications and work programs and to the community, and engage with planning reforms of the State and Federal Governments	▶
2.2.3.3	Provide advice and receive and assess planning applications, including the provision of electronic lodgement and processing, and the issuing of planning property certificates	▶
2.2.3.4	Receive and assess construction certificates, including mandatory inspections, fire safety, on site sewage and issuing of relevant certificates	▶
2.2.3.5	Prepare a contaminated land information system	✓
2.2.3.6	Provide environmental impact advice on development and rezoning applications	▶
2.2.4 Review the city's Development Control Plan and Local Environmental Plan		
2.2.4.1	Facilitate a rolling review of the Maitland Local Environmental Plan and Maitland Development Control Plan	▶
2.2.5 Update city's planning and engineering policies and guidelines to ensure a contemporary legislated framework to guide development activities		
2.2.5.1	Commence and complete a review of Council's Manual of Engineering Standards which sets the engineering guidelines and drawings for major subdivision testing and construction	▶
2.2.5.2	Commence a review of the Local Strategic Planning Statement	▶
<b>2.3 To have Central Maitland as the vibrant heart of our city</b> Make Central Maitland the place to visit that is contemporary, vibrant and full of experiences.		
2.3.1 Continue to promote and market the business and shopping opportunities within Central Maitland		
2.3.1.1	Support the delivery of a range of events and public programs in Central Maitland, including night time events	▶
2.3.1.2	Develop guidelines for the use of the public spaces within The Levee	▶
2.3.1.3	Deliver a marketing and activity plan for The Levee which delivers marketing campaigns, promotions and activities	▶
2.3.2 Continue to deliver infrastructure improvements in Central Maitland		
2.3.2.1	Deliver the Central Maitland Sports Precinct signage	▶
2.3.3 Deliver car parking improvements in Central Maitland		
2.3.3.1	Improve the number of and accessibility of car parking in Central Maitland	◆
<b>2.4 To show off our city</b> Showcase our iconic attractions and experiences while promoting major facilities to attract events and activities and retain and promote our unique rural landscapes, farms and food markets.		
2.4.1 Deliver flagship events and place activation programs		
2.4.1.1	Deliver an annual program of events	▶
2.4.1.2	Plan and deliver expanded Riverlights Multicultural Festival in line with the Multicultural NSW Funding	▶
2.4.1.3	Commence planning for the new biennial event in Central Maitland, following the successful pilot program	▶
2.4.1.4	Review the Maitland Place Activation Strategy	▶
2.4.2 Progress the implementation of the Maitland Destination Management Plan		
2.4.2.1	Facilitate accomodation development opportunities to increase the supply of visitor accomodation	▶

2.4.2.2	Implement the outcomes of the visitor information services review and continue to provide a visitor information service	▶
2.4.2.2	Progress Stage 1 of the reopening and activation of Walka Water Works	◆
2.4.2.3	Refresh our destination marketing brand and marketing plan	▶
2.4.3 Progress the delivery of Maitland Gaol Development Plan		
2.4.3.1	Progress application for the works of the Maitland Gaol through to DA submission	✓
2.4.3.2	Continue upgrade works at the historic Maitland Gaol, including an activity hub, boutique accommodation and Chapel improvements in accordance with funding received from Federal and State Governments	◆
2.4.4 Operate Maitland Gaol as an iconic tourism destination, driven by its unique heritage and innovative experiences		
2.4.4.1	Present findings from the Maitland Gaol assessment to guide plans for the future use of the site	▶
2.4.5 Support visitor experience at Morpeth		
2.4.5.1	Partner with the 'It Must be Morpeth' Business Association to establish Morpeth as a priority destination hub in line with the Destination Management Plan	▶
2.4.6 Support opportunities for agritourism across the city, including access to local and seasonal produce and farm gate experiences		
2.4.6.1	Identify education, planning and promotional pathways for agritourism and deliver actions to develop and grow the industry	▶
2.4.7 Attract major events and increase utilisation of major venues including the Maitland Regional Sports Complex, Maitland Regional Art Gallery and Maitland Town Hall		
2.4.7.1	Review Council's annual flagship event program	▶
2.4.7.2	Attract significant national and regional sporting and cultural events	▶
2.4.7.3	Provide guidance and opportunities for external event organisers to host events	▶

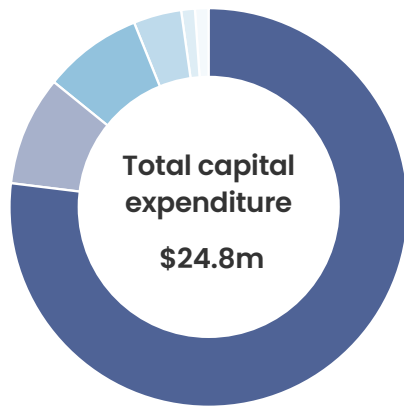




# Achieving Together



89% On track  
4% Monitor  
7% Complete



77% Roads bridges and footpaths  
8% Plant and equipment  
9% Recreational and other infrastructure  
4% Land and buildings  
1% Drainage  
1% Other

**Status key**  
✓ Complete    ◆ Monitor    ► On track

4.1 To build trusted services		
We build trusted services through transparent decision making informed by meaningful consultation and engagement.		
Actions		Status
4.1.1 Meaningful consultation and engagement		
4.1.1.1	Continue to develop an online engagement space to support our ongoing conversation with the community	►
4.1.1.2	Actively engage with hard to reach groups to increase involvement in Council's decision making	►
4.1.1.3	Review Council's Communication and Engagement Strategy	►
4.1.1.4	Develop and implement a program of activities and promotions for Local Government Week	►
4.1.1.5	Report on the outcomes of the biennial community satisfaction survey	✓
4.1.1.6	Review and trial a new approach to measure community satisfaction	►
4.1.2 Trusted customer experience		
4.1.2.1	Proactively share clear, consistent, accessible and relevant information, leading to an understanding of our actions and decisions by celebrating the success of Council and the community through sharing positive stories across communication channels	►
4.1.2.3	Operate Council's Customer Experience Team	►

## Our achievements



**900**  
face to face training sessions delivered to staff



**6.6m**  
cyber threats blocked



**23**  
community grants provided



**149**  
food premises inspections completed



**551**  
formal and informal Government Information Public Access requests received



**99%**  
occupancy rate for Council managed properties

4.1.3 Transparent decision making		
4.1.3.1	Complete a review of Council committees	►
4.1.3.2	Support meetings of Council through legislative advice, production of agendas and minutes and administrative support	►
4.1.3.3	Administer Councillor Expenses and Facilities Policy	►
4.1.3.4	Appropriately manage the investment of funds in accordance with legislative requirements	►
4.1.3.5	Manage the receipt and expenditure of funding in line with legislated requirements	►
4.1.3.6	Complete annual financial statement and audit processes in line with legislated requirements	✓
4.1.3.7	Review Council's community and operational land and buildings for potential disposal including exploring the merits of establishing an Asset Disposal and Acquisition Committee	►
4.1.3.8	Control and manage Council owned properties to ensure effective use of the assets	►
4.1.3.9	Provide accurate and current advice on all property matters to stakeholders and have a strategic view on properties for acquisition and/or disposal	►
4.1.3.10	Celebrate our achievements with open and accountable reporting to our community on our projects and services outlined in the Delivery Program	►
4.1.3.11	Ensure a consistent approach and management of legal risk across the organisation	►
4.1.3.12	Embed an Enterprise Risk Management Framework including assurance planning	►
4.1.3.13	Maintain an internal audit function delivering four internal audits per year	►



4.2 To foster an engaged workforce		
We foster an engaged workforce committed to development and growth, ensuring the wellbeing of our people.		
4.2.1 Excellence in leadership		
4.2.1.1	Investigate options for a new Leadership Development Program for leaders at all levels that also fosters emerging leaders as part of Council's succession planning	▶
4.2.1.2	Implement programs on mental health and wellbeing to minimise psychosocial risks and ensure staff feel safe in our workplace	▶
4.2.1.3	Develop program of induction for councillors about roles and responsibilities including code of conduct, planning responsibilities, IPR, financial and more	▶
4.2.1.4	Provide opportunities for councillors to develop their local government knowledge, experience and skills via a professional development and learning program	▶
4.2.1.5	Engage with, and advocate to, our regional, state and federal politicians and departments to identify and deliver opportunities to deliver our Community Strategic Plan	▶
4.2.1.6	Continue to represent the views of stakeholders at relevant forums	▶
4.2.2 Collaborative organisation		
4.2.2.1	Investigate, enforce and educate the community on local laws, policies and guidelines, including food safety, swimming pools, parking, animal control, illegal dumping, development compliance, beauty services and abandoned vehicles	▶
4.2.2.2	Deliver Council's Section 356 Community Grants Program, including sponsorships, annual community grants, commemorative and recognised days and high achievers	◆
4.2.2.3	Promote Council's health and wellbeing programs to maximise staff awareness and engagement with programs provided to support improved health outcomes	▶
4.2.2.4	Join member councils at the Hunter Joint Organisation to deliver a regional approach to planning for our economic, environmental and social future	▶
4.2.2.5	Review and rewrite the Workforce Management Strategy as part of the Resourcing Strategy, ensuring alignment with the Integrated Planning and Reporting Framework.	▶
4.2.2.6	Deliver a program of business development functions, initiatives, trader networking and education programs to support business development and attraction	▶
4.2.3 Development and growth of our people		
4.2.3.1	Empower and build staff capacity across the organisation in grant application and management	▶
4.2.3.2	Refine our attraction, selection and retention methods to enhance customer experience, streamline operations and incorporate forward thinking sourcing strategies to meet future skill needs within the Council	▶
4.2.3.3	Review induction and onboarding programs for new and promoted employees	▶
4.2.3.4	Review Council's competency framework including leadership roles with a focus on core capabilities	▶
4.2.3.5	Implement a Learning Management System (LMS) to ensure our workforce have the core capabilities required to enable Council to deliver on our commitments to the community	▶
4.2.3.6	Review Council's performance development and review system	▶
4.2.3.7	Develop a program that incorporates a suite of educational materials and engagement opportunities that build community understanding of local government	▶
4.2.3.8	Increase employment of people with a disability and possible identified positions to increase the representation of employees with disabilities across the organisation, including in leadership positions.	▶

4.3 To create a resilient future		
We create a resilient future through informed planning, leveraging innovation, technology and data to foster change.		
4.3.1 Leverage technology and data		
4.3.1.1	Provide technology and equipment that supports workplace efficiency and effectiveness to improve customer experience	▶
4.3.1.2	Design and implement secure, adaptable IT solutions that support the delivery of Council's strategic outcomes	▶
4.3.1.3	Deliver the program of works for the Growing Cultural and Community Spaces portfolio under the Customer Driven Transformation	✓
4.3.1.5	Deliver the program of works for the Sustainable Future portfolio under the Customer Driven Transformation	✓
4.3.1.6	Deliver the program of works for the Connected Workforce portfolio under the Customer Driven Transformation	▶
4.3.1.9	Continued review and enhancement of Council's WHS Management systems to enable staff to easily meet their WHS responsibilities through intuitive and accessible systems	▶
4.3.2 Informed planning		
4.3.2.1	Deliver Council services within available financial resources and in compliance with local government performance benchmarks	▶
4.3.2.2	Align Council's strategic priorities to appropriate state and federal government funding opportunities to provide prioritised new infrastructure, programs or events for the city	▶
4.3.2.3	Deliver a revitalised Community Strategic Plan that aligns with our strategic framework and ensure that both staff and newly elected councillors are aware of its priorities	▶
4.3.2.4	Develop Council's Delivery Program and Operational Plan by applying an integrated and collaborative approach that aligns the priorities of Maitland +10	▶
4.3.2.5	Work with Lower Hunter councils and stakeholders to revise the Hunter Estuary and Coastal Zone Management Plan	◆
4.3.2.6	Assist our community to prepare for, respond to and recover from emergency events through joining with key agencies to develop and maintain emergency plans	▶
4.3.3 Culture of improvement and innovation		
4.3.3.1	Manage Council's Audit, Risk and Improvement Committee in accordance with regulations	▶
4.3.3.2	Undertake an audit and review of Council's brands	▶
4.3.3.3	Use Council's Service Review Framework to implement a continuous improvement program to increase efficiencies in our service delivery	▶
4.3.3.4	Implementation of Enterprise Resource Planning (ERP) and change management solution	▶

Note : We are continually refining our operational plan actions to align with community priorities which has resulted in Council endorsing variations to 10 actions within this focus area to support effective delivery of projects and initiatives.





# Appendix



Service Workload Measures

Our services are crucial to help Council deliver on key outcomes to the community and are vital for ensuring we are open and transparent in our reporting and decision making. The measures are part of a newly developed framework to reflect the work capacity across the organisation along with the effectiveness and efficiency of our service delivery. Some workload measures are assessed annually and will be reported on in our next progress report. Efficiency and effectiveness measures are assessed annually and will be reported on in our Annual Report.

Status key

◆ Off track▶ On track

	SERVICE	MEASURE	TARGET	RESULTS JUL–DEC	STATUS
LIVEABLE	Aquatic Centres	Visitation at aquatic centres	Increase	122,378	▶
	Asset Management and Planning	Value of assets managed	Maintain	\$2 billion	▶
	Building Projects and Service	Percentage of Capital Works projects in progress	New*	71%	New*
	Cemetery Operations	Total number of customer requests processed for cemetery services, including burial permits, interments and monumental works applications	New*	24	New*
	Libraries and Learning	Number of visitors to Libraries and library website	Increase	655,840	▶
	Community Planning and Development	Deliver two week long community celebrations	Maintain	Scheduled for March and April 2025	▶
	Parks and Open Spaces	Hectares of passive and open space maintained	Maintain	450ha	▶
	Roads and Transport Infrastructure	Number of kms of road maintained	Maintain	780km	▶
	Emergency management	Number of meetings, workshops or opportunities to support preparedness, resilience and recovery	Maintain	7	New*
	Floodplain and estuary management	Number of actions completed from Coastal Management Programs and Flood Risk Management Plan	New*	Assessed annually	New*
SUSTAINABLE	Environmental management	Number of seedlings planted by Council	Increase	760	▶
	Waste management	Tonnes of waste collected at kerbside - general, organics and recyclable	Maintain	General : 12,955 Organics : 5,594 Recyclables : 2,566	▶

	SERVICE	MEASURE	TARGET	RESULTS JUL–DEC	STATUS
VIBRANT	City and visitor economy	Number of business events held or sponsored	4	4	▶
	Development and compliance	Number of development applications assessed	Maintain	565 (lodged) 549 (processed)	▶
	City events and activation	Number attendees at flagship events	Increase	Riverlights : 15,000 New Years Eve : 16,000	▶
	Land use planning	Number of scoping and planning proposals under assessment	New*	10	New*
	Maitland Regional Art Gallery	Visitation at Maitland Regional Art Gallery	Increase	57,600	▶
	Major venues and facilities	Hours of usage for major venues and facilities	Increase	39,657	▶
ACHIEVE	Community engagement	Number of community engagement activities organised	Maintain	39	▶
	Customer experience	Total number of digital customer interactions including MyCouncil, online chat and website.	Increase	MyCouncil : 8,330 Online chat : 3,332 Website visits : 393,274	New*
	Corporate strategy	Number of reports and plans prepared	Maintain	15	▶
	Digital information and security services	Number of innovation projects launched to leverage emerging technologies to drive business growth	3	5	▶
	Finance and property	Number of Rates assessments (RA) and average employees paid per pay period (EM) and number of invoices paid (IN)	Maintain	RA : 82,810 EM : 645 IN: 11,984	▶
	Marketing and communication	Number of media releases (MR) and social media posts (SMP)	New*	MR: 56 SMP : 522	▶
	Governance and leadership	Number of Council resolutions	Maintain	283	▶
	People and culture	The number of face to face corporate training activities undertaken by employees	Increase	900	▶
	Risk, safety and wellbeing	Number of WHS initiatives implemented	New*	Assessed annually	New*

New\* : targets will be set after 12 months of data collection

Note : measures are considered on track when they are within 10% variance of target and off track when greater than 10%.





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**maitland**  
CITY COUNCIL