



Our shared vision

# Maitland's Future

Community Strategic Plan | 2025-2034

**maitland**  
CITY COUNCIL





# Contents

## 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.

<b>Welcome</b>	<b>2</b>
Acknowledgement of Country	2
A message from our Mayor	4
A message from our General Manager	5
<b>A connected city with thriving communities</b>	<b>6</b>
How we plan	8
<b>The heart of the Hunter</b>	<b>10</b>
Who we are	10
Our place in the region	11
<b>Our shared future</b>	<b>12</b>
Overview	12
Our engagement	12
Our role	16
Opportunities and challenges	17
From local to global	20
Measuring wellbeing	22
<b>Our priorities for Maitland</b>	<b>25</b>
Liveable Maitland	26
Sustainable Maitland	30
Vibrant Maitland	34
Achieving Together	38
<b>Appendix</b>	<b>42</b>
1. How to read Maitland's Future	42
2. Maitland's Future indicators	44
3. Glossary	70
4. References and research	71
5. Acknowledgements	71





Mayor Philip Penfold

## A message from our Mayor

Maitland is a city evolving—family-friendly, welcoming, and proud of its heritage. Centrally located in the heart of the Hunter region, we offer the perfect blend of city convenience with a warm country charm.

But while there's plenty to love about Maitland today, we always need to focus on tomorrow, and on how we can continue to enjoy this place we love well into the future. That's why we've created **Maitland's Future**: our shared vision for achieving **a connected city with thriving communities**.

We've developed **Maitland's Future** in consultation with you, our community. It represents the collaboration of thousands of interactions, including face-to-face conversations, workshops, surveys, online feedback and stakeholder engagement. Through this community consultation, we have developed four key focus areas that reflect the aspirations and values of the Maitland community:

- **Liveable Maitland**
- **Sustainable Maitland**
- **Vibrant Maitland**
- **Achieving Together**

These focus areas are integral to the future of Maitland and the next decade is set to be an exciting and rewarding time for all of us as Maitland embraces new opportunities and growth, becoming a dynamic place where people can live, work, enjoy and succeed.

Philip Penfold

Mayor of Maitland



General Manager Jeff Smith

## A message from our General Manager

This document's importance for our city's future can't be overstated. Representing the highest level of planning we undertake at local government level, our shared vision will guide our projects and programs for the next decade and beyond.

Creating a shared vision for our city is one thing, but what's just as important is having a plan to make sure we get things done.

As caretakers of **Maitland's Future**, we have embraced a collaborative approach to planning and reporting. This approach fosters unity among the community and our partners, allows us to work together towards our shared vision and priorities, and celebrates our collective achievements across the key focus areas.

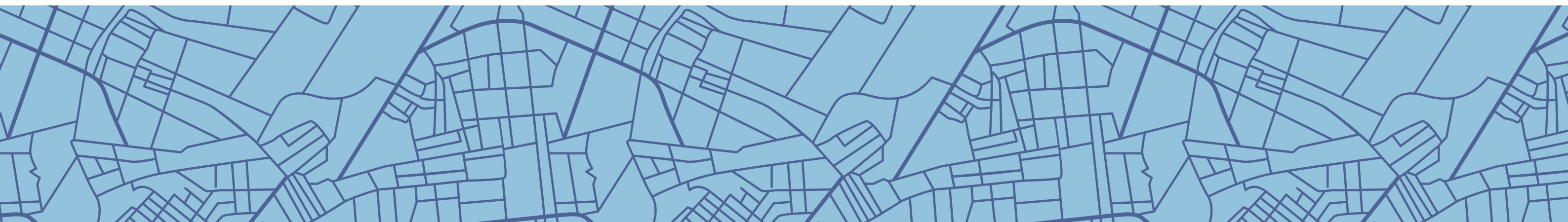
As we move towards achieving our shared vision for Maitland's future, we will work closely with our community and partners on the actions, projects and services we need to deliver to bring this plan to life.

Our commitment to this process ensures that Maitland not only remains a great place to live but evolves into a thriving, connected city where everyone can contribute to and benefit from our collective success.

Working together, we can create **a connected city with thriving communities**.

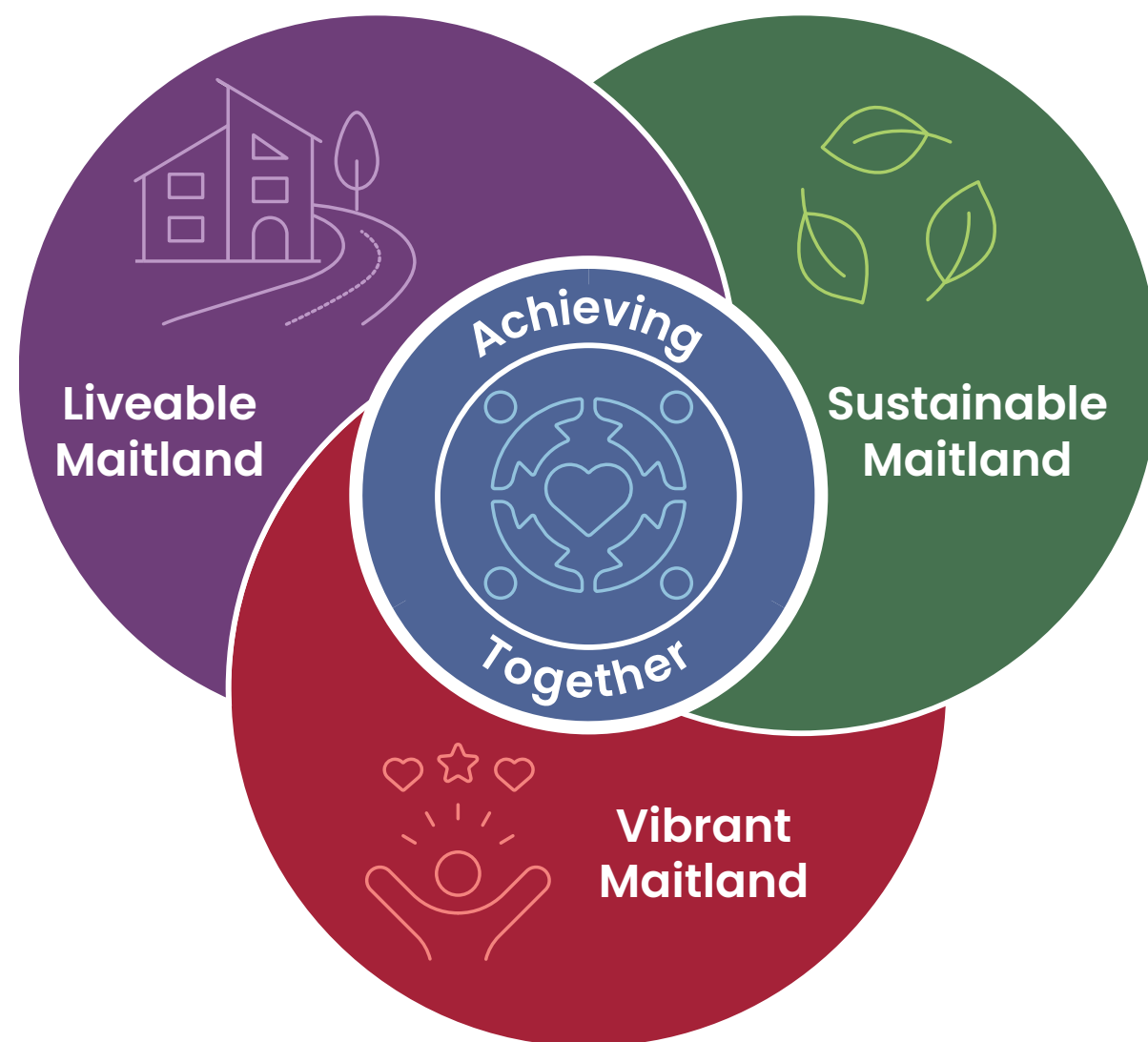
Jeff Smith

General Manager



# A connected city with thriving communities

Our shared vision



## Liveable Maitland

Working together to foster strong connections, quality infrastructure, and efficient mobility. Enhancing how we live, move, and connect with people and place.

### 1.1 Great neighbourhoods

- Quality open space network
- Connected living
- Housing diversity
- Inclusive public places and spaces

### 1.2 Integrated movement

- Efficient and sustainable movement
- Connected active transport
- Safe and efficient road networks



## Sustainable Maitland

Working together to commit to environmental stewardship and community resilience, centred around strong connections to nature and ensuring our communities thrive.

### 2.1 Valuing our natural environment

- Functional biodiversity corridors
- Natural spaces
- Environment engagement
- Waterway management

### 2.2 Sustainable and resilient communities

- Sustainable leadership
- Living sustainably
- Prepared communities
- Circular economy



## Vibrant Maitland

Working together to create opportunities for growth, connection, and participation, shaping a city where people belong and thrive.

### 3.1 Diverse local economy

- Investment attraction
- Strengthened and diversified precincts
- Future skill

- Aboriginal and Torres Strait Islander connections
- Community connections

### 3.3 City shaping partnerships

- Growth opportunities
- Advocacy and partnerships

### 3.2 Welcoming communities

- Celebrate diversity and culture
- City activation and presentation



## Achieving Together

Working together to foster a culture built on trust, empowering an engaged workforce that embraces change.

### 4.1 Trusted services

- Meaningful consultation and engagement
- Trusted customer experience
- Transparent decision making

### 4.3 Resilient future

- Informed planning
- Culture of improvement and innovation
- Leverage technology and data

### 4.2 Engaged workforce

- Excellence in leadership
- Collaborative organisation
- Development and growth of our people

“The future depends on what you do today.”

– Mahatma Gandhi

Our shared vision

We’ve built our shared vision for Maitland upon four key focus areas: Liveable Maitland, Sustainable Maitland, Vibrant Maitland, and Achieving Together. These focus areas form the foundation of our **Maitland’s Future** vision and represent our Strategic Framework, guiding us toward a thriving, connected city.

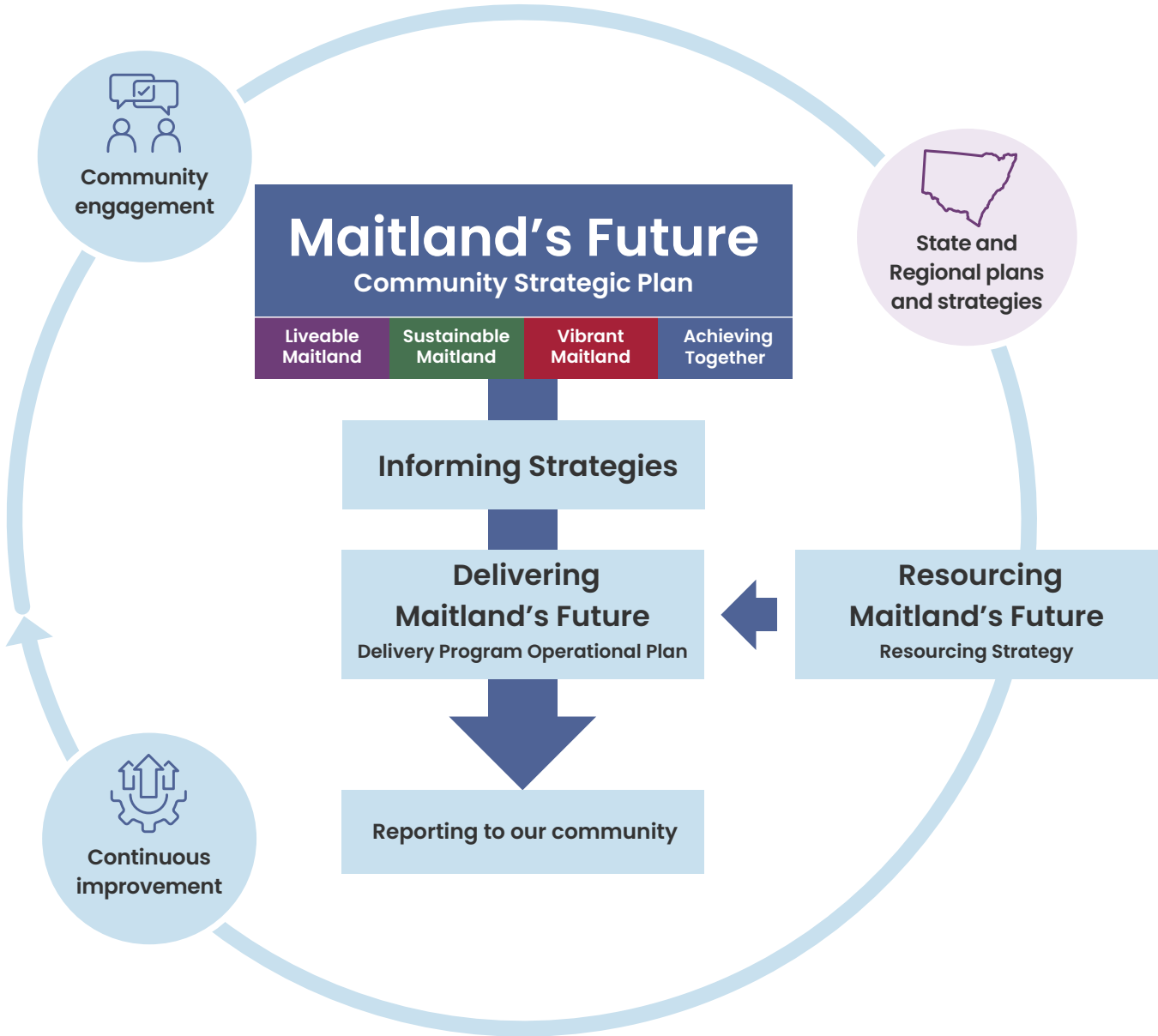
Each focus area represents a key element to building a community where everyone can live, work, enjoy, and succeed. They are supported by informing strategies that provide clear direction, ensuring every decision aligns with our shared goals. This framework is our roadmap for the future, connecting vision to action and delivering outcomes that matter to our community.

Maitland’s Future

**Maitland’s Future** is the highest-level plan that we prepare. Its purpose is to identify the community’s main priorities and aspirations for the future and plan strategies for achieving these goals. **Maitland’s Future** guides all other strategies and plans and must be developed with and on behalf of the community.

What is Integrated Planning and Reporting (IPR)?

The NSW Government requires local councils to work with their communities to plan for the future. This involves creating long, medium, and short-term plans that reflect the community’s vision and priorities. These plans are shaped by community input and supported by informed planning around finances, assets, and resources. The Integrated Planning and Reporting (IPR) Framework approach, under the *Local Government Act 1993*, helps councils across NSW make thoughtful, sustainable decisions for a brighter future.



# The heart of the Hunter



## Who we are

Maitland is a city evolving - family friendly, welcoming, and proud of its heritage. Centrally located in the heart of the Hunter region, we offer the perfect blend of city convenience with a warm country charm.

We embrace new opportunities and growth, making Maitland a dynamic place to live, work, enjoy and succeed.

Scenic beauty, unique heritage, rural landscape, welcoming people and convenient location are some of the factors that have led to our city being one of the fastest-growing cities in Australia.

The local government area covers 396km<sup>2</sup> from Woodberry in the east to Harpers Hill in the west, Tocal to the north, and Gillieston Heights to the south. Over 95,000<sup>1</sup> residents are settled in new and growing suburbs and quiet rural areas. Our residents come from a broad cross-section of society, and this range will continue to expand as our city grows, enriching our spirit and identity. By 2041, we expect about 145,000<sup>2</sup> people to call our city home.

The Wonnarua and Guringai Peoples are the Traditional Keepers and Custodians of the lands within the Maitland Local Government Area.

It is one of the oldest regional centres in Australia, built on the banks of the Hunter River. The Hunter River winds through the countryside and the city, offering a beautiful backdrop to our daily lives. While the river is usually calm, it can occasionally become more powerful, making some areas prone to flooding. Flooding has uniquely shaped our city with urban areas having clear boundaries that overlook peaceful, picturesque farmlands.

We are a busy and productive community, with a thriving local economy diversified across health, construction, service and knowledge industries. Maitland supports 35,227<sup>3</sup> jobs and has an annual economic output of \$14.29<sup>4</sup> billion.

The city's continued population growth is a significant strength for the local economy, providing industries and businesses with access to a broad workforce from within Maitland and neighbouring areas, thanks to our central location in the region. This growth, and the city's lifestyle benefits help attract people to support the key industries that drive our economy. To fully leverage this strength, we must also focus on attracting more jobs to meet the needs of our growing community and ensure sustained economic development.

## Our place in the region

The Hunter Region of New South Wales, encompassing Maitland, is renowned for its economic diversity, natural resources, and strategic location. Understanding its significance and aligning with regional opportunities can sustainably benefit Maitland.

The Hunter is the leading regional economy in Australia, where people enjoy an enviable quality of life within an exceptional natural environment. It is home to more than 860,000<sup>5</sup> people and 427,000<sup>6</sup> jobs. New residents are attracted to diverse and affordable housing, healthy, green and flexible lifestyle options, and a wide range of employment opportunities.

### Economic significance

Maitland plays a strategic role in the economic landscape of the Hunter Region, serving as a dynamic hub for commerce, industry, and innovation. Its strategic location, and transport infrastructure, fosters seamless connectivity to major cities and markets, making it an attractive destination for businesses and investors. The city's vibrant local economy is underpinned by diverse sectors, including manufacturing, mining, retail, and health industry, which collectively drive job creation and sustainable growth. Maitland's commitment to honouring its rich heritage while embracing contemporary developments enhances its appeal; this harmonious blend of historical charm and modern progress makes Maitland a unique and thriving economic centre.

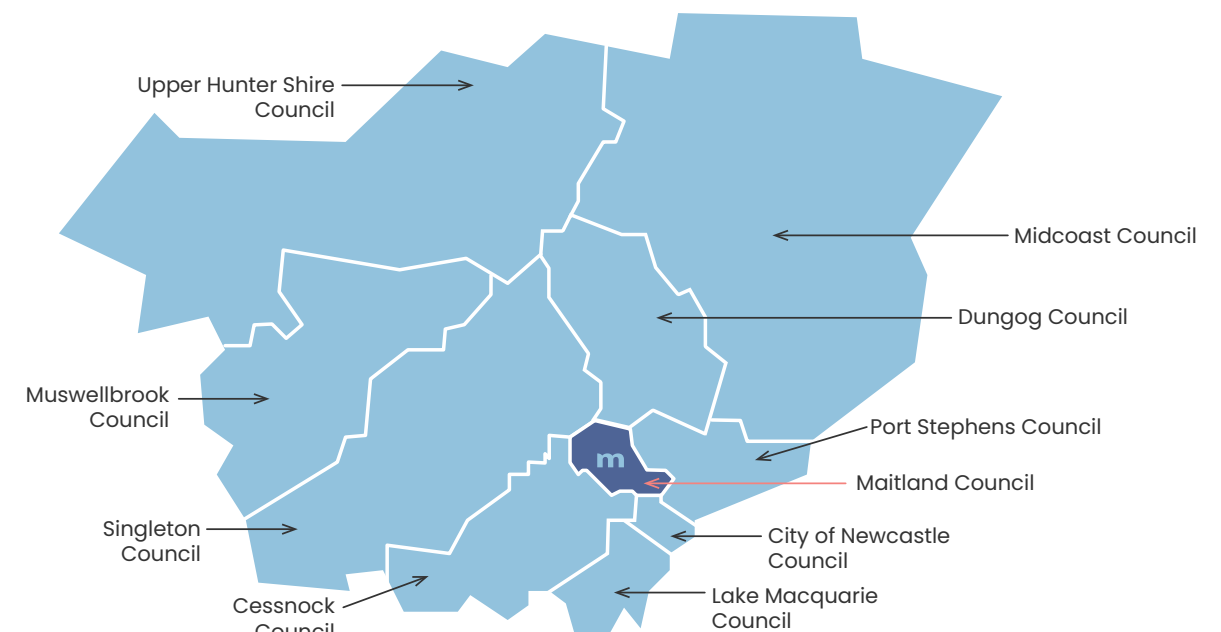
## Employment and education

The Hunter Region offers substantial employment and education benefits to Maitland residents. The Hunter Region supports over 427,000<sup>7</sup> jobs, making it a significant employment hub in New South Wales. This diverse job market spans key industries such as mining, manufacturing, healthcare, education, and tourism, providing a wide range of career opportunities.

In terms of education, the Hunter Region is home to several renowned institutions, including the University of Newcastle, which offers world-class education and research facilities. TAFE NSW campuses in the region provide vocational training and skill development programs tailored to the needs of local industries. Additionally, a network of high-quality public and private schools ensures that students of all ages have access to excellent educational opportunities.

### Strategic location and connectivity

Maitland has access to significant infrastructure and amenities that bolster its appeal and functionality. Key facilities include the renowned John Hunter Hospital, offering comprehensive medical services to the region. Newcastle Airport provides convenient domestic and international flight connections, facilitating travel and commerce. The Hunter Valley's celebrated vineyards and wineries enhance the area's tourism industry and contribute to its economic vitality. Maitland benefits from proximity to Newcastle's port facilities, the stunning beaches of Port Stephens and a variety of recreational and cultural attractions, all of which collectively support a high quality of life and robust economic growth.





# Our shared future

## Overview

We all have an important role to play in **Maitland's Future**. Together, we have developed an ambitious long-term vision that sets out our priorities for the future. Our community is passionate about Maitland, and they love where they live. This willingness to engage has helped shape our city's future.

## Our engagement

### Collaboration and listening

We've developed **Maitland's Future** through an extensive engagement process undertaken throughout 2024. The focus of this process was to listen to the needs and aspirations of our community to determine our future priorities based on our strengths, challenges and opportunities.

Our engagement began at local community events, followed by workshops, stakeholder meetings, surveys, online discussions and local neighbourhood conversations. We wanted to make sure we heard from all of Maitland – young and old, from Woodberry to Luskintyre and everywhere in between.

However, our conversations continue as we remain committed to reaching out and connecting with our community to ensure we are moving together in the right direction.



## Community involvement

Over  
**3,745**  
contributions



**500**  
responses to  
our Community  
Satisfaction  
Survey



**2000+**  
people  
engaged /  
contributors



**45+**  
events and  
activities



**13**  
posts online,  
including  
Facebook  
and LinkedIn



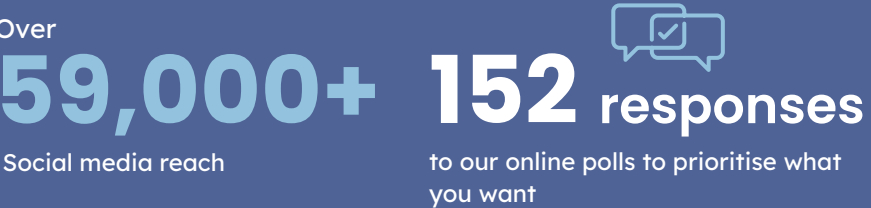


Building on what we have heard:

Before we go out and ask more questions, it's important to reflect on what the community has already shared with us. This ensures we acknowledge past insights, identify recurring themes, and build on existing feedback to guide meaningful conversations moving forward.

- Community Satisfaction Survey 2022 (May 2022) – 600 surveys completed
- Environmental Sustainability Strategy (November – December 2022) – 500 phone surveys completed and 2338 responses to an online survey
- Environmental Attitudes Research (July – August 2022) – 501 surveys completed
- Australian Liveability Census (March – June 2023) – 927 surveys completed
- Economic Development Strategy engagement (May - July 2023) - 1061 people engaged
- Maitland Aquatics Strategy engagement (August 2023) – 1796 participants via online surveys, focus groups, meetings and pop ups
- Community Satisfaction Survey 2024 (May 2024) – 500 surveys completed
- Disability Inclusion Action Plan (May 2022) - 300 surveys completed and 27 interviews with people with lived experience.

Promotion and opportunities to participate



What is most important to the community



Meaningful engagement

Meaningful engagement is more than just consultation; it's about building genuine connections by meeting people where they are and truly listening to their stories, needs, and aspirations. For us, this meant stepping into the spaces where our community feels most comfortable, taking the time to understand their perspectives, and fostering trust through authentic dialogue. **66% of our engagement was face-to-face.**

How we connected

- ✓ Street Eats
- ✓ Taste Festival
- ✓ East Maitland Library
- ✓ Access and Inclusion Reference Group forum
- ✓ Gather and grow event
- ✓ Sustainnovation
- ✓ Internal engagement
- ✓ Youth event
- ✓ Library Baby Storytime
- ✓ Metford Literacy
- ✓ St Bede's College
- ✓ Focus groups
- ✓ Subject Matter expert workshops
- ✓ Maitland Regional Art Gallery





# Our role

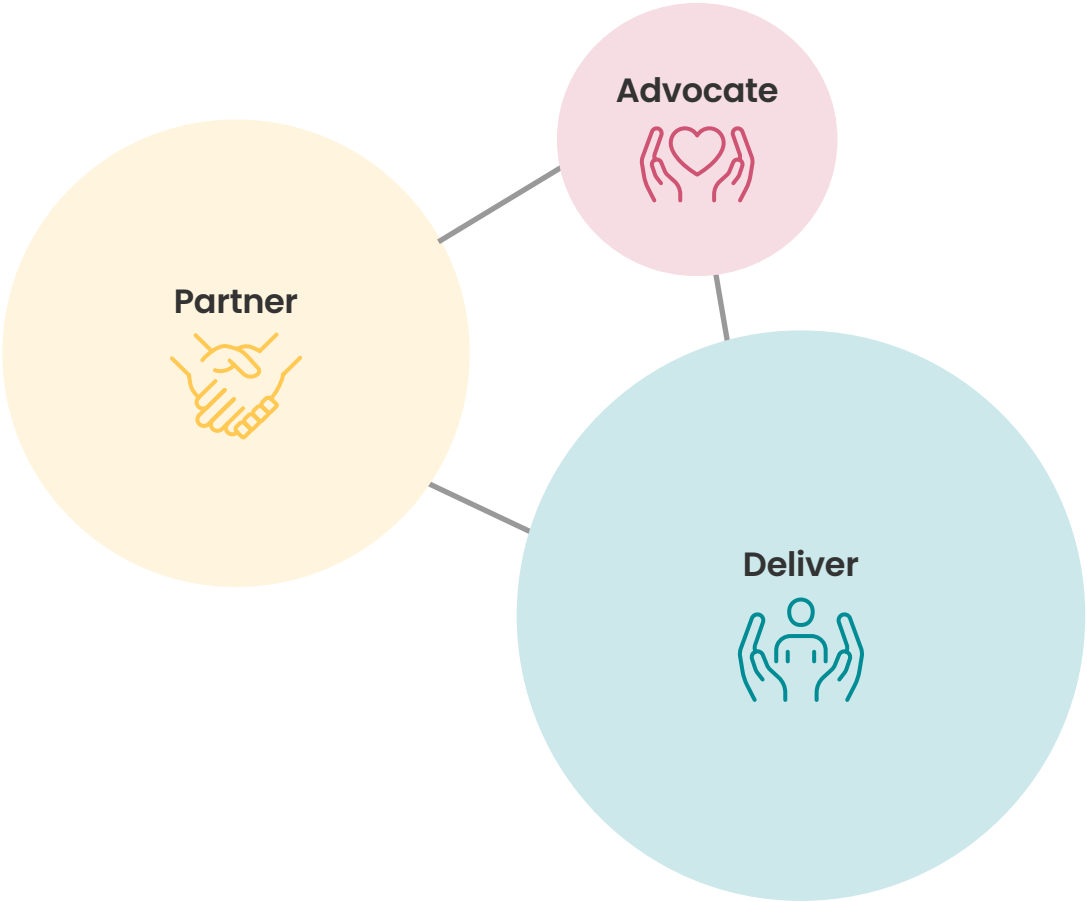
As Maitland continues to grow, Council, our stakeholders and our community need to work together to invest in our individual and collective wellbeing.

While Council has a custodial role in initiating, preparing and delivering **Maitland’s Future** on behalf of the community, it is not solely responsible for its implementation.

Many of the issues and concerns facing Maitland are complex and beyond the direct control and influence of us, such as public transport, health, education, housing, planning and employment.

To deliver our shared vision, Council works with various stakeholders and partners, including other levels of government and their affiliated agencies, local businesses and industry, educational institutions, community groups, and other service providers.

Depending on the activity, Council’s role is to deliver, partner and/or advocate. By building partnerships, taking a strong leadership role and delivering on its commitments, Council plays an important role in shaping our city and making Maitland a place for everyone.



## Deliver

We deliver a wide range of programs and services, including waste collection, libraries, childcare, maintenance of local roads and public spaces, recreation facilities and programs, community support, special events and regulatory functions.

## Partner

There are areas in which we have partial or shared responsibility or influence. We build strategic partnerships with federal and state government agencies, the private sector, and various other stakeholders whose work will contribute to delivering our long-term priorities.

## Advocate

Many issues important to the community are outside Council’s control. Council gives a voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry.

# Opportunities and challenges

We acknowledge that Maitland faces challenges in our journey to becoming **a connected city with thriving communities**.

Global trends like technological advancements, automation, and artificial intelligence are transforming how we work, travel and communicate, affecting jobs across all sectors. Other trends, including an aging population, changing consumer habits, and the rise of the sharing economy, shape how we live and work. On top of this, climate change is leading to more frequent and severe local weather events. These factors combined will play a key role in how we plan our cities for the future.

Understanding the opportunities and challenges presented by global trends is crucial for shaping a resilient and thriving future. The seven updated CSIRO global trends – adapting to climate

change, becoming leaner, cleaner, and greener, addressing the escalating health imperative, navigating geopolitical shifts, diving into digital advancements, increasing autonomy, and unlocking the human dimension – offer both prospects for growth and potential hurdles. By comprehensively analysing these trends, we can better anticipate their impacts and strategically plan to harness opportunities while mitigating risks. This proactive approach ensures that we are well prepared to navigate the complexities of the future, fostering sustainable development and enhancing the wellbeing of our communities.

Acknowledging these challenges and identifying how to mitigate them or turn them into opportunities will be key to delivering Maitland’s vision.





Maitland  
welcomes  
more than  
2,000 new  
residents  
into our  
community  
each year.

## Population challenges

When compared to Australian trends, Maitland has a number of unique population challenges. These include:

- **High population growth:** Maitland welcomes more than 2,000 new residents into our community each year, equating to approximately 2.7 per cent<sup>8</sup> annual growth. Such high growth presents Council with distinct challenges, including an increased demand for essential services and infrastructure to accommodate the expanding community. Between 2022 and 2023 alone, the population grew by 2,343<sup>9</sup> people – over six new residents each day. At this pace, we are likely to surpass the projected population target of 144,500<sup>10</sup> by 2041, representing a 61<sup>11</sup> per cent increase over 20 years.
- **Lack of diversity:** Compared to the rest of Australia's population, residents of Maitland are more likely to have been born in Australia (86.9 per cent versus 66.9 per cent)<sup>12</sup> and to only speak English at home rather than other languages (90.6 per cent versus 72 per cent)<sup>13</sup>. This may signify less exposure to diverse cultures and innovative practices, and fewer international connections.

## Low education

At the 2021 Census, less than a quarter (24.8 per cent)<sup>14</sup> of Maitland's population above 15 years had attained a post-school qualification of Diploma or above. With nine out of 10 future<sup>15</sup> jobs estimated to require post school qualifications, there is likely to be a significant decline in demand for an unqualified labour force.

This will substantially impact the Maitland economy, polarising employment opportunities and increasing economic inequality into the future.

## Climate change

Climate change is one of the biggest social and economic challenges of the 21st century. We are already starting to see its effects on our daily lives. As the climate shifts, we can expect more frequent and intense events like bushfires, floods, and extreme heat, which may also increase health risks. These changes could have far-reaching consequences for both our communities and our economy.

## Industry transition

The mining sector continues to play a significant role in our local economy – particularly coal, extracted in the Upper Hunter region and exported through the Port of Newcastle. There is an opportunity for economic alignment towards ecological and social sustainability by creating new green jobs, and providing support for people and communities who might be disadvantaged during the change process.

Maitland can leverage the shift as the Hunter Region undergoes an industry transition towards greener and more sustainable practices and position itself as a key player in the emerging green energy sector.

## Affordable housing

Forecasts show that Maitland's population will grow to 144,550 by 2041 – an increase of 54,800<sup>16</sup> residents, stimulating demand for more than 1,000 new dwellings annually. A mix of affordable and sustainable future housing is imperative to meet the diverse needs of our growing community.

Housing demand in Maitland continues to outpace supply, particularly for middle to low-income brackets. Driven by regional growth and migration from major cities, it has resulted in soaring house prices and rental costs, causing significant mortgage and rental stress. Addressing these challenges involve increasing the housing supply, promoting affordable housing projects, and implementing policies to mitigate homelessness and housing insecurity.

## Changing demographics

Maitland experiences a high level of people aged 25-39 moving to the area, largely due to migration from nearby areas such as Lake Macquarie, Newcastle and Cessnock and projections suggest that this trend will continue.

Projections indicate an additional 14,800 individuals aged 65 and over will reside in the area by 2041. This demographic change necessitates enhanced healthcare services, age-friendly infrastructure, and accessible housing options for older adults. It also presents opportunities for economic growth in sectors such as healthcare, aged care, and related services. Policies must focus on creating inclusive communities that support the wellbeing and active participation of older residents.

Maitland's high demographic of young families presents challenges in ensuring adequate and accessible services such as childcare, education, healthcare, and family-friendly infrastructure. There is a growing need for affordable housing, safe neighbourhoods, and diverse community programs that cater to various age groups. Additionally, economic pressures faced by young families, like managing mortgages and

saving for education, require coordinated support across all levels of government. Long-term planning is crucial to address the evolving needs of these families as their children grow, ensuring that Maitland remains a thriving and supportive community.

## Sustainable development

Given Maitland's rapid growth, there is a significant opportunity to manage development by embracing smart and sustainable practices. By focusing on vertical growth through building up rather than out, Maitland can preserve green spaces, reduce urban sprawl, and make more efficient use of existing infrastructure. This approach minimises environmental impact and supports a higher quality of urban living, with better access to amenities and services. Prioritising sustainable

development ensures that Maitland can continue to grow while maintaining its commitment to environmental conservation and community wellbeing.

## Flood plains

By strategically using flood plains, we can create multifunctional green spaces that mitigate the impacts of flooding and provide recreational areas, wildlife habitats, and agricultural land. These areas can support biodiversity, improve water quality, and offer educational opportunities focused on environmental conservation. Embracing flood plains as valuable assets enables Maitland to balance development with natural processes, fostering a more sustainable and adaptive urban environment.





# From local to global

How **Maitland's Future** fits in with other strategies and plans.



### Delivered at the local level

Includes: local roads, parks, waterways, waste, libraries, events, community wellbeing and facilities, development

- Integrated Planning and Reporting Framework (featuring **Maitland's Future** Community Strategic Plan)
- Maitland's Informing Strategies
- Maitland's policies, strategies and plans.





### Delivered at the regional level

Includes: regional planning, health and wellbeing, and water catchment management.

- [Hunter Regional Plan 2041](#)
- [Greater Newcastle Metropolitan Plan 2036](#)
- [The Hunter New England Health District Strategic Plan 2021-2026](#)
- [Hunter Joint Organisations Strategic Plan 2032](#)
- [Greater Hunter Regional Water Strategy 2018](#)
- [Hunter Regional Economic Development Strategy update 2023](#)
- [Destination Sydney Surrounds North Destination Management Plan 2030](#)
- [Greater Newcastle Future Transport Plan 2056.](#)
- [NSW Flood Prone Land Policy within the NSW Flood Risk Management Manual](#)



### Delivered at the state level

Includes: health, care (aged, child, disability), transport, education, employment, police, development

- [State Plan NSW Housing](#)
- [NSW State Infrastructure Strategy 2022-2042](#)
- [NSW Disability Inclusion Action Plan 2021-2025](#)
- [NSW Net Zero Plan 2020-2030](#)
- [Transport for NSW: Smart NSW Roadmap 2022-2027](#)
- [Future Transport Strategy 2056](#)
- [NSW State Health Plan: Future Health 2022-2032](#)
- [NSW Government Visitor Economy Strategy 2030](#)
- [NSW State Emergency Service Strategic Plan 2021-2041](#)
- [NSW Waste and Sustainable Materials Strategy 2041](#)
- [NSW Circular Economy Policy Statement 2019](#)
- [Biodiversity Conservation Investment Strategy 2018.](#)



### Delivered at the national level

Includes: defence, immigration, taxation, communications, and trade.

- [Australian Modern Manufacturing Strategy 2020](#)
- [National Agreement on Closing the Gap 2020](#)
- [Thrive 2030 Strategy - The re-imagined Visitor Economy](#)
- [Australia's Biodiversity and Conservation Strategy 2010-2030](#)
- [National Digital Economy Strategy 2030](#)
- [Infrastructure Australia Strategy 2021](#)
- [National Climate Resilience and Adaptation Strategy 2021-2025](#)
- [National Urban Policy 2024](#)
- [National Waste Policy and Action Plan 2019.](#)



### Delivered at the global level

Includes: environmental and social issues; political, health or economic crises.

- [United Nations Sustainable Development Goals \(SDG\)](#)
- [Paris Climate Agreement.](#)
- [Global Biodiversity Framework](#)



# Measuring wellbeing: a framework for Maitland's Future

Measuring wellbeing is vital for understanding and enhancing the quality of life in Maitland. A strong sense of wellbeing reflects a thriving community where people feel connected, safe, and supported. We have developed a Wellbeing Framework integrating directly into the focus areas and priorities of **Maitland's Future**, ensuring the wellbeing of our residents remains central to our decision-making. This framework provides a clear structure for monitoring progress and aligning our goals with the needs of the community, helping us create a city where everyone can flourish.

## What is wellbeing?

Definitions of wellbeing are typically broad and diverse, encompassing a wide range of areas that impact on an individual's quality of life. Having the opportunity and ability to lead lives of personal and community value with qualities such as good health and time to enjoy the things in life that matter in an environment that promotes personal growth are at the heart of wellbeing.

## Maitland's Wellbeing Domains

Maitland's Wellbeing Domains has ten domains of wellbeing reflecting key factors that impact the quality of life of Maitland's community. Indicators are how we measure our progress and are grouped under each domain to help us know where wellbeing improves in Maitland over time. While an indicator sits under one domain, many are also relevant to other domains.

The Wellbeing Framework recognises accessibility as a foundational principle rather than a standalone domain. This ensures that accessibility is interwoven into all elements of wellbeing, spanning all domains of the framework. Ensuring every resident can participate fully in community life and access the resources they need to connect and thrive.

- **Health** – Includes physical and mental health, access to healthcare, and programs promoting overall wellbeing.
- **Belonging** – Focuses on fostering relationships, belonging, and active participation in community life.
- **Education** – Covers access to education, skill development, and opportunities for continuous learning throughout life.
- **Housing** – Focuses on housing affordability, quality, and overall living conditions.
- **Economic** – Encompasses job opportunities, economic development, and financial security for residents.

- **Sustainability** – Addresses environmental quality, climate resilience, and access to natural spaces.
- **Connection** – Ensures access to services, public transport, digital connectivity, and infrastructure linking communities and services.
- **Safety** – Measures community safety and emergency preparedness.
- **Governance** – Focuses on trust in institutions, transparency, and opportunities for residents to engage in decision-making.
- **Time** – Assesses work-life balance, leisure time, and opportunities for personal and family pursuits.

Inspired by the ACT Government's Wellbeing Framework, we've used their work as a foundation, adapting it to reflect what truly matters for Maitland.

## Community indicators

Community indicators measure wellbeing to ensure we're making meaningful progress toward our shared vision. They highlight areas needing improvement and show how changes positively impact daily life to help us stay focused on improving quality of life and meeting the unique needs of our community. Appendix two provides further information.

## Social Justice Principles

We are committed to applying the social justice principles of equity, access, participation and rights, aiming to decrease or eliminate inequity, promote inclusiveness of diversity, and establish environments that support all people. The four principles of social justice are:

- **Equity** – resources are allocated according to need with the aim of achieving more equal outcomes, particularly for those with greater needs or barriers to access
- **Access** – people have fair access to services, resources and opportunities to improve their quality of life
- **Participation** – people can fully participate in community life and genuinely influence decisions that affect their lives
- **Rights** – human rights are universal, and everyone has the right to respectful, equal and dignified treatment. Human rights are the basic freedoms and protections that people are entitled to, including economic, social, cultural and political rights.

## Maitland's Wellbeing Domains







# Our priorities for Maitland

A connected city with thriving communities

Our shared vision **for a connected city with thriving communities** focuses on creating vibrant neighbourhoods, centres, and towns. These areas will blend timeless charm with modern design and practical features, resulting in beautiful and functional spaces. We aim to foster a strong sense of community while maintaining close connections to nature. Our shared vision strikes the perfect balance between country outlook and the convenience of city living.

Improved transport connectivity will make it easier for residents to interact and for businesses to thrive, ensuring that people have access to a wider choice of housing in both existing and new communities, located close to jobs, shopping, and services, and supported by public transport, walking, and cycling options.

The natural environment will enrich the living experience by valuing open space, local bushland, wetlands, flood plains, and biodiversity. By building resilient and sustainable communities, promoting sustainable leadership, and supporting circular economy initiatives, we ensure a thriving and adaptable future for all communities.

By fostering a diverse local economy and promoting vibrant community life, we aim to shape a thriving city. Our shared vision creates opportunities for work, personal growth, and engaging activities, enriching daily experiences and overall wellbeing. Through city-shaping partnerships, building trust, and cultivating an engaged workforce, we will ensure Maitland remains resilient and prosperous for future generations.





# Liveable Maitland

Working together to foster strong connections, quality infrastructure, and efficient mobility. Enhancing how we live, move, and connect with people and place.

A Liveable Maitland is defined by a high quality of life that centres around community wellbeing and daily experiences. It's about creating walkable and bike friendly neighbourhoods, where public spaces are inviting and safe for all ages. Access to essential services like healthcare, education, and community facilities is crucial, ensuring every person can live comfortably.

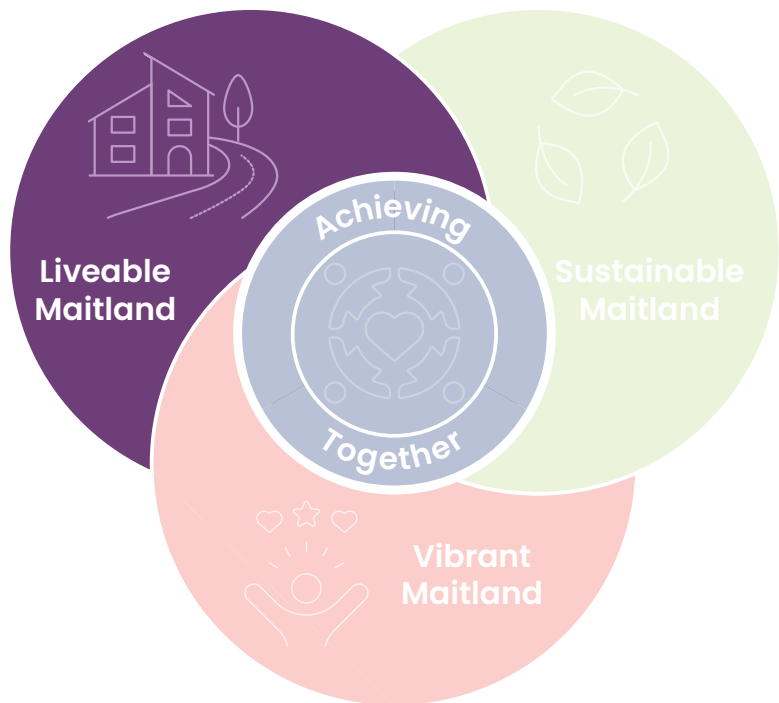
It's about creating a welcoming, inclusive environment where people feel they belong, supported by integrated transport that connects residents to services, jobs, and each other.

Affordable housing options and diverse cultural amenities foster a sense of belonging and inclusivity. To achieve true liveability, Maitland must harmonise environmental sustainability and economic vitality, creating a balanced where all aspects of life complement each other seamlessly.



## 1.1 Great neighbourhoods

## 1.2 Integrated movement



## 1.1 Great neighbourhoods

We are committed to creating great neighbourhoods that thrive on connectivity by offering a mix of housing, accessible open spaces, and essential services. Together, we aim to ensure a high quality of life for everyone.

1.1	GREAT NEIGHBOURHOODS	DELIVER	PARTNER	ADVOCATE
1.1.1	<b>Quality open space network</b> Develop a network of quality open spaces that seamlessly connects residents to accessible, walkable parks, recreational areas, streetscapes and natural landscapes, ensuring ease of access, enhanced community wellbeing, and increased usage of outdoor spaces.	✓		
1.1.2	<b>Connected living</b> Create and maintain neighbourhoods where residents can connect to essential facilities and community infrastructure, fostering a sense of community, enhancing convenience, and improving overall quality of life.	✓	✓	✓
1.1.3	<b>Housing diversity</b> Facilitate affordable and diverse housing options to ensure everyone has a place to call home in all stages of life.		✓	✓
1.1.4	<b>Inclusive public places and spaces</b> Ensure that people of all abilities can connect safely and fully enjoy our public places and spaces by promoting accessibility, inclusivity, and a sense of belonging for everyone in our community.	✓	✓	

WELLBEING DOMAINS	COMMUNITY INDICATORS	
Connection 	1.1.1	<ul style="list-style-type: none"><li>Percentage of residents that live within 400 metre walking distance to a local park or other public open space</li><li>Percentage of deemed quality open space</li><li>Survey respondents agreed there are plenty of accessible open spaces in the neighbourhood</li></ul>
Connection Health 	1.1.2	<ul style="list-style-type: none"><li>Overall quality of life in Maitland</li><li>Community infrastructure index score</li><li>Survey respondents agreed that medical, mental health and social services are accessible and adequate</li><li>Survey respondents agreed that sporting facilities and active lifestyle opportunities in the area meet their needs</li><li>Medical practitioners per 1,000 population</li></ul>
Housing 	1.1.3	<ul style="list-style-type: none"><li>Percentage of diverse housing options (detached houses, apartments, townhouses)</li><li>Survey respondents agreed that there are diverse housing options available for everyone across Maitland LGA</li><li>Percentage of the population under rental stress</li><li>Percentage of the population under mortgage stress</li></ul>
Belonging Safety 	1.1.4	<ul style="list-style-type: none"><li>Survey respondents agreed that community spaces, neighbourhoods, and facilities are welcoming to all</li><li>Survey respondents agreed that Maitland community is welcoming and supportive of people with disability</li><li>Survey respondents agreed that it is easy for individuals with disability to access our public spaces, facilities, and programs</li><li>Survey respondents agreed they feel safe in their local neighbourhoods</li><li>Seven out of ten major instances of major offences remain stable or improve</li></ul>



More information on the indicators can be found in appendix two.



1.2 Integrated movement

We create an efficient and sustainable transport network, connecting people through well-maintained roads, planned traffic management, reliable public transport, and safe infrastructure for active movement.

1.2	INTEGRATED MOVEMENT	DELIVER	PARTNER	ADVOCATE
1.2.1	<b>Efficient and sustainable movement</b> Create long-term, sustainable transport and movement networks that connect different travel options, making it easier for our growing community to navigate efficiently and conveniently.	✓	✓	
1.2.2	<b>Connected active transport</b> Establish a safe network of connected pathways and cycleways to maximise access to key destinations and facilities.	✓	✓	✓
1.2.3	<b>Safe and efficient road networks</b> Ensure safe, efficient, functional and connected roads that facilitate seamless travel and connectivity throughout our community.	✓	✓	✓

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<b>Connection</b> 	1.2.1	<ul style="list-style-type: none"><li>• How easy is it for you to get to the places you need to go within Maitland?</li><li>• Percentage of housing within 800 metres of a train station or 400 metres of a bus stop</li><li>• What would encourage you to use public or active transport (walking, cycling) more frequently?</li></ul>
	1.2.2	<ul style="list-style-type: none"><li>• Number of suburbs with a walk score above 50 (somewhat walkable – some errands can be accomplished on foot)</li><li>• Percentage of total trips where residents are using a car as mode of transport</li><li>• Percentage of residents using active and public transport options</li><li>• Percentage of accessible pathways that connect you to a destination or facility</li></ul>
<b>Safety</b> 	1.2.3	<ul style="list-style-type: none"><li>• Smoothness score for Maitland’s roads</li><li>• Road safety – number of crashes</li></ul>

More information on the indicators can be found in appendix two.







# Sustainable Maitland

Working together to commit to environmental stewardship and community resilience, centred around strong connections to nature and ensuring our communities thrive.

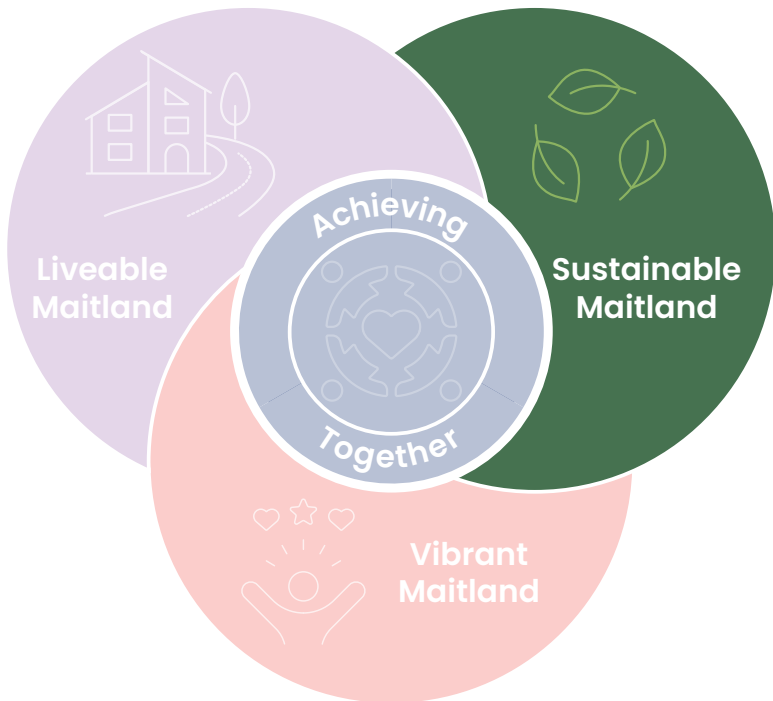


A Sustainable Maitland is about caring for our natural environment while proactively planning for future challenges. It means maintaining access to high-quality bushland, wetlands, and waterways for passive recreation, staying cool during hot summers, and preparing for natural hazards like floods, storms, bushfires, and drought.

Our Council leads by example in environmental practices, supporting the community in reducing environmental impacts and avoiding waste.

## 2.1 Valuing our natural environment

## 2.2 Sustainable and resilient communities



## 2.1 Valuing our natural environment

We value and enhance our natural environment to ensure a thriving community and resilient ecosystems. By nurturing our bushlands, wetlands, and waterways we support biodiversity, improve public health, create economic opportunities and maintain the natural beauty of our surroundings.

2.1	VALUING OUR NATURAL ENVIRONMENT	DELIVER	PARTNER	ADVOCATE
2.1.1	<b>Functional biodiversity corridors</b> Establish and maintain functional biodiversity corridors to support wildlife movement, enhance ecosystem health, and promote a balanced natural environment.	✓	✓	
2.1.2	<b>Natural spaces</b> Protect important natural spaces to ensure a thriving ecosystem and community wellbeing.	✓	✓	
2.1.3	<b>Environment engagement</b> Enhance community participation in environmental events and volunteering to foster ownership, pride and connection to our natural surroundings.	✓	✓	
2.1.4	<b>Waterway management</b> Manage and maintain comprehensive waterways that include stormwater drainage, floodplains, wetlands, and our river, aiming to protect the environment, enhance community safety, and support the overall wellbeing of our community.	✓	✓	

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<div>Sustainability</div> <div></div>	2.1.1	<ul style="list-style-type: none"><li>Hectares of bushland revegetated each year and in total</li><li>Hectares of native vegetation in the LGA</li><li>Number of recorded flora and fauna species</li></ul>
	2.1.2	<ul style="list-style-type: none"><li>Total protected land area</li><li>Survey respondents agreed that the natural environments and green spaces are well preserved</li><li>Percentage of tree canopy cover in residential areas preserved</li></ul>
	2.1.3	<ul style="list-style-type: none"><li>Participation in community conservation events</li><li>Number of members of landcare groups</li></ul>
	2.1.4	<ul style="list-style-type: none"><li>Water Quality Report Card</li><li>Waterway health</li></ul>


More information on the indicators can be found in appendix two.



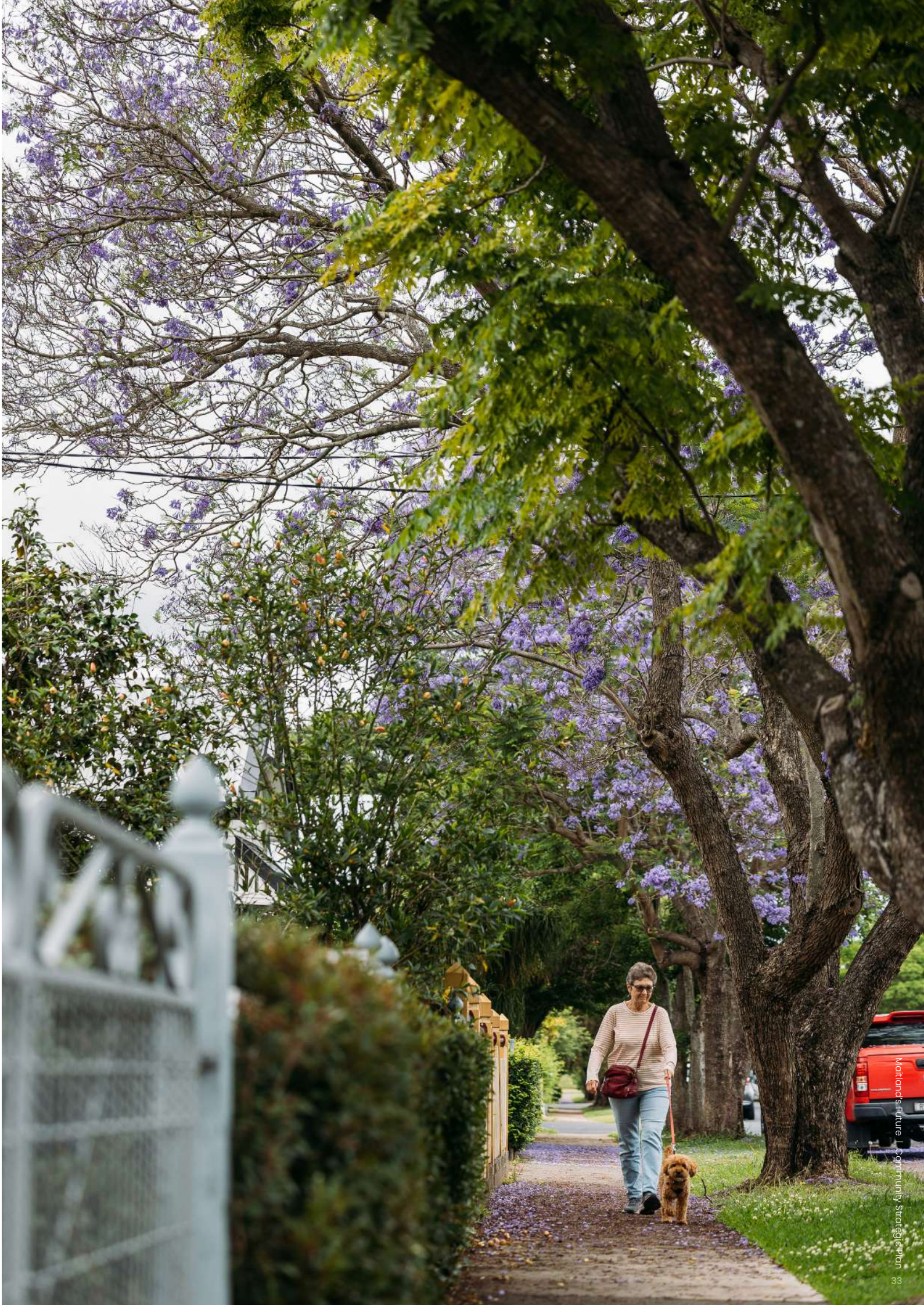
2.2 Sustainable and resilient communities

We build sustainable, resilient communities by reducing reliance on non-renewable energy, improving resource efficiency, embracing a circular economy, and empowering residents to create vibrant, green neighbourhoods that enhance wellbeing.

2.2	SUSTAINABLE AND RESILIENT COMMUNITIES	DELIVER	PARTNER	ADVOCATE
2.2.1	<b>Sustainable leadership</b> Champion sustainable practices and set a precedent for environmental responsibility and climate change mitigation. We inspire and guide others through actions and plans to foster a culture of sustainability and achieving enhanced resilience.	✓		
2.2.2	<b>Living sustainably</b> Foster practices that reduce environmental impact and promote resource efficiency across all aspects of daily life, including the development of a sustainable built environment. Our outcome is a community that embraces sustainable habits, designs, and opportunities, leading to improved ecological health and a higher quality of life for all communities.		✓	✓
2.2.3	<b>Prepared communities</b> Increase community preparedness for climate change and natural hazards such as floods, heat, bushfires, and drought.	✓	✓	
2.2.4	<b>Circular economy</b> Contribute to a shift towards a circular economy, conserving resources, maximising the value of materials, and creating markets for reused, recycled and recovered resources and products.	✓	✓	

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<div>Sustainability</div> <div></div>	2.2.1	<ul style="list-style-type: none"><li>• Reduce greenhouse gas emissions by 50 per cent by 2030</li><li>• Percentage of goods and services procured that meet sustainability criteria, including environmentally friendly and ethically sourced products.</li><li>• Percentage of projects that use sustainable practise</li></ul>
	2.2.2	<ul style="list-style-type: none"><li>• Number of solar electricity customers (residential and commercial)</li><li>• Average residential water consumption</li></ul>
	2.2.3	<ul style="list-style-type: none"><li>• Survey respondents agreed that their household is prepared for natural disasters in the Maitland area</li></ul>
	2.2.4	<ul style="list-style-type: none"><li>• Waste diversion rate</li></ul>

More information on the indicators can be found in appendix two.







# Vibrant Maitland

Working together to create opportunities for growth, connection, and participation, shaping a city where people belong and thrive.



A Vibrant Maitland is defined by a dynamic environment fostering opportunities for work, personal growth, and engaging activities, enriching daily experiences and the overall wellbeing of its residents. It's dedicated to fostering a diverse and resilient economy supporting a wide variety of job opportunities and business growth.

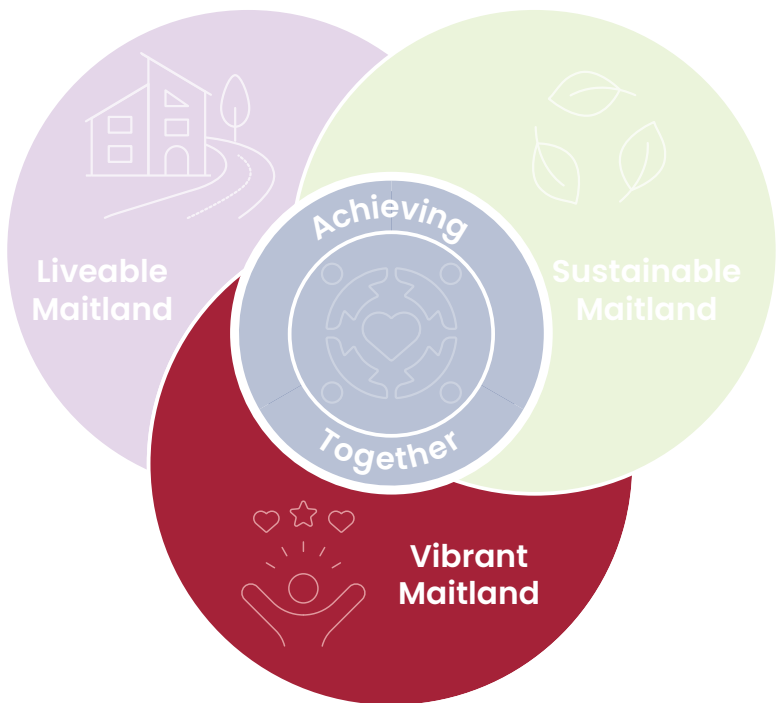
By cultivating partnerships and creating an inviting atmosphere for business attractions, we ensure our community remains a vibrant hub for innovation.

Our commitment to providing a rich array of activities and amenities enhances the quality of life, making Maitland a place where people can live, work and thrive.

## 3.1 Diverse local economy

## 3.2 Welcoming communities

## 3.3 City shaping partnerships



## 3.1 Diverse local economy

We leverage our city's connections, to attract investment, foster innovation, and create thriving precincts that generate future jobs.

3.1	DIVERSE LOCAL ECONOMY	DELIVER	PARTNER	ADVOCATE
3.1.1	<b>Investment attraction</b> To attract investment by positioning Maitland as an innovative, well-connected city that is easy to do business. Driving economic growth, enhance infrastructure, and create opportunities that benefit both investors and the broader community.		✓	✓
3.1.2	<b>Strengthened and diversified precincts</b> Strengthen and expand our existing business precincts by empowering local providers and developing new strategic areas, ensuring that our community has access to diverse and meaningful job opportunities to support its growth.	✓	✓	✓
3.1.3	<b>Future skill</b> Partner with and support educational institutions, training providers and industries to ensure our community has the necessary knowledge, skills, qualifications, and innovative capabilities to enhance future employment opportunities.		✓	✓

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<b>Economic</b> 	3.1.1	<ul style="list-style-type: none"><li>Survey respondents agreed that there are meaningful employment opportunities across Maitland</li><li>Maitland LGA unemployment rate</li><li>Number of employment opportunities offered within the LGA</li><li>Local jobs ratio</li></ul>
	3.1.2	<ul style="list-style-type: none"><li>Number of jobs created in strategic and business hubs</li><li>Number of strategic and business hubs</li></ul>
<b>Education</b> 	3.1.3	<ul style="list-style-type: none"><li>Skilled labour pool with an education of diploma and above</li><li>Education levels of over 15 year olds</li><li>Percentage of youth not involved in education or work</li></ul>

More information on the indicators can be found in appendix two.



3.2 Welcoming communities

We create inclusive, welcoming communities where connections thrive and everyone has equitable access. We honour our history while embracing the future, celebrating arts, culture, sport, and diversity to enrich community life, foster belonging, and strengthen our shared identity.

3.2	WELCOMING COMMUNITIES	DELIVER	PARTNER	ADVOCATE
3.2.1	<b>Celebrate diversity and culture</b> We acknowledge and celebrate our diverse communities by embracing all forms of heritage and culture. Through inclusive experiences and connections, we foster understanding, pride, and a shared sense of identity.	✓	✓	
3.2.2	<b>City activation and presentation</b> We create vibrant, well-presented places that reflect our community’s pride and identity. Through events, activities, and lively precincts, we bring people together to celebrate, connect, and enjoy shared experiences.	✓	✓	
3.2.3	<b>Aboriginal and Torres Strait Islander connections</b> We respect the deep connection of Aboriginal people to the land and honour the rich cultures of both Aboriginal and Torres Strait Islander peoples by actively supporting reconciliation, acknowledging their diverse histories, and building strong relationships. Through engagement and collaboration, we aim to foster mutual respect and understanding.	✓	✓	
3.2.4	<b>Community connections</b> Support initiatives and services promoting social inclusion, provide lifelong learning opportunities and connect our community to information, knowledge and ideas.	✓	✓	✓

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<b>Belonging</b> 	3.2.1	<ul style="list-style-type: none"><li>Survey respondents agreed they were satisfied with heritage conservation efforts</li><li>Survey respondents agreed that they are satisfied with community and cultural programs</li><li>Value of grants received for culture and heritage</li><li>Survey respondents agreed the Maitland community is welcoming to people from different cultures</li><li>Percentage of the community that are from multi-cultural backgrounds</li></ul>
	3.2.2	<ul style="list-style-type: none"><li>Survey respondents were satisfied with place activation</li><li>Survey respondents were satisfied with the promotion of the city</li><li>Survey respondents were satisfied with festival and major events</li><li>Survey respondents were satisfied with the maintenance of local parks and gardens</li></ul>
	3.2.3	<ul style="list-style-type: none"><li>Engage with Aboriginal communities through our community satisfaction survey</li></ul>
<b>Belonging Connection Time Health</b> 	3.2.4	<ul style="list-style-type: none"><li>Survey respondents agreed the Maitland residents feel connected to the local community</li><li>Australian Digital Inclusion Index for Maitland</li><li>Percentage of population in volunteering work</li><li>Survey respondents agreed that they are satisfied with their mental and physical health</li></ul>

More information on the indicators can be found in appendix two.

3.3 City shaping partnerships

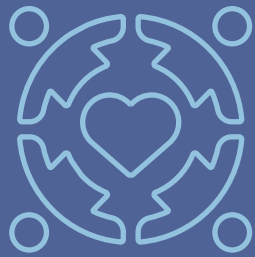
We advance advocacy and build strategic partnerships by actively engaging with stakeholders, aligning shared goals, leveraging grant funding, and driving collaborative initiatives to enhance connectivity within our city and across the region.

3.3	CITY SHAPING PARTNERSHIPS	DELIVER	PARTNER	ADVOCATE
3.3.1	<b>Growth opportunities</b> To optimise growth opportunities by leveraging grant funding, fostering regional collaboration, and aligning with our shared vision of a connected city, ensuring sustainable development that enhances community connectivity and regional integration.	✓	✓	✓
3.3.2	<b>Advocacy and partnerships</b> To advance advocacy and build strategic partnerships by actively engaging with stakeholders, aligning shared goals, and driving collaborative initiatives. To ensure we amplify community voices, influence positive change, and harness collective resources.	✓	✓	✓

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<b>Economic</b> 	3.3.1	<ul style="list-style-type: none"><li>Value of residential building approvals including Development Applications/Complying Development Certificates and State Significant Developments</li><li>Value of non-residential building approvals including Development Applications/Complying Development Certificates and State Significant Developments</li><li>Value of grant investment in the city</li></ul>
	3.3.2	<ul style="list-style-type: none"><li>Number of meetings held by our Community Committees</li><li>Number of meetings held to discuss our advocacy position</li><li>Number of Hunter Joint Organisation meetings attended</li></ul>

More information on the indicators can be found in appendix two.





# Achieving Together

Working together to foster a culture built on trust, empowering an engaged workforce that embraces change.



Achieving Together in Maitland is defined by building trust and fostering collaboration to create a resilient and prosperous future.

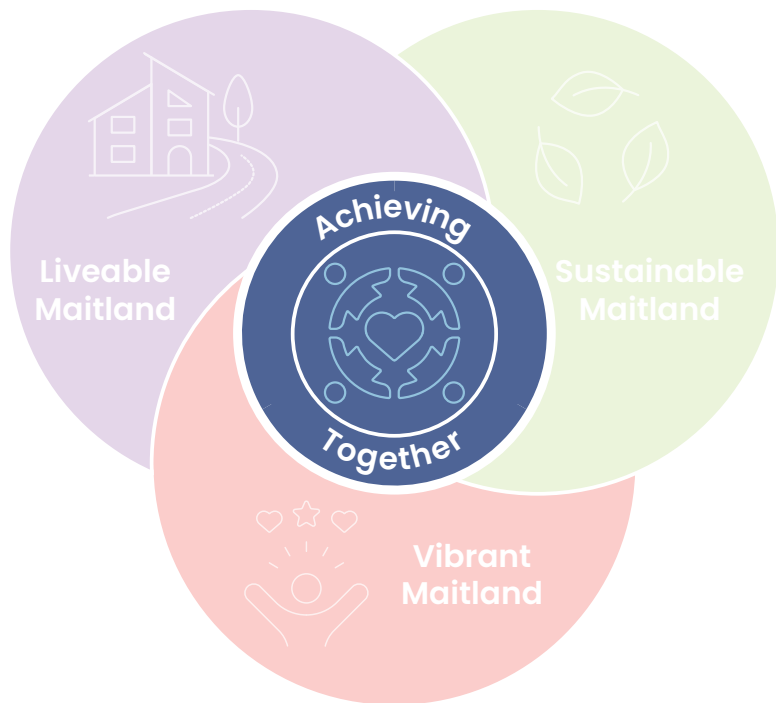
It's about having an engaged workforce committed to our shared goals and ensuring financial sustainability through prudent management and innovative practices. Using data and informed planning, we can navigate challenges and seize opportunities effectively.

Our shared vision can only be realised if we work together, harnessing the collective strength of our community. In turn enhancing liveability, sustainability, wellbeing, and economic vitality, creating a balanced environment where all aspects of life support each other seamlessly.

## 4.1 Trusted services

## 4.2 Engaged workforce

## 4.3 Resilient future



## 4.1 Trusted services

We build trusted services through transparent decision making informed by meaningful consultation and engagement.

4.1	TRUSTED SERVICES	DELIVER	PARTNER	ADVOCATE
4.1.1	<b>Meaningful consultation and engagement</b> Foster meaningful consultation and engagement by actively involving stakeholders in decision making processes, ensuring their voices are heard. This will strengthen trust and collaboration, leading to more informed and effective outcomes for all.	✓		
4.1.2	<b>Trusted customer experience</b> Deliver a trusted customer experience by providing reliable, transparent, and responsive services that meet the needs and expectations of our community. This approach builds confidence and fosters lasting relationships with our customers.	✓		
4.1.3	<b>Transparent decision making</b> Ensure transparent decision making to build trust, accountability and integrity within the community, fostering a culture of openness and responsible leadership.	✓		

WELLBEING DOMAINS	COMMUNITY INDICATORS	
	4.1.1	<ul style="list-style-type: none"><li>Survey respondents agreed that Council effectively understands and responds to the needs of the community</li><li>Survey respondents agreed that Council provides them with opportunities to participate in the planning and decision making processes</li><li>Number of people engaged on projects</li><li>Number of visits to engagement portal</li></ul>
	4.1.2	<ul style="list-style-type: none"><li>Customer Satisfaction Score (CSAT)</li><li>Survey respondents were satisfied with the way their contact was handled</li><li>Survey respondents were satisfied with the range of online services available</li></ul>
	4.1.3	<ul style="list-style-type: none"><li>Survey respondents agreed that they are satisfied with the level of communication</li><li>Survey respondents agreed that Council is honest and transparent</li></ul>

More information on the indicators can be found in appendix two.



4.2 Engaged workforce

We foster an engaged workforce committed to development and growth, ensuring the wellbeing of our people.

4.2	ENGAGED WORKFORCE	DELIVER	PARTNER	ADVOCATE
4.2.1	<b>Excellence in leadership</b> Equip our leaders with the skills and vision needed to drive meaningful change and foster innovation. Leading with integrity and effectively navigate complex challenges to contribute to the success and growth of Maitland.	✓		
4.2.2	<b>Collaborative organisation</b> Build a culture that listens and encourages empathy, understanding and willingness to help our customers and colleagues.	✓	✓	
4.2.3	<b>Development and growth of our people</b> Plan for our future workforce to ensure we have developed and engaged people to deliver on our community’s priorities. Put our people first and strive to create a positive employee experience.	✓		

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<b>Governance</b> 	4.2.1	<ul style="list-style-type: none"><li>Retention rate of high-performing employees</li><li>360-degree leadership profiles completed</li><li>Employee wellbeing score from employee survey</li><li>Percentage of employees agree that leadership supports development and performance (Executive Leadership Team level)</li></ul>
	4.2.2	<ul style="list-style-type: none"><li>Employee satisfaction with cross-knowledge and collaboration</li><li>Number of information sharing sessions and collaboration opportunities within internal panels and committees</li><li>Participation rate with employee survey</li></ul>
	4.2.3	<ul style="list-style-type: none"><li>Participation rates in study assistance</li><li>Internal Promotion rate</li><li>Retention rate of all staff</li><li>Percentage of employees that completed two structured development discussions annually</li></ul>

More information on the indicators can be found in appendix two.

4.3 Resilient future

We create a resilient future through informed planning, leveraging innovation, technology and data to foster change.

4.3	RESILIENT FUTURE	DELIVER	PARTNER	ADVOCATE
4.3.1	<b>Informed planning</b> Undertake a holistic approach to planning that reflects community needs and aspirations, delivering current and future services sustainably while making sound financial decisions aligned with Maitland’s risk management framework and long-term planning.	✓		
4.3.2	<b>Culture of improvement and innovation</b> Encourage innovation and a culture of improvement to enhance overall performance, efficiency and effectiveness of products and services provided to the community.	✓		
4.3.3	<b>Leverage technology and data</b> Utilise the digital transformation of the organisation to drive innovative approaches and insights using quality data to make strategic decisions that align with <b>our shared vision</b> , provide consistency and transparency, and promote a culture of improvement.	✓		

WELLBEING DOMAINS	COMMUNITY INDICATORS	
<b>Governance</b> 	4.3.1	<ul style="list-style-type: none"><li>Number of financial ratios met</li><li>Survey respondents were satisfied with long term planning for the city</li></ul>
	4.3.2	<ul style="list-style-type: none"><li>Number of new initiatives, projects, or ideas aimed at process or service improvement within a specific period</li><li>Employee satisfaction with the innovation culture</li></ul>
	4.3.3	<ul style="list-style-type: none"><li>Employee satisfaction with technology</li></ul>

More information on the indicators can be found in appendix two.



# Appendix

## 1. How to read Maitland's Future

### A connected city with thriving communities

**Our shared vision**  
Our shared vision for our community


**Priority**  
A key area of focus within a focus area that defines what needs to be addressed to drive progress and deliver a meaningful outcome.

**Council's role**  
Deliver, partner or advocate.

**Objective**  
A specific and measurable outcome that supports the achievement of a priority, and providing clear direction for actions and initiatives.

**Community Indicators**  
Community indicators measure wellbeing to ensure we're making meaningful progress toward our shared vision. They highlight areas needing improvement and show how changes positively impact daily life. This helps us stay focused on improving quality of life and meeting the unique needs of our community.

**Focus area**  
Core focus areas that support and guide the achievement of our shared vision.



### Liveable Maitland

Working together to foster strong connections, quality infrastructure, and efficient mobility. Enhancing how we live, move, and connect with people and place.

A Liveable Maitland is defined by a high quality of life that centres around community wellbeing and daily experiences. It's about creating walkable and bike friendly neighbourhoods, where public spaces are inviting and safe for all ages. Access to essential services like healthcare, education, and community facilities is crucial, ensuring every person can live comfortably.

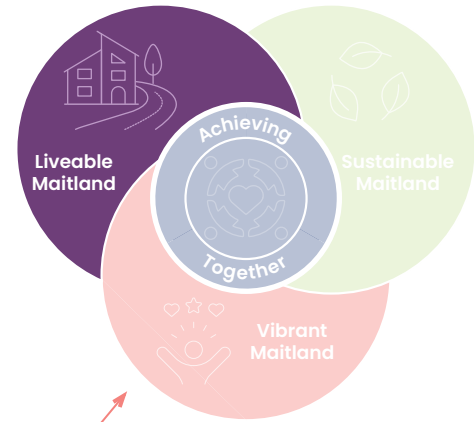
It's about creating a welcoming, inclusive environment where people feel they belong, supported by integrated transport that connects residents to services, jobs, and each other.

Affordable housing options and diverse cultural amenities foster a sense of belonging and inclusivity. To achieve true liveability, Maitland must harmonise environmental sustainability and economic vitality, creating a balanced where all aspects of life complement each other seamlessly.

Maitland's Future | Community Strategic Plan 26



1.1 Great neighbourhoods  
1.2 Integrated movement





**Focus areas**  
The success of Maitland is not just about the individual focus areas but how they overlap, connect, and support each other. A truly sustainable city needs to be liveable, a vibrant economy relies on sustainability, and achieving together ensures that all elements work in harmony and point to the vision and say our shared vision for our community

#### 1.1 Great neighbourhoods

We are committed to creating great neighbourhoods that thrive on connectivity by offering a mix of housing, accessible open spaces, and essential services. Together, we aim to ensure a high quality of life for everyone.

1.1	GREAT NEIGHBOURHOODS	DELIVER	PARTNER	ADVOCATE
1.1.1	<b>Quality open space network</b> Develop a network of quality open spaces that seamlessly connects residents to accessible, walkable parks, recreational areas, streetscapes and natural landscapes, ensuring ease of access, enhanced community wellbeing, and increased usage of outdoor spaces.	✓		
1.1.2	<b>Connected living</b> Create and maintain neighbourhoods where residents can connect to essential facilities and community infrastructure, fostering a sense of community, enhancing convenience, and improving overall quality of life.	✓	✓	✓
1.1.3	<b>Housing diversity</b> Facilitate affordable and diverse housing options to ensure everyone has a place to call home in all stages of life.		✓	✓
1.1.4	<b>Inclusive public places and spaces</b> Ensure that people of all abilities can connect safely and fully enjoy our public places and spaces by promoting accessibility, inclusivity, and a sense of belonging for everyone in our community.	✓	✓	

WELLBEING DOMAINS	COMMUNITY INDICATORS
 Connection	1.1.1 <ul style="list-style-type: none"><li>Percentage of residents that live within 400 metre walking distance to a local park or other public open space</li><li>Percentage of deemed quality open space</li><li>Survey respondents agreed there are plenty of accessible open spaces in the neighbourhood</li></ul>
 Connection Health	1.1.2 <ul style="list-style-type: none"><li>Overall quality of life in Maitland</li><li>Community infrastructure index score</li><li>Survey respondents agreed that medical, mental health and social services are accessible and adequate</li><li>Survey respondents agreed that sporting facilities and active lifestyle opportunities in the area meet their needs</li><li>Medical practitioners per 1,000 population</li></ul>
 Housing	1.1.3 <ul style="list-style-type: none"><li>Percentage of diverse housing options (detached houses, apartments, townhouses)</li><li>Survey respondents agreed that there are diverse housing options available for everyone across Maitland LGA</li><li>Percentage of the population under rental stress</li><li>Percentage of the population under mortgage stress</li></ul>
 Belonging Safety	1.1.4 <ul style="list-style-type: none"><li>Survey respondents agreed that community spaces, neighbourhoods, and facilities are welcoming to all</li><li>Survey respondents agreed that Maitland community is welcoming and supportive of people with disability</li><li>Survey respondents agreed that it is easy for individuals with disability to access our public spaces, facilities, and programs</li><li>Survey respondents agreed they feel safe in their local neighbourhoods</li><li>Seven out of ten major instances of major offences remain stable or improve</li></ul>

More information on the indicators can be found in appendix two.

Maitland's Future | Community Strategic Plan 27



2. Maitland’s Future indicators



Key:  
Increasing ▲ Decreasing ▼ Maintain ► New ★

“What gets measured, gets improved.”


– Peter Drucker

FOCUS AREA	WELLBEING DOMAINS	PRIORITY		OBJECTIVE		COMMUNITY INDICATORS	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Liveable Maitland		1.1	Great neighbourhoods	1.1.1	Quality open space network	Percentage of residents that live within 400 metre walking distance to a local park or other public open space	Increasing	▲	✓			96%	Is crucial for ensuring equitable access to green spaces which promotes physical activity, social connections, environmentally friendly behaviors and improves mental wellbeing. It informs better planning decisions and supports inclusive development by ensuring parks are distributed fairly across all neighborhoods.	MCC GIS data
		1.1	Great neighbourhoods	1.1.1	Quality open space network	Percentage of deemed quality open space	Increasing	▲	✓			This is a new measure, and work will need to be completed within the Community Infrastructure Strategy to define quality standards before it can be assessed.	Measuring quality is important to ensure the open space is truly usable and accessible. High quality parks provide accessible safe spaces that are well maintained for recreation and social activities. By focusing on quality we ensure that open space meets the needs of all residents and offers functional areas for exercise, play, and community gatherings without limited use. This approach helps create spaces that are enjoyable and beneficial for everyone.	MCC GIS data
		1.1	Great neighbourhoods	1.1.1	Quality open space network	Survey respondents agreed there are plenty of accessible open spaces in the neighbourhood	Increasing	▲	✓			72%	By focusing on quality we ensure that open space meets the needs of all residents and offers functional areas for exercise, play, and community gatherings without limited use. This approach helps create accessible spaces that are enjoyable and beneficial for everyone.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.2	Connected living	Overall quality of life in Maitland	Increasing	▲	✓	✓		90%	Is essential to inform decisions that address community needs, track progress on strategic goals, and ensure sustainable development that enhances residents' wellbeing. It also helps identify areas for improvement, fostering a more connected and thriving city.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.2	Connected living	Community infrastructure index score: percentage of residents that live within defined walking distance of community facilities, public transport (train stations and bus stops), recreation facilities, local centres, and parks	Increasing	▲	✓	✓		Within 1.2km recreation facilities: Community facilities (libraries, community centres, senior citizen centres - 38%) Recreation facilities (sportsgrounds, skateparks, playgrounds, pools - 83%) Local centres (retail areas - 56%) Parks and reserves - 96% Within 400m: Public Transport (railway, ferry, bus, light rail - 91% as at March 2022)	Social inclusion refers to people's ability to participate adequately in society through access to social infrastructure such as community facilities, transport and green spaces. Lack of access can result in barriers that make it difficult or impossible for people to participate fully in society.	MCC GIS data




FOCUS AREA	WELLBEING DOMAINS	PRIORITY		OBJECTIVE		COMMUNITY INDICATORS	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Liveable Maitland	<b>Health</b> 	1.1	Great neighbourhoods	1.1.2	Connected living	Survey respondents agreed that medical, mental health and social services are accessible and adequate	Increasing	▲		✓	✓	38%	Accessible and high quality services allow residents to get timely care which reduces health disparities and prevents issues from worsening. Adequate services support mental health, social stability, and overall community resilience, particularly for vulnerable populations. By assessing access and adequacy, we can identify gaps and advocate for allocating resources more effectively. As result this can improve service delivery to meet the diverse needs of the population, fostering a healthier and more inclusive community.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.2	Connected living	Survey respondents agreed that sporting facilities and active lifestyle opportunities in the area meet their needs	Increasing	▲			✓	69%	Our lifestyles have a big impact on our wellbeing and preventive health through participation in sport and physical activities has a big role to play in improving health outcomes.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.2	Connected living	Medical practitioners per 1,000 population	Increasing	▲			✓	New	The ratio of medical practitioners available when compared to our communities population is important as it can directly affect health outcomes. A higher ratio ensures the population can access a practitioner in a timely manner and that medical services can be provided without the requirement to travel or wait to obtain care.	MCC GIS Data
	<b>Housing</b> 	1.1	Great neighbourhoods	1.1.3	Housing diversity	Percentage of diverse housing options (detached houses, apartments, townhouses)	Increasing	▲		✓	✓	12.6%	Measuring housing diversity and a mix of housing options is important to ensure that a community meets the varying needs of its residents. A diverse housing stock supports affordability, inclusivity, and long term sustainability by offering choices that accommodate different life stages, income levels, and preferences. Tracking housing diversity also helps us address future growth and demographic changes effectively.	ABS 2021
		1.1	Great neighbourhoods	1.1.3	Housing diversity	Survey respondents agreed that there are diverse housing options available for everyone across Maitland LGA	Increasing	▲		✓	✓	27%	Diversity and a mix of housing options is important to ensure that a community meets the varying needs of its residents, from young families to seniors, and from low income to high income households.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.3	Housing diversity	Percentage of the population under rental stress	Decreasing	▼		✓	✓	35%	Indicator of financial pressure on households as it reflects how many people are struggling to meet their home loan repayments. High levels of mortgage and rental stress can signal broader economic challenges, such as rising living costs, stagnant wages, or housing affordability issues. Understanding this helps us identify vulnerable groups, guide housing affordability initiatives, and address potential social issues like housing insecurity or financial hardship. Monitoring this metric enables better planning to support economic stability and community wellbeing. Calculated by households with rent repayments greater than 30% of household income.	ABS 2021
		1.1	Great neighbourhoods	1.1.3	Housing diversity	Percentage of the population under mortgage stress	Decreasing	▼		✓	✓	11%	Indicator of financial pressure on households as it reflects how many people are struggling to meet their home loan repayments. High levels of mortgage and rental stress can signal broader economic challenges, such as rising living costs, stagnant wages, or housing affordability issues. Understanding this helps us identify vulnerable groups, guide housing affordability initiatives, and address potential social issues like housing insecurity or financial hardship. Monitoring this metric enables better planning to support economic stability and community wellbeing. Calculated by households with mortgage repayments greater than 30% of household income.	ABS 2021



FOCUS AREA	WELLBEING DOMAINS	PRIORITY		OBJECTIVE		COMMUNITY INDICATORS	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Liveable Maitland	<b>Belonging</b> 	1.1	Great neighbourhoods	1.1.4	Inclusive public places and spaces	Survey respondents agreed that community spaces, neighbourhoods, and facilities are welcoming to all	Increasing	▲	✓			68%	Ensures inclusivity and promotes a sense of belonging among residents. When spaces are designed to be welcoming they encourage diverse groups to engage, participate, and connect with one another to foster social cohesion and community spirit. Understanding how different demographics perceive these spaces helps identify barriers to access and participation to allow for targeted improvements that enhance usability and comfort.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.4	Inclusive public places and spaces	Survey respondents agreed that Maitland community is welcoming and supportive of people with disability	Increasing	▲	✓	✓		62%	Helps identify strengths and areas for improvement in inclusivity. This feedback is essential for shaping policies and initiatives that foster a more accessible and supportive environment for all residents.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.4	Inclusive public places and spaces	Survey respondents agreed that it is easy for individuals with disability to access our public spaces, facilities, and programs	Increasing	▲	✓			46%	It is important for ensuring that all residents, regardless of their abilities or circumstances, can fully participate in community life. Accessibility impacts not only physical access to buildings and public spaces but also the ability to use services, engage in social activities, and access essential resources like healthcare and education. By assessing accessibility, we can identify barriers and implement improvements to promote inclusivity and equity. This helps create a supportive environment for people with disabilities, seniors, and other	MCC satisfaction survey
	<b>Safety</b> 	1.1	Great neighbourhoods	1.1.4	Inclusive public places and spaces	Survey respondents agreed that they feel safe in their local neighbourhoods	Increasing	▲	✓	✓		66%	A positive perception of safety encourages people to participate in outdoor activities, socialise, and use public spaces to foster a sense of community. Conversely, concerns about safety can lead to isolation, reduced physical activity, and decreased trust among neighbors. By understanding residents' perceptions it allows local governments to identify areas of concern and implement targeted measures to improve safety, such as better lighting, increased police presence, or community programs.	MCC satisfaction survey
		1.1	Great neighbourhoods	1.1.4	Inclusive public places and spaces	Seven out of ten major instances of major offences remain stable or improve	Maintain	►		✓	✓	Stable	Provides valuable insights into community safety, helping residents understand how secure their neighborhoods are. This data enables us to advocate and partner to develop community programs to areas with higher crime.	<a href="https://crimetool.bocsar.nsw.gov.au/bocsar/">crimetool.bocsar.nsw.gov.au/bocsar/</a>
	<b>Connection</b> 	1.2	Integrated movement	1.2.1	Efficient and sustainable movement	How easy is it for you to get to the places you need to go within Maitland?	New	★	✓	✓		New	Longer commutes or difficult access to essential services including work, schools, shops, or healthcare can increase stress. This can reduce the time available for family, leisure, and personal wellbeing. Understanding ease of access helps us identify gaps in transportation, infrastructure, and services which leads to better planning and more efficient connectivity. This can ultimately reduce travel time, enhance convenience, and improve overall community satisfaction and productivity.	MCC satisfaction survey
		1.2	Integrated movement	1.2.1	Efficient and sustainable movement	Percentage of housing within 800 metres of a train or 400 metres bus stop	Increasing	▲	✓	✓		91%	Proximity to public transport encourages its use, reducing reliance on cars, easing traffic congestion, and lowering carbon emissions. It also supports equity by ensuring that more people can easily reach work, education, healthcare, and other essential services. This data helps inform urban planning and infrastructure improvements, promoting sustainable and connected communities while enhancing the overall convenience and quality of life for residents.	MCC GIS data



FOCUS AREA	WELLBEING DOMAINS	PRIORITY		OBJECTIVE		COMMUNITY INDICATORS	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Liveable Maitland	<b>Connection</b> 	1.2	Integrated movement	1.2.1	Efficient and sustainable movement	What would encourage you to use public transport or active transport (walking, cycling) more frequently?	New	★	✓	✓		New	Understanding these factors helps us identify specific improvements or initiatives that can enhance the appeal and usability of transportation options. This information can inform decisions about infrastructure investments such as better pathways, increased public transport frequency, improved safety measures, or educational programs. Ultimately, addressing these factors can lead to higher rates of public and active transport use which will promote healthier lifestyles, reduce traffic congestion, and lower environmental impacts.	MCC satisfaction survey
		1.2	Integrated movement	1.2.2	Connected active transport	Number of suburbs with a walk score above 50 (somewhat walkable – some errands can be accomplished on foot)	Increasing	▲	✓	✓		2	Assesses how easily residents can access essential services, amenities, and public transport on foot. A high walk score promotes healthier lifestyles by encouraging walking, reduces reliance on cars, and lowers traffic congestion and pollution. It also improves social connectivity, making neighborhoods more vibrant and livable. By tracking walk scores we can identify areas that need better infrastructure, such as pathways or local amenities to create a more walkable, sustainable, and accessible communities.	Walkscore.com
		1.2	Integrated movement	1.2.2	Connected active transport	Percentage of total trips where residents are using a car as mode of transport	Decreasing	▼		✓	✓	Vehicle Passage 35.3 % Vehicle driver 52.7%"	We measure vehicle drives and passenger numbers to understand movement trends across the city and track how they change over time. This helps us see shifts in travel behaviour, such as increased use of public transport, cycling, or walking, and assess the effectiveness of transport strategies. By monitoring these trends, we can make informed decisions to support sustainable transport options, reduce congestion, and improve mobility for the community.	Transport NSW data by LGA
		1.2	Integrated movement	1.2.2	Connected active transport	Percentage of residents using active and public transport options	Increasing	▲		✓	✓	9.8%	Helps gauge the effectiveness of public transportation infrastructure and how well it meets the needs of the community. A high percentage of active and public transport use promotes healthier lifestyles, reduces traffic congestion, and lowers environmental impacts like carbon emissions. It also reflects how accessible and reliable public transport is, especially for people without private vehicles. This data helps guide urban planning, improve transport services, and support sustainability goals, creating a more efficient and connected city.	NSW Transport – Household Travel Survey (HTS)
		1.2	Integrated movement	1.2.2	Connected active transport	Percentage of accessible pathways that connect you to a destination or facility	Increasing	▲	✓	✓		New	Well connected pathways promote walking and cycling which makes it easier for residents to reach key services, amenities, and public spaces. This enhances accessibility, reduces reliance on cars, and supports healthier lifestyles. Understanding how well pathways link to destinations helps local governments plan improvements to ensure communities are walkable, inclusive, and better connected to essential facilities like schools, parks, shops, and public transport.	MCC satisfaction survey
	<b>Safety</b> 	1.2	Integrated movement	1.2.3	Safe and efficient road networks	Smoothness score for Maitland's roads	New	★	✓			New	Reflects the quality and condition of the road infrastructure which directly impacts driver safety, vehicle wear and tear, and overall travel comfort. Smoother roads reduces accidents, lowers maintenance costs for vehicles, and provide a better driving experience. Additionally, well maintained roads contribute to efficient traffic flow resulting in reducing travel time and fuel consumption. Monitoring the smoothness score helps us prioritise road maintenance and improvements to ensuring that roads are safe, reliable, and capable of supporting the community's growth and mobility needs.	MCC (International Roughness Index)
		1.2	Integrated movement	1.2.3	Safe and efficient road networks	Road safety – number of crashes	Decreasing	▼		✓	✓	112 (2023)	Helps identify dangerous areas or patterns, such as high risk intersections or times when accidents are more likely to occur. By understanding where and why crashes happen, we can implement targeted safety measures, such as better signage, road design changes, traffic calming solutions. The data captured allows us to advocate to State and Federal Government bodies for grants. Reducing the number of crashes also lowers injuries and fatalities which enhances public confidence in road systems, and contributes to a safer, more liveable community.	Transport NSW





THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Sustainable Maitland	Sustainable 	2.1	Valuing our natural environment	2.1.1	Functional biodiversity corridors	Hectares of bushland revegetated each year and in total	Maintain	►	✓	✓		85 hectares	Helps us track environmental restoration efforts, ensuring biodiversity is supported and ecosystems are rebuilt. This data also guides future conservation strategies and shows progress in achieving sustainability goals.	MCC - Environmental team
		2.1	Valuing our natural environment	2.1.1	Functional biodiversity corridors	Hectares of native vegetation in the LGA	Maintain	►	✓			8534 hectares	Crucial for monitoring ecosystem health and biodiversity. It also informs conservation efforts, land management practices, and helps track progress towards environmental goals.	Lider Data Consultant Report 2022
		2.1	Valuing our natural environment	2.1.1	Functional biodiversity corridors	Number of recorded flora and fauna species	Maintain	►	✓	✓		2,466	Crucial for monitoring ecosystem health and biodiversity. It also informs conservation efforts, land management practices, and helps track progress towards environmental goals.	EPBC Act 1995, Atlas of Living Australia
		2.1	Valuing our natural environment	2.1.2	Natural spaces	Total protected land area	Maintain	►	✓	✓		65 hectares	Helps safeguard natural habitats, preserve biodiversity, and maintain ecological balance. It also supports sustainable land management and demonstrates a commitment to long term environmental stewardship.	ABS Census 2021
		2.1	Valuing our natural environment	2.1.2	Natural spaces	Survey respondents agreed that the natural environments and green spaces are well preserved	Increasing	▲	✓			55%	Helps assess community perceptions of environmental quality and management efforts. Understanding this satisfaction level helps informs local policies and initiatives aimed at enhancing the protection and accessibility of these vital areas for residents.	MCC Community Satisfaction Survey
		2.1	Valuing our natural environment	2.1.2	Natural spaces	Percentage of tree canopy cover in residential areas	Increasing	▲	✓	✓		15.6%	Tree canopy provides essential environmental benefits, such as reducing urban heat and enhancing stormwater management by absorbing rainwater. A well established canopy also contributes to biodiversity by creating habitats for wildlife. In addition, trees improve the quality of life for residents by offering shade, cooling neighborhoods, and promoting mental wellbeing.	Lider Data Consultant Report 2022, 2024 GIS Data
		2.1	Valuing our natural environment	2.1.3	Environment engagement	Participation in community conservation events	Increasing	★	✓	✓		New	Is important for assessing community engagement and awareness regarding environmental stewardship. It helps gauge the effectiveness of outreach efforts and fosters a sense of ownership and responsibility among residents for local conservation initiatives.	Survey
		2.1	Valuing our natural environment	2.1.3	Environment engagement	Number of members of landcare groups	Increasing	▲	✓	✓		3	Measuring the number of Landcare groups in Maitland helps track community involvement in environmental stewardship and assess the impact of conservation efforts over time. It provides insights into volunteer engagement, the scale of local habitat restoration, and the effectiveness of sustainability initiatives. By monitoring these groups, we can identify trends, support their growth, and ensure resources are directed toward maintaining and enhancing Maitland's natural environment.	MCC - Environmental team
		2.1	Valuing our natural environment	2.1.4	Waterway management	Water quality report card	Increasing	▲	✓	✓		Hunter River Estuary - Overall Grade C - fair (2019-20)	Essential for assessing the health of local ecosystems and ensuring the safety of drinking water for residents. It also helps identify pollution sources, informs management strategies, and supports regulatory compliance to protect public health and the environment.	NSW Environment and Heritage quality monitoring program
		2.1	Valuing our natural environment	2.1.4	Waterway management	Waterway health	Increasing	▲	✓	✓		126 out of 160	Is crucial for understanding the ecological integrity of local water bodies and their ability to support biodiversity. It provides insights into the effectiveness of conservation efforts, helps identify pollution or degradation issues, and guides management practices to maintain clean and sustainable waterways for the community.	NSW estuaries for health



THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Sustainable Maitland	Sustainable 	2.2	Sustainable and resilient communities	2.2.1	Sustainable leadership	Reduce greenhouse gas emissions by 50 per cent by 2030	Decreasing	▼	✓	✓		10.3 tonnes per person (2019-2020)	Helps track how well communities are contributing to global climate goals, ensuring accountability and transparency in efforts to mitigate climate change. Measuring these targets guides policy decisions and resource allocation, allowing adjustments to be made to achieve the set goals. Ultimately, tracking the emissions reduction helps protect the environment, fosters resilience to climate impacts, and ensure a healthier future for current and future generations.	Maitland 2022/23 municipal emissions snapshot
		2.2	Sustainable and resilient communities	2.2.1	Sustainable leadership	Percentage of goods and services procured that meet sustainability criteria, including environmentally friendly and ethically sourced products	New	★	✓			New	Tracking this measure encourages sustainable procurement practices to help set a positive example for the community, and aligns purchasing decisions with broader environmental and social goals. This contributes to long term sustainability and ethical governance.	MCC internal data
		2.2	Sustainable and resilient communities	2.2.1	Sustainable leadership	Percentage of projects that use sustainable practise	New	★	✓			New	Demonstrates progress in integrating environmental responsibility into operations. It ensures accountability toward sustainability goals and fosters long term benefits for the community and the environment.	MCC internal data
		2.2	Sustainable and resilient communities	2.2.2	Living sustainably	Number of solar electricity customers (residential and commercial)	Increasing	▲		✓	✓	11,346	Demonstrates the community's shift toward renewable energy which reduces reliance on fossil fuels and lowering greenhouse gas emissions. It helps track progress in adopting clean energy solutions, contributing to environmental sustainability and climate change mitigation.	Ausgrid 2022-2023 Local Council Community Electricity Report
		2.2	Sustainable and resilient communities	2.2.2	Living sustainably	Average residential water consumption	Decreasing	▼		✓	✓	165.5 litres person per day 2021-22	Helps track the effectiveness of water conservation efforts and initiatives aimed at promoting sustainable water use. Lower water consumption reduces the strain on local water resources, ensuring a reliable supply for residents and ecosystems, especially during periods of drought or water scarcity.	Hunter Water
		2.2	Sustainable and resilient communities	2.2.3	Prepared communities	Survey respondents agreed that their household is prepared for natural disasters in the Maitland area	Increasing	▲	✓	✓		66%	Helps identify gaps in preparedness, enabling targeted education and resources to strengthen resilience. Tracking this also supports better planning for emergency services to ensure resources are directed to where they are most needed.	MCC Community Satisfaction Survey
		2.2	Sustainable and resilient communities	2.2.4	Circular economy	Waste diversion rate	Increasing	▲	✓	✓		38%	Tracks the percentage of waste kept out of landfills through recycling, composting, or reuse programs. A high diversion rate indicates effective waste management, reducing the environmental impact of landfills, lowering greenhouse gas emissions, and conserving natural resources. It also helps us identify areas where waste reduction efforts can be improved, promoting more sustainable behaviors in the community. By monitoring this rate, councils can evaluate the success of their waste initiatives, guide future policies, and work towards creating a cleaner, more sustainable environment.	MCC internal data





THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Vibrant Maitland	<b>Economic</b> 	3.1	Diverse local economy	3.1.1	Investment attraction	Survey respondents agreed that there are meaningful employment opportunities across Maitland	Increasing	▲		✓	✓	50%	Provides valuable insights into the community's perception of job availability and quality. Understanding these perceptions can help identify gaps in the job market and guide economic development strategies This can ensure that local initiatives align with the needs and expectations of residents, ultimately fostering a thriving and resilient local economy.	MCC satisfaction survey
		3.1	Diverse local economy	3.1.1	Investment attraction	Maitland LGA unemployment rate	Maintain	►		✓	✓	3.1%	The unemployment rate is defined as the percentage of unemployed workers in the total labour force. It is widely recognised as a key indicator of the performance of a place's labour market. The unemployment rate doesn't just impact those individuals who are jobless. The level and persistence of the factors of unemployment have wide ranging impacts across the broader economy.	Australian Federal Government Small Area Labour Markets (updated quarterly)
		3.1	Diverse local economy	3.1.1	Investment attraction	Number of employment opportunities offered within the LGA	Increasing	▲		✓	✓	35,227	Provides a clear understanding of the local job market's health and capacity to meet the needs of residents. This data helps identify employment trends, inform workforce development initiatives, and guide economic planning to ensure that the community has access to sufficient and meaningful job opportunities.	Remplan
		3.1	Diverse local economy	3.1.1	Investment attraction	Local jobs ratio	Increasing	▲		✓	✓	0.8 or 80 jobs for every 100 people	Helps assess the balance between the number of jobs available and the local workforce. This ratio provides insights into employment opportunities, potential skill shortages, and economic health. This enables local government to make informed decisions about workforce development, infrastructure needs, and community services to support sustainable growth and enhance residents' quality of life.	Remplan
		3.1	Diverse local economy	3.1.2	Strengthened and diversified precincts	Number of jobs created in strategic and business hubs	Increasing	▲		✓	✓	New	Essential for assessing the local economy's health and vitality as it reflects growth or decline in business activity. This data helps evaluate job creation and employment opportunities for residents, which are crucial for community wellbeing. Additionally, it informs local policies and initiatives aimed at supporting business development, attracting investment, and enhancing services for entrepreneurs. Understanding the business landscape also aids in efficiently allocating resources and planning urban development, ensuring that local government efforts align with the needs of the business community.	Remplan
		3.1	Diverse local economy	3.1.2	Strengthened and diversified precincts	Number of strategic and business hubs	Increasing	▲	✓	✓		4	These hubs play a crucial role in driving economic growth and innovation. They serve as focal points for entrepreneurship, attracting businesses and fostering collaboration among local entrepreneurs, which can lead to job creation and increased economic activity. By measuring the number of these hubs, local governments can assess their effectiveness in supporting local businesses, identify areas for improvement, and make informed decisions about resource allocation and infrastructure development. Tracking these hubs helps gauge the community's overall economic health and resilience, enabling the development of strategies to enhance local business ecosystems.	Remplan
	<b>Education</b> 	3.1	Diverse local economy	3.1.3	Future skill	Skilled labour pool with an education of diploma and above	Increasing	▲		✓	✓	31%	Provides insight into the region's human capital, indicating the availability of qualified workers to meet the demands of local businesses and industries. This information is essential for attracting new businesses and investment, as companies often seek locations with a skilled workforce. Furthermore, knowing the education levels helps identify gaps in skills or training which allows us to tailor educational programs and workforce development initiatives to better align with industry needs. By measuring and understanding these factors, LGAs can foster economic growth, improve employment opportunities, and enhance the overall quality of life for residents.	ABS 2021




THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Vibrant Maitland	Education	3.1	Diverse local economy	3.1.3	Future skill	Education levels of over 15 year olds	Increasing	▲		✓	✓	24.8% above diploma	Provides insight into the region's human capital, indicating the availability of qualified workers to meet the demands of local businesses and industries. This information is essential for attracting new businesses and investment, as companies often seek locations with a skilled workforce. Furthermore, knowing the education levels helps identify gaps in skills or training which allows us to tailor educational programs and workforce development initiatives to better align with industry needs. By measuring and understanding these factors, LGAs can foster economic growth, improve employment opportunities, and enhance the overall quality of life for residents.	ABS 2021
		3.1	Diverse local economy	3.1.3	Future skill	Percentage of youth not involved in education or work	Decreasing	▼		✓	✓	New	Measuring the percentage of youth not involved in education or work is crucial for identifying social and economic challenges, such as disengagement and inequality, that can lead to long-term issues like lower lifetime earnings, mental health struggles, and increased reliance on social services. It helps policymakers design targeted interventions to re-engage young people, allocate resources effectively, and foster community development. By tracking this metric, communities can assess their progress in creating opportunities for youth, contributing to economic growth and a more educated, skilled workforce, ultimately leading to improved outcomes for both individuals and society.	ABS census data
	Belonging	3.2	Welcoming communities	3.2.1	Celebrate diversity and culture	Survey respondents agreed they were satisfied with heritage conservation efforts	Increasing	▲	✓	✓		86%	Helps us assess community perceptions and prioritise areas for improvement in preserving local history. It ensures that heritage initiatives align with public expectations, fostering greater engagement and support for conservation projects.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.1	Celebrate diversity and culture	Survey respondents agreed that they are satisfied with community and cultural programs	Maintain	►	✓	✓		88%	Helps us gauge the effectiveness of these initiatives in meeting community needs. It ensures that programs are aligned with public interests and contribute to a vibrant, inclusive community.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.1	Celebrate diversity and culture	Value of grants received for culture and heritage	Increasing	▲	✓	✓		New	Helps us evaluate the impact of funding on preserving and promoting local culture. It ensures resources are effectively allocated to support initiatives that enrich the community's cultural identity and heritage.	MCC grants register
		3.2	Welcoming communities	3.2.1	Celebrate diversity and culture	Survey respondents agreed the Maitland community is welcoming to people from different cultures	Increasing	▲	✓	✓		71%	Fosters social cohesion and inclusivity to allow diverse groups to feel accepted and valued which enhances community harmony. Understanding the perceptions and experiences of cultural diversity helps identify areas where improvements can be made, ensuring that services and public spaces are accessible and sensitive to various cultural needs. Additionally, a welcoming environment encourages	MCC satisfaction survey
		3.2	Welcoming communities	3.2.1	Celebrate diversity and culture	Percentage of the community that are from multi-cultural backgrounds	Increasing	▲		✓	✓	13.10%	Helps us to understand the range of cultural diversity in our community. Having a diverse community promotes respect for different perspectives and provides the community with a varying scope of ideas for the future of the LGA.	ABS 2021
		3.2	Welcoming communities	3.2.2	City activation and presentation	Survey respondents were satisfied with place activation	Maintain	►	✓	✓		87%	Helps to assess whether public spaces are being used effectively and are contributing to community engagement, vibrancy, and wellbeing. Positive satisfaction indicates that people feel connected to their surroundings, and it can help guide future investments in infrastructure, programming, and services that enhance the city's appeal and livability.	MCC satisfaction survey




THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND	MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
								DELIVER	PARTNER	ADVOCATE			
Vibrant Maitland	<b>Belonging</b> 	3.2	Welcoming communities	3.2.2	City activation and presentation	Survey respondents were satisfied with the promotion of the City	Maintain	▶	✓	✓	89%	Reflects the effectiveness of marketing and communication strategies. It provides insights into whether residents feel proud of their city and if promotional activities resonate with them. This information can guide future promotional efforts, help attract tourists, investors, and new residents, and foster a sense of community pride and ownership.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.2	City activation and presentation	Survey respondents were satisfied with festival and major events	Maintain	▶	✓	✓	93%	Provides valuable feedback on their success in engaging the community, enhancing the city's image, and creating economic opportunities.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.2	City activation and presentation	Survey respondents were satisfied with the maintenance of local parks and gardens	Maintain	▶	✓		88%	Ensures that community needs are being met, fostering wellbeing and positive perceptions of local government services. It also provides valuable feedback for improving service quality and resource allocation to enhance the overall public environment.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.3	Aboriginal and Torres Strait Islander connections	Engage with Aboriginal communities through our community satisfaction survey	Maintain	▲	✓		8%	Ensures that Aboriginal communities have a voice in the decision making processes that affect their lives, promoting cultural inclusion and respect. By tracking these opportunities, we can identify gaps in engagement and work towards creating more inclusive opportunities and programs that address the specific needs and aspirations of Aboriginal residents. Additionally, measuring engagement helps foster relationships between Aboriginal communities and other stakeholders to facilitate collaboration and understanding.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.4	Community connections	Survey respondents agreed the Maitland residents feel connected to the local community	Increasing	▲	✓	✓	56%	A strong sense of connection fosters social support networks, enhances mental health, and encourages civic participation, such as volunteering and attending local events. Understanding residents' feelings of connection can help identify barriers to engagement and guide the development of programs and initiatives that promote inclusivity and interaction. By measuring community connectivity, we can create a more vibrant, supportive, and cohesive environment which ultimately contributes to the community's resilience and long	MCC satisfaction survey
	<b>Connection</b> 	3.2	Welcoming communities	3.2.4	Community connections	Australian Digital Inclusion Index for Maitland	Maintain	▶		✓	73.1	Assesses how accessible and equitable digital technologies and internet connectivity are for all residents. Understanding gaps in digital access and usage skills helps identify vulnerable populations who may be left behind due to our community relying on digital platforms for everyday tasks and services. By measuring digital inclusion, we can develop targeted strategies and/or advocate to improve access to technology, enhance digital literacy, and address disparities. This fosters greater participation in the digital economy, promotes social equity, and ensures that all community members can benefit from the opportunities that technology provides.	<a href="#">Australian Digital Inclusion Index</a>
		3.2	Welcoming communities	3.2.4	Community connections	Percentage of population in volunteering work	Increasing	▲	✓	✓	11%	Shows the level of community engagement and the social capital available in the community. This information can be used to identify gaps in services or support, as well as to recognise and celebrate the contributions of volunteers. Additionally, tracking volunteer efforts can inform the development of programs and initiatives that encourage more community participation, helping to foster a sense of belonging and connection among residents.	ABS 2021
	<b>Time</b> 	3.2	Welcoming communities	3.2.4	Community connections	Percentage of population in volunteering work	Increasing	▲	✓	✓	11%	Shows the level of community engagement and the social capital available in the community. This information can be used to identify gaps in services or support, as well as to recognise and celebrate the contributions of volunteers. Additionally, tracking volunteer efforts can inform the development of programs and initiatives that encourage more community participation, helping to foster a sense of belonging and connection among residents.	ABS 2021
	<b>Health</b> 	3.2	Welcoming communities	3.2.4	Community connections	Survey respondents agreed that they are satisfied with their mental and physical health	Maintain	▶		✓	78%	Provides insights into the overall wellbeing of residents to help us identify areas where support and resources are needed. Understanding community satisfaction can reveal effectiveness and gaps of access to healthcare services, mental health resources, existing programs and initiatives, and recreational facilities to allow for targeted improvements.	MCC satisfaction survey
		3.2	Welcoming communities	3.2.4	Community connections	Survey respondents agreed that they are satisfied with their mental and physical health	Maintain	▶		✓	78%	Provides insights into the overall wellbeing of residents to help us identify areas where support and resources are needed. Understanding community satisfaction can reveal effectiveness and gaps of access to healthcare services, mental health resources, existing programs and initiatives, and recreational facilities to allow for targeted improvements.	MCC satisfaction survey


THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND	MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
								DELIVER	PARTNER	ADVOCATE			
Vibrant Maitland	Belonging 	3.2	Welcoming communities	3.2.4	Community connections	Survey respondents agreed the Maitland residents feel connected to the local community	Increasing	▲	✓	✓	56%	A strong sense of connection fosters social support networks, enhances mental health, and encourages civic participation, such as volunteering and attending local events. Understanding residents' feelings of connection can help identify barriers to engagement and guide the development of programs and initiatives that promote inclusivity and interaction. By measuring community connectivity, we can create a more vibrant, supportive, and cohesive environment which ultimately contributes to the community's resilience and long term sustainability.	MCC satisfaction survey
	Economic 	3.3	City shaping partnerships	3.3.1	Growth opportunities	Value of residential building approvals - Development Applications / Complying Development Certificates - State Significant Developments	Maintain	►	✓		\$405 million	Building approvals provide strong economic benefits such as jobs and services to boost local economies, while also delivering the infrastructure needed to create cohesive and engaged local communities. Building approvals provide investment opportunities into our city.	NSW planning portal
		3.3	City shaping partnerships	3.3.1	Growth opportunities	Value of non-residential building approvals - Development Applications / Complying Development Certificates - State Significant Developments	Maintain	►	✓		\$405 million	Building approvals provide strong economic benefits such as jobs and services to boost local economies, while also delivering the infrastructure needed to create cohesive and engaged local communities. Building approvals provide investment opportunities into our city.	NSW Planning Portal
		3.3	City shaping partnerships	3.3.1	Growth opportunities	Value of grant investment in the city	Increasing	▲	✓	✓	\$25 million	Assesses the impact and effectiveness of funding, ensuring resources are used efficiently to benefit the community. It also provides data to guide future funding decisions and demonstrate accountability to stakeholders to foster transparency and trust.	MCC grants register
		3.3	City shaping partnerships	3.3.2	Advocacy and partnerships	Number of meetings held by our Community Committees	New	★	✓	✓	New	Tracks the committee's engagement and effectiveness in providing input on key issues. It also ensures that decision making processes are transparent and that community perspectives are being consistently considered.	MCC internal data
		3.3	City shaping partnerships	3.3.2	Advocacy and partnerships	Number of meetings held to discuss our advocacy position	New	★	✓	✓	New	Measuring the number of meetings held to discuss an advocacy position is important because it reflects the level of focus, collaboration, and strategic alignment within an organization or community on key issues. Regular meetings ensure that advocacy efforts are well-coordinated, informed by diverse perspectives, and consistently updated to reflect changes in circumstances or policy. Tracking this metric helps assess the effectiveness of advocacy strategies, ensures that stakeholders are engaged, and provides transparency in the decision-making process, ultimately strengthening the position being advocated for and increasing the likelihood of achieving desired outcomes.	MCC - General Manager's Office
		3.3	City shaping partnerships	3.3.2	Advocacy and partnerships	Number of Hunter Joint Organisation meetings attended	New	★	✓	✓	New	Fosters collaboration and contribution to projects across the greater Hunter area to ensure alignment and benchmarking opportunities with surrounding Local Government areas.	MCC internal data



THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Achieving Together	<b>Governance</b> 	4.1	Trusted services	4.1.1	Meaningful consultation and engagement	Survey respondents agreed that Council effectively understands and responds to the needs of the community	Increasing	▲	✓			36%	Ensures Council is aligned with community priorities and making decisions that genuinely address their needs. This helps build trust, improve outcomes, and demonstrate accountability.	MCC satisfaction survey
		4.1	Trusted services	4.1.1	Meaningful consultation and engagement	Survey respondents agreed that Council provides them with opportunities to participate in the planning and decision making processes	Increasing	▲	✓			35%	Ensures Council fosters inclusive and transparent processes, empowering the community to have a voice. It strengthens trust and collaboration by making people feel heard and involved.	MCC satisfaction survey
		4.1	Trusted services	4.1.1	Meaningful consultation and engagement	Number of people engaged on projects	Increasing	▲	✓			New	Helps assess the reach and effectiveness of initiatives, ensuring that efforts are resonating with the intended audience. It also provides insights into community involvement to help guide future outreach strategies and fostering a more inclusive approach.	MCC internal data
		4.1	Trusted services	4.1.1	Meaningful consultation and engagement	Number of visits to engagement portal	Increasing	▲	✓			New	Helps evaluate the level of interest and participation in online initiatives. It also provides insights into the effectiveness of digital outreach efforts and guides improvements to increase engagement.	MCC internal data
		4.1	Trusted services	4.1.2	Trusted customer experience	Customer satisfaction score (CSAT)	Increasing	▲	✓			4.1/5	Helps assess the quality of service provided, identifying areas of improvement and strengths. It also enables the organisation to track customer sentiment over time and make data driven decisions to enhance the overall experience.	MCC internal data
		4.1	Trusted services	4.1.2	Trusted customer experience	Survey respondents were satisfied with the way their contact was handled	Increasing	▲	✓			67%	Ensure Council delivers a positive customer experience and resolves issues effectively. It also identifies areas for improvement to better meet community expectations.	MCC satisfaction survey
		4.1	Trusted services	4.1.2	Trusted customer experience	Survey respondents were satisfied with the range of online services available	Increasing	▲	✓			85%	Helps evaluate the accessibility and effectiveness of digital offerings. It also provides feedback on how well these services meet community needs and where improvements can be made to enhance user experience.	MCC satisfaction survey
		4.1	Trusted services	4.1.3	Transparent decision making	Survey respondents agreed that they are satisfied with the level of communication	Increasing	▲	✓			84%	Helps assess how well Council is keeping residents informed. It also highlights areas for improvement in ensuring clear, timely, and effective communication with the community.	MCC satisfaction survey
		4.1	Trusted services	4.1.3	Transparent decision making	Survey respondents agreed that Council is honest and transparent	Increasing	▲	✓			31%	Helps gauge public trust in local government. It also provides feedback on areas where communication and decision making processes can be improved to strengthen accountability and community confidence.	MCC satisfaction survey
		4.2	Engaged workforce	4.2.1	Excellence in leadership	Retention rate of high-performing employees	New	★	✓			New	Helps assess the organisation's ability to retain top talent and maintain a skilled workforce. It also provides insights into the effectiveness of employee development and engagement strategies in fostering long term commitment.	MCC internal data
		4.2	Engaged workforce	4.2.1	Excellence in leadership	360-degree leadership scores	New	★	✓			New	Helps assess leaders' effectiveness from multiple perspectives, including peers, subordinates, and superiors. It provides valuable feedback for leadership development which highlights strengths and areas for improvement to enhance overall leadership performance.	MCC internal data

THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Achieving Together	<div>Governance</div> 	4.2	Engaged workforce	4.2.1	Excellence in leadership	Employee wellbeing score from employee survey	Maintain	►	✓			65%	Provides insights into the overall health, satisfaction, and engagement of employees within MCC. A high score indicates that employees feel supported in terms of mental, emotional, and physical wellbeing, which can lead to higher productivity, job satisfaction, and retention. A lower score may highlight areas where MCC needs to improve in supporting employee wellbeing, such as stress management, work-life balance, or access to resources. Tracking this metric helps us identify trends, address potential issues, and implement initiatives that foster a healthier and more supportive work environment.	MCC internal data
		4.2	Engaged workforce	4.2.3	Development and growth of our people	Percentage of employees agree that leadership supports development and performance (Executive Leadership Team level)	New	★	✓			New	Provides direct feedback on the effectiveness of leadership in fostering a culture of growth and high performance. Positive survey results indicate that management is actively engaged in supporting staff development, which can lead to increased employee satisfaction, motivation, and retention. Conversely, negative results may reveal gaps in leadership practices that need to be addressed to improve employee engagement, performance, and organizational outcomes. Tracking this metric helps ensure that management is aligning with employee needs, creating an environment that promotes continuous development and performance improvement.	MCC internal data
		4.2	Engaged workforce	4.2.2	Collaborative organisation	Employee satisfaction with cross knowledge and collaboration	New	★	✓	✓		New	Ensures that their needs and expectations are being met, fostering stronger relationships and trust. It also provides valuable insights into areas of improvement for future collaborative efforts to ultimately enhance project outcomes.	MCC internal data
		4.2	Engaged workforce	4.2.2	Collaborative organisation	Number of information sharing sessions and collaboration opportunities within internal panels and committees	New	★	✓			New	Measuring the number of information-sharing sessions and collaboration opportunities within internal panels and committees is important because it reflects MCC's commitment to fostering communication, transparency, and teamwork across departments. These sessions provide a platform for sharing knowledge, aligning goals, and solving problems collectively, which can lead to more informed decision-making and innovation. Tracking this metric helps assess the effectiveness of collaboration efforts, identify opportunities for greater engagement, and ensure that all relevant stakeholders are involved in shaping strategies and outcomes, ultimately enhancing organizational efficiency and cohesion.	MCC internal data
		4.2	Engaged workforce	4.2.2	Collaborative organisation	Participation rate with employee survey	Maintain	►	✓			71%	Measuring the participation rate in employee surveys is important because it reflects the level of employee engagement and the extent to which staff feel their opinions are valued. A high participation rate suggests that employees are willing to share their feedback, indicating trust in the MCC's commitment to listen and act on their concerns. Conversely, a low participation rate may signal disengagement or a lack of confidence in the survey's impact. Tracking this metric helps organizations gauge the effectiveness of their communication and feedback processes, ensuring they gather diverse insights to drive improvements in workplace culture, policies, and performance.	MCC internal data
		4.2	Engaged workforce	4.2.3	Development and growth of our people	Participation rates in study assistance	New	★	✓			New	Helps us gauge the effectiveness of educational support programs and identify areas for improvement. It also demonstrates our commitment to employee growth, which can enhance job satisfaction and retention.	MCC internal data
		4.2	Engaged workforce	4.2.3	Development and growth of our people	Internal promotion rate	New	★	✓			New	Helps us assess the effectiveness of talent development and succession planning strategies. It also reflects our ability to retain and grow its talent, boosting employee morale and loyalty.	MCC internal data



THEME	WELLBEING DOMAIN	PRIORITY		OBJECTIVE		COMMUNITY INDICATOR	DESIRED TREND		MCC ROLE			BASELINE	WHY THIS IS IMPORTANT	SOURCE
									DELIVER	PARTNER	ADVOCATE			
Achieving Together	Governance 	4.2	Engaged workforce	4.2.3	Development and growth of our people	Retention rate of all staff	New	★	✓			11%	Provides valuable insights into employee satisfaction, engagement, and organisational health. A high retention rate typically indicates a positive work environment, effective leadership, and competitive compensation, while a low retention rate may signal issues such as poor workplace culture, inadequate support, or limited career growth opportunities. By tracking retention, organisations can identify potential problems early, improve employee morale, reduce recruitment and training costs, and maintain a stable, experienced workforce that contributes to long-term success and productivity.	MCC internal data
		4.2	Engaged workforce	4.2.3	Development and growth of our people	Percentage of employees that completed two structured development discussions annually	New	★	✓			New	It tracks the organisation's commitment to employee growth, engagement, and performance improvement. These discussions provide an opportunity to identify skills gaps, career aspirations, and areas for development, helping to align staff goals with organisational objectives. Regular development conversations contribute to employee satisfaction, motivation, and retention by showing that the organization values their professional growth. It also ensures that employees receive the support and guidance they need to reach their full potential, ultimately leading to a more skilled and productive workforce.	MCC internal data
		4.3	Resilient future	4.3.1	Informed planning	Number of financial ratios met: Operating performance ratio, own source operating revenue ratio, unrestricted current ratio, debt service cover ratio, rates and annual charges outstanding percentage and cash expense cover ratio	6/6		✓			3/6	Evaluates our financial health, stability, and performance. It provides insights into key areas like liquidity, efficiency, and sustainability to help guide informed decision making and ensuring long term viability.	MCC financial statements
		4.3	Resilient future	4.3.1	Informed planning	Survey respondents were satisfied with long term planning for the city	Increasing	▲	✓			68%	Helps assess whether the community feels confident in <b>our shared vision</b> and direction for the future. It provides valuable feedback to ensure that planning efforts align with public needs and expectations, fostering trust and engagement.	MCC satisfaction survey
		4.3	Resilient future	4.3.2	Culture of improvement and innovation	Number of new initiatives, projects, or ideas aimed at process or service improvement within a specific period	New	★	✓			New	Helps track innovation and our commitment to continuous improvement. It also provides insight into how effectively the Council is adapting to changing needs and striving for better outcomes	MCC internal data
		4.3	Resilient future	4.3.2	Culture of improvement and innovation	Employee satisfaction with the innovation culture	New	★	✓			New	Helps gauge how engaged and motivated staff are in contributing to new ideas and improvements. It also reflects our success in fostering an environment that supports creativity, collaboration, and continuous growth.	MCC employee Survey
		4.3	Resilient future	4.3.3	Leverage technology and data	Employee satisfaction with technology	New	★	✓			New	Crucial for identifying areas where tools and systems can be improved to better support staff productivity and engagement. Regular assessment ensures that technology investments align with employee needs and contribute to a positive work environment.	MCC employee Survey

### 3. Glossary

**ABS** Australian Bureau of Statistics.

**ADVOCACY** The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the strategic priorities, it refers to another sphere of government or organisation delivering a service or outcome for the city.

**BASELINE** A starting point or initial set of data used for comparison to measure changes or progress over time.

**BIODIVERSITY** The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems which they are a part

**CIRCULAR ECONOMY** A model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.

**MCC** Maitland City Council.

**COMMUNITY** A community is a diverse and dynamic network encompassing residents, businesses, sporting groups, cultural organisations, and other stakeholders who live, work, and engage in shared activities within Maitland.

**COMPLYING DEVELOPMENT CERTIFICATE (CDC)** A combined planning and construction approval process. It is designed to enable straightforward development applications to be fast tracked. It can be conducted by either MCC or a private certifier.

**CSIRO** Commonwealth Scientific and Industrial Research Organisation.

**DELIVER** To successfully provide or complete a task, service, or outcome according to set expectations, timelines, and standards.

**DEVELOPMENT APPLICATION (DA)** A merit based assessment conducted directly through MCC.

**FOCUS AREAS** Core focus areas that support and guide the achievement of our vision.

**IPR** Integrated Planning and Reporting.

**LOCAL GOVERNMENT AREA (LGA)** Maitland LGA covers an area of 392sqkm.

**MAITLAND’S FUTURE** This is our integrated Community Strategic Plan which provides clear strategic direction for the long term, and identifies the main priorities, aspirations and shared vision of the community.

**MINDARIBBA** The traditional name of the Maitland area, acknowledging the cultural and historical significance of the land to the Wonnarua people, the Traditional Custodians.

**OBJECTIVE** A specific and measurable outcome that supports the achievement of a priority, providing clear direction for actions and initiatives.

**PARTNERING** A structured approach to working together with other parties to achieve a mutually beneficial outcome.

**PRIORITY** A key area of focus within a focus area that defines what needs to be addressed to drive progress and deliver meaningful outcome.

**RISK MANAGEMENT** A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

**STATE SIGNIFICANT DEVELOPMENT (SSD)** Some types of development are deemed to have state significance due to the size, economic value or potential impacts.

**SUSTAINABLE DEVELOPMENT** Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

**TARGET** A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance.

**WE/OUR/US** In this document this refers collectively to the community of Maitland and Maitland City Council.

### 4. References and research

#### Maitland’s strategies and plans

- [Local Strategic Planning Statement](#)
- [Local Housing Strategy 2041](#)
- [Rural Land Strategy 2041](#)
- Customer Experience Plan 2019 (Internal document)
- Economic Development Strategy (draft)
- [Environmental Sustainability Strategy 2030](#)
- [Disability Inclusion Action Plan 2024-2028](#)
- [Maitland Social Profile 2025](#)

#### External resources

- [Australian Bureau of Statistics 2021, Maitland: Region Data Summary](#)
- [NSW DPIE 2020, NSW 2023 Population Projections, NSW Department of Planning, Industry and Environment, accessed April 2024](#)
- [NSW Office of Local Government \(OLG\), Integrated Planning & Reporting Handbook for Local Councils in NSW \(September 2021\)](#)
- [Remplan 2021, ‘Maitland City Council: Economy, Jobs and Business Insights’, accessed June 2024](#)
- [CSIRO global trends](#)
- [Walk score Maitland, NSW](#)
- [Open data network - Environment](#)
- [NSW Government Public table, Sales Report accessed June 2024](#)

### 5. Acknowledgements

- All councillors, Maitland City Council staff and Maitland community members who attended and participated in workshops and engagement activities to ensure Maitland’s Future reflects the views of all of Maitland
- Councillors for their ongoing commitment to supporting the preparation of **Maitland’s Future** and to achieving the long term vision for Maitland.
- Rutherford Highschool for allowing students to give their feedback on what they want Maitland to be in the future
- Caleb, Hamish, Eden, Rose and Ivy from Year 8 Human Society and its Environment class at St Bede’s College for their wonderful insights into what they want to see in Maitland in the future
- Metford School Literacy Program
- Woodberry Playgroup parents
- All members of the Maitland advisory committees and groups that provided valuable insights and feedback that shaped the direction of **Maitland’s Future** recognising the Access and Inclusion Reference Group.





263 High Street, Maitland NSW 2320  
[ask@maitland.nsw.gov.au](mailto:ask@maitland.nsw.gov.au)  
[maitland.nsw.gov.au](http://maitland.nsw.gov.au)

**maitland**  
CITY COUNCIL