



2024-25

# Annual Report

**maitland**  
CITY COUNCIL





## Acknowledgement of Country

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

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# Welcome

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Mayor Philip Penfold

## A message from our Mayor

As we look back on another year, I am both proud and inspired by what we have achieved together. This Annual Report highlights our dedication to delivering what matters, from maintaining safe roads and vibrant parks to delivering waste services and enhancing public spaces. It is my privilege to share with you the successes and milestones that bring us closer to our shared vision for Maitland.

We made significant investments in vital infrastructure, particularly in road improvements, ensuring our city is well-equipped to meet the demands of a growing population. The completion of the \$26 million upgrade to the intersection of Government Road and Raymond Terrace Road in Thornton was a significant milestone, and we commenced construction on Chisholm's first sportsground on Suncroft Street in Chisholm. We also opened an impressive new skate park and playspace at Roy Jordan Oval in Gillieston Heights and completed upgrades at several playspaces across Maitland.

We have continued to advocate to both the state and federal governments, emphasising the necessity of essential infrastructure to accommodate the demands of our rapidly growing community. Specifically, actively pursuing and obtaining more than \$8.7 million in funding for crucial improvements to the road network in Thornton.

It was a pleasure connecting with residents during our extensive series of family-friendly events throughout the year. The Burton Automotive Hunter Valley Steamfest returned to Maitland Station, attracting an impressive 50,000 attendees, with more than 12,500 attending the debut of the Luminous event. We held eight Street Eats activations across many locations around the city, and saw numerous lighting programs delivered for Morpeth Bridge.

I invite you to explore this Annual Report and discover the many achievements, projects, and services continuing to make a positive impact for the people of Maitland.

Thank you to the Councillors for their leadership and collaboration, and our dedicated, hard-working employees and many volunteers for their passion and commitment to making this city a better place to live, work, enjoy and succeed.



General Manager Jeff Smith

## A message from our General Manager

I am pleased to present our 2024-25 Annual Report to Council and our community. This Annual Report summarises our achievements throughout the year, and the significant contributions made towards realising our vision for a connected city with thriving communities. We aim to go beyond statutory requirements by producing a transparent report that is comprehensive and engaging, detailing the various activities undertaken and services delivered.

Our investment of \$221.2 million supported a significant program of capital works, recreational infrastructure projects, a diverse range of programs and essential services provisions. Our employees delivered services and programs through our libraries, aquatic centres, and Maitland Regional Art Gallery. We delivered construction and maintenance programs, managed development application processes, household waste, recycling and organics collection and disposal, as well as sports and leisure facilities management, the planning and design of infrastructure and delivery of events, among many other core activities.

Our capital works program produced numerous noteworthy achievements, with investments totalling \$51.2 million invested in projects across Maitland. Key highlights from this program included the completion of playground updates at Roy Jordan Oval, Gillieston Heights and Chelmsford Drive Oval, Metford; the delivery of new skate parks at Largs and Thornton; and the completion of Stage 2B of the Morpeth to Walka Shared Pathway project.

Maitland remains one of Australia's fastest-growing regional cities, with more than 1,050 new housing lots approved throughout the year and an investment of \$625.4 million in our city from development applications.

This year, we adopted a new suite of strategic plans designed to strengthen Maitland's long-term resilience and financial sustainability. To meet the challenges of a rapidly growing city, we are taking a responsible and forward-looking approach by balancing growth with affordability, improving efficiency, and ensuring we can adapt to future needs. Our approach incorporates our new Long-term Financial Plan, Workforce Management Strategy, and Asset Management Planning documents, which together provide a strong foundation for sustainable service delivery and community outcomes.

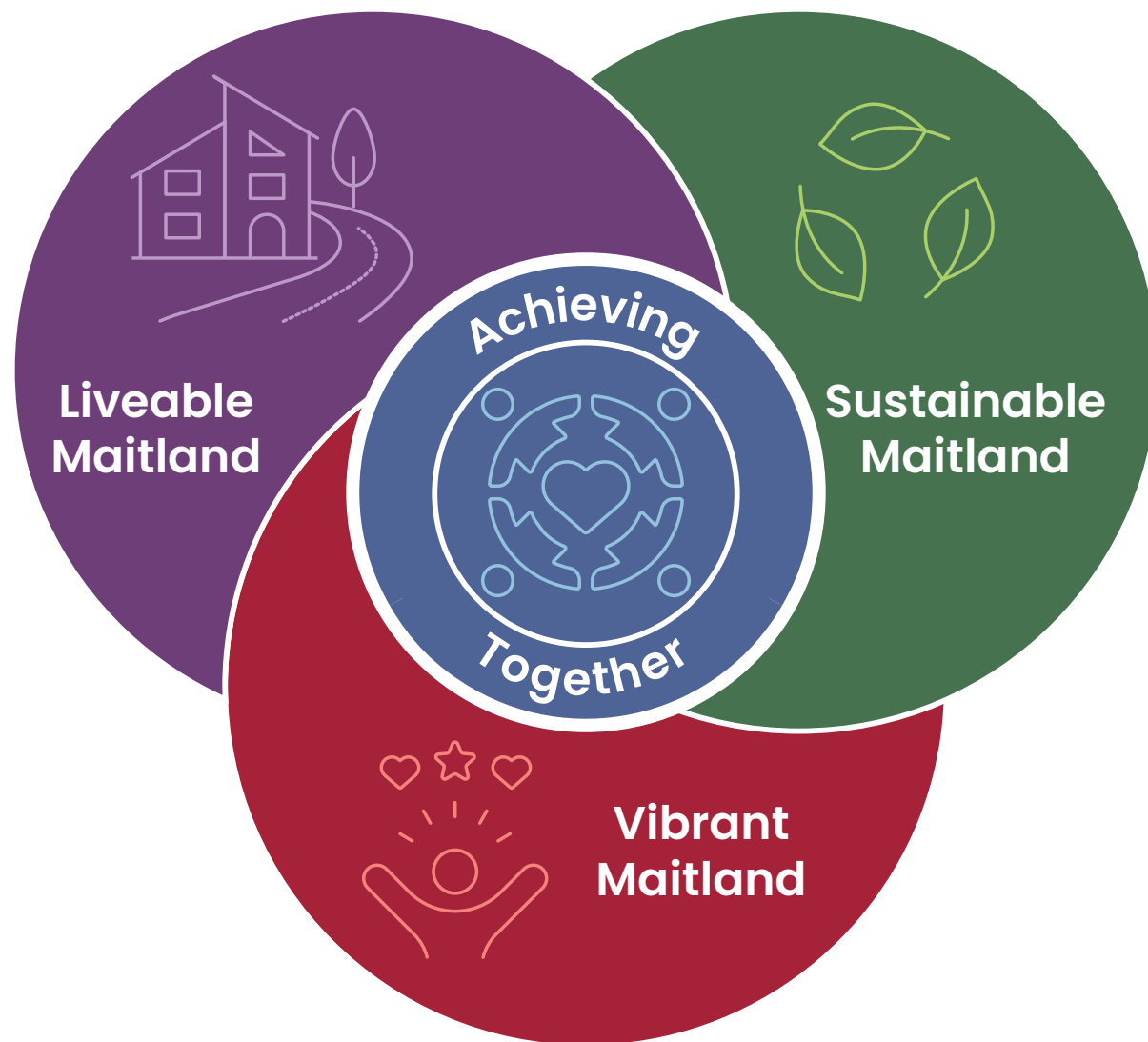
I want to thank our councillors, employees, and stakeholders for their efforts to ensure Maitland's progress continues to benefit our entire community. Our city's success is truly a team effort, and the achievements of 2024-25 reflect the dedication and performance of everyone involved.

Together, we can create a connected city with thriving communities.



# A connected city with thriving communities

Our shared vision



## Maitland's wellbeing domains

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 comprised of 10 domains, 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.

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.

Underpinning this approach are the social justice principles of equity, access, participation, and rights. These principles shape our planning and service delivery, helping reduce inequity, promote diversity, and create environments where everyone is treated with dignity and respect. Together, they form the backbone for a connected city with thriving communities.

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.



## Guiding principles

Our guiding principles help guide us to live and breathe customer centric behaviours that our customers value. We embrace these principles in everything we do, whether we're planning a new road, designing a new policy or interacting directly with our community.



### MAKE THINGS EASY

Do the hard work to make things intuitive for everyone.



### BE OPEN MINDED

Listen to each other and work together to find solutions.



### BE WELCOMING

Care for everyone as people, not tasks or numbers.



### KEEP YOUR PROMISES

Follow through on your commitments to everyone.



### LOOK OUT FOR ME

Thoughtfully anticipate what will make our days go smoother.



# About our report

This Annual Report highlights how Maitland City Council is delivering on our vision, outlines the performance of our Community Strategic Plan, and shows the achievements of the Delivery Program 2022-2026 and Operational Plan 2024-25.

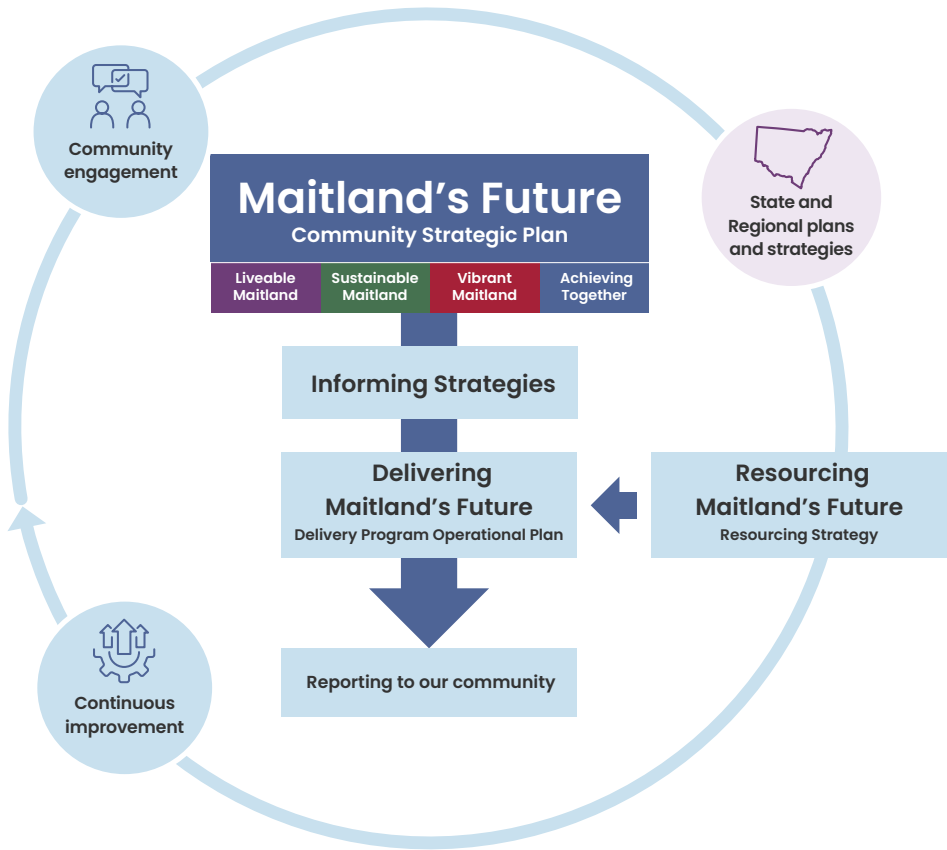
This report reflects on the key actions taken in 2024-25 under each of our Community Strategic Plan's four focus areas, providing insights that strengthen our readiness for the future. This reflection reaffirms our commitment to achieving our vision for a connected city with thriving communities.

Legislated by the *Local Government Act 1993*, the Integrated Planning and Reporting (IPR) framework allows NSW councils to draw their plans together, understand how they interact and inform each other, and get maximum benefit from their efforts by planning holistically for the community's future.

Maitland City Council aims to go beyond the statutory requirements by producing a report that is comprehensive and engaging, detailing a wide range of activities undertaken and services delivered.

In addition to meeting our legislative obligations, the report aims to:

- Communicate our vision, focus areas and outcomes to the community
- Instil community confidence in our ability to show strong leadership and deliver on our promises
- Demonstrate our commitment to good governance as an accountable and transparent local council
- Build confidence and satisfaction in the partnerships we are creating with other levels of government, community groups, local business and industry leaders through key projects and services
- Recognise the achievements of our organisation
- Position Council as an employer of choice.



# How to read our report

Our reporting documents, including our Delivery Program and Operational Plan, are presented under the four focus areas of Maitland's Future, our Community Strategic Plan. This report has been modified to align to the four focus areas of Maitland's Future, our new Community Strategic Plan.



This report covers seven sections:

- **Year in review:** Provides a summary of performance throughout the year and showcases our success and achievements.
- **Our foundation:** Provides an overview of our city, services, community and Council.
- **Our performance:** Details our achievements and highlights along with the projects, programs and actions we undertook during the financial year. They show the impact of our services and programs on achieving our objectives set out in our Delivery Program and Operational Plan.
- **Our people:** Showcases our organisational structure, workforce profile and work health and safety performance.
- **Our accountability:** Discusses the governance framework, corporate governance policies, risk management and legislative compliance. We aim to be transparent and show that Council is operating ethically, upholding laws, and prioritising their interests. Local Government Acts and Regulations are shown under every legislative activity.
- **Our financials:** Presents our financial performance in a community friendly format, making it easier for our community to see which projects, services and assets council funds are delivering. By presenting financial information in a simple, clear format, we aim to build trust and show accountability.
- **Appendix:** Includes a glossary, legislative checklists, delivery indicators, operational measures and performance charts provide details of the status of Council's deliverables.

To promote readability and accessibility, abbreviations and technical terminology have been kept to a minimum. The abbreviations and key terms used are explained below in plain English.

All figures are accurate as at 30 June 2025 unless otherwise stated.

Legislations will be quoted in full. However, this document will reference the *Local Government Act 1993* as Act and *Local Government Regulations 2005* as Reg.

Tables within this report use the following:

- \$m for million dollars
- \$bn for billion dollars
- NA for not applicable
- † for tonnes
- km for kilometres
- kg for kilograms.

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

▶ On track/Complete    ◆ Monitor\*

\*Progress is delayed, but delivery is still expected unless otherwise stated. Action may need support or adjustment to stay on course.





# Year in review

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Showcasing  
our annual  
success



**241,492**  
Aquatic centre visits



**193,700**  
Library visits



**119,459**  
Art Gallery visits



**\$51.2m**  
invested in capital works



**\$75.7m**  
received in grant funding  
and contributions



**\$150,000**  
community grants and  
sponsorships awarded



**771,327**  
Corporate website  
engaged visits



**26,010t**  
household waste  
collected kerbside



**4,908t**  
recyclables collected  
kerbside



**11,137t**  
garden organics collected  
kerbside



**96,000**  
people attended  
Maitland's flagship events



**\$15.6bn**  
annual economic output  
for the Maitland LGA



**86%**  
are satisfied with  
councils performance



**90%**  
rated their quality of life  
as good to excellent



**81%**  
Delivery Program indicators  
on track/complete



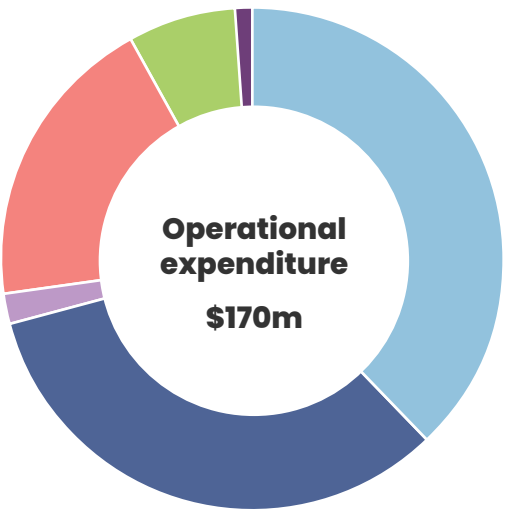
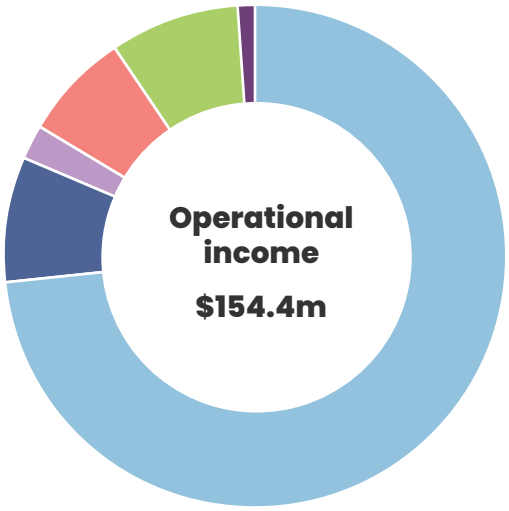
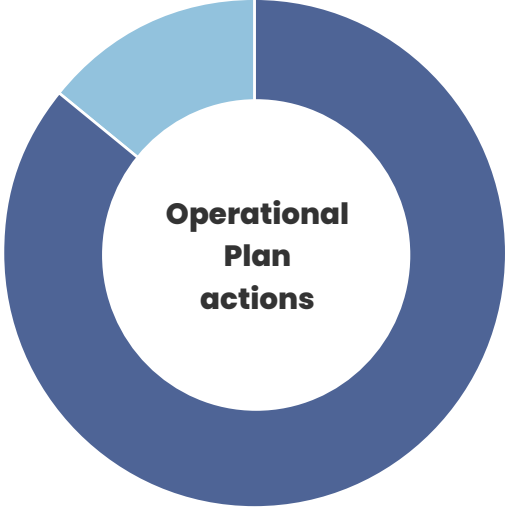
**80%**  
Operational measures  
on track/complete



**\$31m**  
asset renewals



**\$48.5m**  
new assets





# Organisation scorecard

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

**Status key**  
▶ On track     ● Monitor     ◆ Off track

**On track:** Progress is being made as planned with no significant risk or delays  
**Monitor:** Within 10% variance of target and being observed to ensure variations or minor delays are addressed  
**Off track:** Greater than 10% variance of target and may not be meeting key deliverables. Additional action may be required

| COMMUNITY OUTCOMES                                        | TARGET                      | ACHIEVEMENT               | REVIEW PERIOD | STATUS         |
|-----------------------------------------------------------|-----------------------------|---------------------------|---------------|----------------|
| Community satisfaction with Council's overall performance | Maintain                    | 86%                       | Biennial      | ▶              |
| Community satisfaction with overall quality of life       | Maintain                    | 90%                       | Biennial      | ▶              |
| SERVICE DELIVERY                                          |                             |                           |               |                |
| Operational Plan delivery                                 | >80% on track or completed  | 86% on track or completed | Six monthly   | ▶              |
| Capital Works projects in progress                        | >80% in progress            | 96% in progress           | Six monthly   | ▶              |
| FINANCIAL SUSTAINABILITY                                  |                             |                           |               |                |
| Operating surplus/deficit                                 | Deficit                     | \$15.6m                   | Annual        | ◆ <sup>1</sup> |
| Average investment income return                          | 4.50% benchmark             | 5.25%                     | Annual        | ▶              |
| Debt service ratio                                        | OLG target of >2x           | 1.8x                      | Annual        | ◆              |
| STAFF WELLBEING                                           |                             |                           |               |                |
| Staff wellbeing score                                     | Benchmark for Council's 62% | 64%                       | Biennial      | ▶              |
| Staff engagement score                                    | Benchmark for Council's 73% | 75%                       | Biennial      | ▶              |
| GOVERNANCE AND COMPLIANCE                                 |                             |                           |               |                |
| Internal audit actions                                    | >80% on track or completed  | 79% on track or completed | Six monthly   | ▶              |
| Policy reviews completed within prior financial year      | >80% on track or completed  | 56% completed             | Six monthly   | ◆ <sup>2</sup> |
| ASSET MAINTENANCE                                         |                             |                           |               |                |
| Asset maintenance ratio                                   | 100%                        | 147.7%                    | Annual        | ▶              |
| Infrastructure backlog ratio                              | <2%                         | 13.5%                     | Annual        | ◆ <sup>3</sup> |

<sup>1</sup>While we reported a deficit, this was a planned result driven by one-off investments in major projects. When these are removed, our underlying financial position is much closer to balanced.

<sup>2</sup>An additional 19 policies were new or reviewed ahead of their due date and have not been included

<sup>3</sup>Our asset backlog (the value of infrastructure that isn't being maintained or renewed at the required standard) currently 13.5%. While this is not uncommon for fast-growing councils like Maitland, it highlights the need for ongoing investment as well as long-term planning. Reducing the backlog is a key priority in our new Asset Planning documents.



Year in review



Focus area highlights



Liveable  
Maitland

Highlights

- ✓ New intersection completed and opened at Government and Raymond Terrace roads, Thornton.
- ✓ Development of Maitland City Council’s first Community Infrastructure Strategy (CIS) has commenced including the creation of 10 supporting plans across key categories.
- ✓ The Community Grants program saw almost \$126,000 allocated to 38 community projects across two rounds.
- ✓ The Individual Development Grants program awarded over \$24,000 to 39 applicants.
- ✓ Celebrating Maitland Park’s 140th birthday with a community BBQ, free pool entry and birthday cake.
- ✓ Council endorsed the initial Maitland Park Master Plan draft to develop a larger, fit-for-purpose playspace.
- ✓ Securing four Women’s A-League games at Maitland Regional Sportsground.
- ✓ Launching new venue management booking software and streamlining the digital sportsground closure process.
- ✓ Extending the public access at Maitland Regional Athletics Centre due to its success.
- ✓ Maitland Libraries App users increased online collection usage by 20% and library members completed over 370,000 loans.
- ✓ Programs and events held at Maitland Libraries attracted more than 14,000 participants across almost 900 sessions.
- ✓ Booked hours across all rooms at Maitland Town Hall increased by 134 per cent.
- ✓ Maitland Town Hall hosted Council’s International Women’s Day 2025 and Seniors Festival 2025 events.

Whats next in 2025–26

- ▶ We will commence work on a new sportsground in Chisholm.
- ▶ We will develop a Community Infrastructure Strategy to ensure our neighbourhoods have the right mix of facilities, open spaces, and services for connected living.



Sustainable  
Maitland

Highlights

- ✓ Launching Food Organics and Garden Organics (FOGO) service, supported by community pop-up stalls, workshops and education campaigns reaching over 840 residents in person, across 31 suburbs.
- ✓ Installing new electric vehicle charging stations at four sites — Maitland Administration Centre, Thornton Library, Gillieston Heights Community Hub and The Levee’s Riverside Carpark.
- ✓ Achieving a 5.5-star energy rating for the Maitland Administration Centre in September 2024, under the National Australian Built Environment Rating System.
- ✓ Establishing the flying-fox tracking program, releasing six flying-foxes with GPS trackers and more than 12 flying-foxes with Bluetooth trackers.
- ✓ Supporting multi-agency response and recovery efforts following natural disaster flooding events, including post-event reviews, and launching emergency surveys to gather community insights.
- ✓ Progressing stage two upgrades at Maitland Resource Recovery Facility, including a new gatehouse, weighbridge and access road improvements.
- ✓ Celebrating over 60 employees who maintain over 300 hectares of recreational space throughout our community in March 2025 for Parks Week.
- ✓ Establishing Council’s Community Gardens Framework and releasing guidelines outlining how to start, manage, and apply for a garden.
- ✓ Implementing the Power Up Battery Recycling program, signing five local schools on.
- ✓ Holding Maitland’s first Garage Sale Trail event in December 2024, with 78 registered sales.

Whats next in 2025–26

- ▶ We will continue the staged transformation of the Maitland Resource Recovery Facility, including the design work for stage three, focusing on developing resource recovery and transfer station infrastructure.
- ▶ We will deliver tree planting at strategic locations across the city to mitigate urban heat impacts and improve the Green and Blue Grid.



Vibrant  
Maitland

Highlights

- ✓ Hosting 15,000 people at Maitland Riverlights at The Levee in October 2024.
- ✓ Welcoming 50,000 visitors to Hunter Valley Steamfest in April 2025.
- ✓ Delivering a range of Youth Week events in April 2025 with over 950 attendees participants.
- ✓ Hosting eight Street Eats across various suburbs.
- ✓ Unveiling five new summer Maitland Regional Art Gallery exhibitions
- ✓ Marking Maitland Regional Art Gallery’s 50th anniversary with exhibitions celebrating Hunter-based artists and stories.
- ✓ Council endorsed the draft Maitland Residential Density Guide for public exhibition, receiving eight submissions.
- ✓ Council placed the draft Development Control Plan on extended public exhibition for 70 days.
- ✓ Participating in the 2024 Hunter Innovation Festival (iF) and hosting its second roadshow event, attracting over 40 local business owners.
- ✓ Holding the Annual Maitland Visitor Economy Forum at Tocal College in June 2025.
- ✓ Council endorsing our first Economic Development Strategy for public exhibition in May 2025, receiving 15 submissions.
- ✓ Flood Level 1955, a three-week commemorative event held in February and March 2025, highlighted the community resilience of the 1955 flood.

Whats next in 2025–26

- ▶ We will develop an Employment Lands Strategy for exhibition to identify how and where we will provide employment lands across the city.
- ▶ We will develop a Social Strategy to enhance community wellbeing to foster a more inclusive and welcoming community.



Achieving  
Together

Highlights

- ✓ Council endorsing Maitland’s Future, our new Community Strategic Plan in March 2025, following a successful public exhibition period.
- ✓ Council adopting Delivering Maitland’s Future, our Delivery Program and Operational Plan, and Resourcing Maitland’s Future in June 2025, and outlining our detailed plans for the next four years.
- ✓ Onboarding our six new councillors and seven returning councillors, including re-elected Mayor Philip Penfold, following the 2024 NSW Local Government election in September.
- ✓ Starting our new Enterprise Resource Planning solution project in September 2024.
- ✓ Deploying 12 outdoor employee volunteers to assist Tweed Shire Council with clean-up efforts following Cyclone Alfred.
- ✓ Implementing Cascade, our new reporting tool, across the organisation.
- ✓ Delivering the new brand Maitland after a refresh and audit of Maitland City Council’s brand.
- ✓ Implementing Goals and Growth, Council’s new performance development and review program.
- ✓ Creating a councillor portal to provide new and returning councillors with essential information on legislation, compliance, and their roles and responsibilities.
- ✓ Redesigning Council’s Six Monthly Progress Report to increase transparency and improve community reporting.
- ✓ Launching BeSafe, Council’s new work health and safety management system.

Whats next in 2025–26

- ▶ We will implement the Enterprise Resource Planning (ERP) system and related Customer Digital Transformation (CDT) initiatives to optimise technology and data use.
- ▶ We will start a review of the Local Strategic Planning Statement.





### Community satisfaction survey results



74%

satisfaction with environmental awareness, including education programs



93%

satisfaction with Maitland Regional Art Gallery



90%

satisfaction with other sports grounds and ovals



97%

satisfaction with Maitland Regional Sports Complex



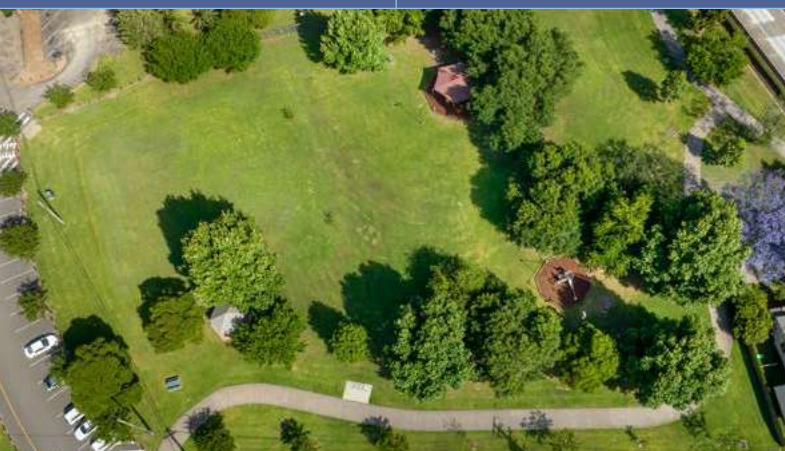
88%

satisfaction with community and cultural programs



84%

satisfaction with business development and tourism



68%

satisfaction with long-term planning for the city



86%

satisfaction with provision and maintenance of playgrounds



88%

satisfaction with provision and maintenance of local parks and gardens



95%

satisfaction with Maitland aquatic centres



93%

satisfaction with events and festivals



96%

satisfaction with libraries



52%

satisfaction with maintenance of local roads



67%

satisfaction with processing of development applications



89%

satisfaction with emergency response management

## Community satisfaction survey

One of the ways we engage with our community is through a citywide community satisfaction survey (CSS), conducted every two years. We most recently completed a CSS mid-2024.

The survey revealed that residents prioritised satisfaction with Council's communication with the community, significantly affecting their overall satisfaction with Council's performance.

Some of the top areas of concern for residents were the following topics:

- Council's communication: Satisfaction with Council's communication, the range of Council's online services and satisfaction with the way your interaction was handled
- Road infrastructure: Maintenance of local roads, traffic management, and the provision of parking

- Planning and development: Planning for population growth and development, long-term planning for the city, and having access to diverse housing options.

We're using community satisfaction results as a key driver in our decision-making, ensuring that our priorities and initiatives genuinely reflect what matters most to our residents. These insights are not only shaping the way we plan and deliver services—they're also helping us tailor our reporting to improve how we're responding to the community's feedback.

By aligning our performance measures with what people have told us is important, we're creating a stronger, more transparent connection between council actions and community expectations.

Residents overall quality of life rating was

4.7/5

2024 results



Poor and very poor 3% Fair 7% Good, very good and excellent 90%



90%

rated their quality of life living in the Maitland LGA as good to excellent



28/39

services/facilities received a satisfaction score of 75% or more



86%

of residents were at least somewhat satisfied with council's performance over the 12 months prior



Total expenditure per portfolio



\$7.4m

land and buildings



\$7.1m

recreational and other infrastructure



\$1.1m

drainage



\$3.3m

other



\$6.3m

plant and equipment



\$26m

roads, bridges and footpaths



\$51.2m

total capital spend

Note: figures above are calculated as renewals plus new assets minus non-cash contributions as per the financial statements.

Major projects

Maitland is within a major growth corridor. To respond to the growth of our LGA, we are focused on ensuring infrastructure delivery meets community needs, both now and into the future. We’ve designed our capital works program to balance the renewal of existing assets with the delivery of new infrastructure to support our growing community.

Grants are a critical funding source for the delivery of new infrastructure. Throughout the year, Council applied for and secured \$31 million in grants to enable the delivery of key projects to support our community’s growing needs. Without grant funding, these projects would have otherwise required alternate financing and would have taken much longer to achieve.

Our capital works program continues to enhance our city now and into the future, ensuring Maitland remains a wonderful place to live, work and enjoy.

Government Road and Raymond Terrace Road intersection

The completion of works and the turning on of traffic lights at the intersection of Government Road and Raymond Terrace Road in Thornton in February 2025 was a significant milestone. This \$26 million upgrade, funded by Council and the NSW State Government, creates a new four-way intersection with two lanes in each direction, making the intersection safer for road users. It is a critical piece of infrastructure that will greatly improve traffic flow through the area.

Chisholm’s first sportsground

Construction commenced in May 2025 on Chisholm’s first sportsground on Suncroft Street in Sophia Waters. The new facility will feature two mixed sports fields, a turf cricket wicket, amenities, irrigation, field flood lighting, fencing and over 100 parking spaces, including accessible parking. Once complete, the new facility will cater to the growing sport and recreation needs of people living in Thornton, Chisholm and surrounds.

The new bridge at Melville

Construction commenced in September 2024 to improve flood resilience for Maitland residents through the replacement of the bridge at Melville.

Jointly funded by the NSW and Australian Governments with contributions from Council, the \$8.2 million project will see a new higher concrete bridge built with dual lanes over the Hunter River. The replacement aims to avoid or reduce the duration of road closures in the event of flooding.

We’ve reached key milestones, including completed piling, poured headstock and craning of concrete planks and super tee girders across the piers, with bridge deck works also underway.

In late May 2025, Maitland experienced significant flooding, which resulted in the bridge sustaining

damage. At this stage, it’s unclear exactly how long the delay will be. However, Council is continuing to work with contractors to assess the site and complete works as soon as possible.

Skate park and playspace at Roy Jordan Oval

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

New play equipment, including nature and water play elements was installed to complement the new all-ages and abilities skate park. Additional shade, picnic tables and footpaths enhance the usability of the area.

| KEY PROJECTS COMPLETED                                                                        | KEY PROJECTS COMMENCED                                                                  |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Car park upgrade works in St Andrews Street, Maitland.                                        | Replacement of bridge at Melville.                                                      |
| New pump house control access road at Oakhampton Heights.                                     | Major road maintenance and construction works at Cartwright Street, Gillieston Heights. |
| Playground updates at Roy Jordan Oval, Gillieston Heights and Chelmsford Drive Oval, Metford. | Playground replacement at Metford Recreation Oval.                                      |
| Widening and resurfacing upgrades of Tocal Road, Bolwarra Heights.                            | New amenities building at Max McMahon Oval, Rutherford.                                 |
| BMX track maintenance at Tenambit.                                                            | Upgraded playspace at Lorn Park Oval, Lorn.                                             |
| New skate parks at Largs, including the opening of oval amenities.                            | New sportsground at Sophia Waters, Chisholm.                                            |
| Access improvements at Bolwarra Sports Complex.                                               | Upgraded playspace at Hunterglen Drive Park, Bolwarra.                                  |
| Stage 2B of the Walka to Morpeth shared pathway route along Morpeth Road, Morpeth.            | New parking bays along Heyes Street, Gillieston Heights.                                |
| Fencing and access road improvements at East Maitland Cemetery                                | Updated city entrance signs at over eight locations across Maitland.                    |
| New playgrounds at Largs Oval, Largs and Metford Recreation Reserve, Metford.                 |                                                                                         |
| 129 new car parks and new solar lighting at Maitland Park, Maitland.                          |                                                                                         |
| New floodlights at four sportsgrounds at Thornton, East Maitland and Woodberry.               |                                                                                         |
| Major road improvements along Cartwright Street, Gillieston Heights.                          |                                                                                         |
| Road improvements at Luskintyre, Thornton and Pitnacree.                                      |                                                                                         |
| Shared pathway improvements at Swan Street, Morpeth.                                          |                                                                                         |
| New skate park at Taylor Avenue, Thornton.                                                    |                                                                                         |
| New roundabout at Tigerhawk Drive, Chisholm.                                                  |                                                                                         |







122

projects had engagement activities



36,036

corporate Facebook followers



6,489

contributions to Maitland Your Say platform



21,549

people average daily reach per page

## Communication and engagement

Effective and honest engagement is at the heart of local government and the Integrated Planning and Reporting (IPR) framework. It helps communities shape their futures and informs the direction and vision of Council.

Listening to community voices through effective community engagement allows everyone to be active participants in shaping Maitland's future and play a part in positive change for our community. By inviting community participation, we aim to create a sense of belonging, connection and involvement and ultimately build a better Maitland.

As Maitland grows, collaboration between Council, our stakeholders, and the community is essential to support our collective wellbeing. Council acts as a facilitator of conversations, ensuring that our community is informed, heard, and actively involved in shaping its future.

By integrating engagement into all areas of our operations, we can better understand and address the complex challenges that impact our community, from housing and transport to environmental sustainability and economic growth.

By adopting a strategic approach to communication and engagement, Council can deliver services and initiatives that reflect the needs and aspirations of the community, ensuring our residents are well informed, involved, and empowered to contribute to Maitland's future.

### Communication and Engagement Strategy

Effective engagement allows communities to be active participants in shaping their own future and play a part in positive change. Council endorsed the Communication and Engagement Strategy 2024-2028 on 18 March 2025, following a 50-day public exhibition period. The Strategy reached over 20,000 people, with Council receiving five submissions.

The Strategy is guided by how the community told us they want to stay informed and engaged. It is a fundamental step in fostering meaningful consultation and engagement by actively involving stakeholders in decision making processes, ensuring we hear their voices. Representing community voices allows us to strengthen trust and collaboration, leading to more informed and effective outcomes for all.

### Brand Maitland

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

### Top performing Maitland City Council

#### Facebook posts

As part of our commitment to building trust and improving access to information, Council published more than 1,200 posts online during the year. The posts reached an audience of more than 44,000 and over 831,000 engagements.

The top performing Facebook posts were:

- Road closure weather updates with 50,703 combined total engagements across three posts
- Updates on the bridge at Melville, with 26,239 combined total engagements across two posts
- Traffic changes at Glenwood Drive, Thornton, with 11,438 total engagements.

#### New translation tool launched

Maitland Your Say, Council's online engagement platform, has recently released a translation tool to allow our community to read about our engagement projects in 15 different languages. Since launching the new feature in January 2025, the platform has recorded 56 incidents where visitors have opted to translate their page or complete a task in a language other than English, helping us reach underrepresented people in our community.

### Global Engagement Day

In January 2025, we celebrated Global Engagement Day to highlight the important role and function of engagement within local government. The day was acknowledged on our corporate Facebook page, and users were encouraged to register for the Maitland Your Say platform to stay connected and have a say in Council's decision making.

#### Projects

A highlight of key projects undertaken during the year include:

- Anambah former landfill site
- Flying fox perceptions
- Seniors Festival
- Walka Water Works
- Maitland's best Christmas lights
- Maitland Youth Week
- Maitland Libraries' future programming planning
- Flood Management Planning
- Maitland Park Master Plan
- Revitalise Maitland Station project
- Community Infrastructure Strategy project
- Renaming proposal for the bridge at Melville
- Maitland Regional Art Gallery 2030: Your gallery, your say page.





## Customer and digital experience

Our vision is to consistently deliver great service regardless of how customers interact with us.

The number of calls, website visits, and inquiries has remained relatively consistent compared to last year. After launching in early 2024, our MyCouncil app has delivered significant improvements to our data collection systems, meaning we now have access to real-time data, including satisfaction metrics.

Council has agreed service levels we aim to meet for each customer service request category, subject to the seriousness of the issue. These range from three days for waste-related matters to 20 days for pothole repairs and footpath maintenance. Of all the requests finalised during the year, we completed 66 per cent within agreed service levels.

### Process improvements

As part of our commitment to developing a trusted customer experience for our community, we launched new call centre software in January 2025, called Enghouse. This software integrates with our current customer record management system to streamline processes and ensure that we can quickly and efficiently respond to our community.

Key features include call recording for quality training and development, automatic workflows for callbacks, and increased reporting functions to effect a more personalised and efficient experience.

These improvements have already reduced the average caller wait times from four minutes and 36 seconds to just one minute and 53 seconds, while abandoned calls have dropped from 20 per day down to an average of five.

We're also achieving an impressive 80 per cent first call resolution rate, meaning we fully resolve four out of five calls without the need for a transfer.

### Top 5 customer service request categories



**2,810**

Bin repair



**1,109**

Potholes



**945**

Tree maintenance



**690**

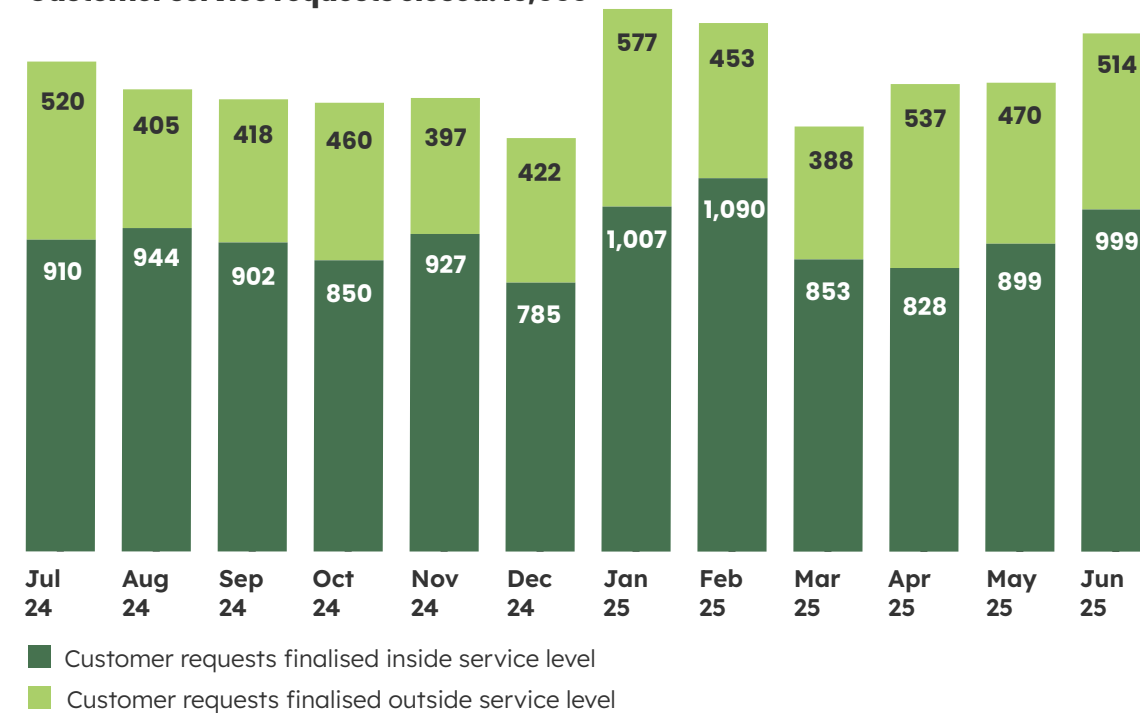
Garbage bin collection issues



**660**

Illegal parking

### Customer service requests closed: 16,555



**55,190**

phone calls received



**8,962**

in person visitors



**771,327**

Maitland City Council engaged website visits



**4/5**

customer satisfaction score



## Partnering to deliver better outcomes

Grant funding is an important source of Council revenue to advance the strategic vision and priorities set out in Maitland's Future, our Community Strategic Plan. The wise investment of grant funds helps deliver projects and initiatives aligned with the objectives outlined in Council's Delivery Program, the activities of our Operational Plan and other strategic plans adopted by Council. Council employees have applied for or advocated for \$113 million of funding across 70 grants throughout the year, and successfully secured 45 grants worth \$31 million.

Partnering with the New South Wales and Australian Governments enables Council to deliver services and improved facilities to our community through one-off grant funding secured for new projects.



### New South Wales Government

The following projects have secured grant funding and will be proudly funded by the New South Wales Government and Council:

#### NSW Department of Planning, Housing and Infrastructure

\$5,000,000 received from State Voluntary Planning Agreement Funding Program - Round 4 to fund Thornton North Road infrastructure, including the Haussman Drive and Taylor Avenue roundabout.

#### Transport for NSW

\$1,000,000 received from the reVITALise grant to fund Next Stop: Maitland project.

\$169,468 received from the Get Active NSW Walking and Cycleway grant for a new footpath in Gillieston Heights.

\$15,500 received from the Country Passenger Transport Infrastructure Grant Scheme to fund various bus stops across Maitland.

#### Office of Local Government

\$295,000 received from A fresh start for Local Government Apprentices, Trainees and Cadets - Round Two.

\$244,948 received from A fresh start for Local Government Apprentices, Trainees and Cadets - Round One.

#### Multicultural NSW

\$250,000 received from the Multicultural NSW Stronger Together Local Council Major Festival grants program to fund Maitland Riverlights.

### NSW Premier's Department

\$100,000 received from the NSW Government's Local Small Commitment Allocation to fund the playspace at East Maitland Library.

### NSW Department of Climate Change, Energy, the Environment and Water

\$100,000 received from the Caring for State Heritage, NSW Heritage Grants program for the Maitland Town Hall.

\$60,600 combined total received from four Drive Electric NSW EV Destination Charging Grants program to fund 10 car spaces at four Council-owned sites across the local government area at Thornton Library, Gillieston Heights Community Hub, The Levee's Riverside car park, and Maitland Town Hall.

\$47,900 received from the Caring for State Heritage, NSW Heritage Grants program for the Glebe cemetery.

\$25,000 received from the Local Government Heritage Grant to fund Maitland Heritage Programs fund for community groups.

### Crown Lands

\$39,994 received from the Crown Reserves Improvement Fund for weed control at Glebe Cemetery, Walka Water Works and Morpeth Reserve.

### NSW Office of Regional Youth

\$14,000 received from the NSW Office of Regional Youth to fund the Winter Spring School Holiday Program.

### NSW Department of Veterans Affairs

\$10,000 received from the Community War Memorials Fund to restore the East Greta Soldiers Memorial.

### NSW Department of Communities and Justice

\$8,631 received from Seniors Festival 2025 to fund Shining Bright: Maitland Seniors Festival 2025.

\$5,748 received from Youth Week 2025 to fund Maitland Youth Week.

\$1,500 received from Grandparents Day 2024 to fund Maitland Grand Families Day 2024.



### Australian Government

The following projects have secured grant funding and will be proudly funded by the Australian Government and Council:

### Department of Infrastructure, Transport, Regional Development, Communications and the Arts

\$3,745,400 million received from the Safer Local Roads and Infrastructure Program for the Haussman Drive and Raymond Terrace Road intersection.

### NSW Public Works

\$179,000 received from the Natural Disaster Relief Assistance Program to fund spillways at Mustang Drive, Rutherford.

### Primary Health Network

\$50,000 received from the Primary Health Network Psychosocial Grant to fund Maitland Regional Art Gallery and Dementia Program in partnership with the University of Newcastle.

### National Australia Day Council

\$10,000 received from the Australia Day Community Grants Program to fund Australia Day in Maitland 2025.



### Other philanthropic organisations

The following projects have secured grant funding and will be proudly funded by the other funding bodies and Council:

### Gordon Darling Foundation

\$10,000 received from the Gordon Darling Foundation to fund the Robert Fielding artist catalogue.

### Good Things Foundation

\$1,000 received from the Get Online Week campaign to fund a 2024 Get Online Week event.



\$31m

worth of successful grants



38

grant projects completed



75

grant projects open



70

applications submitted





**\$625.4m**

planned capital investment in our city from DAs



**31.5 days**

median processing time for DAs



**31 days**

median processing time for CCs



**1,415**

mandatory development inspections

## Development in our city

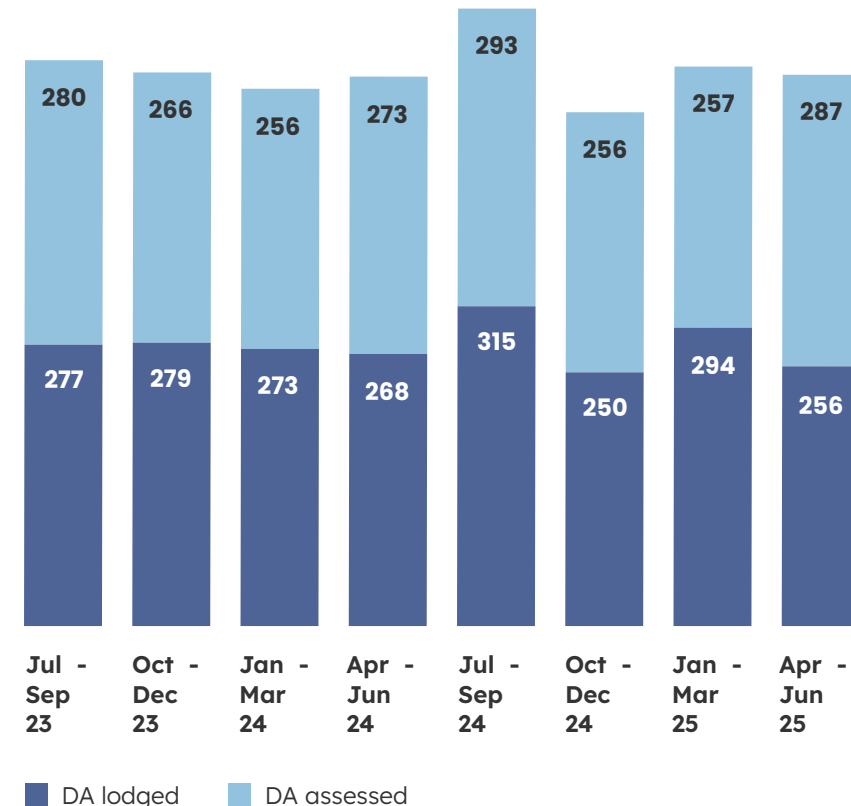
Maitland continues to be one of the fastest-growing regional cities in Australia. Our approval statistics indicate the amount of building and development activity across the city and the efficiency of our processing systems. Our median processing times remain well below the Premier's target of development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

The NSW Government has developed a Council League Table, which is an interactive dashboard to monitor performance for the lodgement and assessment of development applications. Maitland City Council has the fastest average development application lodgement in the state, with a time of two days for 893 lodgements.

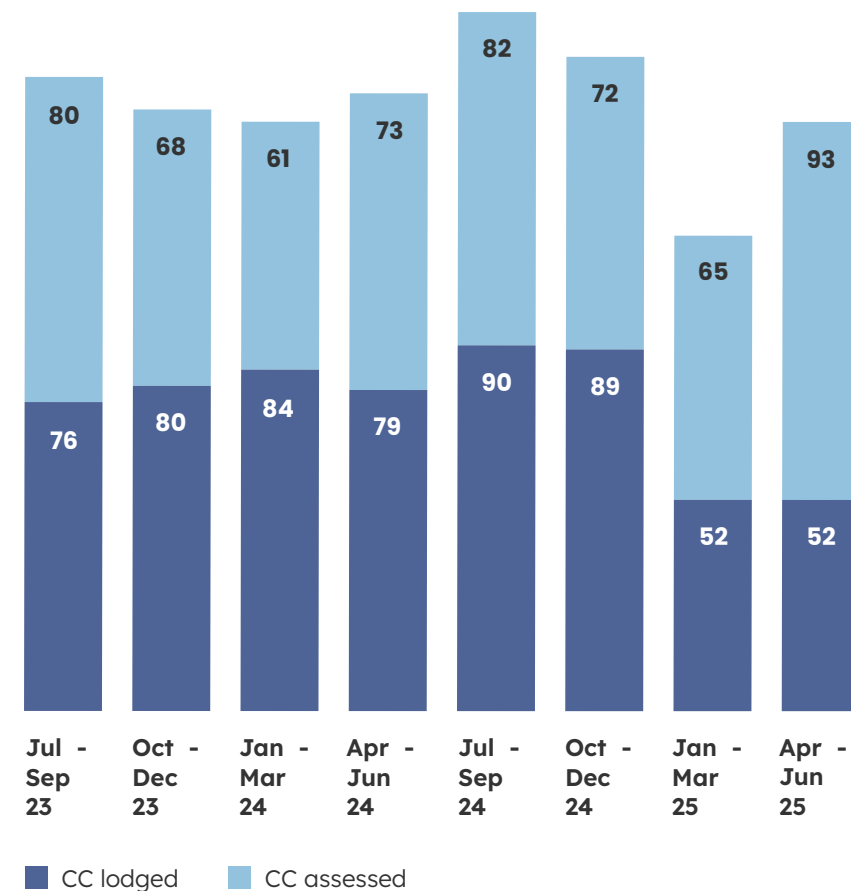
Major development application approvals include:

- Multi-dwelling housing units in Aberglasslyn
- A group home in Maitland
- A Torrens title subdivision in Gillieston Heights
- A 353 lot subdivision at Lochinvar
- A waste/resource management facility at Rutherford
- A commercial centre development at Lochinvar
- A new multi-purpose centre at All Saints College, Maitland
- Two separate subdivisions at Owlpen Lane, Farley, with a combined total of 180 lots
- A childcare centre at Gillieston Heights
- A childcare centre at Chisholm
- A warehouse at Rutherford
- A subdivision at McFarlanes Road, Chisholm, of 325 residential lots
- A subdivision at Darkmouth Street, Chisholm, of 282 residential lots
- Commercial use approvals at Mitchell Drive, East Maitland; High Street, Maitland; and Gardiner Street, Rutherford
- A childcare facility at Loane Street, Farley.

## Development applications (DA) lodged and assessed



## Construction certificates (CC) lodged and assessed





# Our events

Our events were held at many locations across our LGA including the Levee, central Maitland, our Libraries, Maitland Regional Art Gallery, sporting grounds and many of our local suburbs.



## July

- MRAG Winter Season Opening
- Winter Warmer at The Levee
- Literature Live – Among the Grey Gums with Paula J. Bevan
- Literature Live – The Nights with Helen Hopcroft
- Nine school holiday programs, held at our libraries
- Seed Library Pack and Chat at East Maitland Library

## August

- Active August at The Levee
- The Last Daughter – film screening and conversation
- Literature Live – An Evening with Shankari Chandran
- Literature Live – Deep Listening with Andrew Skeoch
- Three Book Week events held at our libraries
- Seed Saving Workshop at Rutherford Library



## January

- Australia Day in Maitland events
- MRAG film night – Chasing Birds!
- MRAG Friday night art after hours with Fuschia Sable and music by Breeze
- Seventeen school holiday programs, held at our libraries
- Australia Day and Dive in Cinema events at Maitland Aquatics Centre

## February

- Street Eats – Thornton
- Summer Nights Sounds event
- Free pet microchipping day
- Maitland Roller Disco
- MRAG the Bowerbird Collective - performance as part of Twitcher exhibition
- 70th anniversary of the 1955 flood commemorative event and launch of Flood Level 1955 – A Historical Exhibition



## September

- Street Eats – Aberglasslyn
- Literature Live – An Evening with Michael Brissenden
- Literature Live – Navigating Money, Markets and Men with Judy Williams
- Bling and Bloom at The Levee
- MRAG Auslan interpreted gallery tour

## October

- Maitland Riverlights
- Street Eats – Louth Park
- Literature Live – Afternoon tea with Sophie Green
- Fifteen school holiday programs, held at our libraries
- Maitland Business Chamber Small Business Summit at Maitland Town Hall
- MRAG Sunbirds' performance for the exhibition Twitcher



## March

- Street Eats – Morpeth and Rutherford
- Flood Level 1955 – A Historical Exhibition
- Literature Live – Swimming Sydney with Chris Baker
- Literature Live – The Golden Thread with Tea Cooper
- MRAG Autumn season celebration
- Seniors Festival 2025

## April

- Street Eats – Gillieston Heights
- Hunter Valley Steamfest
- Youth Week 2025
- Literature Live – The Joy of Writing for Children
- Ten school holiday programs, held at our libraries

## November

- Street Eats – Lochinvar
- The Levee Black Friday Sale
- Literature Live – World Philosophy Day with Professor David Braddon-Mitchell
- MRAG opening celebration, Tjukurpa Handle it – Robert Fielding and collaborative works with artists
- Christmas tree lighting ceremony

## December

- Santa photos at The Levee
- Maitland Park's 140th birthday
- Literature Live – Criminal Minds: Women Writing Crime
- Christmas movie night at Maitland Regional Sportsground
- A Merry Little Christmas at The Levee
- New Year's Eve in Maitland



## May

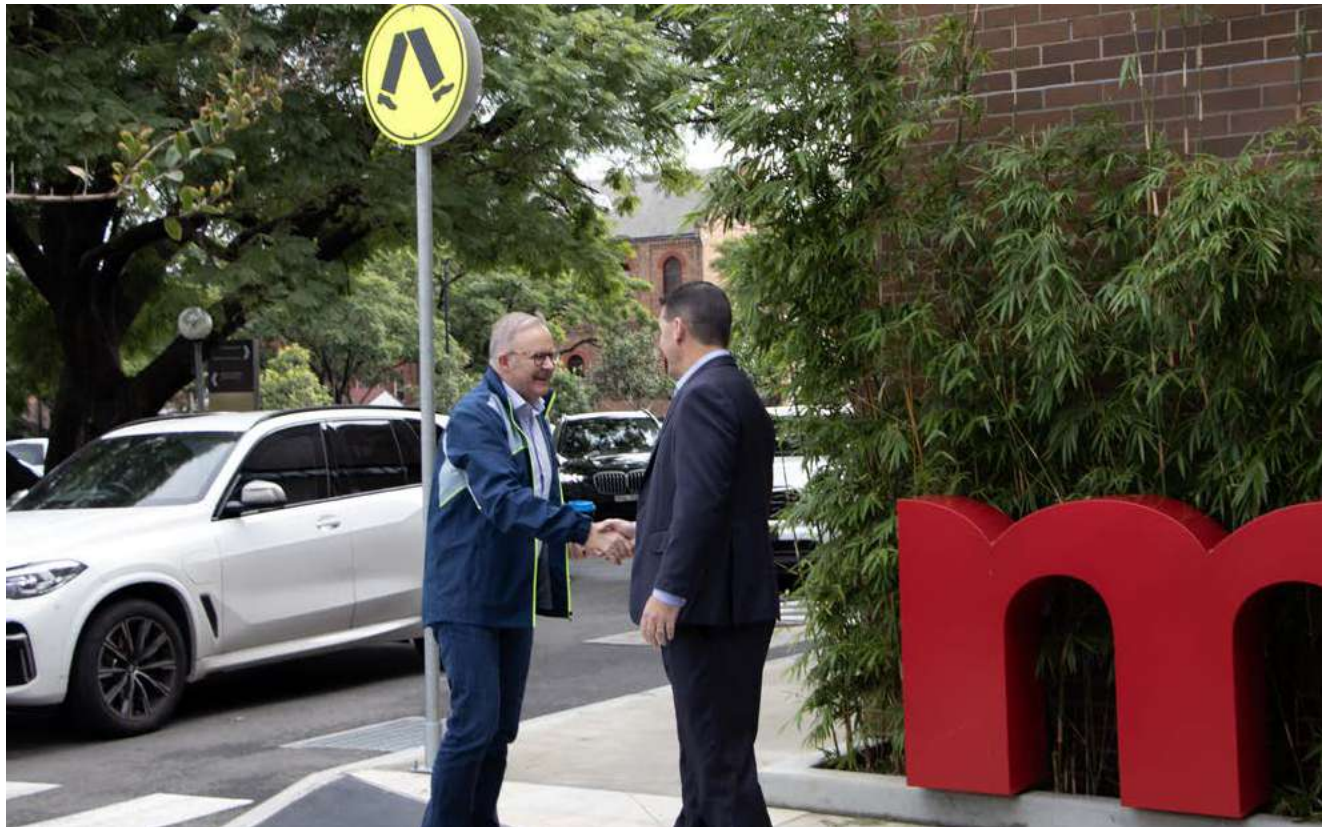
- Street Eats – Chisholm
- Literature Live – Miles Franklin's Forgotten Years
- Literature Live – Cooking up Australia with Lauren Samuelsson
- Native Bees with Gina Cranson at East Maitland Library
- Five events held at our libraries for the Sydney Writers' Festival
- Level Up at The Levee



## June

- Luminous
- Literature Live – Pictures of You with Emma Grey
- Literature Live – Jane Caro in Conversation with Lee Christine
- Maitland Visitor Economy Forum
- MRAG winter solstice event with Katy B Plummer
- Spend to Win at The Levee





# Our flood response

In May 2025, Maitland faced significant flooding that impacted thousands across the East Coast of NSW. Persistent heavy rainfall was experienced which resulted in flooding and flash flooding, impacting residents, businesses and roads across the entire Local Government Area. The flooding event was listed as a natural disaster and turned streets into rivers, causing significant damage to infrastructure and properties, loss of livestock and isolated residents.

Through the destruction and devastation, the true community spirit and resilience of Maitland shone. With community wellbeing and communication as the highest priority, our dedicated teams worked relentlessly. It was all hands-on deck with our outdoor crews braving the elements to support with road closures and traffic control. Our customer experience team, communications team and logistics staff were holding the fort behind the scenes 24 hours a day to ensure our community was connected with clear and constant information as it rapidly changed.

Maitland cemented itself as the heart of the Hunter and for the first time Maitland City Council became State Emergency Services (SES) communication headquarters for the week hosting daily press conferences from Maitland Town Hall. We welcomed several high-profile visitors, including senior agency officials from the SES,

NSW Police, and the Bureau of Meteorology, as well as members of Parliament, including the NSW Premier and Prime Minister.

The Maitland Flood Recognition 2025 event was delivered in June at Harold Gregson Reserve to acknowledge and thank NSW State Emergency Services and community volunteers for their efforts in supporting the city during the May flood event. The event drew an attendance of approximately 150 people and featured an official presentation ceremony, food trucks, music and free face painting.

The recovery and clean up effort will continue for the months following the floods with assessment of damages and reconstruction repairs. Maitland recovery centre was opened within Maitland City Council administration building and was one of five centres in NSW. The centre provided our community with direct access to in person support from government service agencies, housing and reconstruction authorities and community welfare organisations.

While the road to recovery continues, the response to the May 2025 floods has shown once again that Maitland is a community built on resilience, compassion and strength.



Year in review



**225.8mm**  
total May rainfall



**8.1m**  
Hunter River peak



**103**  
local roads impacted



**69**  
road closures



**21**  
internal response team meetings



**10%**  
increase in daily calls



**53**  
social media updates



**7.6 million people**  
media coverage reach





**\$23.9m**

Invested in asset maintenance



**\$15.6m**

Operating deficit



**4/6**

performance measures met



**\$51.2m**

Invested in capital works



**\$2.15bn**

In assets and infrastructure managed



**\$12.4m**

Interest and investment income



**\$114.2m**

Raised in rates and annual charges



**\$75.7m**

Received in grants and subsidies

## Community financial report

This year, Council spent \$170 million to provide services and facilities to over 98,000 residents. We managed \$2.15 billion of assets and invested \$51.2 million in capital works, including roads, bridges, drains, halls, recreation and leisure facilities, libraries and parks for the benefit of the local and visiting community.



**\$221.2m**

total investment in our infrastructure and services

We generate income to fund services and facilities via rates on property, government grants, interest on investments and user charges.

We then spend this income on construction, maintenance, employee costs, grants to the community and other services to the community like libraries, pools, art gallery programs and waste facilities.

The page provides a brief summary of Council's financial position for the year, with more detailed information available later in the report in the financial section and within the Financial Statements.

## How every \$100 is invested in our community

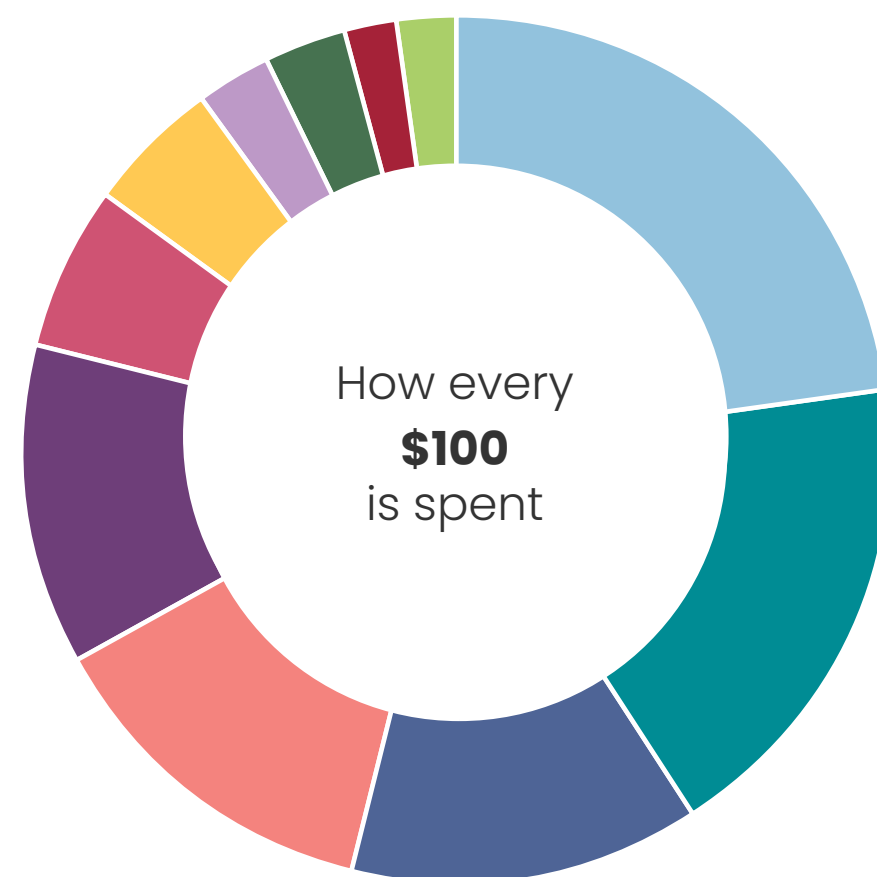
### Expenditure at a glance

Out of every \$100 in revenue we receive, only \$54 comes from rate revenue. Other sources, including user fees, grants and investments, generate the remaining \$46. Diversifying our revenue sources beyond rates reduces the burden on ratepayers and ensures a more stable and sustainable financial foundation.

While some councils have the means to develop additional non rate revenue streams, like income from parking facilities or commercial properties, many councils, especially those in rural and regional areas, have fewer opportunities to generate such revenue. To address this challenge, Council will continue to review our service levels and explore additional ways to generate revenue to ensure we can maintain the delivery of quality and sustainable services to our community.

The below graphs represent our capital and operational investment of \$221.2 million across our services. Our capital works program is an investment in our roads, assets, facilities and recreation facilities.

The objective of this graph is to ensure that financial information is easy to understand and available to every member of the community.



**\$23** Maintaining our roads, bridges and footpaths

**\$18** Managing our other assets and facilities

**\$13** Maintaining our recreational facilities

**\$13** Managing our finances and governance

**\$12** Manging our waste

**\$6** Supporting our digital transformation and customer experience

**\$5** Planning and assessing for our city

**\$3** Supporting our culture and community

**\$3** Protecting and enhancing our environment

**\$2** Supporting our people

**\$2** Showcasing our economic development and events



# Our commitment to financial sustainability

We have been on a focused journey toward financial sustainability and long-term resilience, making strategic investments to secure our future. Over the course of this journey, we’ve strengthened our financial directorate, investing in new financial software through our Enterprise Resource Planning (ERP) solution, and built up the capacity of our people to ensure our financial foundation is robust and capable of supporting the city’s growth.

The Long-Term Financial Plan is a cornerstone of our approach, grounded in strong financial principles and prioritising fiscal responsibility. We are committed to achieving a surplus operating budget and continuously improving our service delivery.

Service reviews are now embedded into our planning, ensuring we maximise value, enhance efficiency, and foster innovation. These efforts are essential as we work to manage the demands of population growth, rising infrastructure needs, and the limitations imposed by the rate peg system.

Our community told us that managing costs is a priority, and we are taking a considered approach to ensure responsible financial management. With the rising cost of living, we are capping recurring expenditure and seeking efficiencies across our operations, ensuring we focus on maintaining essential services while remaining mindful of affordability for our residents.

This aligns with our term priority of delivering enhanced community value by improving efficiency and effectiveness across our operations to deliver better, more sustainable services.

Looking ahead, we remain committed to continuous improvement, optimising our resources, securing grant funding, and exploring alternative income sources where possible and prioritising the needs of our community and ensuring affordability for our residents. Through these actions, we are not only investing in Maitland’s future but also strengthening the foundation for sustained financial health and resilience.

# Continuous improvement

## Continuous improvement initiatives

In addition to formal service reviews, we are embedding a continuous improvement mindset across the organisation. In practice, this means creating an environment where employees are empowered to challenge existing processes, suggest more effective ways of working, and contribute to ongoing enhancements in service delivery.

Future initiatives will focus on building the skills, systems and support needed to foster innovation, reduce inefficiencies, and deliver better outcomes for our community. We are also exploring opportunities to simplify internal processes and strengthen alignment between our strategic planning and operational delivery.

## Process management

We are strengthening our approach to process management to support consistent, efficient and scalable ways of working across Council. We are currently implementing ProcessPro, our new process mapping tool. This initiative supports our commitment to improving clarity around roles and responsibilities while reducing silos across the organisation.

We have launched online training packages as well as face-to-face process mapping workshops to provide hands-on experience in process mapping and share information about process governance.

## Ongoing policy reviews

As part of our commitment to continuous improvement, we are undertaking a thorough review of all organisational policies to align them with our evolving strategic priorities. This initiative is comprehensively addressing overdue policies, ensuring they reflect current best practices, comply with legislative standards, and support our goals for streamlined operations and enhanced accountability. By systematically updating these foundational policies, we aim to reinforce a culture of excellence, clarity, and responsiveness across all areas of the organisation, setting a strong precedent for future improvements and adaptability.

- 85 policies in total
- 26 policies to be reviewed.

## Service reviews

In 2022, continuous improvement became a requirement under the revised Integrated Planning and Reporting (IPR) Framework, reflecting the community’s expectation for services to be delivered more effectively and sustainably.

Our service review approach supports us to:

- Drive commitment to continuous improvement
- Identify opportunities for improvement and innovative solutions
- Embed improvements into our daily operations and planning
- Achieve productivity and efficiency through service-based analysis
- Align service levels with community expectations and legislative requirements while balancing resources.

We progressed the following service reviews during 2024-25:

| SERVICE REVIEW             | STATUS OF REVIEW                                | RESULTS OF REVIEW                                                                                                  | CHANGES MADE AFTER THE REVIEW                                                                                                                                                                                                                                                                                                                                                |
|----------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Passenger fleet            | Review complete.<br>Implementation in progress. | Optimise fleet service, improve processes, strengthen compliance, and explore the transition to electric vehicles. | Key actions completed include the introduction of a novated lease program, a review of procurement methods to ensure value for money, and an assessment of optimal replacement timeframes for vehicles, considering warranties, usage patterns, and disposal returns.<br><br>Further work is progressing on updating vehicle protocols and optimising operational processes. |
| City events and activation | Review complete.<br>Implementation in progress. | Improve service efficiencies, identify cost savings, mitigate risks, and plan for future service levels.           | Implementation will progress through 2025-26 to streamline delivery, enhance value, and strengthen Maitland’s community and economic outcomes.                                                                                                                                                                                                                               |
| Flood risk management      | Review complete.<br>Implementation in progress. | Assess resourcing, workforce, financial planning, and technology needs to meet flood risk management guidelines.   | Implementation will focus on improved governance, updated flood data, enhanced community engagement, and strengthened capacity for mitigation and emergency response.                                                                                                                                                                                                        |
| Parks and open spaces      | Review in progress.                             | Assess service levels, celebrate achievements, and identify opportunities to improve delivery and resource use.    | Final report and recommendations due October 2025.                                                                                                                                                                                                                                                                                                                           |



## Digital transformation

Delivering exceptional service through digital transformation has been a central focus of our continuous improvement journey. This year we initiated an investment in new financial software through our Enterprise Resource Planning (ERP) solution to strengthen financial management practices, improve transparency, and streamline processes across Council.

We have also strengthened our cybersecurity posture with improved infrastructure, regular security testing, and targeted training for employees and councillors. These initiatives demonstrate our ongoing commitment to modernising services in ways that build trust, improve efficiency, and deliver customer experiences that truly meet the needs and expectations of our community.

Over the past 12 months, we have introduced a range of system and process improvements to make it easier for the community to interact with us, while also streamlining internal workflows.

Key projects delivered include:

- **Flood certificate digitisation** – We've transformed a previously manual, multi-step process into a fully digital service. Customers can now submit requests, make secure payments, and access FAQs online. Each submission automatically creates a Salesforce case, enabling faster processing and better tracking.
- **Enhancements to rates customer requests** – Improvements to webforms and Salesforce integration now allow customer requests to be created and assigned within minutes, saving time and reducing errors. Future enhancements will include automated status emails and satisfaction surveys to improve transparency, with further refinements underway to streamline request categorisation.
- **Phase one of new infrastructure requests** – New internal Salesforce request categories now support the Transport and Infrastructure team. Phase two planning is underway to make these requests community-facing via the MyCouncil Portal.
- **Data integrity automation** – We've introduced automation for key request types (managing agent updates, change of name, change of address, change of rates delivery method). Updated webforms now feed directly into Salesforce, removing manual sorting and significantly reducing delays.







# Our foundation

|                         |    |
|-------------------------|----|
| The heart of the Hunter | 44 |
| Our assets              | 46 |
| Our elected leaders     | 48 |
| Our leadership team     | 56 |
| Our services            | 58 |
| Our stakeholders        | 60 |



# 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.

Over 98,000 people call Maitland home, and we welcome around 2,000 new people each year. By 2041, we expect about 145,000 people to call our city home.

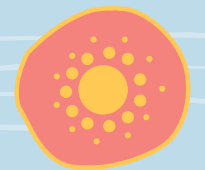
The Wonnarua and Guringai Peoples are the Traditional Keepers and Custodians of the lands within the Maitland LGA.

It is one of the oldest regional centres in Australia, built on the banks of the Hunter River. The Hunter River winds its way through the countryside and the city, offering a beautiful backdrop to our daily lives.

13.1% are born overseas



Aboriginal and Torres Strait Islanders: 7.5%



Area: 396km<sup>2</sup>



87.3% dwellings are single detached

Average people per household: 2.7

Population density 248 persons/km<sup>2</sup>



9.4% speak a language other than English at home



\$15.56bn is our economic output

6.7% people with a disability



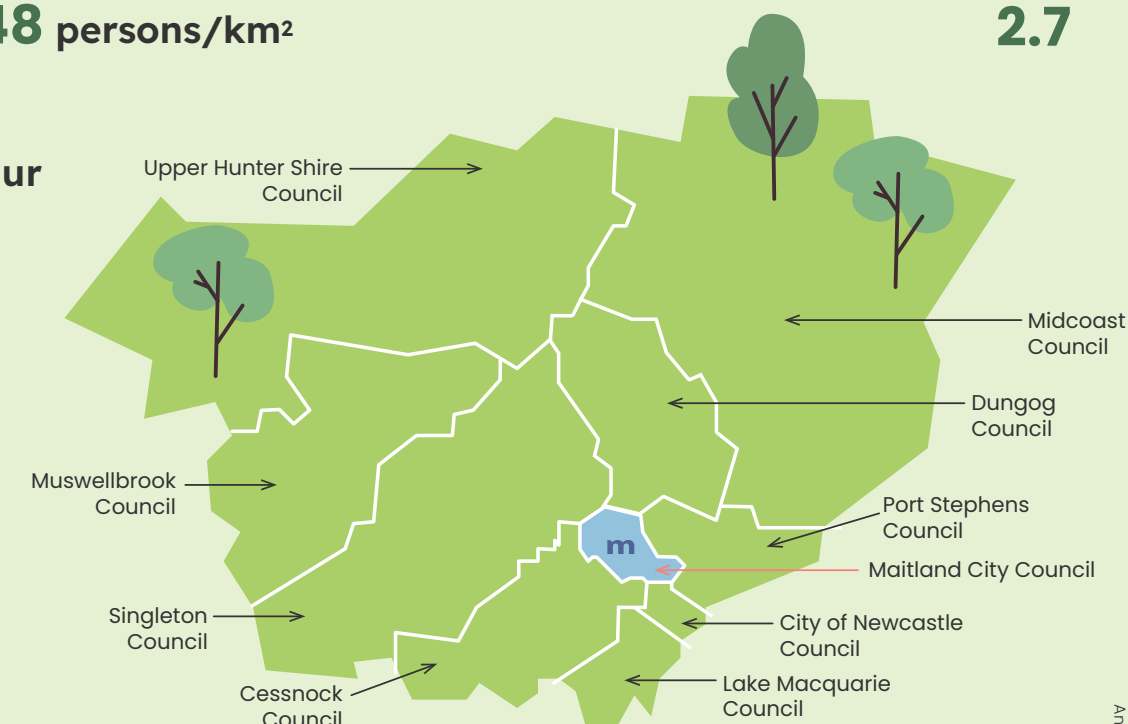
98,163 is the estimated population

144,536 is the projected 2041 population



36

is the median age



Annual growth is Maitland 2.3% vs NSW 1.6%



Our assets

4 Public libraries

1 Administration Centre

1 Town Hall

4 Childcare centres

16 Community halls

1 Regional art gallery

1 Regional sports complex

1 Waste Management Facility

We manage \$2.15bn worth of infrastructure assets.

4 Operational cemeteries

5 Historic cemeteries

788km Local road network

17 Bridges

41 Major culverts

39 Flood gates

82 Playgrounds

8 Grandstands

8 Skate parks

393km Cycleways and footpaths

450ha Passive and open spaces

15% Remnant bushland

1,290 Recorded flora species

390 Recorded fauna species

8,354ha Native vegetation

426km Creeks and rivers

34 Amenities buildings

1 Maitland Gaol

1 Walka Water Works

2 Aquatic centres

Our foundation





Maitland has wonderful parks and facilities, which present plenty of opportunities to promote an active and healthy lifestyle for families.

Mayor Philip Penfold

**Mayor Philip Penfold**  
First elected as a councillor in 2008 and mayor since 2021, Mayor Philip Penfold was born and raised in Maitland. He studied at Maitland Boys High School and Rutherford High School, played football with Rutherford Football and the Maitland Magpies and was twice declared a national karate champion.

Inspired by a stint living in the United States, where he saw first-hand the positive impact of community working together, Philip ran for council, desiring to have a seat at the table and make a difference.

Philip is a Justice of the Peace, holds a Diploma in Financial Services and has a career background as a bank manager. He is an eager contributor to his community and advocates for causes such as homelessness and support for men in distress.

His priorities include sound financial management, a focus on sporting and recreation infrastructure, and improvements to roads and traffic congestion.

'What I love about Maitland is its proximity to everything. It's 30 minutes to the beach and the vineyards or 90 minutes to Sydney. The lifestyle that comes with that is unparalleled. Beyond this, the people of Maitland are its best quality.'

Electoral wards





Our councillors

Ward One



Cr Amelia Atkinson

After growing up in Paterson, Cr Amelia Atkinson first got to know Maitland when establishing a retail store in 2007.

With her two young boys now starting school, Amelia says she is passionate about making early learning accessible to everyone and her role on the P&C committee has helped bring her closer to the Maitland community.

'I want to help shape a city that my kids can benefit from; we need to be looking long term at social infrastructure and investing in spaces like our regional sportsground and our art gallery.'



Cr Sally Halliday

Cr Sally Halliday has lived in Maitland since 1998 and has deep family ties to the area. As a single mother of two, she's active in many local community and charity organisations like the East Maitland Lions Club and the Maitland and District Historical Society.

Passionate about community service and preserving Maitland's history, Sally is dedicated to making decisions that benefit the majority and is not afraid to take a stand when needed.

'Being a councillor is an honour and a way to contribute to making Maitland an even better place.'



Cr Ken Jordan

Cr Ken Jordan, originally from Osterley, grew up on a family farm and was actively involved in the Maitland Police Boys Club. He began his career as a fitter and turner at BHP Newcastle Steelworks before transitioning to education, spending 17 years teaching at All Saints' College. Now the Assistant Principal at Hunter Trade College, Ken is dedicated to equipping students with valuable trade skills.

After 17 years on Port Stephens Council, Ken moved to Maitland with his family, where he is excited to bring his extensive local government experience to Maitland City Council.

'I thoroughly enjoyed my time on council and look forward to making a meaningful impact here in Maitland.'

Ward Two



Cr Race Barstow

After growing up in a small town in Massachusetts, USA and immigrating to Australia in the late '90s, Cr Race Barstow chose Maitland as the ideal place to raise her family and relocated here in 2002.

A first-term councillor, Race is passionate about providing a fair voice for the people of Maitland and helping form an informed community.

'Maitland has a unique ecosystem where you can live in the community without ever having to go outside of it, but within a matter of minutes be in the Hunter Valley vineyards or the city of Newcastle. It's beautifully situated.'



Cr Kristy Flannery

Second-term councillor Kristy Flannery is Rutherford raised and describes Maitland as 'an ideal place to grow up'. She's been involved in the PCYC, Maitland Mustangs and West Maitland Football Club, and became a councillor to help shape the city that is part of her family's future.

Family is a big part of Kristy's life and something she values.

'We all live close, about five minutes from each other, which is the best part about Maitland. It's all so close and convenient.'



Cr Mitchell Griffin

Cr Mitchell Griffin, who is now in his third council term, was born in Morpeth and has lived in Metford with his wife, two sons and two dogs for over 15 years.

Mitchell is a foundation member of H2O Baptist Church in Thornton, a patron of the Maitland Branch of the Northern NSW JP Association and Maitland District Historical Society member. He regularly volunteers as an official at Supercar events and the annual Australian Postie Bike GP.

'I love the diversity of Maitland. We've got people from a wide range of backgrounds and diverse opinions and beliefs.'



## Ward Three



### Cr Bill Hackney

The youngest of seven siblings, Cr Bill Hackney grew up in Louth Park. A self-employed carpenter with over 35 years in construction and business ownership, Bill is a keen advocate for community safety.

He is also passionate about recreational sports, having worked on committees with the East Maitland Griffins and the Maitland Pickers.

'I love Maitland's rich heritage, its culture and its many different landscapes. We must cherish our past but embrace what the future holds.'



### Cr Ben Whiting

Ben Whiting, a fourth-term councillor, was raised in the Green Hills area of Maitland before working abroad. He later returned with his wife to raise their two daughters.

Ben is a special needs teacher and is actively engaged in his local parish, playing hockey with the Maitland Rams and is involved with the Bruce Street Community Hall.

'Maitland has a longstanding history as a key city in New South Wales, and it's vital to maintain our identity and provide access to local facilities.'



### Cr Ben Worth

First-term councillor Ben Worth was born and raised in Maitland, completing his schooling at Maitland Grossmann High School. Having played everything from rugby league to hockey, Ben is an ardent sportsperson and has a soft spot for the East Maitland Griffins.

As the youngest voice in the chamber, Ben says he is looking forward to being a strong, relevant and relatable voice for the young people of Maitland.

'I love Maitland's potential for growth. I love the history and the way we continue to respect and build on that heritage.'

## Ward Four



### Cr Don Ferris

Cr Don Ferris grew up in a small town north of Tamworth and has called Maitland home since 2009. He's an avid sportsperson, having been involved in several local clubs over the years, and is eager to see improvements to Maitland's sports and recreation facilities.

Having previously served one term as a councillor, Don has a driving passion for biodiversity conservation and Landcare.

'Maitland is the beating heart of the Hunter Valley and we are very lucky to live here. I want to see Maitland continue to thrive and grow sustainably.'



### Cr Warrick Penfold

First-term councillor Warrick Penfold was raised in Maitland, attending both Maitland Public School and Maitland Boys High School, and has worked as a self employed mortgage broker for the last 20 years.

A mental health advocate with a strong interest in Maitland's history and heritage, Warrick decided to run for council so he could make a difference.

'I love the diversity of Maitland. We're close enough to take a day trip to the vineyards or Sydney, but slightly removed from the hustle and bustle of the big city. It's the perfect mix of urban and rural life.'



### Cr Mike Yarrington

Now in his third term, Cr Mike Yarrington has lived in Maitland for more than 20 years and owns a trophy and promotions business in Rutherford.

Mike is a proud member of the Rotary Club of Maitland Sunrise, Maitland City Choir and is dedicated to driving positive change for the city.

'I still love the fact that Maitland has a country feel, even though it's becoming bigger and busier. I want to see improvements to Maitland's road network, particularly around Thornton and I want to see our infrastructure development keep pace with our growing population.'



Role of councillors

Councillors are entrusted with the responsibility of voicing the community’s perspectives when making decisions that align with the community’s welfare. They are expected to exhibit behaviours that meet the community’s standards and aspirations while also overseeing the running of the organisation.

Councillors can have a major and positive impact on the health and wellbeing of the whole community. A good working relationship between councillors, the mayor, the general manager and other council employees is fundamental to an effective council. Councillors must also understand how to manage external relationships with the community, the media and other organisations, including state agencies.

Under the *Local Government Act 1993*, councillors have a responsibility to:

- Be an active and contributing member of the governing body
- Make considered and well informed decisions as a member of the governing body
- Participate in the development of the Integrated Planning and Reporting framework
- Represent the collective interests of residents, ratepayers and the local community
- Facilitate communication between the local community and the governing body
- Uphold and accurately represent the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

As members of the governing body and in the interests of ensuring the organisation operates effectively to achieve the best outcomes for the community, councillors should endeavour to work constructively with Council employees who are responsible for implementing Council decisions.

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

Council meetings

The elected Council conducts its business at open and publicly advertised meetings (details are available on Council’s website), held on the third Tuesday of the month, except for January and December. Meetings are livestreamed and accessible via Council’s Facebook page and the corporate website. Agendas and minutes are also available on the website.

Council conducts meetings under an adopted Code of Meeting Practice. The elected Council publicly exhibited and adopted a new Code of Meeting Practice on 25 February 2025, which saw Council meetings change to a monthly format. The Code of Meeting Practice applies to Council meetings, extraordinary meetings and Committee of the Whole Council meetings.

This change was made to allow for a more structured and informed approach to strategic -making and allows briefings to take place separately from Council meetings. Historically, these had taken place after Council meetings, often resulting in very late nights for councillors and Council employees. Moving to monthly Council meetings has allowed the first Tuesday of the month to be freed up to host longer, more detailed and more effective Council briefing sessions.



Councillor professional development

Reg s 186

Holding elected office is a role that carries significant responsibilities and councillors are responsible for ensuring they hold and maintain the skills necessary to exercise their functions effectively on behalf of the community.

Councils are required to report on the participation of each councillor in a professional development program during the year. The Councillor Expenses and Facilities Policy governs the costs of professional development activities.

Councillors participate in professional development through:

- Attendance at councillor workshops/briefings - 49 briefing sessions were held in the 2024-25 period and covered a variety of topics, including but not limited to, updates on planning laws/instruments and financial and corporate planning
- Attendance at conferences.

The table below lists the number of standalone professional development sessions attended by councillors in 2024-25.

| FUNCTION                                                                                 | COUNCILLOR NAME                        |                                              |
|------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------|
| National General Assembly Conference 2024<br>Canberra, ACT*<br>2-4 July 2024             | Cr Aitchison<br>Cr Griffin             | Cr Halliday<br>Mayor Penfold                 |
| Local Government New South Wales Conference 2024<br>Tamworth, NSW<br>17-19 November 2024 | Cr Atkinson<br>Cr Barstow<br>Cr Ferris | Cr Griffin<br>Cr Halliday<br>Cr W Penfold    |
| Floodplain Management Conference 2025<br>Melbourne, VIC*<br>13-16 May 2025               | Cr Halliday                            | Cr Flannery                                  |
| National General Assembly Conference 2025<br>Canberra, ACT*<br>23-27 June 2025           | Cr Atkinson<br>Cr Ferris<br>Cr Griffin | Cr Halliday<br>Cr W Penfold<br>Mayor Penfold |

In the table above, an asterisk (\*) denotes where a councillor travelled interstate.



Our leadership team



**Jeff Smith** | General Manager

Jeff Smith serves as the General Manager, offering visionary leadership and strategic direction to drive Maitland City Council forward. With extensive experience in public administration and a deep understanding of the unique challenges facing the community, Jeff leads with integrity and a commitment to transparency. He is dedicated to making positive change and overseeing continuous improvement at Council through organisational development.

His philosophy is to empower and trust those around you to lead and encourage people to grow. To quote Sir Richard Branson, Jeff’s mantra is ‘train people well enough so they can leave. Treat them well enough so they don’t want to.’



**Tiffany Allen** | Executive Manager

As the Executive Manager of People and Performance, Tiff oversees a diverse range of teams including Enterprise Risk Health and Safety, Legal Counsel, Human Resources, Corporate Planning, Organisational Development and the Communication, Marketing and Engagement team. Tiff is passionate about driving development opportunities for staff and wants to see our organisation become an employer of choice based on our fantastic work culture.

While you’ll often see Tiff in her usual corporate attire, she’d much rather wear boots, jeans and hi vis, having previously worked in the steel industry with a HR and safety background. Tiff is invested in our organisational development and wants to see Council become more transformational for the future.



**Matt Prendergast** | Director\*

As the Director of City Planning, Matt oversees the development and growth of Maitland through the Strategic Planning, Development, Compliance, Environment and Waste teams. Matt has worked in planning in local government and consultancy in NSW as well as the Middle East.

Matt’s goal for City Planning is to work together to plan, deliver and maintain a liveable, sustainable and resilient city where the people, economy and the environment thrive.



**Mark Margin** | Executive Manager

As the Executive Manager of Customer and Digital Services, Mark oversees various teams including ICT Operations, Enterprise Architecture, Program Delivery, Cemetery and Records Information, Service Design and the Customer Experience Team (CET). Mark has extensive experience in the private sector and is committed to driving innovation across the business, particularly by growing our digital transformation expertise.

Mark believes our people are our power which is why he strives to get the best out of people and encourages autonomous decision making.



**Jason Linnane** | Director

As Director of City Services, Jason is responsible for overseeing several teams at Council including Assets and Engineering, Community and Recreation, Works, Events, Libraries and Maitland Regional Art Gallery. Jason has extensive experience in local government, having worked for several other Council’s including eight years as the General Manager of Singleton Council.

Jason is passionate about driving a strong and sustainable organisation and improving the lives of people living and working in our community. He believes anything can be achieved when egos are left at the door and encourages his staff to look out for each other.



**Mary O’Leary** | Executive Manager\*\*

As the Executive Manager Finance, Mary is responsible for overseeing a range of services including rates, payroll, procurement, financial reporting, acquisitions and property management. She has extensive experience in this sector, having trained as an accountant in the UK and holding several executive roles in the education and social justice sectors. For Mary, working for the community is a privilege and she is dedicated to providing financial sustainability and quality customer service for the people of Maitland.

A big believer in the power of education, Mary is passionate about creating and maintaining a culture of trust and empowerment in the workplace. She believes Brene Brown’s quote ‘clear is kind’ is a simple but powerful reminder for us all.

\* Concluded employment on 16 July 2025

\*\*Concluded employment on 26 September 2025





# Our services

Providing services to the community is at the heart of what we do at Maitland City Council. From maintaining roads, parks, and community buildings to delivering aquatic facilities, waste management, and cemetery services, each service we provide plays a role in moving us closer to our vision of a connected city with thriving communities. Our diverse range of services ensures that Maitland remains a great place to live, work, enjoy and succeed, supporting the needs of our growing community every day.

-  Aquatic centres
-  Asset and capital planning
-  Building and structures maintenance
-  Capital works delivery
-  Cemetery operations
-  Community engagement
-  Community planning and development
-  Customer experience
-  Development and compliance
-  Digital business systems and services
-  Digital transformations projects
-  Economic development
-  Emergency management
-  Environmental management
-  Events and place activation
-  Financial services and reporting
-  Floodplain and estuary management
-  Governance and leadership
-  Human resources
-  Integrated planning and reporting
-  Land use planning
-  Legal and contract management services
-  Libraries and learning
-  Maitland Regional Art Gallery
-  Major venues and facilities
-  Marketing and communication
-  Organisational development
-  Plant services
-  Procurement
-  Property
-  Recreation and open spaces maintenance
-  Risk, safety and wellbeing
-  Roads, transport and drainage
-  Waste management



Our stakeholders

We have diverse stakeholders and engage with them in many ways, depending on their needs. Community and stakeholder engagement are integral parts of our service, and we strive to keep our community informed of all the work we are delivering and the services we provide.

|                            |                                                                                                  |                                                                              |                                           |                                  |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Community                                                                                                   | Council staff                                                                                                                                                                     | Customers                                                                                                                                                     | Community groups and volunteers                                                                                             | Government agencies                                                                                                 |
| WHY OUR STAKEHOLDERS ARE IMPORTANT TO MAITLAND                                                              |                                                                                                                                                                                   |                                                                                                                                                               |                                                                                                                             |                                                                                                                     |
| Provide knowledge, cultural experiences, resources, engagement and feedback                                 | Provide valuable knowledge, skills and labour essential to our operations                                                                                                         | Provide us with feedback and use our services and products                                                                                                    | Build trust with local communities through services, planning and contribution to developing strategies, plans and programs | Provide funding opportunities, guidance with regulations and legislation, services, planning direction and networks |
| WHY WE ARE IMPORTANT TO OUR STAKEHOLDERS                                                                    |                                                                                                                                                                                   |                                                                                                                                                               |                                                                                                                             |                                                                                                                     |
| Provide civic leadership, services, facilities, partnership, and representation                             | Provide employment, benefits, training, career development opportunities, flexible and supportive work arrangements                                                               | Provide products and services of good value and quality                                                                                                       | Provide support and partnerships                                                                                            | Provide local strategies, partnerships and networks                                                                 |
| MAITLAND ENGAGES WITH THESE GROUPS VIA                                                                      |                                                                                                                                                                                   |                                                                                                                                                               |                                                                                                                             |                                                                                                                     |
| Website, social media, publications, community forums, community events, community funding, Council offices | Intranet (ERIC), weekly newsletters, quarterly and fortnightly updates, leadership leadership, communications, toolbox talks, intranet, posters, email, staff events and training | Customer Experience Team, face to face, phone, email, live chat, customer experience and satisfaction measures, follow ups, website, publications, factsheets | Advisory committees, workshops, focus groups, emails, meetings                                                              | Formal meetings, briefings and networking meetings, correspondence and events, legislative reporting and meetings   |

|                                    |                                      |                                                                                                |  |                                        |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Partners                                                                                                              | Residents and ratepayers                                                                                                | Business community                                                                                                                                                                | Media                                                                               | Visitors                                                                                                                  |
| WHY OUR STAKEHOLDERS ARE IMPORTANT TO MAITLAND                                                                        |                                                                                                                         |                                                                                                                                                                                   |                                                                                     |                                                                                                                           |
| Provide shared knowledge, networks, cultural experiences and economies of scale                                       | Provide funding for local services and infrastructure, provide guidance, values, engagement and feedback                | Provide good value and quality products and services and build capacity, create vibrance and drive our city's economy                                                             | Build and protect reputation and raise awareness of events, service and facilities  | Provide economic benefits by visiting, shopping and studying, generating employment opportunities and financial viability |
| WHY WE ARE IMPORTANT TO OUR STAKEHOLDERS                                                                              |                                                                                                                         |                                                                                                                                                                                   |                                                                                     |                                                                                                                           |
| Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation                    | Generate sustainable growth and returns to the community                                                                | Provide opportunities for business in line with policy and legislation and promote activities to enhance businesses                                                               | Provide trend data on social, environmental, economic and governance information    | Provide products, services, facilities and events                                                                         |
| MAITLAND ENGAGES WITH THESE GROUPS VIA                                                                                |                                                                                                                         |                                                                                                                                                                                   |                                                                                     |                                                                                                                           |
| Contract management, account management relationships, networking meetings and regular engagement through site visits | Rates notices, community meetings, surveys, On the Move and other publications, social media, website and annual report | Contract management and account management relationships, focus groups and workshops, direct liaison, publications, website, newsletters, social media, annual report and surveys | Media release, briefings, interviews, direct liaison and social media               | Website, social media and other published information, and the Visitor Information Centre                                 |





# Our performance

|                          |    |
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| Liveable Maitland        | 64 |
| Sustainable Maitland     | 70 |
| Vibrant Maitland         | 76 |
| Achieving Together       | 82 |
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# Liveable Maitland

## Community outcomes

- To stay friendly, happy and proud as our city grows
- To easily get where we want to go
- To acknowledge First Nations peoples and their stewardship of the land within our city
- To be healthy and active with access to local services and facilities
- To celebrate what makes our city unique – our history, our people and our river.

## Services helping deliver our outcome



Aquatic centres



Asset and capital planning



Building and structures maintenance



Capital works delivery



Cemetery operations



Community planning and development



Libraries and learning



Plant services



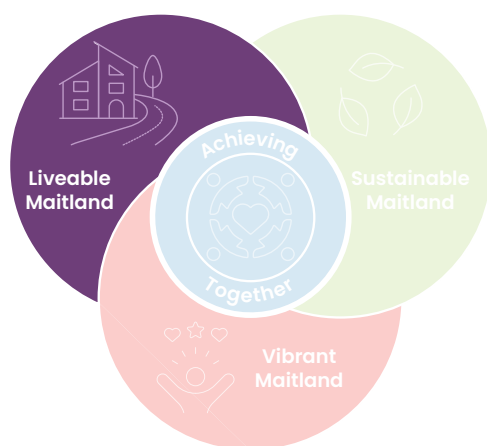
Recreation and open space maintenance



Roads, transport and drainage



80% On track/complete  
20% Monitor



## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Liveable Maitland. These include:

- Local Strategic Planning Statement 2040+
- Local Housing Strategy 2041
- Rural Lands Strategy 2041.

## Library visitation



23-24

**213,150**

**9%**  
decrease

24-25

**193,700**

Decrease due to branch closures for required maintenance following impacts from weather events.

## Aquatic Centres visitation



23-24

**229,155**

**5%**  
increase

24-25

**241,492**

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

## Length of road network



23-24

**779.9km**

**8.1km**  
increase

24-25

**788km**

With the growth of our LGA, there has been a large investment in new roads and a large volume of new roads being added.

## Our achievements



**244**

new citizens welcomed in six ceremonies



**24,980**

potholes filled



**14,278**

attendees at 894 events and programs held at Libraries



**372,362**

e-resources and physical library loans



**54,463**

attendances at aquatics programs



**63**

school carnivals delivered at the Maitland Regional Athletics Facility



**4**

new play grounds and skate parks completed



**48**

community immunisation clinics



# Flicking the switch on Government Road, Thornton

In February 2025, we officially opened the new intersection at Government and Raymond Terrace roads, Thornton. Transport for NSW was on site to flick the switch on the intersection's new traffic lights, which are now operational. This is a huge milestone for the project, which started back in January 2023, and marks the end of this major upgrade.

This \$26 million upgrade, funded by Council and the NSW Government, has allowed us to create a new four-way intersection with two lanes in each direction. It is a critical piece of infrastructure to greatly improve traffic flow for the people of Thornton, Chisholm and their surrounds.

This project is part of Council's long-term strategy for the Thornton Road Network, which involves the delivery of critical traffic infrastructure to cater for the rising population throughout the areas of Thornton and Chisholm.

The upgrades include:

- Installing traffic lights to aid traffic flow
- Adding dedicated right-hand turning lanes and left-hand turn slip lanes
- Widening both Raymond Terrace and Government roads for two through lanes in each direction
- Adding a northern leg to make the intersection four-way.

Approximately 110 trees were required to be cleared around the site to bring the project to life. We've heard how important the environment is to the community, so as part of our commitment to creating a sustainable Maitland, Council committed to planting a minimum of 110 trees on land in Thornton.

We also undertook a Review of Environmental Factors (REF) through the design phase of this project, limiting the number of trees to be cleared within the footprint of the works. Where possible, Council earmarked trees to be retained and ensured there was no unnecessary clearing of trees.

This project came with various challenges and setbacks, which impacted the overall delivery timeframe, including 123 days of inclement weather, a delay of 52 days due to unexpected foundation treatments and issues with subcontractor and material availability, and a further 28-day delay due to the discovery of buried utilities and underground services on site.

We're pleased to say work has now come to an end with the intersection now open to traffic, providing a much safer journey for residents and motorists.

# What we delivered

## Community Infrastructure Strategy commenced

Work has commenced on Maitland City Council's first-ever Community Infrastructure Strategy (CIS), a 20-year strategy to guide how we plan, manage and develop community infrastructure.

The CIS will shape Council's future decision-making on planning, investment, funding and delivery of community infrastructure across 10 key categories: aquatic facilities, playspaces, local libraries and museum, community facilities, Maitland Regional Art Gallery and public art, public open spaces, outdoor recreation facilities, indoor and outdoor sports facilities, and public toilets.

As part of the development of the CIS, we are also creating supporting plans to cover each of these 10 categories and guide the overall strategy. Engagement with the community kicked off in May, asking residents to provide feedback on what is most important to them to help inform the CIS. Engagement will wrap up at the end of July.

## Improving our roads across the LGA

Our teams have been working hard throughout the year to improve the roads across our LGA. They tackled almost 25,000 pothole requests, and a significant number of roads underwent repairs and improvements during the financial year.

Much of the roadwork we do around Maitland is pre-emptive, so we can extend the life of our roads and keep them in good condition for longer.

We upgraded Maitland Vale Road in Lambs Valley, while Luskintyre Road in Luskintyre and Oakfield Road in Woodberry underwent repairs. In Millers Forrest, Alnwick, Nalleys Creek, Monkley's and Martins Wharf roads were also upgraded, showcasing the city's commitment to preventative maintenance.

Brisbane Fields and Queens Wharf roads in Morpeth, along with Pitnacree Road and Melbourne Street in East Maitland, also received enhancements.

Geotech investigations were completed at Garnett Road in East Maitland, Old North Road in Lochinvar and Wollombi Road in Rutherford to assess the stability and safety of the road structure.

In addition to the reconstruction work across the LGA, we maintained bus shelters and refreshed linemarking, ensuring Maitland's road network remains safe and functional for all.

## Community grants

Council's Biannual Community Grants Program saw a combined total of nearly \$126,000 allocated throughout the years towards 38 community projects in two rounds of the Community Projects and Community Celebrations programs.

The second round of community grants closed in November 2024, marking the beginning of Council's transition to using SmartyGrants as our ongoing application management platform.

Council appointed a new assessment panel for round one of the Individual Development Grant program in December 2024. The Individual Development Grant is available year-round and offered five rounds of funding opportunities between January 2025 and June 2025. Council awarded over \$24,600 to 39 successful applicants.

## Celebrating Maitland Park's 140th birthday

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

## Maitland Park Master Plan

Early in 2025, Council endorsed an initial Maitland Park Master Plan draft to develop a larger, fit for purpose and more inclusive, accessible and creative playspace. The plan sees the existing playspace grow from 0.2ha to 0.6ha (1.5 acres) with new elements added, including a splash and water play area, more shade, and all abilities play equipment. The draft Master Plan also includes a larger playspace, extra parking, more footpaths, cricket training nets, an additional fitness station and a new lawn space.

## Aquatics program supporting accessibility

Throughout the year, Council delivered a range of inclusive and accessible aquatics programs including more than 25,000 learn to swim attendees, almost 20,000 squad attendees and more than 7,600 aqua fitness program attendees. We also facilitated access and inclusion swim throughout the year, as well as offering more cultural and linguistically diverse programs.





Aquatics audit results shine

Maitland’s Aquatics team has achieved outstanding results in the 2024–25 Royal Life Aquatics Facility Assessment, setting a new benchmark for safety and excellence. Maitland Aquatic Centre received a 99% safety rating, up from 98% last year, and maintained its 99% five-star Safety Partner Accreditation.

East Maitland Aquatic Centre retained its 98% safety rating and achieved a perfect 100% five-star score. These results reflect the team’s consistent dedication to safe pool operations and place both centres among the top-performing facilities nationally. The improvements directly benefit the community, ensuring safer, high-quality aquatic experiences for all.

**Recreation and sporting**

Maitland Regional Athletics Centre successfully hosted the Maitland Zone Athletics carnival in August 2024 with approximately 900 students attending. This event resulted in a team of 129 competitors competing in the Hunter Zone Athletics Carnival in September 2024.

Maitland Regional Athletics Centre hosted a record number of school athletic carnivals with 63 carnivals held throughout the year, seeing over 21,000 students enjoy the facilities. Despite ongoing wet weather and cancellations, Maitland Regional Athletics Centre continued to exceed expectations, hosting several major athletic events, including the NSW Country Championships and Region 1 and Region 2 Championships.

Maitland Regional Sportsground secured four Women’s A-League games throughout the year, a significant achievement for the venue. The Pipes and Drums Country Championships used the sporting precinct in November 2024 to great success.

In September 2024, we launched a streamlined digital sportsground closure process and venue management booking software to deliver a reliable and responsive service to our community. Our community can now receive instant updates as soon as a sportsground is closed and hiring and make payments for our community centres are now more transparent. This efficiency implementation has resulted in a 25 per cent increase in online bookings for our centres compared to the previous year.

The growing popularity of public access to the Maitland Regional Athletics Centre on Monday nights led to the extension of the trial throughout the year and revised opening hours.

Maitland libraries

Maitland libraries had a successful year, maintaining over 370,000 total loans even with temporary branch closures due to adverse weather and maintenance. Improvements in digital access through the Library App led to a 20 per cent increase in online collection usage. Membership also saw an encouraging 8 per cent rise, attributed to proactive campaigns. Interest in family history research spiked significantly, with platforms like Ancestry and Find My Past experiencing a usage surge of more than 125% compared to the previous year.

Community feedback inspired growth in non-traditional lending collections such as the toy and seed libraries, and sparked enthusiasm for new offerings like sewing machines and tools. The libraries played an important role as communal spaces, with meeting and study rooms booked for over 1,900 hours by diverse groups. Public technology services continued to be in high demand, as evidenced by increased usage of Wi-Fi and public computers.

A meaningful new partnership was formed between East Maitland Library and Maitland Family Support Service, offering programs to help parents develop skills to support their children’s mental health. Direct input from residents shaped the future of the libraries through a February 2025 campaign of surveys, pop-up events, and an ideas board. More than 550 interactions delivered valuable insights into how the community envisions future programming, collections, technologies, and services.

**Events at our libraries**

Maitland libraries delivered an impressive range of programs and events, attracting more than 14,000 participants across almost 900 sessions, which was in line with last year’s attendance despite interruptions caused by weather-related closures and maintenance. Key highlights included a comprehensive review of early literacy programming and the successful launch of new tween and youth-focused initiatives.

The Literature Live series remained a standout, featuring 16 authors from across New South Wales and drawing 788 attendees to engaging, sold-out events that celebrated cultural heritage and the joy of reading. In addition, more than 80 people attended the screening of The Last Daughter in August 2024, followed by an insightful conversation with Brenda Mathews about the memoir that inspired the film.

Digital literacy also saw a boost, with over 120 participants gaining new skills through tech help sessions supported by funding from the Be Connected program. Meanwhile, 475 individuals enhanced their technology skills through the libraries’ digital literacy programs.

Major venues and facilities

Our Town Hall team has been working hard to improve the events offering at Town Hall and has seen the booked hours across all rooms increase by more than 210 per cent compared to last year. This increase has been driven by the an increase in school performance and exam bookings as well as the council elections utilising the facility. The Town Hall Operations team are focused on providing a high level of service to all attendees and fostering a culture of improvement throughout their processes.

The International Women’s Day 2025 event at Town Hall brought together over 130 attendees for a morning’s celebration of women’s achievements. The event also featured a keynote address by Sam Lane and the presentation of the inaugural International Women’s Day Loretta Baker Scholarship to Isabella Crebert.

The Seniors Festival 2025 was held over two weeks in March 2025, delivering an inclusive program of over 45 free or low-cost activities to strengthen connections within our senior’s community. Maitland Town Hall hosted two highlight events, including Rock, Roll and Shine, a seniors’ lunch and show, and Time to Shine, a seniors’ discover and connect exhibition.

Following the flooding natural disaster in May 2025, we saw our Town Hall used as a flood recovery centre while still providing service to hirers, including the VET Apprenticeship & Traineeship Pathways Career Expo, A-List Entertainment with Akmal’s return performance, Department of Education exams, Mother’s Day performances, and many more throughout the year.

**National Road Safety Week**

In recognition of this important event in May 2025, Morpeth Bridge was illuminated yellow from sunset onwards. We ran a social media campaign asking locals to take the pledge to ‘Drive So Others Survive.’ Council also facilitated a learner driver supervisor’s workshop where parents and carers learnt about safe driving practices and how to fill out the logbook.

Footpath upgrades

During the 2024-25 financial year, we completed footpath upgrade works to help establish a safe network of connected pathways to maximise access to key destinations and facilities.

These included:

- Footpath connection works at Wollombi Road, Rutherford
- Footpath refurbishment at Church Street, Maitland
- Footpath construction at Young Street, Rutherford
- Stage one footpath construction at Government Road, Thornton.

The Morpeth to Walka shared pathway project has also progressed with work completed on Stage 2B, seeing the pathway extended along Morpeth Road from Steamer Street, and along Queens Wharf Road from Morpeth Road to the car park.

Council also conducts ongoing maintenance on kerb and gutter, footpath, and drainage assets throughout the entire year.

Challenges and looking ahead

Maitland has faced significant challenges in the last year, particularly from extreme wet weather, including two floods, which have delayed scheduled works and also caused extensive damage across the city. The impacts are most visible on our road network, where widespread damage can take years and cost millions of dollars to repair. These events strain resources, disrupt planned projects, and contribute to the long-term infrastructure backlog, making it even more challenging to keep pace with the growing community’s needs.

At the same time, Maitland continues to grow rapidly, with a annual population increase of 2.6 per cent. This growth brings immense opportunity, but also intensifies the pressure on our infrastructure, from roads and drainage to recreation facilities and public spaces. Balancing recovery from weather events with the ongoing need to deliver and maintain infrastructure for a growing community remains one of our biggest challenges.

Looking ahead, we will focus on building resilience into our infrastructure planning and delivery, ensuring we can adapt quickly to weather impacts while continuing to meet the demands of a thriving and expanding city.





# Sustainable Maitland

## Community outcomes

- To love and look after our great outdoors
- To reduce our reliance on non-renewable natural resources
- To be ready in case of more hot days, storms and floods
- To reduce our waste

## Services helping deliver our outcome



Emergency management



Environmental management



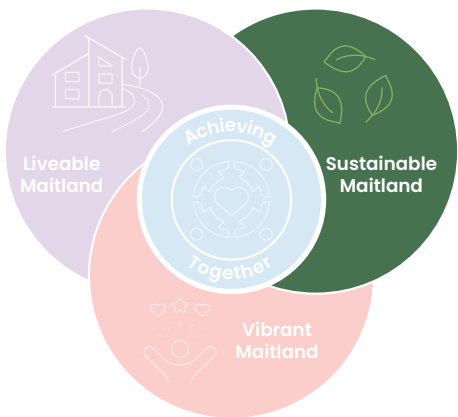
Floodplain and estuary management



Waste management



84% On track/complete  
16% Monitor



## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Sustainable Maitland. These include:

- Environmental Sustainability Strategy 2030
- Local Strategic Planning Statement 2040+.

## Waste collected at kerbside



6% increase

23-24  
**24,586t**  
24-25  
**26,010t**

Increase is likely due to the growth of our LGA with new additional domestic waste services delivered throughout the year.

## Recyclables collected at kerbside



4% decrease

23-24  
**5,112t**  
24-25  
**4,908t**

## Garden organics collected at kerbside



18% increase

23-24  
**9,465t**  
24-25  
**11,137t**

Volume of garden organics collected varies depending on weather conditions with storms and disaster clean-ups driving increases.

## Our achievements



**5,380**  
seedlings planted by Council



**265**  
illegal dumping incidents



**83%**  
of impounded animals were returned or rehomed



**2,955**  
Recycle Smart pickups



**12,092**  
vouchers redeemed for use at the Maitland Resource Recovery Facility



**7,195**  
mattresses recycled



**19t**  
of chemicals collected during two household chemical cleanout events



**949t**  
mixed metal scrap collected



# Food Organics and Garden Organics (FOGO) launch

We launched a new Food Organics and Garden Organics (FOGO) collection service in June 2025 for Maitland residents. Maitland City Council partnered with Cessnock City Council and Singleton Council to deliver a coordinated FOGO service, enabling households across all three local government areas to dispose of food scraps—such as vegetable peels, meat, and dairy—alongside garden waste in their green bins. The collected material is processed into high-quality compost, significantly reducing landfill contributions.

This rollout meets the NSW Government’s requirement for all councils to implement weekly FOGO services by 2030 and aligns with Maitland’s Environmental Sustainability Strategy goal of diverting 80% of waste from landfill by 2030. The partnership highlights the benefits of regional collaboration, streamlining service delivery and education across the three communities. The councils have engaged Solo Resource Recovery for weekly collections and Australian Native

Landscapes (ANL) to process organic waste into nutrient-rich compost.

To support the transition, we delivered a comprehensive education campaign across Maitland, including pop-up stalls, workshops, and presentations that reached over 840 residents in person, across 31 suburbs, along with more than 20 school education sessions.

All households received kitchen caddies and compostable liners before the FOGO service went live on 30 June 2025. From July, the bin collection schedule also changed with both garden organics (green) and general waste (red) bins now collected on a weekly cycle while recycling (yellow) remains on a fortnightly collection.

FOGO strengthens our commitment to building sustainable communities, encouraging circular economy practices and everyday environmental responsibility.



# What we delivered

**Biodiversity and sustainability celebrated across Maitland**

We celebrated Biodiversity Month in September 2024, focusing on community planting and National Tree Day celebrations. The month included 1,300 seedlings planted across four community planting events, 1,320 native seedlings given away and a tree day celebration held across 18 local schools.

Council participated in Plastic Free July 2024 by facilitating an awareness campaign through our social media platforms and website. An online webinar and library event on tackling soft plastics was also offered.

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

## Waste management

Due to the level of growth in areas across Maitland, we rerouted the bin collections, changing the collection days of approximately 3,000 residents from August 2024, to ensure our teams can continue to provide an efficient waste collection service. There have been more than 1,000 new domestic waste services delivered throughout the year.

Our draft Waste Management Policy was endorsed for public exhibition in December 2024 and adopted in June 2025. The policy provides guidelines for the community regarding the provision of waste services delivered by Council.

This year, our kerbside bulky waste collection service continued, allowing households to book up to two kerbside collections for items like furniture, e-waste (old computers and hardware), mattresses, and bundled green waste. Alternatively, residents can choose up to two 250kg waste vouchers each financial year, or have mix these options. Over the year, we completed more than 7,470 bulky waste collections. Residents also redeemed 12,092 digital vouchers for use at the Maitland Resource Recovery Facility.

## New EV charging stations across Maitland

Four Maitland City Council sites now boast electric vehicle (EV) charging stations, thanks to NSW Government grant funding we received towards the end of 2024. These chargers –at the Maitland Administration Centre, Thornton Library, Gillieston Heights Community Hub and The Levee’s Riverside Carpark – complement existing electric vehicle charging infrastructure (EVCI) at Harold Gregson Reserve. The four sites were selected to strike the right balance between implementing charging options where there previously were none (Thornton Library and Gillieston Heights) and bolstering existing options in key destinations like our central business district.

## Maitland Administration Centre secures 5.5-star energy rating

We’ve taken a major step forward in our efforts towards creating a sustainable Maitland, with the Maitland Administration Centre officially receiving a 5.5-star energy rating in September 2024, under the National Australian Built Environment Rating System. This rating puts the Maitland Administration Centre squarely between the ‘excellent’ and ‘market leading’ categories.

The team worked with industry experts during the design process, aiming for a minimum 4.5-star NABERS rating as part of the project brief. Modelling the thermal performance of the building design, assessing the efficiency of air conditioning systems and how that affects energy consumption and onsite power generation from rooftop solar panels were all included. The project also considered high-performance glazing options, landscaping, natural light and the design of sun shading devices all contributing to minimising energy use, reducing running costs and improving user comfort.

Our new Environmental Sustainability Strategy supports our approach to facility design by setting our goal of reducing greenhouse gas emissions by 50 per cent by 2030 and achieving net zero by 2050. It also highlights the importance of using sustainable design principles to reduce the lifestyle environmental impacts and operating costs associated with new and upgraded facilities.

We’re proud to work together across Council, with many people involved to achieve such phenomenal results, emphasising our commitment to sustainable leadership.





## Stage Two upgrades at Maitland Resource Recovery Centre

The staged upgrade of the Maitland Resource Recovery Facility continues to progress, with key milestones advancing. Stage two of the facility transformation includes constructing a new weighbridge and gatehouse, and an access road to improve the flow of traffic in and out of the site. The weighbridge opened to customers in July, marking a significant step forward in improving site access and operational efficiency with the remainder of stage two expected to be complete in late 2025. Stage three concept design will commence, focusing on the development of resource recovery and transfer station infrastructure.

## Ongoing planning for emergencies

Council has made significant strides in emergency management, working with key agencies to prepare for, respond to, and recover from disasters. Council attended vital meetings including the Maitland Local Emergency Management Committee (LEMC), Regional Emergency Management Committee (REMC), and Rural Fire Service forums, focusing on bushfire mitigation and storm and flood preparedness. A joint desktop flood exercise with Port Stephens and Dungog tested the Emergency Operations Centre's (EOC) readiness and multi-agency coordination.

Internally, Council presented its updated Emergency Response Procedure and began training Incident Response Team (IRT) coordinators, Local Emergency Management Officers (LEMOs), and support staff to ensure operational readiness. These efforts strengthen Council's ability to respond effectively to emergencies.

Community engagement remains central. The Maitland Community Network (MCN) hosted a vulnerability mapping workshop and worked with local champions to identify volunteer roles during disasters. Regular updates and quarterly meetings have helped build awareness and resilience.

Following the January and May 2025 storm and flood events, Council supported multi-agency response and recovery efforts, conducted post-event reviews, and launched emergency surveys to gather community insights.

## RecycleSmart continues

RecycleSmart offers a free home collection service for problem waste that can't go in the yellow recycling bin, such as batteries, e-waste, clothes, and soft plastics. Council continues to

offer this service to residents to help encourage the correct disposal of problem waste. The uptake of the service has continued to grow since we first offered it in 2023, with an estimated 7,800kg of eligible waste collected from Maitland households throughout the year.

## Keeping Maitland green

We celebrated over 60 employees from our Recreation Works team in March 2025 to mark Parks Week and highlight their role in maintaining parks and open spaces for our community. The team regularly mows, weeds, plants and prunes over 300 hectares of recreational space throughout Maitland.

Council has commenced planning with providers to upgrade water and electricity meters across 130 Council facilities. This upgrade will enable us to read our meters remotely, providing near real-time monitoring. With this capability, we can closely track energy and water usage, leading to greater economic and sustainable efficiencies. We expect to commence upgrades in the coming financial year.

In addition to over 5,300 seedlings planted by Council throughout the year, we planted 123 trees across Maitland. Over 90 per cent of the trees planted were semi-mature and planted in urban heat high-risk areas and parks with limited shade coverage. Planting semi-mature trees is part of an initiative provided to support increased canopy cover in our LGA and allow Maitland residents to apply for a free street tree in front of their property.



## School environment programs

Our Environment team help with environmental education in preschool, primary school and high school curricula through presentations and resource kits. This year, we presented almost 100 presentations to preschools and schools on the topics of our three-bin system, water pollution, composting and worm farming. We saw 18 schools participate in Schools Tree Day, planting 340 shrubs and 275 groundcovers across the LGA. We also received requests from 19 schools to access environmental funding to support garden and sustainability projects, including bush tucker gardens and compost programs.

Community events included tree planting and nature-based art and craft activities aligned with National Tree Day and Biodiversity Month. A bird walk with the Hunter Bird Observers Club and a "Creating Bird Friendly Environments" workshop at MRAG complemented these efforts. Council's Environment and Library teams also collaborated to deliver themed storytime workshops during National Water Week and National Recycling Week.

## Council's Community Gardens Framework has officially launched

Council's Community Planning team has launched a new Community Gardens framework, offering a clear pathway for local groups to apply for gardens on Council-managed land. To support this initiative, Council has developed comprehensive Community Garden Guidelines, outlining how to start, manage, and apply for a garden.

Community gardens benefit the local community, environment and Council by providing opportunities for people to come together, learn new skills, connect with nature and care for their neighbourhood. They are a great way to practice and promote sustainable living practices, providing residents with access to fresh food.

Community interest in gardens has been strong, with recent engagement identifying 95 potential Council sites. In collaboration with an internal working group, we have refined this list down to 15 pre-identified sites, which groups can apply for. While groups can still apply for other sites, doing the hard work internally to pre-identify appropriate sites will make the application process much easier for our residents.

The Framework marks an exciting step forward in supporting a sustainable Maitland and helping build sustainable, resilient communities by empowering residents to create vibrant, green neighbourhoods to enhance wellbeing.

## Chemical cleanout

Maitland residents can drop off some household chemicals free of charge, including garden chemicals, pool chemicals, household cleaners, poisons, batteries, paint, motor oils and fuels, fluoro lights, gas bottles, fire extinguishers and smoke detectors. Maitland completed two Household Chemical Cleanout collections during the 2024-25 period, with the first event in December 2024 seeing 7.35 tonnes collected and attended by 201 households and the second event in June 2025 saw 11.66 tonnes collected, attended by 310 households.

## Challenges and looking ahead

Maitland has experienced significant environmental pressures in recent years, particularly from repeated flood events that not only damage property and infrastructure but also place immense stress on our creeks, waterways, and natural systems. Coastal erosion is also an ongoing challenge, threatening important landscapes and requiring careful management to protect both the environment and our community.

At the same time, our waste facility is reaching the end of its life, highlighting the urgency of finding sustainable waste solutions for a rapidly growing city. With Maitland's population increasing each year, the need to protect and enhance our natural habitats becomes even more critical, ensuring that growth does not come at the expense of environmental health. Expanding opportunities for active transport is also central to creating a more sustainable future, reducing reliance on cars and supporting healthier lifestyles.

Looking ahead, we will continue to invest in flood studies and secure additional resources to better manage flood risks. Our participation in the Coastal Management Program, along with a renewed focus on sustainable land use planning will be vital in protecting our environment. The development of Maitland's new Active Transport Plan will help us deliver more sustainable travel options, and the planned Resource Recovery Facility will support long-term waste solutions, reducing pressure on landfill and contributing to a more sustainable city.





# Vibrant Maitland

## Community outcomes

- To shop and work locally
- To afford the house we want in the neighbourhood we like
- To have Central Maitland as the vibrant heart of our city
- To show off our city.

## Services helping deliver our outcome



Economic development



Events and place activation



Development and compliance



Land use planning



Libraries and learning



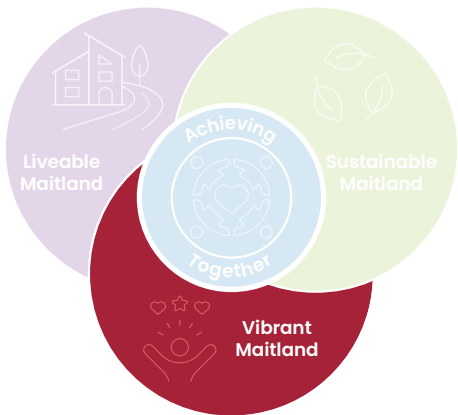
Maitland Regional Art Gallery



Major venues and facilities



83% On track/complete  
17% Monitor



## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Vibrant Maitland. These include:

- Economic Development Strategy 2025-2035.
- Local Strategic Planning Statement 2040+.

## Maitland Regional Art Gallery visitation



24-25  
**119,459**

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

## Major venues and facilities hours of usage



24-25  
**83,428**

Data is not comparable to previous years due to the implementation of a new facility management software. This change allows us to capture more accurate data.

## Our achievements



**50,000**  
visitors to Hunter Valley Steamfest



**15,090**  
attendees at 476 events at MRAG



**350,452**  
visits to the My Maitland website



**5,156**  
families took part in MRAG Free Art Sunday program



**5,733**  
booked hours across all rooms at Maitland Town Hall



**1,057**  
Greenfield lots approved for construction



**8**  
business events held or sponsored



**4,360**  
planning certificates processed



## Luminous lights up Maitland with a spectacular debut

Luminous transformed Maitland's city centre, drawing more than 12,500 people to The Levee for its debut winter solstice celebration. Designed to ignite a new winter tradition in the heart of the city, the free, family-friendly event lit up the night with glowing installations, interactive art, roving performers and live music, and a spectacular fireworks display over the Hunter River.

Highlights included large-scale fire and light displays, such as dramatic fire sculpture and illuminated artworks like Neon Prowl—a series of tiger sculptures animated with kaleidoscopic patterns—and Kindled, an immersive projection simulating the flicker of fire. Fire dancers and roving performers added to the vibrant atmosphere.

Visitors enjoyed boutique wines at the pop-up bar and indulged in comfort food from food trucks. The event was widely praised by attendees, with many likening the fireworks display to New Year's Eve celebrations in scale and spectacle.



## What we delivered

### Hunter Valley Steamfest

Hunter Valley Steamfest returned for its 37th year, drawing over 50,000 visitors to celebrate Maitland's rich industrial heritage. The weekend-long event featured a packed program of steam and diesel train journeys, vintage machinery displays, live entertainment, and family-friendly activities, reaffirming its place as a signature event on Maitland's calendar.

The ARTC Rail Program showcased iconic locomotives 3526 and 3265, alongside two diesel motors from the Rail Motor Society. These engines powered sold-out journeys to Branxton, Paterson, Port Waratah, and the popular ARTC Great Train Race. At Maitland Park, more than 400 classic cars were displayed for the Show 'n' Shine, while the Steam Rally featured antique machinery and engines from across Australia.

Market stalls, roving performers, amusement rides, food trucks, live music, and heritage walks activated the Maitland Station Precinct. We delivered Steamfest with the support of hundreds of contractors, stallholders, and long-standing partners, including Burton Automotive Group, ARTC, Bloomfield Group, Altapac, Whitehaven Coal, and NBN.

### Maitland Riverlights

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

This year's event saw over 40 cultures represented and celebrated, offering attendees a rich tapestry of food, art, performances and cultural exchange.

Among the many highlights was the sold-out dinner with celebrity chef Adam Liaw on the Friday night. Throughout the week, visitors enjoyed a diverse range of activities and a vibrant showcase of cultural stalls and performances, making this year's Riverlights a true celebration of Maitland's diverse community.

### New Years Eve in Maitland

Maitland's 2024 New Year's Eve celebration was one for the history books, with a record-breaking crowd of over 16,000 people coming together to ring in the new year. The family friendly event,

proudly sponsored by Valley Estate Agents, was a resounding success, featuring a spectacular fireworks display, captivating entertainment, amusement rides, delicious food trucks and engaging activities for all ages.

### Events and activations

Throughout the year, we held many events for our community, providing a rich array of activities to enhance quality of life, making Maitland a place where people can live, work and thrive.

Street Eats were another smashing hit with several community spaces activated across Maitland with food trucks and activities on offer. Eight Street Eats were held throughout the year right across the city, including in Aberglasslyn, Louth Park, Lochinvar, Thornton, Morpeth, Rutherford, Gillieston Heights and Chisholm.

Over 44 lighting programs illuminated Morpeth Bridge, supporting themes such as Australia Day, Earth Hour, ANZAC Day, Remembrance Day, domestic violence awareness and the Paris Olympics and Paralympics. This initiative further enhances community safety, engagement and visitation to Morpeth after dark.

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

We held another successful Australia Day in January 2025 with over 2,500 attendees participating in a range of activities on offer in Maitland Park, an official ceremony at Maitland Town Hall, and free pool entry at Maitland Aquatic Centre, including a dive in cinema.

The Levee cooled down in January and February 2025 with inflatable misting tunnels and free ice blocks on offer for our community. Live at The Levee Coffin Lane and Street Party returned with over 600 people participating across the two events. Level Up at The Levee saw attendees enjoy a vibrant hub of fandom, featuring cosplay, interactive experiences, collectibles, and more.

Harold Gregson Reserve hosted several events throughout the year, including more than 300 people enjoying an evening of live music, delicious food and summer vibes at Summer Night Sounds in February. Over 500 people attended the Maitland Roller Disco in February for an evening of fun, music and plenty of skating action. Alongside the action on wheels, a variety of food trucks and stalls kept everyone fuelled for a night of fun.



## Diverse and inclusive programs at MRAG

Maitland Regional Art Gallery (MRAG) delivered a diverse and inclusive suite of cultural and educational programs, engaging over 10,000 participants across youth, schools, First Nations, multicultural, and disabled communities.

Key initiatives included Education Mondays, which welcomed 2,124 students, and Free Art Sunday, which saw 5,156 children and carers participate. The Gallery's school holiday workshops, funded by the NSW Office of Regional Youth, attracted 2,700 young attendees.

MRAG continued to run its award-winning 'Conversation: Art and Dementia' program. The art and dementia program, which runs with support from the Australian Government, is specifically designed for people living with dementia and their carers and aims to combat social isolation and provide opportunities for attendees to develop ongoing quality relationships. Participation numbers for the program continue to grow, reaching 360 participants.

The CrownLand exhibition, co-designed with Mindaribba Local Aboriginal Land Council, earned national recognition for its community-led curation. Additional programs included Auslan-interpreted tours, the Journeys mental health initiative, and the Young Architects program. Art Explorers, an after-school art class, was also relaunched due to strong community demand.

## Maitland Regional Art Gallery

MRAG unveiled five new exhibitions for audiences to explore over the busy summer period. These included Twitcher, celebrating birds in art with an all-star lineup of 23 diverse artists from across Australia paying homage to birds and the natural world across their work. Exhibited for the first time in Maitland, Tjukurpa – Handle It, showcased Robert Fielding's 2022 unique state print portfolio alongside several of his significant works from the past decade.

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

This year, Maitland Regional Art Gallery celebrated its 50th with many exhibitions celebrating Hunter-based artists and stories. The Friends of Maitland Regional Art Gallery group was actively involved in

the Gallery's 50 year celebrations and supported two initiatives: a children's book of art activities and the acquisition of an emerging artist's work into the collection.

Visitors to the gallery were invited to complete the new customer satisfaction survey, resulting in an astounding average satisfaction score of 99.7 per cent. Gallery volunteer numbers continue to grow with 48 volunteers supporting the community and increasing access to art, programs and our collection.

MRAG boasts a vibrant collection of 7,391 items, including paintings, drawings, photographs, prints, and sculptures. The collection has grown this year with its value sitting at approximately \$15.5 million. Access and information about the gallery's collection continues with accessioning and digitisation, and the entire collection is accessible and searchable online.

## Land use planning

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

In March 2025, Council endorsed the draft Maitland Residential Density Guide for public exhibition, receiving eight submissions. The revised draft is expected to be reported to Council in late 2025 for endorsement.

The draft Development Control Plan was placed on extended public exhibition of 70 days in May 2025. This extension allows Maitland City Council to conduct extensive community consultation, including hosting four community information sessions.

## Seniors Festival 2025

Council delivered a vibrant program for NSW Seniors Festival 2025, delivering over 45 free or low-cost activities across two weeks, celebrating the theme *Time to Shine*. The program promoted health, connection, and community through events run by our Library, MRAG, Aquatics, and Environment teams. Two highlight events at Town Hall, funded by a NSW Government grant, drew strong attendance. The *Rock, Roll & Shine Seniors* Lunch and Show featured live 1950s–60s music and dancing for 140 guests. The *Discover & Connect Expo* welcomed over 100 visitors to explore community stalls, enjoy morning tea, and engage in games and conversations.

## Economic Development Strategy

In May 2025, we reached a significant milestone for Maitland, placing our first Economic Development Strategy on public exhibition. The Strategy puts community wellbeing at the forefront, with a focus on people, place, prosperity and partnerships.

Through meaningful conversation with the community, local businesses, industry groups and schools, we've shaped a strategy that reflects our community's priorities and values as it continues to grow. A total of 15 submissions were received, including seven letters of support. The revised Economic Development Strategy will be presented back to Council for submission consideration and endorsement.

## Celebrating Youth Week 2025

Council delivered a dynamic program in April for Youth Week 2025, celebrating young people aged 12 to 24 through more than 15 free or low-cost events. The program encouraged creativity, connection, and fun, with activities ranging from live music and art workshops to skateboarding and environmental action.

Over 950 attendees participated in a range of events. A standout event was Youth Week Live at Maitland Regional Art Gallery, where over 250 young people enjoyed performances by student bands and emerging local musicians—plus plenty of free pizza. Other highlights included Learn to Skate sessions at local skate parks, a Wicked–Crafty Cinema experience at East Maitland Library, and creative workshops in clay mask making and cyanotype photography.

Youth art exhibitions showcased local talent, while CPR courses offered practical skills. The week wrapped up with a youth-led tree planting event supporting endangered flying foxes, hosted by Council's Environment and Library teams.

## Maitland Visitor Economy Forum

The annual Maitland Visitor Economy Forum took place in June 2025 at Tocal College, attracting over 40 local tourism operators, plus industry representatives and employees. Delegates heard from Council, Destination Sydney Surrounds North, the Office of the 24 Hour Economy Commissioner, and Newcastle Airport.

The program included networking opportunities and workshops on accommodation development, agritourism development and nighttime economy. Since the adoption of the Maitland Destination Management Plan in 2020, we've held this event on an annual basis to showcase Maitland and strengthen our local visitor economy.

## Hunter Innovation Festival

In October, Maitland participated in the 2024 Hunter Innovation Festival (iF) and hosted its second roadshow event at the Maitland Athletics Centre. Themed 'Building for Growth: Opportunities in Manufacturing & Construction', the event attracted over 40 local business owners.

## Flood Level 1955 – 70th anniversary

Flood Level 1955 was a three-week commemorative event held in February and March 2025, highlighting the community resilience of the 1955 flooding event. Over 1,200 attendees took part throughout the event which included an official remembrance ceremony, plaque unveiling, grand opening of Flood Level 1955 – a Historical Exhibition, rescue vehicle and watercraft display, launch of Beyond the Flood Levels – Augmented Reality Heritage Walk and a free community barbeque.

The three-week exhibition held at Maitland Administration Centre presented a multi-faceted narrative through carefully co-curated displays by an array of local community groups and government agencies. The display aimed to take visitors on a journey of reflection, remembrance and resilience.

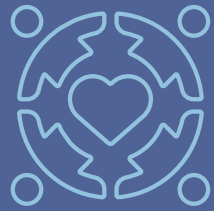
## Challenges and looking ahead

Maitland's growing population presents both opportunities and challenges. While our city is expanding rapidly, the number and type of local jobs have not kept pace. Many residents travel outside the LGA for work, which not only impacts quality of life but also places additional pressure on our already stretched road network. Within Maitland, many available jobs are lower-paying, highlighting the need to diversify our industries and strengthen local employment opportunities.

At the same time, Maitland remains heavily reliant on state and federal grant funding as a key source of income, a situation exacerbated by the fact that fewer grants are available, and competition is high. The closure of Maitland Gaol and partial closure of Walka Water Works have also reduced access to two of our most significant destination attractions, with high costs presenting barriers to reopening and limiting the city's tourism potential.

Looking ahead, the adoption of Maitland's first-ever Economic Development Strategy marks a critical step in building a more vibrant and resilient local economy. Alongside this, the city's first Partnership and Advocacy Strategy will strengthen our ability to secure funding and champion the needs of our community, supporting the journey toward a more diverse and thriving economy.





# Achieving Together

## Community outcomes

- Trusted services
- Engaged workforce
- Resilient future

## Services helping deliver our outcome



Community engagement



Customer experience



Digital business systems and services



Digital transformation projects



Financial services and reporting



Governance and leadership



Human resources organisational development



Integrated planning and reporting



Legal and contract management



Marketing and communication



Procurement



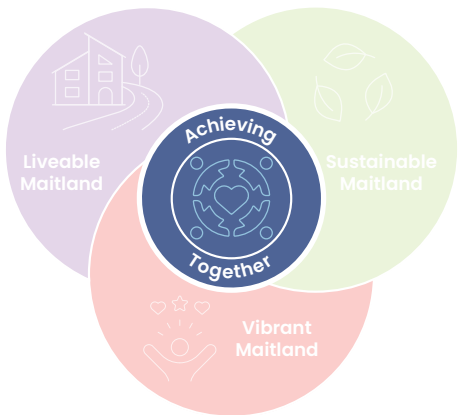
Property



Risk, safety and wellbeing



98% On track  
2% Monitor



## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Achieving Together. These include:

- Communication and Engagement Strategy 2024-2028.
- Resourcing Maitland's Future 2025-2029 including Long-Term Financial Plan, Workforce Management Strategy and Asset Management Planning.

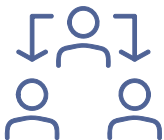
## Customer service requests closed



24-25  
**16,555**

Data is not comparable to previous year due to changes in the way we report and categorise our service requests.

## Training activities undertaken by staff



**3%**  
increase

23-24  
**1,576**  
24-25  
**1,624**

## ICT service desk requests received



**3%**  
decrease

23-24  
**6,950**  
24-25  
**6,756**

## Our achievements



**\$150,000**

in community grants and sponsorships provided



**\$75.7m**

received in grant funding and contributions



**1,244**

social media posts



**13.6m**

cyber threats blocked



**356**

food premise inspections completed



**1,047**

Government Information Public Access requests received



**99%**

occupancy rates for Council managed properties



**437**

total work health and safety events



# Maitland's Future: Our shared vision

Maitland's Future, our new Community Strategic Plan, provides a shared vision for Maitland to be a connected city with thriving communities and guides our projects and programs for at least the next ten years. As part of Council's continued efforts to plan for the long-term, this plan represents the highest level of planning undertaken by Council.

In line with Council elections every four years, we review our Community Strategic Plan to ensure we are aligned with the values, needs and desires of our community, as our city grows.

Council formally endorsed Maitland's Future in May 2025 after a successful public exhibition period between January and March 2025—with 35 formal submissions received, over 59,000 people reached through social media, and over 73,500 video views.

We developed Maitland's Future through extensive community consultation from April to June 2024. We engaged with over 2,000 community and employees, and received more than 3,745 contributions through 45 engagement opportunities, including pop-up events, online surveys, workshops, meetings, and focus groups. This feedback was crucial in shaping the plan and ensuring it reflects the aspirations and values of our community.

Maitland's Future prioritises actions within four key focus areas:

- **Liveable Maitland:** Working together to foster strong connections, quality infrastructure, and efficient mobility. Enhancing how we live, move, and connect with people and place.
- **Sustainable Maitland:** Working together to commit to environmental stewardship and community resilience, centred around strong connections to nature and ensuring our communities thrive.
- **Vibrant Maitland:** Working together to create opportunities for growth, connection, and participation, shaping a city where people belong and thrive.
- **Achieving Together:** Working together to foster a culture built on trust, empowering an engaged workforce that embraces change.

Maitland's Future will be our roadmap for the next decade, connecting vision to action and delivering outcomes that matter to our community. It will guide all other strategies and plans, providing clear direction towards our shared goals.



# What we delivered

## New councillors elected

Following the NSW Local Government election in September 2024, we welcomed six new councillors and seven returning councillors, including re-elected Mayor Philip Penfold. We provided an extensive councillor induction program to onboard the new councillors, with the first Council meeting for the new term held in October 2024.

## Enterprise Resource Planning (ERP) Solution

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

The new ERP provides us with the opportunity to:

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

We've developed a team of subject matter experts to develop and test this solution over an anticipated two-year project rollout.

## Lending a hand with Cyclone Alfred clean-up efforts in Tweed Shire

As a flood-prone community, we understand the challenges that arise during an emergency and the immediate recovery period. That's why 12 of our outdoor employees volunteered to head north to assist Tweed Shire Council with clean-up efforts following Cyclone Alfred. Employees attended from a range of teams including plant operators, labourers, greenkeepers and mechanics, who helped over two weeks in March 2025.

The team removed countless tree branches and other debris from roadways, processed dozens of mulch loads and helped clean up an entire housing estate. The assistance from our employees was greatly appreciated by Tweed Shire Council and is a testament to the generosity and spirit of our employees and community.

## Strategies to deliver and resource Maitland's Future adopted

Council endorsed Delivering Maitland's Future, our Delivery Program and Operational Plan, and Resourcing Maitland's Future in June 2025. They reflect a strong commitment to delivering improved services, supporting our people, and strengthening our city for the future.

These documents outline how we'll deliver services, invest in infrastructure, and manage our finances to meet the needs of our growing community aligned to our Community Strategic Plan, Maitland's Future.

These take us beyond numbers and projects, helping us we achieve together by setting clear priorities, supporting each other, and staying accountable while working towards our shared vision to create a connected city with thriving communities.

## Roll out of new reporting tool

To support better planning, execution, and measurement, we're adopting a new corporate reporting tool, Cascade. This user-friendly platform streamlines reporting, connects risks, strategies, and financial plans, and enables custom dashboards for real-time insights. This new tool will help to enhance decision-making and progress tracking, with a simple and integrated design. This platform aligns with our goal to foster continuous improvement, making our tools more adaptable to the dynamic needs of our organisation and community.

## Brand Maitland

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



“Alone we can  
do so little;  
together we  
can do so  
much”

Helen Keller

## 2024 Annual award winners

Greg Queenan, who has been a leader with the City of Maitland Pipes and Drums for more than four decades, and Imogen Brownlee, a passionate 16-year-old athlete who has had a remarkable impact on the Maitland cricket and netball communities, were named Citizen of the Year and Young Citizen of the Year respectively at our official Australia Day ceremony in January.

The list of award winners also included:

- Stacey Jacobs was awarded the City of Maitland Service Award for her dedication to supporting and empowering the local community, focusing particularly on youth.
- Rotary Club of Maitland Sunrise were presented with the City of Maitland Medal, which is bestowed upon an organisation or group for outstanding voluntary service.
- Gabrielle Holland was named Creative Arts Person of the Year for her work in performing, directing and volunteering for Maitland Musical Society.
- Bronte Peel was named Sportsperson of the Year for her leadership and sportsmanship accolades, including the 2024 Northern NSW Football Women's Player of the Year, Golden Boot, and Emily Van Egmond Medal. Bronte was also instrumental in leading Maitland FC to victory in the 2024 Women's Charity Shield, Women's Premiership, and Club Championship.

## Making a difference with volunteer leave

Council launched a new Volunteer Leave Protocol offering permanent employees one day of paid leave each year to support community or charitable organisations. This initiative strengthens community connections while supporting employee wellbeing, aligning with Council's commitment to building a thriving, engaged city.

Eligible activities include environmental clean-ups, social services support, and fundraising events. Leave can be taken flexibly—by the day, half-day, or hour — allowing employees to contribute in a way that best suits their circumstances.

## New corporate calendar

To support a more collaborative organisation, we've launched a new internal corporate calendar that centralises key dates to improve planning, communication, and teamwork. With category filters for team-specific relevance, it includes meetings, deadlines, and milestones. This tool strengthens our Achieving Together goals by promoting trust, transparency, and alignment across teams.



## A new approach to performance and development

This year, we launched Goals and Growth, a new employee performance development framework aligned with our Achieving Together focus area and commitment to empowering an engaged workforce that embraces change. This future-focused program encourages meaningful conversations between employees and leaders, celebrating achievements and setting clear career goals. It includes a structured process with self-review, leader feedback, and HR sign-off, supported by the 70:20:10 learning model. This program is a step forward in how we help our employees to thrive at work.

## Maitland Administration Centre open day

On Thursday 1 August 2024, we held an open day at the Maitland Administration Centre to celebrate Local Government Week and offer the community a glimpse of what goes on behind the scenes.

The event featured a mini careers expo where residents could learn about potential career opportunities at Council, a library stand, the chance to provide feedback on our Communication and Engagement Strategy, and a free native seedling giveaway.

The event also included a behind-the-scenes tour of Maitland Town Hall led by Mayor Penfold, offering residents insight into Council operations and the building's historic features. The event received overwhelmingly positive feedback, with interest in future tours.

## Providing community information

We provided the community with various materials covering different topics and information about our operations, finances, services, and infrastructure. We produced four issues of the Momentum newsletter, a new monthly email option for the Momentum newsletter, two editions of our Six Monthly Progress Report, and the Annual Report.

All these documents are available in digital format on our corporate website. We also shared a series of social media posts related to these materials, breaking down the content into easy-to-understand highlights and achievements for better accessibility.

## Challenges and looking ahead

Like most Councils, Maitland faces financial sustainability challenges. Rate capping, cost shifting, and the reduction of grant funding, including inequities in Federal Assistance Grants. All limit our ability to generate revenue at a time when demand for infrastructure and services is rapidly growing. Community expectations around service levels continue to rise, further stretching available resources.

Compounding these challenges are skill shortages and the increasing need to transform the way we work. Embracing digital solutions and streamlining workflows are critical to improving efficiency, supporting employees, and ensuring the best available data informs our decisions.

Looking ahead, we are investing in long-term strategies to build resilience into both our finances and our organisation. Our new TechOne Enterprise Resource Planning (ERP) system will improve integration, efficiency, and service delivery. The revised Long-Term Financial Plan will strengthen financial resilience, while Workforce Management Planning and Asset Management Planning will ensure we are preparing for the future, planning for our people, our assets, and the sustainable delivery of services.



# Maitland's Future

A connected city with thriving communities



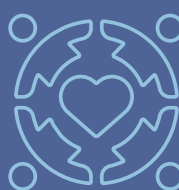
Liveable  
Maitland



Sustainable  
Maitland



Vibrant  
Maitland



Achieving  
Together



**Maitland's Local Strategic Planning Statement 2040+**

Sets out a 20-year vision for land use and identifies the challenges the local area will face in coming years. It outlines how growth and change will be managed into the future, working with the community and other stakeholders.

Informing strategies



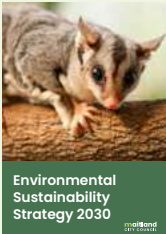
**Local Housing Strategy 2041**

A framework to guide future growth and change of our residential areas. Outlines the type of housing needed, where it is best located and how Council will deliver better housing outcomes.



**Rural Lands Strategy 2041**

Guiding framework for managing our rural land to support and protect agricultural land, facilitate investment and open opportunities for local economic growth and diversification.



**Environmental Sustainability Strategy 2030**

A pathway to improve community health, wellbeing and economic opportunity through improving the health of our local environment.



**Economic Development Strategy 2025-2035**

Drives prosperity and improves living standards by creating employment opportunities, increase incomes, enhance infrastructure, attract investment, foster innovation, and promote economic resilience.



**Resourcing Maitland's Future 2025-2029**

Assesses the capacity of Council's financial, workforce, and asset management resources to deliver Maitland's Future, our Community Strategic Plan.



**Communication and Engagement Strategy 2024-2028**

Outlines our approach to communication and engagement, ensuring we're providing relevant information, reaching you effectively, and genuinely listening to your feedback.

Our performance



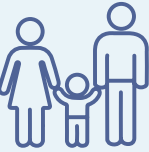
Local Strategic Planning Statement 2040+

Adopted by Council in 2020, Maitland’s Local Strategic Planning Statement 2040+ outlines a 20-year vision for land use. The Statement identifies the challenges the local area will face in coming years, outlining how we will manage growth and change into the future, working with the community and other stakeholders.

Maitland is a growing city, but our ambition is to ensure that it grows in a sustainably- socially, economically and environmentally. The Maitland Local Strategic Planning Statement (LSPS) outlines a 20-year land use vision and explains how this growth and change will be managed sustainably into the future.

Maitland has already experienced significant growth over the past two decades and will continue to grow with the rest of the Greater Newcastle metropolitan area. This increase in population will drive growth in the local economy, creating new and diverse employment opportunities. As the population grows, it requires adequate infrastructure, services and amenities to be supported.

The local planning priorities outlined in the LSPS are:



Our people and places



Our economy



Our environment



Our infrastructure

Highlights

- Key highlights delivered this year as part of the strategy:
- ✓ A comprehensive review of the Maitland Development Control Plan was conducted and exhibited alongside the draft Maitland Manual of Engineering Standards 2025 during May-August 2025.
  - ✓ Council placed the draft Maitland Residential Density Guide 2025 on public exhibition in March 2025.
  - ✓ Council placed the draft Economic Development Strategy 2025-2035 on exhibition in May 2025.
  - ✓ Completing the Employment Land Study and commencing the preparation of an Employment Land Strategy.
  - ✓ Commencing the preparation of the East Maitland Catalyst Area Structure Plan and Infrastructure Needs Analysis.
  - ✓ Commencing the preparation of an LGA-wide Flood Risk Management Study and Plan.
  - ✓ Commencing the preparation of supporting strategies, including Community Infrastructure Strategy, Transport Strategy, Active Transport Strategy and Social Strategy.

Looking ahead

- Looking ahead to 2025-26, some key actions we plan to achieve:
- ▶ Adopting the Maitland Development Control Plan 2025 and Maitland Manual of Engineering Standards 2025.
  - ▶ Adopting the Maitland Residential Density Guide.
  - ▶ Adopting the Economic Development Strategy 2025-2035.
  - ▶ Releasing the draft Employment Land Strategy for public exhibition.
  - ▶ Commencing the review of the current Maitland Local Strategic Planning Statement 2040+.
  - ▶ Commencing public exhibition of the draft East Maitland Catalyst Area Structure Plan and finalisation.
  - ▶ Placing the Community Infrastructure Strategy, Transport Strategy, Active Transport Strategy, Social Strategy, and Flood Risk Management Study and Plan on public exhibition.

Environmental Sustainability Strategy 2030

In October 2023, Council adopted our Environmental Sustainability Strategy 2030 (ESS), marking a significant milestone in our journey towards creating a more liveable and environmentally sustainable Maitland. The ESS is the first of its kind for Maitland and presents a comprehensive set of achievable objectives for enhancement, aligning with both community expectations and NSW Government targets.

Council has built the ESS around four core themes identified through extensive community consultation, aiming to boost community health and economic opportunities by improving the local environment.

With 13 specific targets, the strategy will guide Council efforts in areas such as creating functional biodiversity corridors, enhancing waterway health, increasing canopy cover in residential areas, and achieving net zero emissions by 2050. It also aims to reduce illegal dumping and protect vital natural spaces.

The four core themes from the ESS are:



Green and blue Maitland



Liveable and resilient communities



Living sustainably



Going circular with waste

Highlights

- Key highlights delivered this year as part of the strategy:
- ✓ Commencing the Food Organics and Garden Organics (FOGO) service.
  - ✓ Reducing operational emissions by 40 per cent compared to 2019-20.
  - ✓ Moving to 100 per cent renewable energy sources across all Council facilities.
  - ✓ Contributing more than 1,100 volunteer hours through Landcare and community events to protect and restore the Green and Blue Grid.
  - ✓ Collecting 7,800kg of misfit waste for recycling through the RecycleSmart program.
  - ✓ Launching the Power Up school battery recycling program.
  - ✓ Upgrading nearly 5,000 streetlights to LED (in partnership with Ausgrid).
  - ✓ Installing EV charging stations at four Council facilities.
  - ✓ Achieving a 5.5 Star Nabers rating for the Maitland Administration Centre.
  - ✓ Planting 123 advanced street and park trees in areas impacted by urban heat.

Looking ahead

- Looking ahead to 2025-26, some key actions we plan to achieve:
- ▶ Continuing the delivery of the Maitland Resource Recovery Facility (MRRF) transformation.
  - ▶ Updating the Waste Services Management Plan including community consultation.
  - ▶ Revising the Maitland Floodplain Risk Management Study and Plan.
  - ▶ Developing sustainable design principles for Council-owned facilities.
  - ▶ Reviewing the Greening Plan to support functional corridors.
  - ▶ Delivering the “Get the Site Right” campaign.
  - ▶ Completing a feasibility analysis for establishing biodiversity stewardship.
  - ▶ Delivering the Vibrant River Education Project along the Hunter River.
  - ▶ Developing a Net Zero Emissions Plan for Maitland.
  - ▶ Leading the delivery of the Hunter Estuary Coastal Management Program.
  - ▶ Developing a local climate resilience policy for locations affected by heat, fire and flooding.
  - ▶ Developing and delivering waste avoidance and reuse education programs.



Local Housing Strategy 2041 and Rural Land Strategy 2041

Adopted by Council in 2023, the Local Housing Strategy (LHS) and Rural Land Strategy (RLS) set out a framework to guide future growth and change of our residential areas and to manage our rural land over the next 20 years.

The LHS builds on the long-term land use vision established in the Maitland Local Strategic Planning Statement 2040+. It recognises and responds to evidence about the best locations and types of housing we will need for our growing and changing population, and how Council will deliver better housing outcomes, together with the community and other stakeholders. The LHS builds on seven interconnected planning principles.

The key planning principles of the LHS are:

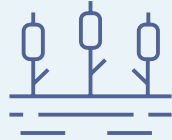


**Our local housing**

- Supply
- Diversity
- Density
- Design
- Affordability
- Resilience
- Infrastructure
- Connected centres
- Future supply of industrial and urban service lands

The RLS aims to support and protect agricultural land in the long term, facilitate investment and open opportunities for local economic growth and diversification. It aims to provide certainty for existing and future rural land uses while considering the many trends driving change locally, regionally and nationally. It also aims to provide appropriate planning responses to support rural land and the rural economy in the short, medium and long term. The RLS has eight key planning principles.

The key planning principles of the RLS are:



**Our rural lands**

- Protect productive agricultural land
- Reduce and manage land use conflict
- Build rural housing only in the right places
- Support and diversify the rural economy
- Protect and enhance natural ecosystems, scenic values and heritage in rural areas
- Understand and mitigate the impacts of natural hazards and adapt to a changing climate
- Improve connections with Greater Newcastle and beyond for the benefit of the rural economy
- Use planning provisions, processes and partnerships to strive for the best outcomes for rural land, rural communities and the rural economy.

Highlights

Key highlights delivered this year as part of the strategy:

- ✓ In March 2025, the NSW Government gazetted the Maitland Local Environmental Plan 2011 Amendment No. 38 (LEP). This LEP amendment includes the first round of implementation of actions identified in the Local Housing Strategy 2041 and Rural Land Strategy 2041.
- ✓ Commencing the preparation of the Local Urban Development Program.

Looking ahead

Looking ahead to 2025-26, some key actions we plan to achieve:

- ▶ Commencing the Residential Land Review to introduce new residential zones to Maitland.
- ▶ Commencing the review of the current Maitland Local Strategic Planning Statement 2040+.
- ▶ Facilitating the Local Urban Development Program to monitor the supply of residential and employment land across the city, and identify required supporting infrastructure.

Economic Development Strategy 2025-2035

Council reached a significant milestone for Maitland in May 2025, with the endorsement of our first Economic Development Strategy (EDS) for public exhibition. The EDS prioritises community wellbeing, focusing on people, place, prosperity and partnerships.

With the rapid growth that Maitland is and will continue to experience over the coming years, readying our city for the economy of the future is vital. Through meaningful conversations with the community, local businesses, industry groups and schools, we’ve shaped a strategy that reflects our growing community’s priorities and values.

Council received 15 submissions during public exhibition, including seven letters of support. The EDS will be presented back to Council for consideration of submissions and endorsement.

The EDS prioritises people and future skills, thriving and connected places, an innovative and diverse economy, and productive and equitable partnerships with local businesses.

The four themes from the EDS are:



**People and future skills**



**Thriving and connected places**



**Innovative and diverse economy**



**Productive and equitable partnerships**



Looking ahead

Looking ahead to 2025-26, some key actions we plan to achieve:

- ▶ Preparing and implementing an Investment Attraction and Retention Plan.
- ▶ Developing an Employment Land Strategy.
- ▶ Delivering business development programs to support and grow the local economy.
- ▶ Preparing and implementing a Partnerships and Advocacy Plan.
- ▶ Hosting and delivering the 2026 Local Government NSW Destination and Visitor Economy Conference.
- ▶ Reviewing and refreshing the Destination Management Plan 2020-2030.
- ▶ Preparing a Nighttime Economy Action Plan.
- ▶ Preparing and implementing an Agritourism Development Plan.



Resourcing Maitland’s Future 2025–2029

Resourcing Maitland’s Future, adopted by Council in June 2025, forms a critical foundation, ensuring we have the essential resources to deliver on the aspirations and vision outlined in Maitland’s Future, our Community Strategic Plan. Our resourcing strategy is an integral part of the IPR framework. It shows how we plan to resource our Delivery Program and Operational Plan and achieve the priorities set out in Maitland’s Future.

We have taken an integrated approach to developing our resourcing strategy, ensuring we build each strategic plan with the intention of aligning and informing one another. This collaboration ensures the resources needed to support our shared vision are strategically managed, adaptable, and aligned with our vision for a connected city with thriving communities.

Through the IPR Framework, we’ve brought together three essential resource areas—people, assets, and finances—into a cohesive strategy. These are detailed in:

- **Our people:** Workforce Management Strategy
- **Our assets:** Asset Management Planning (including the Asset Management Policy, Asset Management Strategy, and Asset Management Plans)
- **Our finances:** Long-Term Financial Plan

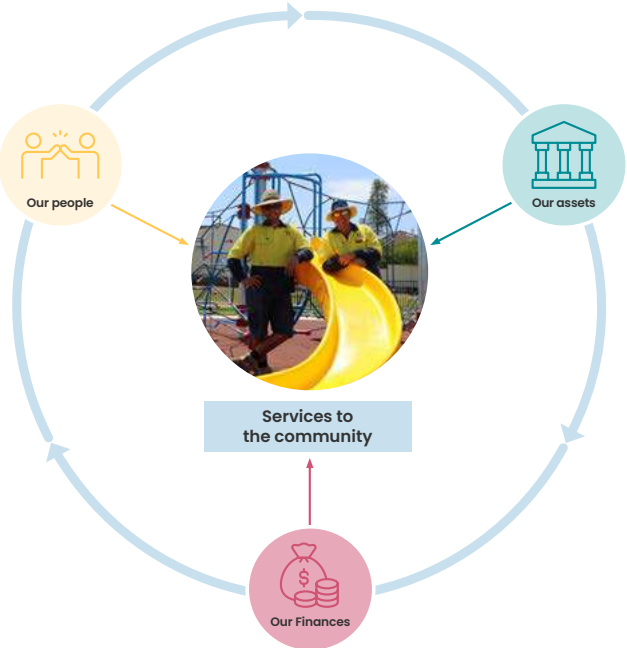
Integration happens when all three plans are built around the same foundation—delivering the right services at the right levels to meet community priorities. This integration aligns with our Achieving Together focus area and approach, ensuring our actions truly reflect the purpose behind our priorities.

The Long-Term Financial Plan, Asset Management Strategy, and Workforce Management Strategy often share other interconnected goals and outcomes aimed at ensuring an organisation’s sustainability and alignment with its strategic objectives. Common goals across these plans include:

- **Service delivery and performance:** Maintaining and enhancing the quality and reliability of services provided to the community, ensuring we align resources (people, assets, and finances) with service level expectations.
- **Financial sustainability:** Ensuring we allocate resources efficiently to support current and future operations while maintaining financial health, by balancing revenue, expenditure, and investment to support long-term service delivery.

- **Strategic alignment:** Supporting the broader organisational vision and community outcomes by integrating planning efforts and ensuring a cohesive approach where financial, asset, and workforce strategies work toward shared objectives.
- **Resilience and risk management:** Preparing for economic, environmental, and social challenges by building flexibility into plans and ensuring asset management and workforce strategies adapt to long-term risks, such as ageing infrastructure or changing workforce demographics.
- **Optimal resource utilisation:** Prioritising investments in infrastructure and human resources to maximise value for the community and managing assets and workforce effectively to minimise lifecycle costs and increase productivity.
- **Future growth and capacity building:** Planning for future growth and the needs of a changing population, ensuring assets and the workforce are scalable, and infrastructure and staffing levels can meet future demand while remaining sustainable.
- **Community wellbeing and engagement:** Enhancing the community’s quality of life by providing well-maintained assets, reliable services, and an engaged, capable workforce, while demonstrating transparency and accountability in planning and decision-making.

Ensuring we integrate our resources is critical to creating a more coordinated, transparent, and effective Council that delivers real outcomes for Maitland.



Communication and Engagement Strategy 2024–2028

In March 2025, Council adopted the Communication and Engagement Strategy (CES). The CES is the product of extensive consultations held between July and September 2024, with over 1,100 community members and staff participating, resulting in more than 2,200 contributions.

It provides a comprehensive roadmap for our communication approach and engagement activities over the next four years. It underscores our commitment to fostering honest, transparent, and active relationships between the Council and our community. Effective and honest engagement is at the heart of local government and the Integrated Planning and Reporting (IPR) process, enabling communities to shape their own futures and inform the vision and direction of Council.

The CES has a vital role in building trust, fostering participation and adapting to the evolving needs of our residents. It supports the development of all strategies, policies and services, while keeping the community informed through quality and responsive communications. The Strategy is guided by how you’ve told us you want to stay informed and engaged. We’ve considered feedback from our Customer Satisfaction Survey and other consultations with the community, staff, and councillors.

The CES outlines our approach to communication and engagement, ensuring we provide relevant information, reach you effectively, and genuinely listen to your feedback.

The priorities listed in the CES are:

**We improve access to information and engagement opportunities**

**We build trust and reputation through consistent, honest, and transparent conversations**

**We continuously improve and deliver quality communication and engagement practices**

Looking ahead

Looking ahead to 2025-26, some key actions we plan to achieve:

- ▶ **Making it easier to have your say:** We’ll review and improve how Council runs public exhibitions, so it’s simpler for you to give feedback on important plans and documents.
- ▶ **Reaching more people, in more ways:** We’ll bring engagement pop-up stalls to major community events, such as Riverlights, Luminous and Steamfest, so you can have your say in person while enjoying local events. We’ll add translation and accessibility tools to Maitland Your Say and create multilingual digital materials for Riverlights, so everyone can access information and get involved.
- ▶ **Checking in on how we’re going:** We’ll run the Community Satisfaction Survey, giving you the chance to tell us how Council is performing and helping us track progress over time.
- ▶ **Listening and keeping you updated:** We’ll “close the loop” on engagement projects by sharing updates, fact sheets, emails and alerts, so you can see how your input shaped decisions. We’ll keep you informed on projects and news that matter most, focusing on the topics you’ve told us are important.
- ▶ **Sharing information you can trust:** We’ll update our brand guidelines, so Council information is recognisable and reliable—making it easier for you to know it’s accurate.



Supporting an accessible and inclusive community

Disability Inclusion Action Plan 2023-2026

In November 2023, under Section 13(1) of the *Disability Inclusion Act 2014*, Council adopted the new Disability Inclusion Action Plan 2023-2026 (DIAP), which outlines how Council will contribute to making Maitland a more inclusive and accessible city for everyone.

It sets forward Council’s commitment to improve access to services, facilities and employment opportunities, create more liveable places and inclusive communities, recognise the rights and contributions of people with disability, and champion diversity in our community.

Council is committed to ensuring that local services, facilities and programs provided by Council are inclusive for all community members. We support the rights of people with disability to have equal access to opportunities, services and facilities, and choice over how to live their lives as all residents do.

The purpose of the DIAP is to identify actions that deliver on the diverse needs of people with disability in our community. It identifies the actions required to actively address the physical, social and systematic barriers faced by people with disability.

By implementing the DIAP, we ensure people with disability experience greater independence, dignity, and equitable opportunities for social and economic inclusion.

The plan contains four key areas, each with nominated objectives:

- 1. Developing positive community attitudes and behaviours
- 2. Creating liveable communities
- 3. Supporting access to meaningful employment
- 4. Improving access to mainstream services through better systems and processes.

Some key actions delivered this year as part of the DIAP are highlighted in this section and presented within the relevant key areas.



Developing positive community attitudes and behaviours

Over the year, we worked in partnership with internal stakeholders and external service providers to encourage and support initiatives to promote accessibility and inclusion awareness within Maitland. Council encourages and supports positive, respectful and inclusive behaviour among staff, as well as fostering a community wide attitude that is accepting and inclusive towards people with disability. We strongly advocate for behaviour that respects and celebrates the diversity of our community.

Key achievements:

- ✓ Designing community engagement plans to be inclusive, accessible, and to remove barriers to participation by people with disability.
- ✓ We met with our Access and Inclusion Reference Group (AIRG), providing an opportunity to hear the voices of those living with disability and facing exclusionary practices within our LGA, acknowledge them and actively integrate feedback into our planning and programming. Following the Council election in September 2024, two new Councillors became nominated representatives to AIRG.
- ✓ As part of the committee review process, Council reviewed the Access and Inclusion Reference Group (AIRG), with recommendations placed on public exhibition in March 2025. As a result, the previous discussion points raised by the AIRG will be considered at a strategic level by a newly established Culture and Community Committee, which will be formed and implemented during the next financial year.
- ✓ Work is continuing to make our events more accessible by offering, for some events, site maps highlighting all accessibility elements, accessible parking bays and drop off zones on flat ground, accessible ramps to all areas and levels of the event, pram and mobility aid storage, and accessible bathrooms.
- ✓ The Including You Tent was available at our major events, including Hunter Valley Steamfest, Luminous, Maitland Roller Disco, Summer Night Sounds, Australia Day and Christmas and New Year’s Eve festivities.
- ✓ Efforts continue to increase the incorporation of visual representations of people with disability in all content across Council, promoting participation in all aspects of life.

- ✓ Hunter Valley Tours won the Access and Inclusion Award at the 30th Hunter Region Business Excellence Awards, proudly sponsored by Maitland City Council. The achievement featured in the Business Matters newsletter, which also included published articles focusing on accessibility, including the accessible tourism market, hiring outside the box, and how to make your business more inclusive.
- ✓ Council’s updated branding and style guide continue to be used to promote inclusion and diversity, ensuring all communications are accessible to everyone.
- ✓ The Community Grants program allocated almost \$126,000 to 38 community projects across two rounds. Successful projects included Splash of Colour- a multicultural swimming program, child development programs, food relief services and equipment upgrades.
- ✓ Council funded Sunnyfield for their Community Connect program, which enabled their community to participate in a wide range of PCYC programs and activities, including sports and fitness classes. This program created a sense of community connection and improved physical and mental wellbeing outcomes.





## Creating liveable communities

We have implemented a range of initiatives over the year to help ensure people with disability feel part of the community and have the same opportunities as everyone else to participate in the services Council provides. We are actively working towards ensuring our facilities positively contribute to health, happiness and wellbeing and foster social connections.

### Key achievements:

- ✓ Maitland Regional Art Gallery continued to run its award-winning art and dementia program, "Conversations", with over 360 participants attending.
- ✓ Council's website provided accessibility information for each flagship event.
- ✓ Acceptance of the Companion Card at Maitland Regional Art Gallery.
- ✓ Continued focus on accessibility in the design and delivery of our playspaces.
- ✓ Access and inclusion swim lessons offered with 4,118 carers attending at Maitland Aquatic Centres.
- ✓ The list of accessibility facilities and services, including sensory swim session times, is available on the Maitland City Council website.
- ✓ Journeys, our creative art workshops addressing mental health challenges, brought together 224 participants at Maitland Regional Art Gallery.
- ✓ Enhanced accessibility in our pedestrian network, inclusive of shared paths and footpaths.
- ✓ Upgrades funded by the New South Wales Government's Stronger Country Communities Fund are underway to provide gender-inclusive and accessible amenities facilities at several sites, including Cooks Square Park in East Maitland and the outer fields at Maitland Park.
- ✓ Numerous bus stops upgraded to improve accessibility.
- ✓ Sensory processing tools are available for visitors at Maitland Regional Art Gallery, including a social script, a visual schedule and a sensory bag.
- ✓ Facilitated the Food Assistance Network, assisting those in need in the LGA, connecting network members to provide additional meal services and enabling leftover meals from services to be distributed by other providers.
- ✓ Maitland Libraries provided free home delivery services to people who are unable to visit the library, for a range of reasons. The service includes monthly selection, delivery and collection of library materials.
- ✓ Maitland Aquatics was awarded the Accessibility Award at the NSW Aquatic and Recreation Institute Awards of Excellence in October 2024.
- ✓ New, upgraded signage has been installed at Maitland Aquatics to enhance navigation and usability for all visitors.
- ✓ Completed aquatics audits to enhance accessibility across facilities, services, and programs, achieving outstanding results. Royal Life audits scored 99% for safety, while both Maitland Aquatic Centre and East Maitland achieved 99% safety scores, along with five stars.



## Supporting access to meaningful employment

Council supports workforce participation and volunteering for people with disability and encourages people with disability to apply for employment with Maitland City Council. We continue to implement Equal Employment Opportunity (EEO) initiatives and ensure our recruitment processes are fair and barrier-free.

### Key achievements:

- ✓ We undertook learning and development activities across the organisation, including sessions on neurodiversity in the workplace, respectful workplace, gender bias and Guiding Principles.
- ✓ We maintained ongoing relationships with local disability service provider Mai-Wel, including partnering on the delivery of the Home Library Service and more. These initiatives provide participants opportunities to gain work experience and work within their community.
- ✓ Key Council staff participated in disability confidence training delivered by the Community Disability Alliance Hunter, gaining insights on disability inclusion, workplace accessibility, and cultural change, while strengthening relationships and collaboration with lived-experience consultancy.
- ✓ Undertaking recruitment and employee support to ensure processes are fair and barrier-free.
- ✓ The Disability Inclusion Action Plan is now featured within our staff induction, further embedding the importance of equity, diversity and respect in the workplace.
- ✓ Provision of respectful workplace training to all staff, including bullying and discrimination, and disability and inclusion.
- ✓ Our Equal Employment Opportunity (EEO) committee remains in place, and we provide EEO training as part of our Corporate Training Plan.
- ✓ We supported employees by enabling workplace adjustments, offering flexible work arrangements, and providing access to external support providers to help improve their ability to fulfil their role requirements as Council employees.
- ✓ Staff engagement survey results show a high level of satisfaction with current flexible work arrangements.
- ✓ We have implemented Disability Employment Support Plans to help leaders provide effective support to employees.

## Improving access to mainstream services through better systems and processes

We completed several initiatives in 2024-25 to improve accessibility and promote a culture of continuous improvement, committing to enhancing our decision-making, service delivery and access to Council information, services and facilities.

### Key achievements:

- ✓ We design our websites with accessibility and inclusivity in mind, featuring adjustable font sizes, easy navigation and audio talkback functionality.
- ✓ A dedicated page for people with disabilities is available on our website providing PDF and Word versions of DIAP. The page also identifies two accessible playgrounds, disability car parking, and introduces the Including You event tent.
- ✓ Plan-text Word and easy-read summary versions, featuring simple sentences and images, of Maitland's Future, our Community Strategic Plan are published on our website.
- ✓ Sensory processing tools are available for library visitors, including a social script.
- ✓ Inclusion of DIAP actions in our corporate reporting system, with progress reviewed regularly and reported to the AIRG and Executive Leadership Team (ELT).
- ✓ Provision of sit/stand public computer desks at our libraries to assist customers who may have access issues exacerbated by static desks at our sites.
- ✓ Council facilitated a new drop-in business advisory service. The Business Centre and Digital Solutions by the Hunter Region Business Hub offered free business support sessions at Maitland Administration Centre, held on one Friday per month, until 30 September 2025.
- ✓ Council's website underwent an upgrade in 2023 to ensure it is compliant with Web Content Accessibility Guidelines 2.0 with a focus on the customer experience.
- ✓ The libraries provide a digital audio collection for those with low vision or blindness.
- ✓ We design Council documents to accessibility standards, with some documents also providing an easy-read Word document version. We also design print materials with clear fonts and sizes, high-contrast text and accessible brand colours. To maintain consistency and usability for all audiences, we design and produce all content in alignment with the Brand Maitland Guidelines.



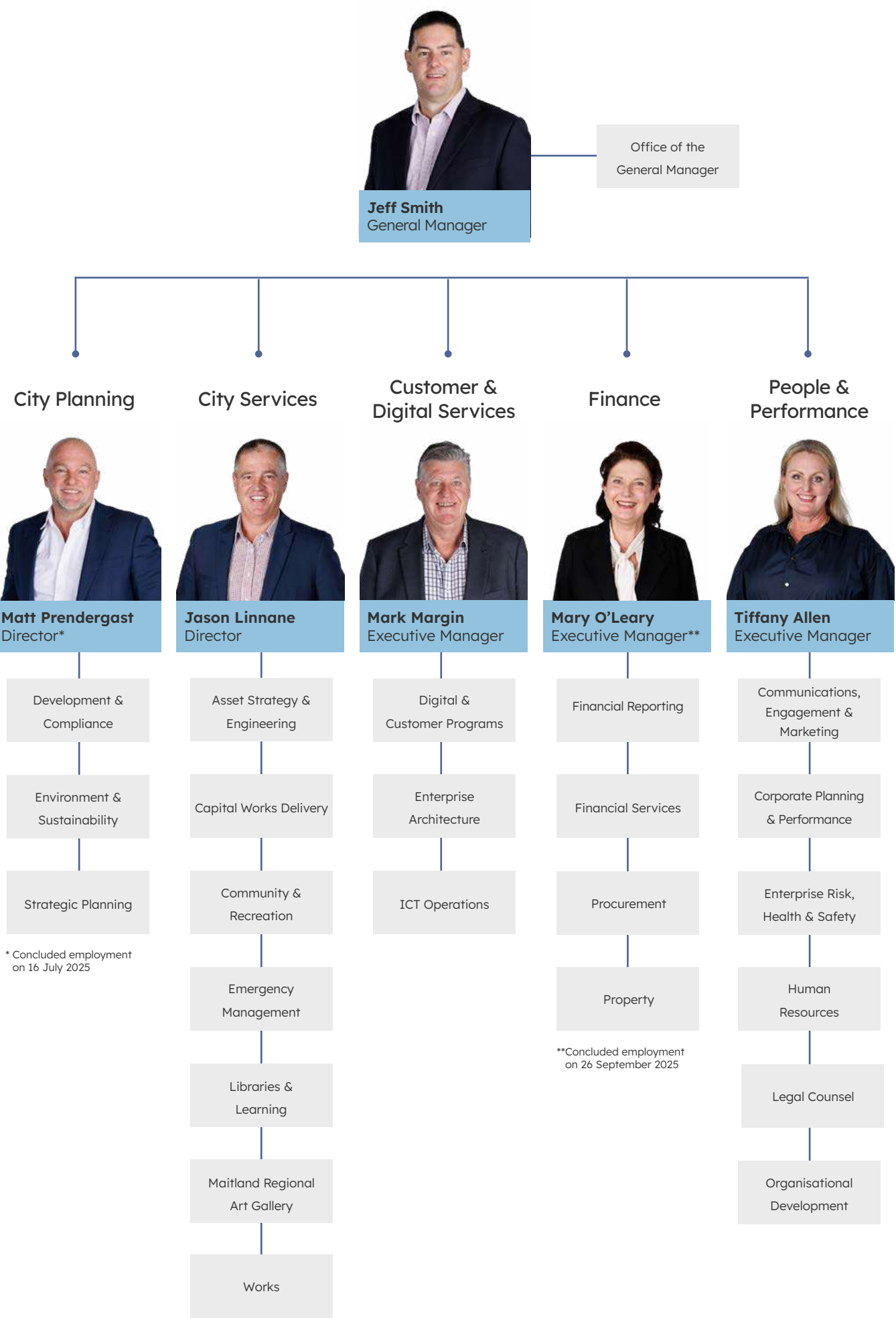


# Our people

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Our organisational structure



Our workforce

As an employer, we pride ourselves on providing opportunities for employees to be part of a high-performing, passionate and progressive team and establish fulfilling careers. Our people come from diverse backgrounds and professions, creating a dynamic workforce. We are highly motivated and focused on providing a positive customer experience as we work towards delivering the outcomes set by our community.

To ensure we are working towards achieving our community's vision, we undertake workforce planning to predict staffing needs and ensure we have the capacity and capabilities to deliver our role within the community.

We achieve this by identifying how our staffing levels and skill requirements will be met, including recruitment, development, and succession planning. Our environment requires flexibility, responsiveness and a continuous improvement mindset to meet agile labour markets, skill shortages and an ageing workforce.

Our workforce grew during 2024-25 in response to the city's rapid growth, reflecting the increased demand for services and infrastructure, and the additional support required to maintain service delivery and meet the expectations of our community.

The figures below show a snapshot of our workforce in attendance at work on 4 December 2024:

- Reg cl 217 (1)(d) (i)(ii)(iii)(iv)
- 690 people performed paid work
  - 2 people are 'senior staff' for *Local Government Act 1993* purposes
  - 3 people were engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person
  - 0 people supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.

- Number of people directly employed by Council:
- 484 on a permanent full-time basis
  - 61 on a permanent part-time basis
  - 117 on a casual basis
  - 64 under a fixed-term contract.



**578**  
total employees\*



**43%**  
female



**57%**  
male



**43**  
average employee age



**64%**  
indoor staff



**36%**  
outdoor staff



**13%**  
employee turnover rate

Above data is accurate as of 30 June 2025  
\*FTE excluding casuals and labour hire





Cultural roadmap

Building a strong and constructive culture is essential to the success of any organisation. Culture shapes the way people work together, make decisions, and deliver outcomes for the community. At Maitland, we are placing culture at the heart of our organisation, recognising that by investing in our people we create the foundations for long-term success. This journey is guided by our focus on Achieving Together and our organisational objective of Excellence in Leadership.

A key step in this journey has been the rollout of Goals and Growth across all indoor staff. For the first time at Maitland, every staff member is engaged in structured conversations about performance, development, and future opportunities. This framework provides clear expectations while also enabling staff to identify their growth pathways. Managers are receiving targeted training and support to develop both their teams and themselves as leaders. This has set a new standard for consistency, accountability, and opportunity across the organisation, and it is helping to embed a culture where people feel supported to succeed and to thrive.

We are also investing in our leaders through a comprehensive Leadership Development Program, starting with the Executive Leadership Team, Corporate Leadership Group, Managers, Coordinators, and Team Leaders. The program is focused on behaviours, symbols, and systems, as well as addressing levels of work, a framework that has strongly resonated with participants. To complement this, we have introduced the Life Styles Inventory (LSI) with our leaders, providing a shared language around Red, Green, and Blue behaviours. This tool helps us to identify and reduce defensive patterns, while strengthening Blue, or constructive, behaviours. Together, these initiatives are building the leadership capability and cultural foundations needed for Maitland to achieve its goals, grow as an organisation, and deliver with excellence for our community.

While this journey has only just begun, it is one that we are on together and one we are committed to — not just for now, but for the long term. By investing in our culture today, we are shaping an organisation that will continue to grow, thrive, and deliver for our people and our community well into the future.



Workforce Management Strategy

Resourcing Maitland’s Future was endorsed in June 2025 and forms a critical foundation, ensuring we have the essential resources to deliver on the commitments made in the Delivery Program and Operational Plan and the aspirations and vision outlined in Maitland’s Future, our Community Strategic Plan.

We have taken an integrated approach to developing our resourcing strategy, ensuring we build each strategic plan with intention to align and inform one another. This collaboration guarantees that the resources needed to support our shared vision are strategically managed, adaptable, and aligned with our vision for a connected city with thriving communities.

Our Workforce Management Strategy is a strategic document outlining how Council will attract, develop, and retain the people needed to deliver services to the community. It identifies the skills, capabilities, and resources required to meet current and future demands, ensuring we equip our workforce to support the city’s growth and evolving priorities.

The plan aligns closely with Maitland’s financial and asset management strategies, forming an integrated approach to resourcing. It focuses on workforce capacity, capability, and culture, ensuring Council is well-positioned to deliver high-quality services safely, effectively, and sustainably.

The Strategies key objectives are:

- Defining leadership expectations
- Enhancing leadership capability
- Promoting open communication
- Strengthening cross-functional collaboration
- Strengthening leader-employee relationships
- Establishing talent development pathways
- Fostering continuous improvement
- Prioritising employee wellbeing
- Aligning workforce planning with future needs.

Our Workforce Management Strategy is essential to ensure that Maitland has the right people with the right skills to deliver the services our community needs, now and into the future.

Our workforce is the backbone of delivering on the priorities set by the community, and a thoughtful, strategic approach ensures we can adapt to changing demands, foster innovation, and continuously improve the way we work. By planning, we can build a safe, capable, and engaged workforce reflecting the values and aspirations of Maitland’s residents while delivering high-quality outcomes.

Our incredible people

Our people exemplify exceptional dedication and pride in their roles, extending far beyond their daily responsibilities to enrich our community.

Many of our team members achieve remarkable recognition, whether through awards or well earned promotions, showcasing their outstanding contributions, hard work, and dedication to our organisation.

This profound investment in their work not only enhances the quality of our services but also fosters a culture of excellence and innovation. By having staff so deeply engaged and motivated, we benefit from their diverse expertise, drive, and passion, creating a vibrant and supportive environment that inspires growth and positive change across the entire community.



James Thomas

Since joining the Council in 2015 as Assistant Team Leader Civil Works, James Thomas has demonstrated strong leadership, dedication, and community pride. After completing a Certificate IV in Frontline Leadership and Management through Council’s partnership with TAFE, he progressed through several key leadership roles before becoming Coordinator Civil Works in 2019.

A proud Maitland local, James guides his teams to deliver high-quality infrastructure projects for the community. Recently, his leadership has been central to the successful completion of the Allandale Road upgrade and the new sportsfield and amenities building at Sophia Waters.

James continues to exemplify excellence in leadership and a commitment to shaping a connected, well-served city.



Employee Engagement Survey

Early in 2025, Council conducted an Employee Engagement Survey, which 80 per cent of our workforce across both indoor and outdoor teams took the time to complete, a nine per cent increase compared to the previous survey in 2023. This strong response reflects a shared commitment to shaping our workplace culture and driving meaningful change.

We’re on a path of continuous improvement, and a key part of our Achieving Together focus area is our commitment to listening, consulting meaningfully and taking action, in which this survey plays a critical role.

The survey results show encouraging progress. Overall engagement scores rose, with emotional wellbeing and stress management outperforming local government averages. Notably, outdoor employee engagement increased by eight per cent, and their wellbeing improved by four per cent. Indoor employee engagement remains high, though wellbeing dipped slightly—an area Council is actively addressing.

Confidence in leadership and Council’s direction continues to grow, with a seven per cent increase in trust, flexibility, and recognition since 2023. These gains highlight our collective momentum and the impact of open communication and ethical culture.

An organisational action plan is now underway, shaped by the feedback and aligned with the Workforce Management Strategy. It includes targeted actions for both indoor and outdoor teams, with a continued focus on wellbeing, development, and involvement.

Together, we’re building a workplace that reflects our values, supports our people and grows with our city.

New initiatives implemented as a direct result of the employee engagement survey results include:

- Goals and Growth performance framework, a new performance development framework focused on real conversations, clear career direction and meaningful goal setting
- Employee Volunteer Leave Protocol, offering employees opportunities to give back and connect with our community.

Celebrating achievement

Maitland City Council has been recognised for many achievements throughout the year, highlighting the outstanding services and initiatives delivered to the community. We celebrated the following awards and accomplishments during 2024-25.

| DESCRIPTION                                                      | AWARD                                                                                                                                                                                                                                                                                                                                                                                     | TEAM                             |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Royal Life Audit results                                         | Equal highest position in NSW for our audit results: <ul style="list-style-type: none"><li>• Maitland Aquatic Centre was awarded a 99 per cent safety rating with a 99 per cent five-star Safety Partner Accreditation score.</li><li>• East Maitland Aquatic Centre retained its 98 per cent safety rating from last year and achieved a perfect 100 per cent five-star score.</li></ul> | Aquatics                         |
| NSW Aquatic and Recreation Institute Awards of Excellence        | Winner: Environmental Sustainability Initiative<br>Winner: ARI Accessibility                                                                                                                                                                                                                                                                                                              | Aquatics                         |
| Australasian Reporting Awards                                    | Silver award for excellence in reporting: 2023-24 Annual Report                                                                                                                                                                                                                                                                                                                           | Corporate Planning and Reporting |
| 2025 NSW Local Government Excellence Awards                      | Highly Commended Award in the Community Partnerships category: Maitland Riverlights                                                                                                                                                                                                                                                                                                       | City Events and Activation       |
| 2025 National Trust (NSW) Heritage Awards                        | First place in Events, Exhibitions and Tours category: Flood Level 1955<br><br>Highly Commended in the Resources and Publications category: Maitland in Focus                                                                                                                                                                                                                             | Place Activation<br><br>Heritage |
| 2024 Australian Museums and Galleries Association Awards (AMaGA) | Winner: Art of Expression Award - <i>CrownLand</i><br>Winner: Excellence in Print Award Group 1 - <i>Sleep My Horse.....5 August 1956   Noel McKenna</i><br><br>Highly commended: Excellence in Print Award Group 1 - <i>Upriver Downriver</i>                                                                                                                                            | Maitland Regional Art Gallery    |

Council was also shortlisted as a finalist in three categories for the 2025 NSW Local Government Excellence Awards. We were finalists in the Innovative Leadership and People & Workplace Wellbeing categories for our project “Listen, Act, Achieve Together – Shaping our future through staff insights.” We were also finalists in the Special Project Initiative category for “Maitland Connected – Our digital transformation journey.”

To be recognised as a finalist in every category we entered is a remarkable achievement. It shows that the progress we’re making, and the way we’re working together, is being recognised across the sector as leaders, collaborators, and change-makers.

Individual recognition

Our Deputy Director of Maitland Regional Art Gallery, Courtney Novak, was awarded a Museum and Galleries of NSW fellowship award. This professional development program will see Courtney travel to Paris to develop skills and cultivate networks within a leading contemporary art centre.

Council’s Aquatics Officer, Mel Sweeney, was crowned the 2025 Pool Lifeguard of the Year at The Aquas, the Royal Life Saving NSW annual awards gala, held in May 2025 to honour excellence across the sector. Mel was one of 24 nominees in her category and one of only four finalists. As a passionate and dedicated member of our Aquatics team, Mel is an incredibly deserving recipient of this award.

Our Aquatics Program Supervisor, Kerry Paterson, was presented with a Royal Life Saving Australia Honours Award for Distinguished Service. Kerry received the award in recognition of her outstanding service and contribution to the ideals of The Royal Life Saving Society. She has extensive experience as a Royal Life Saving facilitator and has dedicated herself to advocating for both water safety and resuscitation over the last 20 years. Kerry is a very worthy recipient of this honour.

Keeping our staff informed

Keeping employees informed and connected is central to fostering employee engagement and a strong sense of organisational unity as they work together to achieve Council’s broader objectives and goals.

Our intranet, ERIC, is a hub of important information, employee news, events, successes, completed projects, internal resources and tools, all assisting in keeping employees informed and inspired. Our weekly employee newsletter, supports ERIC by sharing critical operational information and inspiring news for the week.



Michelle Lindsay

Michelle was appointed as the Operations Manager of Waste Services in 2021. With qualifications in environmental engineering and teaching, and currently studying a Diploma of Leadership and Management, Michelle has challenged gender norms in operational leadership.

She has led cultural and wellbeing reforms within the Waste team, introduced inclusive leadership practices, and improved workplace conditions and mental health support. Michelle developed the Waste Services Management Plan 2023–2026, underpinned by robust community consultation and data, and has driven innovation through digital tools and circular economy initiatives.

Her leadership has transformed our landfill into a resource recovery hub and expanded services for hard-to-recycle items. In partnership with the Enterprise Risk, Health and Safety team, she has strengthened safety practices and transparency. Michelle’s approach continues to redefine success in waste operations and inspire change across the sector.



Our General Manager invites all employees to attend fortnightly updates where he discusses the outcomes from recent Council meetings, as well as providing an update on achievements and work undertaken around the organisation. These sessions are an important opportunity for employees to connect with our leaders and learn about Council decisions and projects.

Celebrating our long servicing employees

Throughout the year we hosted, special morning teas with our General Manager and Executive Leadership Team to celebrate employees who reached significant service milestones. Their continued commitment and hard work in achieving outstanding results for our community is appreciated.

|                     |                                                                                                                                                                                                 |                     |                                                                                                                                                                    |                     |                                                                                                                                  |                     |                                                                                                                                      |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 10 years of service | <ul style="list-style-type: none"><li>Liam James</li><li>Ben Schaffer</li><li>Clinton Anderson</li><li>James Thomas</li><li>Jason Frew</li><li>Katherine Desmond</li><li>Kynan Lindus</li></ul> | 20 years of service | <ul style="list-style-type: none"><li>Stuart Boorer</li><li>Toni Gemza</li><li>Jade Griffin</li><li>Amanda Wells</li><li>Ashley Grant</li><li>Scott Page</li></ul> | 30 years of service | <ul style="list-style-type: none"><li>Lisa Fisher</li><li>Scott Henderson</li><li>Murray Freeman</li><li>Craig Murnain</li></ul> | 40 years of service | <ul style="list-style-type: none"><li>Alison McCallum</li><li>Michelle Pala</li><li>Joanne Withers</li><li>Stuart Matthews</li></ul> |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------|

Employee recognition

Our Guiding Principles underwent a refresh throughout the year, an important step on our roadmap towards culture change across Maitland City Council. Initially adopted in 2019, these five principles—Make Things Easy, Be Welcoming, Be Open Minded, Look Out for Me, and Keep Your Promises—continue to shape our actions and decisions across the organisation.

To reinforce these values and celebrate employee contributions, in May 2024, Council launched a new internal recognition tool called Kudos, available via our intranet. Kudos enables employees to send ‘shoutouts’ to colleagues whose work exemplifies one or more of the Guiding Principles. Shoutouts are shared with the recipient and their manager, and are visible to all employees.

This initiative highlights Council’s commitment to fostering an engaged workforce committed to development and growth, ensuring the wellbeing of our people. Kudos encourages employees to acknowledge everyday excellence and reinforces the importance of living the Guiding Principles.

Throughout the year, we recognised 140 employees were recognised with more than 200 shoutouts given across the organisation.

Our volunteers

Our volunteers continue to provide an invaluable resource for our community and contribute to the connections that make Maitland a wonderful place to live and play.

During 2024-25, our volunteers contributed more than 2,130 hours to a broad range of programs, including maintaining our local bush reserves, supporting events and helping at Maitland Regional Art Gallery.



426 volunteers and more than 1,000 hours volunteered in environmental programs



51 volunteers and more than 700 hours volunteered to assist our events program



42 people and more than 430 hours volunteered at Maitland Regional Art Gallery.

Volunteering is a great opportunity to meet new people, work as part of a team, give back to the community and learn new skills while having a lot of fun. Council values our volunteers and their contributions to making our city great, and we’re always on the lookout for new volunteers to join us.

Workplace giving

Each month, we hold a lunch where employees can contribute by way of a gold coin donation to help raise funds to support a different local or national charity each month. On average, around \$300 is donated to a selected charity each month. The charities funds were raised for over the 2024-25 period were:

- Lifeline Australia
- We Care Connect Limited
- Youth Off the Streets Limited
- Motor Neurone Disease NSW Limited
- Heart Research Australia
- Mark Hughes Foundation Limited
- National Breast Cancer Foundation
- Myeloma Australia
- Ur the Cure.



TJ Price

TJ joined Council through our Pathways Program as a Business Support Officer, moving across different teams to gain a deeper understanding for how the organisation works. Along the way, every section he worked with said the same thing: “This kid’s got a future”. However, it was IT where TJ really found his place. Now, he’s putting his energy into developing the Good Ideas App, helping us capture and share innovative ideas across the organisation.

The Pathways Program is all about shaping the future of our organisation by providing participants like TJ with real opportunities to learn, explore, and connect. Over a one to two-year period, the program supports participants as they rotate through different areas, building both skills and confidence. TJ embraced every opportunity. He even booked a meeting with the General Manager to ask questions and gain insights into leadership. His drive to learn, and the support of the program, are what make stories like TJ’s possible.



“Alex is always willing to find solutions and problem-solve. He is always helpful and models the behaviours of the Guiding Principles in his interactions with others. Thanks for always making things easy!”

“Carlie has been a wonderful leader since she arrived. Nothing is too big or too small for her, and she always looks to find solutions and help others. Your positive energy is a warmth felt by many!”



Diversity and inclusion

Reg cl 217(1)(a9)(v)

We are committed to creating a diverse, fair, equitable and inclusive workplace for all employees. To ensure we actively recognise and uphold Equal Employment Opportunity (EEO) across the organisation, we continue to implement our EEO Management Plan 2023-2026.

We identified four focus areas to ensure Council actively recognises and upholds EEO across the organisation:

- Communication and awareness
- Recruitment
- Learning and development
- Workplace culture.

Key activities throughout the year have included:

- Implementation of the Disability Inclusion Action Plan (DIAP) 2023-2026

- Learning and development activities, including neurodiversity in the workplace, respectful workplace, gender bias and Guiding Principles training
- Revision of job advertisements to strengthen the promotion of diversity and inclusion, with provision of additional support for candidates
- Removal of barriers from role charters wherever possible
- Promotion of Harmony Day, International Women’s Day, and Domestic and Family Violence Prevention Month
- Ensuring we heard from a diverse representation of our community when engaging on our projects, including groups such as our multicultural communities, meeting with the Access and Inclusion Reference Group committee and ensuring fair gender representation.

Maitland leading the way

Women increasingly feature among the leadership ranks of departments here at Council.

Women in leadership positions play a crucial role in fostering diversity, innovation, and inclusivity within organisations and society at large. A diversity of voices at the table can lead to better decision-making, enhanced performance, and a more equitable and prosperous future for all. Council continually supports efforts to promote and support women in leadership.

Our wider Corporate Leadership Group (CLG) and ELT boasts a percentage of 43 per cent female leaders. Of our workforce, 43 per cent are female and four of our 13 councillors of the 2024-28 Council term are female.



Hayley Foster

Hayley began her journey at Council as a Business Administration Trainee in 2021, quickly distinguishing herself through initiative, professionalism, and a strong work ethic. In 2024, she successfully gained a permanent role as Council Services & Governance Officer in the Office of the General Manager.

In this role, Hayley has led key functions including preparing Council Meeting business papers, taking minutes, managing policies, and handling operational complaints. She played a pivotal role in updating Council policies to reflect new branding and structure, and has supported advisory committees and citizenship ceremonies with care and precision.

Hayley completed a Certificate IV in Leadership and Management to enhance her professional knowledge and skills. Her calm under pressure, clear communication, and commitment to Council’s Guiding Principles have earned her recognition from peers and leadership alike.





## Learning and development opportunities

The capability of our workforce remains instrumental in our capacity to deliver an exceptional customer experience and an ambitious program of work for our community. Every year, we offer our employees opportunities to develop through study and aid with learning activities aligned with achieving the organisation's goals and objectives.

### Pathways Program

We've designed our Pathways Program to support our objective to nurture a skilled and innovative workforce that delivers optimal services to our customers and the community. Trainee, graduate, cadet, intern and apprentice placements include a combination of formal training and development, coaching and mentoring, and structured and practical on-the-job training.

During 2024-25, the program supported:

- Nine graduates
- Eight traineeships
- Eight apprenticeships
- Four cadets.

The programs run over one, two, and four-year periods depending on the level of qualification. As participants complete the program, Council welcomes new participants and where possible encourages graduating participants to apply for permanent roles.

During 2024-25, we were pleased to welcome 16 new participants into existing and new roles within the Pathways Program. New position types offered were from the following streams:

- Strategic Planning
- Maitland Regional Art Gallery
- Accounting
- Environment.

### Professional development

At Council, fostering an engaged workforce dedicated to development and growth is a cornerstone of our corporate vision. Council has taken key steps in creating opportunities for employees across the organisation to learn, grow and succeed.

We provided support to nine employees to commence or continue working towards furthering their professional development through study. We will continue to focus on targeted talent

development in line with the identified critical segments in the Workforce Management Plan and as an outcome of our staff survey.

The total number of training activities undertaken by employees throughout the year was 1,624 and included:

- Mental health first aid
- Courageous conversations
- Safe work near powerlines
- Various plant training
- Consultative committee
- Supervise your apprentice or trainee
- Leadership and management skillset
- Certificate III in Civil Construction (second round)
- Certificate III in Horticulture
- Certificate IV in Project Management
- Chain of responsibility, fatigue management and load restraint.

Twelve employees from various teams completed a Certificate IV in Project Management and three employees earned their Certificate III in Local Government. The training was delivered through online sessions combined with self-paced study and has enhanced our local government capabilities and strengthened cross-team collaboration.

Two team members completed Graduate Certificates in Information Technology and Cyber Security, through Council's Study Assistance Program. The program provided financial assistance and encouragement, enabling the employees to pursue higher education while managing their professional commitments, leading to these significant milestones.

Council's Pathways Program saw the completion of a two-year Events Traineeship and a Graduate Program in Building Design. Four Business Administration trainees achieved their Certificate III, with one transitioning into a temporary support role. Another trainee is nearing completion of her Certificate III in Customer Engagement.

We had two apprentices in Sports Turf Management and Parks and Gardens complete their Certificate III studies, continuing to gain hands-on experience.



### Catherine Pepper

Catherine is a transformative sustainability leader whose strategic foresight, collaborative ethos, and deep technical expertise have reshaped the environmental direction of Maitland City Council. Since becoming Manager Environment and Sustainability in 2020, she has led the development and delivery of the Environmental Sustainability Strategy 2030.

Catherine's work spans biodiversity, climate adaptation, and waste reform, including the rollout of the FOGO service. Her leadership has embedded sustainability into Council's operations, aligning environmental goals with planning and infrastructure.

Catherine is a respected mentor and sector leader who shares knowledge through local government networks, conference presentations, and support to peers. She is known for her ability to communicate complex ideas and foster collaboration. Through her efforts, Council is not only more sustainable but is better prepared, more connected, and more capable of facing the challenges of the future.





Work health and safety

Over the past 12 months, we have rolled out several key initiatives across the organisation to promote a safe workplace, develop best practices in work health and safety (WHS), and improve employee wellbeing. Our focus included the following initiatives:

- Scoped, configured and delivered a new WHS Management System, BeSafe, including developing and delivering five training packages and completing 1766 trainings
- Reviewed and implemented an upgraded Crystalline Silica program
- Conducted 15 sessions for people leaders on injury management for workers' compensation and non-work-related injuries
- Developed a workplace inspection program for health safety representatives and delivered training
- Worked with business units on specific safety problems, such as plant movement and musculoskeletal disorders
- Delivered an emergency response training program for the Waste Collection team, jointly facilitated by WHS and the Waste Collection coordinators. Refresher sessions strengthened workers' ability to respond effectively to incidents such as overhead powerline contact, vehicle fires, floods, and vehicle accidents
- Carried out personal monitoring of workers and their workstations to identify hazards, assess exposure, and enhance control measures. Monitoring covered noise, silica, respirable/ inhalable dust, and light levels, leading to improved hazard management
- Commenced the transition of paper-based checklists to the BeSafe system, in consultation with the workforce, increasing accessibility of safety checks and improving the quality and efficiency of reporting
- Session attendance at the workshops and seminars hosted by industry partners, Statewide Mutual and StateCover
- Developed a suite of job demand analyses for Council roles
- Monthly reporting on:
  - Incident statistics
  - Completion of investigations raised from events/incidents
  - Actions raised through a standardised safety checklist

- WHS audits
- Development and facilitation of three new WHS face-to-face training programs with a total of 543 employees trained
- Development and facilitation of 52 eLearning packages
- Continuous improvement of the WHS management system
- Review and maintenance of a health and wellbeing calendar
- Development of additional seven online site-specific inductions
- Delivery of health and wellbeing programs, including flu vaccinations, the Healthy Employee Program, and corporate health insurance discounts
- Delivery of health monitoring (audiometric testing) for employees and centralisation of health monitoring records.
- Hosted a dedicated safety induction day for infrastructure, works and outdoor staff
- Review of the WHS management system in line with Australian standards
- Introduction of K-9 Kubes to help reduce the risk of manual handling injuries for Rangers
- Introduction of pre-purchase risk assessments on plant and machinery
- Review and updating of a health and wellbeing calendar
- Conversion to online for site-specific inductions
- Delivery of health and wellbeing programs, including flu vaccinations, the Healthy Employee Program, and corporate health insurance discounts
- Review of arrangements with local medical practices to support the initial triage of injuries, follow-up care for injured workers, pre-employment medicals, and immunisations
- Delivery of health monitoring (audiometric testing) for employees and centralisation of health monitoring records.

We continuously monitored opportunities to enhance the WHS management system through incident reporting and corrective actions. It is pleasing to see a decrease in the number of reportable events, despite our growing workforce, which is indicative of a proactive engagement and heightened awareness regarding the importance of safety.

The increase reflects our successful efforts in fostering a culture of transparency and vigilance, ensuring potential hazards are identified and addressed promptly. Proactive reporting ultimately contributes to a safer and healthier workplace for everyone.

During 2024-25, there were 437 reported events, including incidents, injuries and near misses.

| EVENT            | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------|---------|---------|---------|---------|
| Incidents        | 190     | 246     | 307     | 238     |
| Injuries/illness | 45      | 90      | 128     | 170     |
| Near misses      | 24      | 22      | 59      | 29      |
| Total            | 259     | 358     | 494     | 437     |

Although injuries have increased this year, this trend aligns with increased employee numbers and reporting. Significantly, the duration and severity of injuries are reducing, supported by the rollout of injury management training enabling managers to proactively engage with injured employees, facilitating early intervention and a safe return to work.

Staff wellbeing

Council is committed to ensuring the health and wellbeing of its employees, supporting a range of initiatives and ensuring information about wellbeing is accessible via our intranet.

Initiatives aiming to influence the health and wellbeing of our employees positively, include access to:

- Up to two days health and wellbeing leave per year to support them in taking proactive steps towards optimal health
- Fitness Passport, a corporate health and fitness program where members can access a wide range of local health and fitness suppliers
- A free and confidential Employee Assistance Program for employees and their families
- A Healthy Employee Program (HEP) subsidy for participating in eligible activities aimed at improving health and fitness
- Complimentary flu vaccinations through vouchers redeemable at select pharmacies.



Excellence in sport

Council staff continue to shine both on and off the field, with recent sporting achievements showcasing exceptional talent, teamwork, and dedication.

Aquatics Officer Terri-lee Van Wyk was named Players' Player and selected for the inaugural Australian women's university team following her standout performance in the NSW Universities State of Origin. She represented the Newcastle Knights, NSW Country Women's team, and helped the Maitland Pickers secure a grand final win while also ranking in the 2024 Oceania CrossFit Open.

Records Specialist, Teressa Chadwick, claimed victory at the 2025 NSW Masters Rowing Championship in the Mixed Masters Coxed Quad Sculls event, showcasing strength and collaboration.

Apprentice Plant Mechanic, Makye Telfer, represented Softball Australia in both U-18 and U-23 competitions, earning the title of Senior Male Elite Player of the Year.

Operations Manager, Jacob Montgomery, led Wallsend District Cricket Club to a grand final win, contributing 48 runs as team captain.

Council staff played key roles in the Maitland Pickers' triple grand final triumph in 2024. Health and building surveyor, Reid Alchin helped the first-grade team claim their third consecutive Denton Engineering Cup title. Aquatics Officer, Terri-lee Van Wyk and Assistant Team Leader Civil Works, Jessie Akers helped the women's team complete a minor major double to win the inaugural Newcastle Rugby League Women's Premiership. The Pickers reserve grade team also claimed the Premiership with one of our Greenkeepers, Jye Bieman-King playing a key role in the team.

These achievements reflect the passion, resilience, and community spirit of our staff.





# Our accountability

|                        |     |
|------------------------|-----|
| Corporate governance   | 118 |
| Legislation compliance | 125 |



Corporate governance

We prioritise open and transparent reporting and are accountable for our operational performance. We are committed to building sound corporate governance, with a focus on continuous improvement and maturing our framework to ensure we meet community expectations, as well as fulfilling requirements under the *Local Government (General) Regulation 2005 - Reg 217* and other NSW Government Acts.

We meet these objectives by:

- Encouraging robust and effective decision making through processes, practices, and policies
- Ensuring clear lines of accountability
- Providing community assurance and holding ourselves to account in terms of the expenditure of public money
- Actively maintaining a risk management system
- Ensuring strong policy management and compliance with legislation
- Understanding our processes to ensure we meet regulatory and legislative obligations.



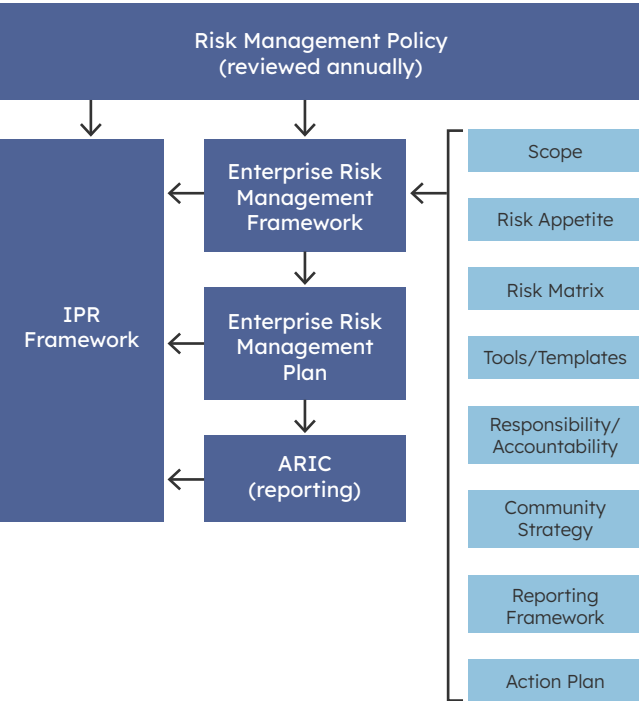
Corporate risk

Maitland City Council has committed to a structured and innovative approach to risk management, enhancing corporate governance, minimising loss, and maximising service improvement opportunities.

Council understands its requirements to plan for and manage growth and change, deliver on its objectives within the context of significant population, climate and urban change, as well as increased legislative and regulatory compliance obligations and financial accountability.

Primary objectives:

- Safeguarding and enhancing Council assets, including human, fiscal, property, and environmental
- Creating an environment of shared responsibility for risk management among all employees
- Achieving and maintaining legislative compliance
- Responsible allocation of resources and capabilities for managing risk
- Ensuring Council’s preparedness to manage risks
- Demonstrating transparent and responsible risk management processes aligned with best practices
- Providing documented evidence of Council’s commitment to risk management principles and continuous improvement.



For the Risk Management Framework to be effective, it must integrate into Council’s Integrated Planning and Reporting framework. The successful interaction and integration of the Risk Management Framework with our strategic and operational plans is essential for ensuring Council has a common understanding related to key risk matters.

Key achievements throughout the year have been the:

- Continued embedding of the Enterprise Risk Management Program to ensure the identification, mitigation, management, and monitoring of risks, aligning with the Delivery Program and Operational Plan.
- Review, upgrade and testing of the Business Continuity Plan.
- Development and implementation of electronic strategic and operational risk registers.
- Identification of 10 strategic risks and 147 operational risks, across the 12 risk categories.

Council has determined that a whole-of-organisation approach to risk management (i.e. Enterprise Risk Management Program) is required to effectively and efficiently manage the potential risks faced by Council due to the varied nature of its operations.

This approach will also fosters a better appreciation of the opportunities identified via this process to assist in the achievement of objectives and sustainability for the future of Council.

Our 12 risk categories are:

- Public safety
- Environment
- Financial
- Image/reputation
- Legal/governance/compliance
- Service delivery – business operations
- Service delivery – project
- Employee culture
- Technology/digital innovation
- Employee safety
- Climate change/natural disasters
- Cyber and information security.





Audit and Risk Committee

Council established its Audit and Risk Committee (ARIC) on 26 April 2022 under section 428A of the *Local Government Act 1993*. The Committee comprises three independent external members and one non-voting councillor representative.

ARIC has oversight of Council’s risk management framework, legislative compliance, and internal audit processes. The Committee provides independent assurance and oversight, reviewing external audit opinions, recommendations, and financial governance.

ARIC reports to Council on its activities and its views on Council’s performance after each regular meeting and annually with an Annual Report. ARIC members are committed to staying up to date with developments in the local government sector as well as current processes in audit, risk, finance and governance, ensuring Council continues to develop better practices while maintaining robust internal controls.



**Dave Pendleton**  
**(voting)**  
Independent chair  
Four years (expiry 1.1.27)



**Jennifer Leslie**  
**(voting)**  
Independent member  
Four years (expiry 14.7.26)

ARIC members

- Dave Pendleton (independent chair): Appointed 1 January 2023, finance professional with extensive executive experience. Four years – expiry 1.1.27.
- Jennifer Leslie (independent member): Appointed 14 July 2022, Chartered Accountant and Certified Financial Planner with board-level experience. Four years – expiry 14.7.26.
- Ben Lawson (independent member): Appointed 14 July 2022, qualified engineer with experience in civil infrastructure and financial sustainability. Four years – expiry 14.7.26.
- Cr Sally Halliday (non-voting member): Appointed 22 October 2024. Four years – expiry 22.10.28.

The committee met five times in 2024–25, maintaining a 93 per cent attendance record by all members.



**Ben Lawson**  
**(voting)**  
Independent member  
Four years (expiry 14.7.26)



**Cr Sally Halliday**  
**(non-voting)**  
Independent elected member  
Fours years (expiry 22.10.28)

Internal audit

Internal audit provides independent and objective reviews, assisting Council in governance, risk management, and control frameworks. It promotes a culture of accountability, integrity, and high ethical standards.

Council has outsourced its internal audit function to PKF Australia, ensuring independence, agility, and specialised knowledge for high-risk area audits. The implementation of these agreed audit actions is monitored and regularly reported to the committee.

In 2024–25, the audit function reviewed, provided assurances and recommended control and efficiency improvements across the following areas:

- Payroll
- Capital works
- Fees and charges
- Contract management.

The table below showcases the completed audits and where implementation is still in progress.

| SERVICE AREA AUDITED                                               | YEAR AUDIT CONDUCTED | AUDIT RESULTS                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Payroll                                                            | 24/25                | Implemented changes to the employee termination processes, ensuring adherence to the correct processes.<br><br>Reported four additional findings to Council, which are underway.                                                                                                                                                                        |
| Capital works                                                      | 24/25                | Reported six findings to Council, which are underway.                                                                                                                                                                                                                                                                                                   |
| Fees and charges                                                   | 24/25                | Reported three findings to Council, which are underway.                                                                                                                                                                                                                                                                                                 |
| Contract management                                                | 24/25                | Reported four findings to Council, which are underway.                                                                                                                                                                                                                                                                                                  |
| Accounts payable                                                   | 23/24                | Reported three findings to Council, which are underway.                                                                                                                                                                                                                                                                                                 |
| Development applications                                           | 23/24                | Completed a review of existing DA delegations to enhance and reflect industry best practice.<br><br>Reported two additional findings to Council, which are underway.                                                                                                                                                                                    |
| Rangers’ operations, including Maitland Animal Management Facility | 23/24                | Completed improvements to the facility.<br><br>Made WHS improvements to ensure conduction of regular inspections and monitoring. Improved WHS compliance standards, with periodic review ongoing.<br><br>Completed updates to the CCACF service agreement to ensure compliance.<br><br>Reported six additional findings to Council, which are underway. |
| Rates and charges                                                  | 22/23                | Completed the recruitment of a revised coordinator role to assist with addressing resourcing challenges.<br><br>Reported two additional findings to Council, which are underway.                                                                                                                                                                        |
| Remote sites and revenue management                                | 22/23                | Developed and implemented a roadmap for revenue management at remote sites.<br><br>Included remote site revenue management in the internal audit plan for periodic review.<br><br>Reported one additional finding to Council, which is underway.                                                                                                        |



Since ARIC was established in 2022, four of the audits conducted have been completed and confirmed to be closed off by the governing body. Some key improvements achieved from these audit findings are listed below.

| SERVICE AREA AUDITED                                  | KEY IMPROVEMENTS FROM AUDIT RESULTS                                                                                                                                                                                                                                                            |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grant administration/acquittal review                 | Implemented a new grants management framework, along with enhancements to the internal grants register to capture the overall status and performance of grants.                                                                                                                                |
| Employee exit and termination process                 | Implemented a centralised register to record all reviews of tax rates and changes in the corporate system.                                                                                                                                                                                     |
| Review of S7.11 contributions compliance              | Made enhancements to ensure identified actions are being reported to leadership to allow monitoring and oversight. Implemented a comprehensive development contributions procedure, along with establishing a Development Contributions Internal Committee to manage complex matters.          |
| Privacy requirements and mandatory data breach review | Developed a Data Risk Management Strategy, along with a Data Breach Plan and policy management system. Developed a privacy and data training module and rolled it out across the organisation. Undertook a review of user access permissions and established protocols to review audit trails. |

Open and transparent reporting

We embrace the opportunity to engage with our community to ensure our planning and reporting is informed, relevant and responsive to community needs. Our strong integrated planning and reporting program goes beyond legislative requirements, providing a snapshot and ongoing reports on the progress of principal activities detailed in our Delivery Program, which contribute to our Community Strategic Plan.

We report the progress status of actions back to executive leadership, ARIC and the community, promoting the transparent disclosure of both positive and negative information and enabling informed decision-making about our strategic direction. These progress reports help identify key areas of focus, allowing leadership to assess performance and prioritise actions aligned with our long-term goals.

Key reporting is published on our website and includes:

- Quarterly performance reports and financial review
- Six-monthly progress reports
- Annual report
- General-purpose financial statements
- End of term report.

Accountability and leadership

The administration of Council is organised into five groups, each with a range of responsibilities. The general manager leads the administrative function of Maitland City Council. Reporting to the elected Council, the general manager is responsible for the efficient and effective operation of Maitland City Council, and for overseeing employees to enact the decisions of the elected Council.

The Council comprises one mayor and 12 councillors, representing the voice of the community and setting the strategic direction for Maitland. As the governing body, the elected Council makes decisions on policies, services, and projects impacting the city’s growth and wellbeing.

Working closely with the administration, the Council ensures that the community’s needs and aspirations are reflected in the decisions made, while upholding principles of transparency, accountability, and good governance.

The mayor leads the Council, serving as the principal spokesperson, while councillors represent their local wards, ensuring all areas of Maitland are heard and considered in Council decisions. Council’s structure requires the elected members and the administrative function to have a strong and interconnected working relationship to deliver the shared vision successfully for the community.

Policies

Our policies are fundamental in guiding decision-making and ensuring we operate in line with legal, ethical, and community expectations. They provide a clear framework for how we manage our operations, interact with stakeholders, and deliver

services. By maintaining up-to-date and relevant policies, we ensure consistency, accountability, and transparency in all aspects of our work.

Each year, we undertake policy reviews, revising our policies to ensure they remain current and effective. This ongoing process allows us to adapt to changes in legislation, emerging risks, and evolving community needs.

This year, we undertook a thorough review of 85 policies to ensure they align with our evolving strategic priorities. A remaining 26 policies are to be reviewed.

Regular reviews support effective governance, enable compliance with regulatory requirements, and foster a culture of continuous improvement. We design our policies, alongside robust risk management, to align with Council’s strategic objectives, and to help fulfil our commitments under the *Local Government (General) Regulation 2005* and other relevant NSW Government Acts.

Delegation

Delegations, authorised by the General Manager, play a critical role in corporate governance, enabling leaders to distribute tasks and responsibilities effectively across various levels of the organisation. It promotes accountability and ensures that decision making is more agile, allowing for more efficient service delivery and resource management.

By empowering our employees to act within clearly defined parameters, delegation fosters a culture of trust and shared responsibility, ensuring they can execute key policies and without an over-reliance on senior leadership.

In line with the requirement for a review to be conducted within 12 months following a local government election, all positions within council with a delegation were reviewed. Some changes were made to ensure delegations were adequate and aligned with current act and regulations. Some new delegations were also required due to organisation changes and variations in role charters.

We’ve designed our approach to strengthen our resilience and ensure decisions are made at the correct level of work, improving our responsiveness to community needs.

Processes

Effective processes are essential to ensure accountability, transparency, and alignment with our strategic goals. We are adopting a value stream approach to our processes with the purchase of

a new system. This focuses on streamlining and optimising workflows across the organisation to ensure processes are efficient and aligned with our strategic risks and business continuity plan. By integrating these processes into our governance framework, we aim to enhance resilience, mitigate risks, and ensure our operations remain adaptable to change.

Codes of conduct

In July 2022, Maitland City Council reviewed and adopted a Code of Conduct applying to councillors, administrators, employees, delegates, contractors and volunteers.

We’ve designed our Code of Conduct based on the Model Code of Conduct for local councils in New South Wales under the Local Government (General) Regulation 2021. The Code represents the highest level of policy and is a key component of our governance.

Some key elements of the Code include:

- **Gifts and benefits:** A gift or a benefit is something offered to, or received by, a councillor, employee or volunteer for their personal use. They may accept token gifts from a person or organisation over 12 months up to the value of \$100. All gifts and benefits received must be declared to the Office of the General Manager using the Gifts and Benefits Disclosure form.
- **Conflicts of interests:** A conflict of interest exists where a reasonable and informed person could perceive that a councillor or employee may be influenced by a private interest when carrying out their public duty. We capture all conflict-of-interest declarations in our Conflicts of Interest Register. Conflicts of interest categories are:
  - Pecuniary conflicts of interests: These arise where an employee is reasonably likely to make or lose money because of a decision the employee might make in the course of their duties.
  - Non-pecuniary conflicts of interests: These commonly arise out of family or personal relationships or through an association an employee, or someone close to them, may have, through involvement in a sporting, social or other kind of group or association.
- **Disclosure of interest returns:** Councillors, Audit Risk and Improvement Committee members and employees identified as designated persons complete a disclosure of interest within three months of employment or a change to an interest, as well as annually. Maitland City Council reports annually to the Office of Local Government.





## Legislation compliance

As part of our annual reporting, Council must fulfill requirements and report on activities related to the following under the *Local Government Act - section 428, Local Government (General) Regulation 2005 - Reg 217*, the Integrated Planning and Reporting framework and other NSW Government Acts.

### Internal Audit and Risk Management attestation statement

I, Jeff Smith, am of the opinion that Maitland City Council has an Audit, Risk and Improvement Committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

#### Audit, Risk and Improvement Committee

| NO. | REQUIREMENT                                                                                                                                                                                                                                                                                                                                                                                                        | COMPLIANCE                                                                                                                                                                                |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Maitland City Council has appointed an Audit, Risk and Improvement Committee (ARIC) that comprises of an independent Chair and at least two independent members (s428A of the <i>Local Government Act 1993</i> , s216C of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                 | Compliant                                                                                                                                                                                 |
| 2   | The Chair and all members of Maitland City Council’s ARIC meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (s216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i> ).                                                     | Compliant                                                                                                                                                                                 |
| 3   | Maitland City Council has adopted Terms of Reference for its ARIC that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the Committee operates in accordance with the Terms of Reference (s216K of the <i>Local Government (General) Regulation 2021</i> ).                                                                         | Compliant                                                                                                                                                                                 |
| 4   | Maitland City Council provides the ARIC with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (s216L of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                            | Compliant                                                                                                                                                                                 |
| 5   | Maitland City Council’s ARIC exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government’s <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ). | Compliant                                                                                                                                                                                 |
| 6   | Maitland City Council’s ARIC provides the governing body with an annual assessment each year (Annual Report), and a strategic assessment each council term of the matters listed in s428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government’s <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).        | Compliant<br>17.6.25                                                                                                                                                                      |
| 7   | The governing body of Council reviews the effectiveness of the ARIC at least once each council term (Core requirement 1 of the Office of <i>Local Government’s Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).                                                                                                                                                                | N/A<br><br>As the elected body is not yet 12 months old, they are not in a position to adequately assess the ARICs performance. This will be completed in the elected body’s second year. |

#### Membership

The Chair and membership of the ARIC are:

| MEMBER             | NAME              | START TERM DATE | END TERM DATE |
|--------------------|-------------------|-----------------|---------------|
| Chairperson        | Dave Pendleton    | 1.1.23          | 1.1.27        |
| Independent member | Jennifer Leslie   | 14.7.22         | 14.7.26       |
| Independent member | Ben Lawson        | 14.7.22         | 14.7.26       |
| Councillor member  | Cr Sally Halliday | 22.10.24        | 22.10.28      |



Risk management

| NO. | REQUIREMENT                                                                                                                                                                                                                                      | COMPLIANCE |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 8   | Maitland City Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for Council's risks (s216S of the <i>Local Government (General) Regulation 2021</i> ). | Compliant  |
| 9   | Council's ARIC reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (s216S of the <i>Local Government (General) Regulation 2021</i> ).   | Compliant  |

Internal audit

| NO. | REQUIREMENT                                                                                                                                                                                                                                                                                                                                                                                                                                        | COMPLIANCE                   |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 10  | Maitland City Council has an internal audit function that reviews the Council's operations, risk management and control activities (s216O of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                                                                                                                              | Compliant                    |
| 11  | Maitland City Council's internal audit function reports to the ARIC on internal audit matters (s216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                                                                                                                                                    | Compliant                    |
| 12  | Maitland City Council's internal audit function is independent and internal audit activities are not subject to direction by Council (s216P of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                                                                                                                            | Compliant                    |
| 13  | Maitland City Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (s216O of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                         | Compliant                    |
| 14  | Maitland City Council has adopted a member of staff to direct and coordinate the internal audit activities (s216P of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                                                                                                                                                      | Compliant                    |
| 15  | Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).                                                                                                                                                                                      | Compliant                    |
| 16  | Maitland City Council provides the internal audit function with direct and unrestricted access to staff, ARIC and the information and resources necessary to undertake internal audit activities (s216P of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                                                                | Compliant                    |
| 17  | Maitland City Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ). | Compliant                    |
| 18  | Maitland City Council's ARIC reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each Council term (s216R of the <i>Local Government (General) Regulation 2021</i> ).                                                                                                                                                                                                             | N/A<br>A review is underway. |

These processes, including the alternative measures implemented, demonstrate that Maitland City Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Maitland City Council.

J. Smith

External bodies exercising Council functions

Act Reg cl 217(1)(a6)

Hunter Resource Recovery

Hunter Resource Recovery is the contract manager of kerbside collection, sorting and marketing of dry recyclables for Council. Maitland, Cessnock, Lake Macquarie and Singleton councils jointly operate the service. Hunter Resource Recovery manages the collection and processing contract with Solo Resource Recovery. Maitland residents' active participation in the kerbside collection of recyclables continues to divert thousands of tonnes of recyclables away from landfill.

Committees in Maitland

Council is represented on a range of local and regional committees, including statutory and member-based committees, special purpose committees and strategic community committees. Throughout the year, we completed a review of our existing Section 355 committee structure to enhance collaboration and align committees with our strategic direction.

Our committees are invaluable as they support our organisation by promoting innovation, providing expert and local knowledge and sharing diverse perspectives to improve our processes and strategies, ensuring we better meet the needs of our community.

Legislation and other set obligations require the establishment of statutory and member-based committees.

We've established special-purpose committees to advise on specific areas of responsibility continually. The committees are essential for managing core functions and making informed recommendations to support Council's operations.

We've established strategic community committees to guide strategic planning for particular focus areas, including ensuring the functions, discussions and projects undertaken by a committee align with the organisation's priorities and long-term direction.

| NO. | COMMITTEE NAME                                    | COMMITTEE STATUS | COUNCILLOR MEMBERS                                                                        |
|-----|---------------------------------------------------|------------------|-------------------------------------------------------------------------------------------|
| 1   | Audit, Risk and Improvement Committee (ARIC)      | Statutory        | Cr Halliday                                                                               |
| 2   | Awards and Recognition Committee                  | Special purpose  | Mayor<br>Cr Griffin<br>Cr Yarrington<br>Cr Hackney<br>Cr Barstow                          |
| 3   | Bruce Street Community Hall Management Group      | Special purpose* | Cr Whiting                                                                                |
| 4   | City Planning, Heritage and Design Committee      | Strategic        | Mayor (Chair)<br>Cr Whiting (Deputy)<br>Cr W Penfold<br>Cr Halliday<br>Cr Yarrington      |
| 5   | Community Grants Committee                        | Special purpose* | Mayor<br>Cr Flannery<br>Cr Yarrington                                                     |
| 6   | Culture and Community Advisory Committee          | Strategic        | Cr Hackney (Chair)<br>Cr W Penfold (Deputy)<br>Cr Flannery<br>Cr Worth<br>Cr Atkinson     |
| 7   | Environment and Sustainability Advisory Committee | Strategic        | Cr W Penfold (Chair)<br>Cr Yarrington (Deputy)<br>Cr Halliday<br>Cr Flannery<br>Cr Ferris |



| NO. | COMMITTEE NAME                                   | COMMITTEE STATUS | COUNCILLOR MEMBERS                                                              |
|-----|--------------------------------------------------|------------------|---------------------------------------------------------------------------------|
| 8   | Floodplain Risk Management Committee             | Statutory        | Cr Hackney (Mayor)<br>Cr Halliday<br>Cr Flannery                                |
| 9   | Hunter Joint Organisation                        | Member-based     | Mayor                                                                           |
| 10  | Joint Regional Planning Panel                    |                  | Cr Halliday                                                                     |
| 11  | Lower Hunter Bushfire Management Committee       |                  | Cr Whiting                                                                      |
| 12  | Maitland Local Area Traffic Committee            |                  | Cr W Penfold                                                                    |
| 13  | Morpeth Museum Management Group                  | Special purpose* | Cr Griffin                                                                      |
| 14  | Property Advisory Panel                          | Strategic        | Mayor (Chair)<br>Cr Jordan (Deputy)<br>Cr W Penfold<br>Cr Hackney<br>Cr Barstow |
| 15  | Public Libraries NSW – Central East Zone         |                  | Cr Griffin                                                                      |
| 16  | Rural Fire Service District Liaison Committee    | Statutory        | Delegate to be confirmed                                                        |
| 17  | Sport, Recreation and Leisure Advisory Committee | Strategic        | Mayor (Chair)<br>Cr Halliday (Deputy)<br>Cr Hackney<br>Cr Worth<br>Cr Jordan    |

\*section 355 delegated committees

Bodies in which Council participated

Act Reg cl 217(1)(a7)(a8)

Our Council must report on all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether incorporated or not) in which we participated.

In 2024-25, we participated in the following corporations, partnerships, trusts and joint ventures:

Corporate entities of the Hunter councils

For nearly 70 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

The 10 Hunter councils include: Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, and Upper Hunter Shire Council.

Arising from this collaboration, the 10 Hunter councils collectively own and manage the following corporate entities:

**Hunter Joint Organisation (JO)** – a statutory body under the *Local Government Act 1993*, established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter Joint Organisation’s statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and the community.

**Arrow Collaborative Services Limited** (and its wholly owned subsidiary Hunter Councils Legal Services Limited) – companies limited by guarantee under the Corporations Act 2001 and established to improve the quality and efficiency of services provided by Hunter councils and local government more broadly across NSW. The services provided focus on specialised planning and environmental law, and regional purchasing and procurement. Arrow also directly supports the operations of the Hunter Joint Organisation.

**Hunter Councils Incorporated** – an incorporated association under the Associations Incorporation Act 2009 that holds property assets for the Hunter Joint Organisation and Arrow Collaborative Services.

Maitland City Council has representation on each entity’s board and shares ownership and governance of the entities with the other nine councils of the Hunter region.

Overseas travel

Reg s 217(1)(a)

No Council employees, the mayor, councillors or any other persons representing Council undertook any overseas travel during 2024-25.

Anti-slavery

Act s 428(4)(c)

Maitland City Council has not had any issues raised by the Anti-slavery Commissioner during 2024-25 concerning Council’s operations.

Modern Slavery Act

Act s 428(4)(d)

Maitland City Council has included the following statement in its Procurement Policy:

Council will take reasonable steps to ensure the goods and services procured are not the product of modern slavery, being any conduct occurring in the supply chain that involves using any form of slavery, servitude or forced labour to exploit a person.

Public interest disclosures

Public Interest Disclosures Act 1994, s 31, Public Interest Disclosures Regulation 2011, cl 4

Council is committed to the objectives of the Public Interest Disclosures Act 1994 and encourages the disclosure of any corrupt conduct, maladministration, serious and substantial waste and government information contravention instances. Council’s ‘Public Interest Disclosure – Internal Reporting Policy’ establishes guidelines for reporting and managing protected disclosures under the Act.

Maitland City Council received no protected disclosures during 2024-25.

Privacy and personal information protection

Privacy and Personal Information Protection Act 1998

Council adopted and implemented its Privacy Management Plan in 2023. Council employees are active members of the Local Government Professionals Association Governance Network and the NSW Right to Information/Privacy Practitioners Network, which focuses on governance issues, including privacy, within Local Government.

During 2024–25, Council investigated seven breaches and alleged breaches under the Privacy and Personal Information Protection Act 1998. The investigation confirmed Council or its officers committee no breach, and none met the threshold of a Notifiable Data Breach under regulatory requirements.

- The incidents fell into recurring themes:
- Email handling errors – including failures to use BCC and bulk email address disclosures.
  - Data governance issues – such as the misuse of customer databases for unintended purposes.
  - Process gaps – particularly regarding verification of property ownership changes and the handling of sensitive case data.
  - Third-party risks – highlighted by the large-scale Ticketek data breach, which indirectly affected Maitland City Council customers.

These patterns suggest that although no critical harm occurred, improvements are necessary in safeguarding customer information, documenting processes, and managing external providers.

In response, Council has taken steps to strengthen both processes and employee capability by implementing stronger email safeguards, standardising procedures for updating and handling customer data, improving vendor oversight, and maintaining a centralised breach register for consistent monitoring.

To reinforce employee responsibilities regarding privacy, consent, and the proper use of customer data, Council conducted mandatory Privacy Awareness training rollout and actively participated in Privacy Awareness Week.



Government Information Public Access (GIPA)

Government Information (Public Access) Act 2009 (GIPA), s125(1) and Government Information (Public Access) Regulations 2018, cl 8, Schedule 2

1. Review of Proactive Release Program

Clause 8 (a)

Agencies must review their programs for the release of government information at least once a year under section 7 of the Government Information Public Access Act 2009 (GIPA). This review helps identify what information can be made publicly available. Council’s program for the proactive release of information involves constantly reviewing frequently requested information to determine whether it would be in the public interest to make the information publicly available on Council’s website or via any other means.

During the reporting period, we reviewed and identified the types of access applications received during the year to determine which applications we could include in Council’s disclosure log and make available to other interested parties and/or proactively release on Council’s website.

Other than access requests relating to an individual’s personal information or private matters, 94 per cent of requests received by Council were to view archived development application files and associated consents and plans, which, being dated before July 2010, require an access application.

Council officers are investigating ways to make this information accessible online while meeting copyright requirements. We are working with relevant building and development companies to provide the release of documents that form part of a development application to the current property owner.

2. Number of access applications received

Clause 8 (b)

During the reporting period, Council received 202 formal access applications (including withdrawn applications, but not invalid applications). Of these, 170 pertained to development and property approval-related information.

3. Number of refused applications for schedule 1 information

Clause 8 (c)

During the reporting period, Council refused 3 formal access applications due to the application either not being decided in time, as outlined in Section 63 of the GIPA Act or due to the personal nature of the request.

4. Statistical information about access applications

Clause 8 (d) and Schedule 2

| TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME* |                        |                        |                        |                      |                               |                                 |                                                     |                       |
|-------------------------------------------------------------------|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|-----------------------------------------------------|-----------------------|
|                                                                   | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/ deny whether information is held | Application withdrawn |
| Media                                                             | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                   | 0                     |
| Members of Parliament                                             | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                   | 0                     |
| Private sector business                                           | 17                     | 38                     | 0                      | 0                    | 0                             | 0                               | 0                                                   | 0                     |
| Not for profit organisations or community groups                  | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                   | 0                     |

| TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME* |                        |                        |                        |                      |                               |                                 |                                                     |                       |
|-------------------------------------------------------------------|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|-----------------------------------------------------|-----------------------|
|                                                                   | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/ deny whether information is held | Application withdrawn |
| Members of the public (application by legal representative)       | 4                      | 19                     | 0                      | 1                    | 0                             | 0                               | 0                                                   | 0                     |
| Members of the public (other)                                     | 14                     | 106                    | 3                      | 1                    | 0                             | 0                               | 0                                                   | 0                     |

\*Decision totals may be higher than access requests received. As each access application may generate multiple decisions, we must record each decision.

| TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*                    |                        |                        |                        |                      |                               |                                 |                                                     |                       |
|----------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|-----------------------------------------------------|-----------------------|
|                                                                                        | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/ deny whether information is held | Application withdrawn |
| Personal information applications^                                                     | 4                      | 30                     | 0                      | 0                    | 0                             | 1                               | 0                                                   | 0                     |
| Access applications (other than personal information applications)                     | 18                     | 146                    | 0                      | 1                    | 0                             | 2                               | 0                                                   | 0                     |
| Access applications that are partly personal information applications and partly other | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                   | 0                     |

\*Decision totals may be higher than access requests received. As each access application may generate multiple decisions, we must record each decision.

^A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

| TABLE C: INVALID APPLICATIONS                                                 |                        |
|-------------------------------------------------------------------------------|------------------------|
| Reason for invalidity                                                         | Number of applications |
| Application does not comply with formal requirements (section 41 of the Act)  | 0                      |
| Application is for excluded information of the agency (section 43 of the Act) | 0                      |
| Application contravenes restraint order (section 110 of the Act)              | 0                      |
| Total number of invalid applications received                                 | 0                      |
| Invalid applications that subsequently became valid applications              | 0                      |



TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT

|                                                       | Number of times consideration used* |
|-------------------------------------------------------|-------------------------------------|
| Overriding secrecy laws                               | 163                                 |
| Cabinet information                                   | 0                                   |
| Executive Council information                         | 0                                   |
| Contempt                                              | 0                                   |
| Legal professional privilege                          | 0                                   |
| Excluded information                                  | 0                                   |
| Documents affecting law enforcement and public safety | 0                                   |
| Transport safety                                      | 0                                   |
| Adoption                                              | 0                                   |
| Care and protection of children                       | 0                                   |
| Ministerial code of conduct                           | 0                                   |
| Aboriginal and environmental heritage                 | 0                                   |

\*More than one public interest consideration may apply related to a particular access application, and if so, each such consideration is to be recorded (but only once per application).

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

|                                                                      | Number of occasions when application not successful* |
|----------------------------------------------------------------------|------------------------------------------------------|
| Responsible and effective government                                 | 0                                                    |
| Law enforcement and security                                         | 0                                                    |
| Individual rights, judicial processes and natural justice            | 0                                                    |
| Business interests of agencies and other persons                     | 0                                                    |
| Environment, culture, economy and general matters                    | 0                                                    |
| Secrecy provisions                                                   | 163                                                  |
| Exempt documents under interstate Freedom of Information legislation | 0                                                    |

\*More than one public interest consideration may apply related to a particular access application, and if so, each such consideration is to be recorded (but only once per application).

TABLE F: TIMELINESS

|                                                                      | Number of applications |
|----------------------------------------------------------------------|------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 79                     |
| Decided after 35 days (by agreement with applicant)                  | 0                      |
| Not decided within time (deemed refusal)                             | 123                    |
| Total                                                                | 202                    |

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

|                                                                      | Decision varied | Decision upheld | Total |
|----------------------------------------------------------------------|-----------------|-----------------|-------|
| Internal review                                                      | 0               | 1               | 1     |
| Review by Information Commissioner*                                  | 0               | 0               | 0     |
| Internal review following recommendation under section 93 of the Act | 0               | 0               | 0     |
| Review by ADT                                                        | 0               | 0               | 0     |
| Total                                                                | 0               | 1               | 1     |

\*The Information Commissioner does not have the authority to vary decisions but can make recommendation to the original decision-maker. The data in this case indicates the Information Commissioner recommended to vary or uphold the original decision.

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

|                                                                                                                   | Number of applications for review |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Applications by access applicants                                                                                 | 1                                 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0                                 |

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)

|                                 | Number of applications transferred |
|---------------------------------|------------------------------------|
| Agency - initiated transfers    | 0                                  |
| Applicant - initiated transfers | 0                                  |

Private works

Reg cl 217(1)(a4) and Act s 67, 67(2)(b) and 67(3)

No private works were undertaken during the financial year, requiring a resolution.

Companion animals

Reg cl 217(1)(f)

Enforcement activities and compliance operations

Council employs eight rangers, including a team leader, who administer the various statutory responsibilities of Council, including *Companion Animals Act 1998*. In 2024-25, 2,600 complaints were received and attended by our rangers. There were 474 requests regarding barking, unleashed and aggressive dogs, dog attacks and cat matters received by rangers during the year.

Maitland Animal Management Facility

During 2024-25, the Maitland Animal Management Facility (MAMF) operations continued under contractor management. The fees associated with impounding animals and our service agreements with Cessnock City Council and Dungog Shire Council, who use the MAMF for their animal impounding requirements, partly offset the ongoing operational cost.

We put aside the funds raised by these activities and agreements for future investment in animal management-related activities, such as the phased expansion and ongoing maintenance of the facility.

During 2024-25, the facility received 467 animals (379 dogs and 88 cats) through impounding or surrender under Maitland City Council operations. During the period, Council returned 257 impounded dogs and one impounded cat to their owners.



Lodgement of attack statistics

Council is compliant with the requirements of the Companion Animals Act 1998 and appropriately notifies the Office of Local Government of all reportable attacks via the Companion Animals Register.

Community education

Council presented educational programs pertinent to the Companion Animals Act 1998 at public venues and through media releases and social media.

Strategies to promote the desexing of companion animals

We continue to proactively notify owners of unregistered companion animals and promote information regarding the importance of desexing. Registration fees and permit costs act as incentives for owners to desex their companion animals.

Seeking alternatives to the euthanising of unclaimed animals

The Central Coast Animal Care Facility conducts vigorous rehoming campaigns on behalf of Maitland City Council. In 2024-25, poor animal health and significant behavioural issues resulted in 22 animals requiring euthanasia.

Use of the companion animals fund

Council uses companion animals funds to prepare information packs, provide and service off-leash signage and litter bins, repair and modify pound facilities, and provide animal management services.

Swimming pool inspections

Swimming Pools Act 1992, s 22F(2), Swimming Pools Regulation 2018, cl 23

Councils are required to inspect private pools as requested and issue compliance certificates. We must also inspect (at least once every three years) any tourist or visitor accommodation or property with more than two dwellings.

| Number of inspections of tourist and visitor accommodation | Number of inspections of premises with more than two dwellings | Number of inspections that resulted in issuance of a Certificate of Compliance (section 22d) | Number of inspections that resulted in issuance of a Non-compliance Certificate (clause 21) |
|------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| 0                                                          | 2                                                              | 92                                                                                           | 71                                                                                          |

Environmental upgrade agreements

Act s 54P(1)

Council entered into no environmental upgrade agreements entered during 2024-25.

Recovery and threat abatement plans

Fisheries Management Act 1994, s 220ZT(2)

Our Council operates under and considers threat and recovery abatement plans under the Fisheries Management Act 1994. We have no specific allocated tasks to report on and have no permits needed or notifications made as a public authority to the NSW Minister for Primary Industries relating to these plans.

Bushfire hazard reduction activities

The NSW Rural Fire Service Lower Hunter District manages the six Rural Fire Brigades covering Maitland’s rural area. Maitland Brigades responded to 571 incidents in 2024-25, while assisting other brigades in the surrounding areas.

Woodlands Drive, Thornton, is the only fire trail maintained within the LGA. Under the annual maintenance program, Council undertook vegetation control along and adjacent to the track in 2024-25.

Council carried out over 400 kilometres of roadside slashing, along with around 10 hectares of asset protection zones (slashing and under scrubbing to bushfire-prone land typically requiring the implementation of a setback distance).

During the year, the NSW Rural Fire Service (RFS) completed the following:

| ACTIVITY                                         | NUMBER       |
|--------------------------------------------------|--------------|
| Hazard reduction mechanical (Council Works)      | 10 hectares  |
| Hazard reduction burning carried out by RFS      | 0            |
| Private burns assisted by the RFS                | 3            |
| Bush burnt through wildfires                     | 8.5 hectares |
| Permits issued by RFS for hazard reduction burns | 67           |
| Complaints received by RFS                       | 6            |
| AIDER program requests received by RFS           | 8            |

Stormwater management services

Reg s 217(1)(e)

During 2024-25, we received \$847,000 in Stormwater Management Service Charge funds. We performed maintenance works on underground pipe networks, open channels and drains, flood gates, detention basins and gross pollutant traps worth \$1.65 million.

We constructed 11 new pits, 22 new headwalls and 596 meters of assorted pipe drainage at a combined cost of \$0.6 million at the following locations:

- Caputar Way, Lochinvar
- Alliance Street, East Maitland
- Tocal Road, Bolwarra Heights
- Sempill Street, Maitland
- Lang Drive, Bolwarra Heights.

We also carried out \$58,000 of stormwater drainage construction projects at:

- Pierce Street, East Maitland
- Two Mile Creek, East Maitland
- Industrial Drainage Reserves, Rutherford.

Council has programmed \$2.3 million of stormwater drainage construction projects in 2025-26 at:

- Kensington Road, Bolwarra
- Pierce Street, East Maitland
- Two Mile Creek, East Maitland
- Victoria Street, East Maitland
- Lawes Street, East Maitland
- Industrial Drainage Reserves, Rutherford
- Lorn Street, Lorn
- Swan Street, Morpeth
- Tank Street, Morpeth.



## Planning agreements

*Environmental Planning and Assessment Act 1979, s 7.5(5)*

The planning agreements in force throughout the reporting period include:

- Council and Dowmere Pty Ltd, McCloy Loxford Land Pty Ltd and Hydro Aluminium Kurri Kurri Pty Ltd have entered into a planning agreement for the payment of monetary contributions, dedication of land and delivery of a district park at 464 Cessnock Road, Gillieston Heights. The development's construction has commenced and will deliver the district park in four stages.
- Council and Universal Property Group Pty Ltd and UPG 292 Pty Ltd have entered into a planning agreement for the dedication of land and construction of road widening works at 11, 21, 23, 25 and 33 Owlpen Lane, Farley. The developer is to undertake the road widening works, at its cost, per the works plans and dedicate the works to Council before the issue of the first Subdivision Certificate, creating the final lot in the development.
- Council and Walker Gillieston Heights Pty Limited have entered into a planning agreement for the payment of monetary contributions, dedication of land for a local park and off leash dog area at 457 Cessnock Road, Gillieston Heights and the payment of an environmental land maintenance contribution and dedication of environmental land at 65 Redwood Drive and 457 Cessnock Road, Gillieston Heights. Construction has commenced and will occur in stages. The development will dedicate the land, and local playground works to Council in stage three, and the off-leash dog area and environmental land in stage six.







# Our financials

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Financial summary

Financial sustainability remains a top priority for Council, even as we navigate the challenges of delivering a deficit in 2024-25. While we continue to focus on long-term financial sustainability, this year’s position highlights the challenge of balancing necessary community investments with our financial constraints.

The following pages provide a summary of Council’s financial position, with more detailed information available in the [Financial Statements](#). Despite the short-term challenges, we remain committed to responsible fiscal management for the future.

Operating result

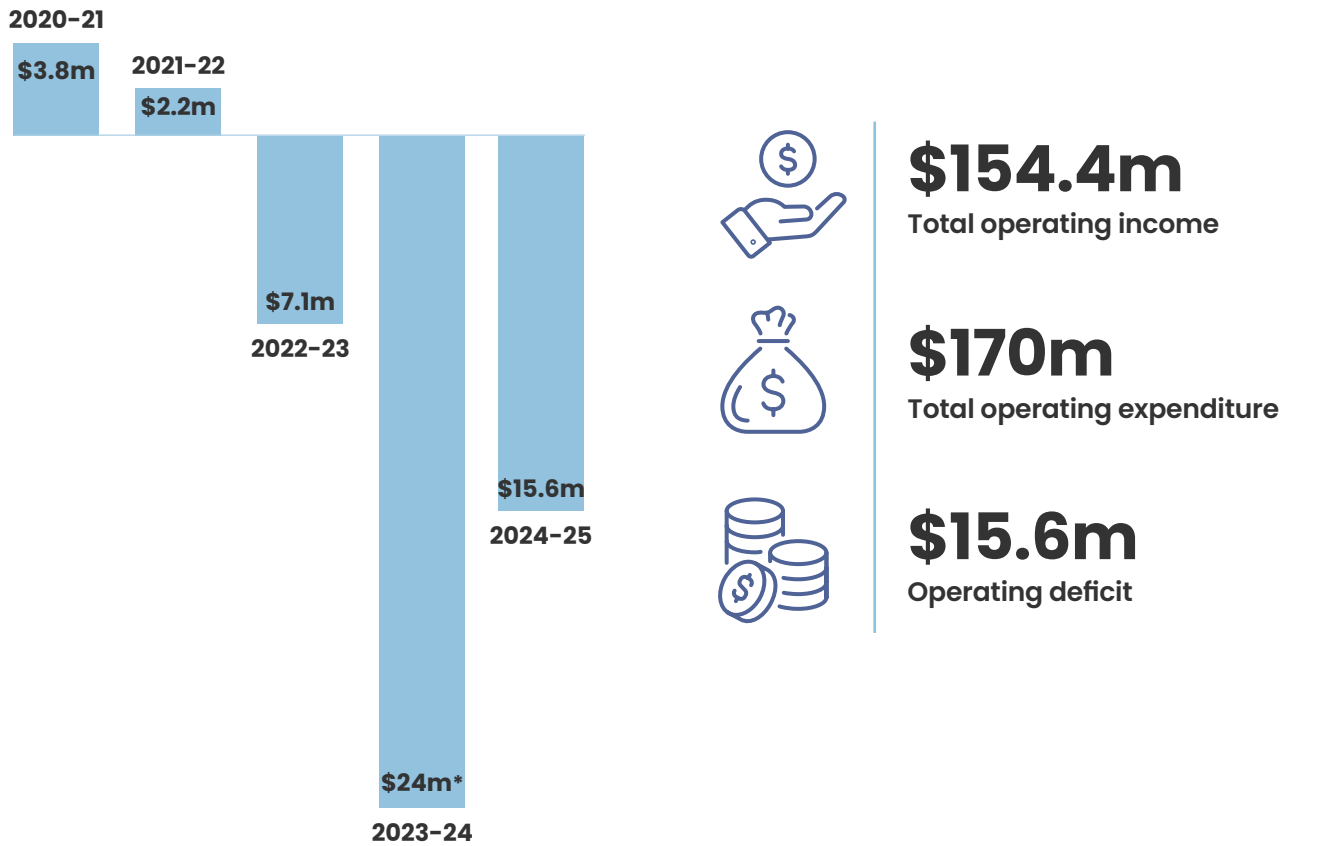
In 2024-25, Council reported an operating deficit of \$15.6 million, exceeding the initially budgeted deficit of \$6.8 million. While this result is not where we aimed to be, it reflects a number of important one-off investments and timing differences that have strengthened our organisation and supported our community.

Several key factors contributed to this year’s result, including:

- A timing difference in the receipt of financial assistance grants, with \$2.9 million in funding to be received in 2025-26.
- Expenditure on flood recovery activities of \$2.8 million, which will be reimbursed in 2025-26.
- Expenditure on non-Council assets of \$3.4 million, supporting community priorities across the city.
- Continued investment in our Enterprise Resource Planning (ERP) Project of \$2.9 million, an important step in modernising our systems and improving service delivery.
- Election costs of \$0.7 million associated with the recent local government elections.

When these one-off items are excluded, Council’s underlying operating result shows a modest deficit of \$1.3 million, reflecting our strong focus on maintaining service delivery while managing cost pressures.

Looking ahead, Council remains committed to achieving long-term financial sustainability. Our Long-Term Financial Plan projects a return to a surplus position by 2026-27, which remains achievable with prudent financial management and a continued focus on efficiency and growth.



\*Includes a \$14.6 million provision for remediation of the former Anambah landfill site.

Operating performance

• (9.9)%

OLG Target > 0%

Measures Council’s achievement of containing operating expenditure within operating revenue.

Rates and annual charges outstanding

✓ 7.3%

OLG Target < 10%

Assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

Own source operating revenue

✓ 65.4%

OLG Target > 60%

Measures fiscal flexibility and the degree of reliance on external funding sources such as operating grants and contributions.

Unrestricted current ratio

✓ 1.72 x

OLG Target > 1.5 x

Measures Council’s ability to meet its obligations (current liabilities) using current assets.

Debt service ratio

• 1.8 x

OLG Target > 2 x

Measures the availability of operating cash to service debt including interest, principal and lease payment.

Cash expenses cover ratio

✓ 10.8 months

OLG Target > 3 months

Indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.

✓ Target met • Target not met

Financial indicators

The six key metrics are used to evaluate the overall performance of councils across NSW and indicate Council’s success compared to targets set by the Office of Local Government (OLG). Although Council reported an operating deficit, we still maintained four of the six financial indicators. Below is an explanation of the indicators we did not meet.

The results presented in the 2024-25 financial statements are the reported results, which include the one-off expenditure items discussed earlier. When these one-off items are excluded, Council’s Operating Performance Indicator improves to -0.58 per cent, only slightly below the OLG benchmark of 0 per cent. Similarly, the Debt Service Ratio improves to 3.01 per cent, comfortably above the OLG benchmark of 2 per cent. These adjusted results better reflect Council’s underlying financial position and demonstrate that, despite the short-term challenges, our long-term financial outlook remains strong and achievable.

Operating performance indicator

When a council’s operating performance is negative, it means the council’s operational expenses exceed its operational revenues. In other words, the council is operating at a financial deficit, and its day to day activities are not generating enough income to cover its ongoing costs.

High growth councils also face a unique set of challenges due to their rapid population and infrastructure expansion. One of the most significant challenges is the increase in costs associated with developing and maintaining the necessary infrastructure to support the growing population.

Debt service cover ratio

When a council’s debt service cover ratio is below two, it means that after paying for our regular operating costs, we didn’t have as much leftover income as we expected to comfortably cover our loan repayments. While we can still pay our debts, it shows we had less financial cushion than planned. This highlights the need to carefully manage our finances so we can continue meeting our obligations while maintaining services and projects for the community.



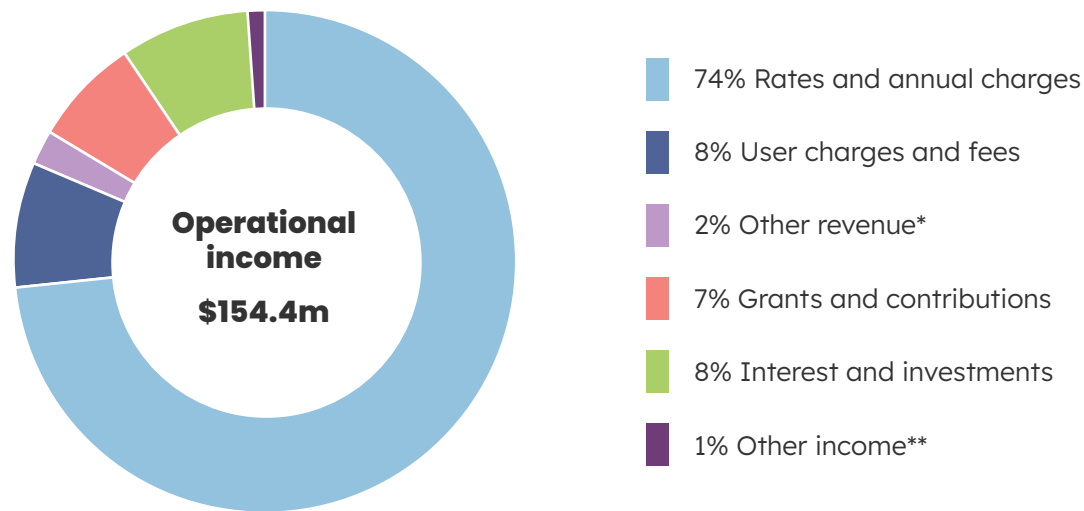
Income and expenditure

This year, we spent \$170 million to provide services and facilities to more than 98,000 residents. We managed \$2.15 billion of assets, including roads, bridges, drains, halls, recreation and leisure facilities, libraries and parks to the benefit of the local and visiting community. We generate income to fund services and facilities via rates on property, government grants, interest on investments and user charges. Council spends this income on various activities, including construction, maintenance, wages, grants to the community, and other services like libraries, pools, art gallery programs and waste facilities.

Income

Council rates are our primary funding source for the activities we undertake. In 2024-25, income from rates and annual charges contributed \$114.1 million or 74 per cent.

Council supplements rate revenue with grants and user fees to provide services, facilities and projects for the community. The Local Government Act requires Council to deliver certain services, while we provide other services and programs to meet community needs or expectations.

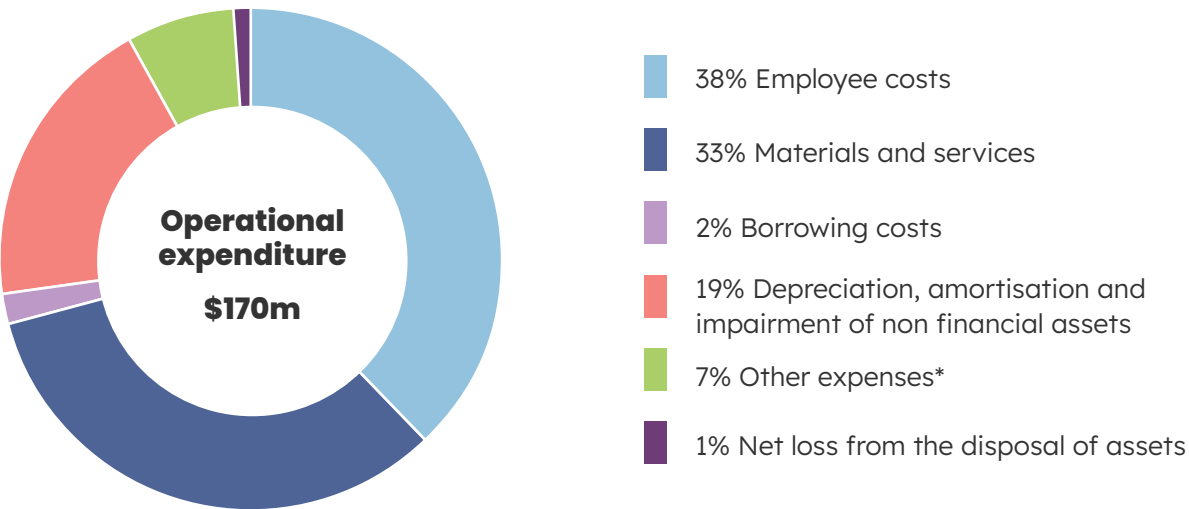


**\*Other revenue:** miscellaneous revenue streams that are not categorised under major income headings like rates, user charges, grants, or contributions. Examples: rental income, fines or fees not tied to specific services.

**\*\*Other income:** represents gains from non-operating activities. Examples: proceeds from the sale of non-current assets (property, plant, and equipment), reimbursements or insurance recoveries.

Expenditure

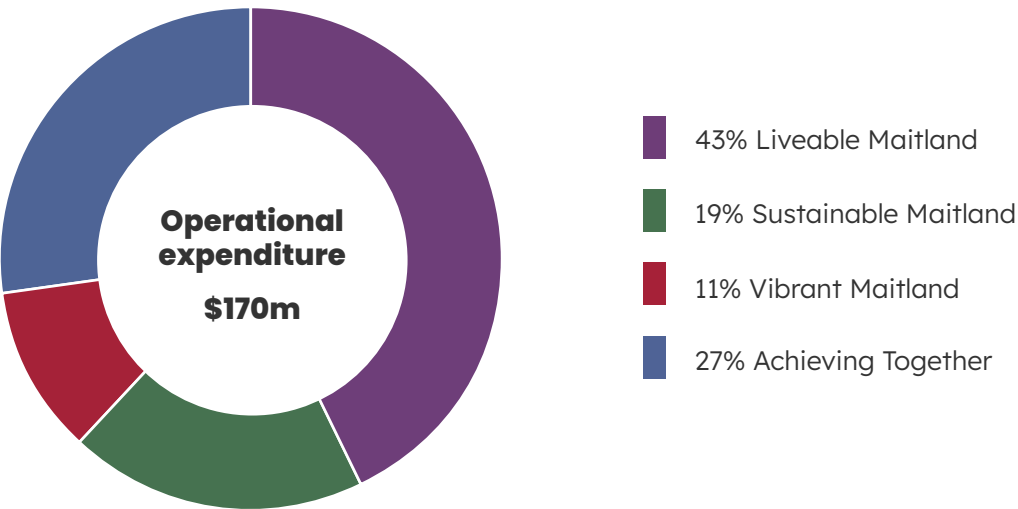
During the financial year, we spent \$170 million to deliver our services to the community through community and cultural facilities, including libraries, Maitland Regional Art Gallery, community programs, waste management, parks, recreation and sporting facilities and pools.



**\*Other expenses:** Covers non-operational costs or extraordinary items not included under typical expense categories. Examples: legal settlements, costs of asset write-offs, unusual or one-off adjustments.

Focus area expenditure

Below is a snapshot of Council’s operational expenditure for the 2024-25 financial year against the four focus areas of the Community Strategic Plan. Our focus areas align with the quadruple bottom line: social, environmental, economic, and civil leadership, shown below as Liveable Maitland, Sustainable Maitland, Vibrant Maitland and Achieving Together.





Financial legislation

Councillor provisions

Reg cl 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)

The total money spent on mayor and councillor fees, and on the provision of and payments for related facilities during the year, was as follows:

| FINANCIAL YEAR 2024-25                                                        | AMOUNT INC SUPER |
|-------------------------------------------------------------------------------|------------------|
|                                                                               | \$               |
| Mayor’s fees including superannuation (excluding councillor fee)              | 103,610          |
| Deputy mayor’s fees including superannuation (excluding councillor fee)       | 4,986            |
| Councillors’ fees, including superannuation                                   | 465,694          |
| Councillors’ expenses (general)                                               | 2,114            |
| Travel allowance (transport, accommodation, meals for attending conferences)  | 23,706           |
| Telephone and internet expenses                                               | 7,288            |
| Councillor attendance at conferences and seminars                             | 26,702           |
| Induction training and professional development (mayor and councillors)       | 6,655            |
| Civic functions                                                               | 26,053           |
| Expenses for any spouse, partner or other person who accompanied a councillor | 385              |
| Total                                                                         | 667,193          |

Note: Financial statements exclude civic functions, travel and general expenses.

Senior staff remuneration

Act Reg cl 217(1)(b) (i), (ii), (iii), (iv), (v) and (c) (i), (ii), (iii), (iv), (v)

Maitland City Council employed three senior staff as at 30 June 2025, including the roles of General Manager, Director City Services and Director City Planning.

| COMPONENT                                  | GENERAL<br>MANAGER | SENIOR STAFF |
|--------------------------------------------|--------------------|--------------|
|                                            | \$                 | \$           |
| Salary Component (i)                       | 453,406            | 591,924      |
| Bonus payments, performance payments (ii)  | 0                  | 0            |
| Employer Superannuation Contribution (iii) | 29,932             | 59,842       |

- (i) the total value of the salary component of the package
- (ii) the total amount of any bonus payments, performance payments or other payments made to the general manager/senior staff that do not form part of the salary component of the general
- (iii) the total amount payable by the council by way of the employer’s contribution or salary sacrifice to any superannuation scheme to which the general manager/senior staff may be a contributor

Non-Cash Benefits and Fringe Benefits Tax

- (iv) the total value of any non-cash benefits for which the general manager/senior staff may elect under the package:

• General Manager \$22,736

• Senior Staff (total) \$21,408
- (v) the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits:

• General Manager \$11,781

• Senior Staff (total) \$11,093

Special rate variation

Special rate variation guidelines 7.1

Council funded no activities via a special rate variation in 2024-25.

Financial assistance

Reg s 217(1)(a5) and Act s 356

Rates assistance and concessions

Council did not provide any hardship rate relief or rate donations during 2024-25 under sections 601 and 356 of the Local Government Act 1993.

Community grants, ward and mayoral funds

Maitland City Council provides financial assistance to community and cultural groups.

| CATEGORY                                                                                                          | AMOUNT  |
|-------------------------------------------------------------------------------------------------------------------|---------|
|                                                                                                                   | \$      |
| Community Projects Grants Program (previously known as Annual Community Grants Program)                           | 110,812 |
| Individual Development Grants Program – Sports & Creative Arts (previously known as High Achievers Grant Program) | 24,660  |
| Community Celebrations Grants Program (previously known as Commemorative and Recognised Day Grant)                | 14,980  |
| Discretionary funding                                                                                             | Nil     |
| Total                                                                                                             | 150,452 |

Waste services

Financial assistance for the disposal of waste throughout the year, including exemptions on waste fees for medical needs, was provided to 16 residents totalling \$4,816.13 for additional general waste bins and free recycling bin upsizes.

Waste disposal savings provided to charitable and not for profit organisations in 2024-25 were:

| ORGANISATION                                                                  | AMOUNT |
|-------------------------------------------------------------------------------|--------|
|                                                                               | \$     |
| Customers approved via the Financial Assistance for Disposal of Waste Program |        |
| 1st Telarah Scouts Group                                                      | 450    |
| Carries Place Domestic Violence and Homelessness Services Incorporated        | 978    |
| Lifeline Direct Limited                                                       | 7,720  |
| Maitland Cancer Appeal Inc                                                    | 1,032  |
| Maitland Landcare Inc                                                         | 1,510  |
| Men’s Shed Maitland Inc                                                       | 304    |
| Morpeth Men’s Shed Inc                                                        | 288    |
| We Care Connect Limited                                                       | 1,024  |
| Customers receiving a discounted rate due to the EPA Waste Levy Exemption     |        |
| Lifeline Direct Limited                                                       | 54     |
| St Vincent De Paul Society Maitland                                           | 194    |
| Youth Off The Streets Inc                                                     | 742    |
| Total                                                                         | 14,296 |



Rates and charges written off

Local Government (General) Regulation 2021 (Reg), s 132

Rates and charges written off (including rates reduced or waived for pensioners) during the 2024-25 period comprised:

| TYPE                              | AMOUNT<br>\$ |
|-----------------------------------|--------------|
| Pensioner write-offs              | 1,265,249    |
| Other write-offs                  | 0            |
| Subtotal                          | 1,265,249    |
| Pensioner rate subsidies          | 698,010      |
| Net rates and charges written off | 567,239      |

Legal proceedings

Reg cl 217(1)(a3)

Provided below is a summary of the amounts incurred by Council on legal proceedings, totalling net cost of \$875,893 in 2024-25.

The total amount does not include the cost of debt recovery actions, as most of these did not involve legal proceedings, or costs related to workers’ compensation, other employment matters, public liability or professional indemnity claims.

Land and Environment Court

The Land and Environment Court can hear and determine various types of cases. This section outlines the main types of cases it handles, grouped by the relevant class of its jurisdiction.

- Class 1: Environmental planning and protection appeals
- Class 2: Tree disputes and merit review appeals
- Class 2 and 3: Strata Scheme Development Act proceedings
- Class 3: Valuation, compensation and Aboriginal land claim cases
- Class 4: Judicial review and civil enforcement
- Class 5: Criminal proceedings
- Class 6 and 7: Criminal appeals from the NSW Local Court
- Class 8: Mining

The Land and Environment Court is a specialist court, responsible for interpreting and enforcing planning and environmental laws. It deals with a wide range of civil disputes including appeals against planning and environmental decisions of local councils. These are called Class 1 proceedings.

A summary of the types of proceedings taken by and against Council during 2024-25, and their outcomes is in the table below.

| CLASS | NO. MATTERS | APPEAL UPHELD     | AGREEMENT REACHED | DISCONTINUED | NOT YET FINALISED |
|-------|-------------|-------------------|-------------------|--------------|-------------------|
| 1     | 12          | Yes - 2<br>No - 0 | 2                 | 2            | 3                 |

In 2024-25, Council spent \$1,048,979 on Land and Environment Court legal proceedings. Of these, the costs thrown away (ordered to be paid by the applicant) awarded to Council were \$177,782, leaving a balance of \$871,197.

Local Court

Local councils may appear in the local court to address various legal matters as part of their responsibilities to the community. This can include enforcing laws and regulations such as parking rules, companion animal ownership laws, building codes, environmental laws, or planning permits, where individuals or businesses may be prosecuted for non-compliance. Councils also take legal action to recover unpaid rates, fines, or debts to ensure financial sustainability. Additionally, councils may be involved in disputes over development approvals, defending or enforcing decisions related to land use or zoning.

In some cases, councils act to protect the environment by addressing issues like illegal dumping or pollution, ensuring community standards are upheld through the legal system. In some matters, Council does not incur legal costs because the NSW Police Prosecutor appears on its behalf or Council’s in-house legal counsel appears in court.

The General Division of the Local Court can hear claims up to \$100,000 and the Small Claims Division handles claims up to \$20,000. In criminal matters, the Local Court can impose a maximum sentence of two years for any single offence, or five years for multiple offences.

A summary of these types of proceedings taken by and against Council during 2024-25 and their outcomes is in the table below.

| TYPE              | NO. MATTERS | GUILTY VERDICT | DISCONTINUED | NOT YET FINALISED |
|-------------------|-------------|----------------|--------------|-------------------|
| Parking           | 8*          | 2              | 2            | 1                 |
| Companion animals | 4           | 0              | 3            | 1                 |
| Environmental     | 1           | 1              | 0            | 0                 |

\*The outcome of three parking matters is not known. The NSW Police Prosecutor appeared for Council and Council is yet to receive notification of the outcome.

The total of legal expenses incurred by Council in relation to Local Court legal proceedings during 2024-25 was \$12,754. The total of costs ordered to be paid by the defendant was \$8,058. This leaves a balance of \$4,696.

District Court

The District Court hears general law claims, including matters like contract disputes or public liability proceedings for amounts up to \$1,200,000, all motor accident cases regardless of amount, indictable criminal matters and appeals from the Local Court. In 2024-25, Council was not involved in any District Court legal proceedings.

Supreme Court

The Supreme Court hears legal proceedings involving significant amounts (more than \$750,000), serious criminal offences or appeals from the District Court, Land and Environment Court and some tribunals. In 2024-25, Council was not involved in any Supreme Court legal proceedings.

Higher courts

Appeals from various courts and tribunals can be lodged in the Court of Criminal Appeal, Court of Appeal, and High Court of Australia. In 2024-25, Council was not involved in any higher courts legal proceedings.

Other proceedings

There are two specialist tribunals in NSW, namely the NSW Civil and Administrative Tribunal (NCAT) and the Dust Diseases Tribunal. NCAT consolidates the work of 22 former tribunals. In addition, the Industrial Relations Commission hears employment related matters, the Coroners Court investigates certain kinds of deaths, the Children’s Court deals with cases involving the care and protection of children and young people, and the Drug Court is a specialist court dealing with offenders who are dependent on drugs. There are also Commonwealth courts and tribunals, such as the Human Rights Commission.

In 2024-25, Council was involved in two matters before the Industrial Relations Commission, one of which is ongoing and the other resolved at conciliation. No legal costs were incurred in those proceedings, as LGNSW represented Council as part of its membership.

Council was not involved in any other proceedings at any other courts or tribunals during the year.



Contracts awarded greater than \$150,000

Reg s 217(1)(a2) (i), (ii)

The following are the details of each contract awarded by Council during 2024–25 (whether as a result of tender or otherwise), other than:

- (i) employment contracts (that is, contracts of service but not contracts for services)
- (ii) contracts for less than \$150,000.

| NAME OF CONTRACTOR                                   | CONTRACT DETAILS AND PURPOSE                                                      | CONTRACT VALUE<br>EX. GST<br>\$ |
|------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------|
| AW Signs Pty Ltd                                     | Citywide signage                                                                  | 415,747                         |
| COLAS Solutions Pty Ltd                              | Road rejuvenation program 2024–25                                                 | 491,884                         |
| FCS Concrete Repairs Pty Ltd                         | Maitland Aquatics – 50m pool remediation project                                  | 796,850                         |
| Formbird Pty Ltd                                     | Telematics and duress solution                                                    | 514,803                         |
| Greenstar Water Solutions Pty Ltd                    | Irrigation upgrades Lochinvar Sports Complex                                      | 253,559                         |
| Griffin Property Maintenance Pty Ltd                 | Cleaning services to council facilities                                           | 852,520                         |
| Havencord Pty Ltd trading as Floodlighting Australia | Footpath solar lighting Maitland Park, Maitland and Norm Chapman Oval, Rutherford | 198,000                         |
| Isuzu Australia Limited                              | Supply and deliver one hooklift truck - waste                                     | 336,620                         |
| M-Fire Pty Ltd                                       | Metford works depot fire compliance improvement                                   | 271,337                         |
| Mullane Construction Plumbing Pty Ltd                | Watermain relocations 2024–25                                                     | 493,121                         |
| NSW Building and Civil Pty Ltd                       | Footpath construction - Maize, Hodge and Narang streets, East Maitland            | 231,000                         |
| Ramboll Australia Pty Ltd                            | Walka Water Works principal planning consultant                                   | 1,068,000                       |
| Rees Electrical Pty Ltd                              | Sports lighting upgrade Cooks Square Park, East Maitland                          | 300,000                         |
| Rees Electrical Pty Ltd                              | Sports lighting upgrade Allan and Don Lawrence Oval, Thornton                     | 300,000                         |
| Rees Electrical Pty Ltd                              | Sports lighting upgrade Fred Harvey Sports Complex, Woodberry                     | 250,000                         |
| Remondis Australia Pty Ltd                           | Collection of organics from Maitland Resource Recovery Facility                   | 300,000                         |
| RTC Construction NSW Pty Ltd                         | Max McMahon Oval amenities redevelopment                                          | 3,102,986                       |
| Source Separation Systems Pty Ltd                    | FOGO kitchen caddies and liners                                                   | 1,744,959                       |
| Winton Consulting Pty Ltd                            | Leadership and cultural change project                                            | 380,160                         |
| WMA Water Pty Ltd                                    | Floodplain risk management and study plan                                         | 375,160                         |
| WSP Pty Ltd                                          | Maitland Resource Recovery Facility stage three design                            | 228,723                         |

Development contributions and levies

Environment Planning and Assessment Regulation 2021 cl 218A(1) (2)(a),(b),(c),(d),(e),(f),(g) (3)(a),(b)

Through the Section 7.11 contributions program, Council collects funds from developers, enabling us to implement six community-specific plans. We showcase our commitment to transparency in our new annual reporting requirement, providing updates on project progress and partnerships formed throughout the year, as detailed in the table below.

Total contributions received: \$21,335,279

Total contributions expended: \$12,842,116

| ID                                        | PROJECT DESCRIPTION                                                                   | SERVICE                   | \$ EXPENDED | % FUNDED | STATUS      |
|-------------------------------------------|---------------------------------------------------------------------------------------|---------------------------|-------------|----------|-------------|
| Maitland City Wide Contribution Plan 2016 |                                                                                       |                           |             |          |             |
| 2349                                      | Road reconstruction - Luskintyre Road, Luskintyre                                     | Road and traffic          | 110,676     | 49       | In progress |
| 2738                                      | Thornton Skate Park, Thornton                                                         | Recreation and open space | 471,721     | 80       | Complete    |
| 2380                                      | Road rejuvenations - various                                                          | Road and traffic          | 551,284     | 100      | Complete    |
| 2690                                      | Road rehabilitation - Morpeth Road, East Maitland                                     | Road and traffic          | 170,498     | 100      | Complete    |
| 2691                                      | Road rehabilitation - William Street, Largs                                           | Road and traffic          | 120,120     | 84       | Complete    |
| 2705                                      | Road reconstruction - Wollombi Road, Farley                                           | Road and traffic          | 100,916     | 5        | In progress |
| 2814                                      | Skate park and playspace - Roy Jordan Oval, Gillieston Heights                        | Recreation and open space | 5,400       | 1        | Complete    |
| 2873                                      | Road reconstruction - Tocal Road - Maitland Vale Road to Lang Drive, Bolwarra Heights | Road and traffic          | 26,838      | 3        | Complete    |
| 2876                                      | Road reconstruction - St Andrews Street, Maitland                                     | Road and traffic          | 220,609     | 25       | Complete    |
| 2881                                      | Road rehabilitation - Bruce Street, East Maitland                                     | Road and traffic          | 113,021     | 100      | In progress |
| 2883                                      | Road reconstruction - Oxley Street, East Maitland                                     | Road and traffic          | 59,284      | 43       | Complete    |
| 2885                                      | Road rehabilitation - Richardson Street, East Maitland                                | Road and traffic          | 123,047     | 57       | Complete    |
| 2891                                      | Road rehabilitation - Curlew Crescent, Woodberry                                      | Road and traffic          | 181,150     | 78       | Complete    |
| 2965                                      | Purchase - 63 Park Street, South Maitland                                             | Recreation and open space | 121,881     | 20       | Complete    |
| 3040                                      | Road rehabilitation - Anambah Road, Anambah                                           | Road and traffic          | 3,878       | 100      | In progress |
| 3042                                      | Road rehabilitation - Brisbane Street, East Maitland                                  | Road and traffic          | 8,276       | 100      | In progress |
| 3046                                      | Road rehabilitation - Eales Bridge to Middle Bridge, Berry Park                       | Road and traffic          | 2,710       | 9        | Complete    |
| 3048                                      | Road rehabilitation - Fieldsend Street, East Maitland                                 | Road and traffic          | 48,564      | 100      | In progress |
| 3049                                      | Road rehabilitation - Fitzroy Street, East Maitland                                   | Road and traffic          | 73,608      | 30       | In progress |
| 3050                                      | Road rehabilitation - Lang Drive, Bolwarra Heights                                    | Road and traffic          | 77,113      | 18       | Complete    |
| 3054                                      | Road rehabilitation - Luskintyre Road, Lochinvar                                      | Road and traffic          | 180,709     | 44       | Complete    |
| 3055                                      | Road rehabilitation - Luskintyre Road to Windermere Road, Lochinvar                   | Road and traffic          | 105,940     | 100      | Complete    |



| ID                                                                                            | PROJECT DESCRIPTION                                                                   | SERVICE                   | \$ EXPENDED | % FUNDED | STATUS      |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------|-------------|----------|-------------|
| 3058                                                                                          | Road rehabilitation - Taylor Avenue, Thornton                                         | Road and traffic          | 32,632      | 100      | In progress |
| 3059                                                                                          | Road rehabilitation - Trappaud Road, South Maitland                                   | Road and traffic          | 13,422      | 100      | In progress |
| 3060                                                                                          | Road rehabilitation - Lawes Street, East Maitland                                     | Road and traffic          | 55,827      | 100      | In progress |
| 3061                                                                                          | Road rehabilitation - Windermere Road, Lochinvar                                      | Road and traffic          | 309,736     | 100      | Complete    |
| 3067                                                                                          | Road rehabilitation - Peter Street, Rutherford - Avery Street to number 17            | Road and traffic          | 22,328      | 100      | In progress |
| 3085                                                                                          | New footpath construction - Gillies Street, Rutherford - Young Street to Verge Street | Road and traffic          | 35,000      | 35       | Complete    |
| 3088                                                                                          | Road reconstruction - Duckenfield Road, Duckenfield                                   | Road and traffic          | 245,797     | 71       | Complete    |
| 3090                                                                                          | Road reconstruction - Queen Street, Rutherford                                        | Road and traffic          | 180,000     | 85       | In progress |
| 3108                                                                                          | Road reseal - Mount Vincent Road, East Maitland                                       | Road and traffic          | 57,885      | 8        | In progress |
| 3109                                                                                          | Road reseal - Aberglasslyn Road, Rutherford                                           | Road and traffic          | 263,261     | 100      | Complete    |
| 3110                                                                                          | Road reseal - Gilles Street, Telarah                                                  | Road and traffic          | 21,821      | 100      | Complete    |
| 20908                                                                                         | Anambah plan preparation                                                              | Administration            | 19,600      | 100      | N/A         |
| 20907 and 20909                                                                               | Administration and plan review costs                                                  | Administration            | 21,125      | 23       | N/A         |
| Total value of contributions and levies received and expended under this plan during the year |                                                                                       | Received                  | Expended    |          |             |
|                                                                                               |                                                                                       | 6,003,584                 | 4,155,677   |          |             |
| Farley Contribution Plan 2015                                                                 |                                                                                       |                           |             |          |             |
| 2705                                                                                          | Road construction - F10, F11 and F19 - Wollombi Road, Farley                          | Road and traffic          | 1,587,117   | 79       | Complete    |
| 3278                                                                                          | Farley playground (F3)                                                                | Recreation and open space | 301         | 100      | In progress |
| Total value of contributions and levies received and expended under this plan during the year |                                                                                       | Received                  | Expended    |          |             |
|                                                                                               |                                                                                       | 2,067,517                 | 1,587,418   |          |             |
| Lochinvar Contribution Plan 2014                                                              |                                                                                       |                           |             |          |             |
| 2706                                                                                          | Road construction - Christopher Road and Robert Road, Lochinvar                       | Road and traffic          | 65,813      | 100      | In progress |
| Total value of contributions and levies received and expended under this plan during the year |                                                                                       | Received                  | Expended    |          |             |
|                                                                                               |                                                                                       | 3,892,853                 | 65,813      |          |             |
| Thornton North Contribution Plan 2008                                                         |                                                                                       |                           |             |          |             |
| 2479                                                                                          | Road construction - Haussman Drive, Thornton                                          | Road and traffic          | 254,522     | 100      | In progress |
| 2435                                                                                          | Road construction - Government Road and Raymond Terrace Road, Thornton                | Road and traffic          | 4,155,774   | 54       | Complete    |
| 2439                                                                                          | Eastern precincts community centre design                                             | Community facilities      | 371,290     | 100      | In progress |
| 20902                                                                                         | Employee costs                                                                        | Administration            | 291,448     | 99       | N/A         |
| Total value of contributions and levies received and expended under this plan during the year |                                                                                       | Received                  | Expended    |          |             |
|                                                                                               |                                                                                       | 6,620,067                 | 5,073,034   |          |             |

| ID                                                                                            | PROJECT DESCRIPTION                                                                | SERVICE                   | \$ EXPENDED | % FUNDED | STATUS      |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------|-------------|----------|-------------|
| Section 7.12 Levy Development Contribution Plan 2006                                          |                                                                                    |                           |             |          |             |
| 2800                                                                                          | Floodlighting - Lochinvar Sportsground, Lochinvar                                  | Floodlighting             | 11,101      | 7        | In progress |
| 2876                                                                                          | Road reconstruction - St Andrews Street, Maitland - Caroline Street to High Street | Road and traffic          | 41,800      | 5        | Complete    |
| 2892                                                                                          | Road construction - Kookaburra Parade, Woodberry                                   | Road and traffic          | 86,284      | 49       | Complete    |
| 2922                                                                                          | Fencing replacement - Roy Jordan Oval, Gillieston Heights                          | Recreation and open space | 65,360      | 100      | In progress |
| 2927                                                                                          | Play equipment replacement - Chelmsford Drive, Metford                             | Recreation and open space | 100,000     | 95       | Complete    |
| 2934                                                                                          | Renewal of carpark at Lorn Park - Nillo Street, Lorn                               | Road and traffic          | 24,454      | 100      | In progress |
| 2945                                                                                          | Cemetery improvements - East Maitland                                              | Cemeteries                | 105,289     | 92       | In progress |
| Total value of contributions and levies received and expended under this plan during the year |                                                                                    | Received                  | Expended    |          |             |
|                                                                                               |                                                                                    | 941,316                   | 434,288     |          |             |
| Maitland City Wide Contribution Plan 2006                                                     |                                                                                    |                           |             |          |             |
| 1393                                                                                          | Building work - Gillieston Heights Multipurpose Centre, Gillieston Heights         | Community facilities      | 36,250      | 2        | Complete    |
| 2002                                                                                          | Grandstand and amenities upgrade - Robins Oval, Maitland Park                      | Recreation and open space | 10,105      | 31       | Complete    |
| 2435                                                                                          | Government Road intersection - TN47 - Government Road and Raymond Terrace Road     | Road and traffic          | 270,000     | 4        | Complete    |
| 2445                                                                                          | Sportsground - Victoria Road, Bolwarra                                             | Recreation and open space | 26,997      | 27       | Complete    |
| 2738                                                                                          | Thornton Skate Park, Thornton                                                      | Recreation and open space | 117,940     | 20       | Complete    |
| 2764                                                                                          | Aquatic centre augmentation, East Maitland                                         | Aquatics                  | 1,049       | 1        | Complete    |
| 2814                                                                                          | Skate park and playspace - Roy Jordan Oval, Gillieston Heights                     | Recreation and open space | 362,325     | 35       | Complete    |
| 2982                                                                                          | Chisholm sportsground - TN18 Sophia Waters, Chisholm                               | Recreation and open space | 409,618     | 83       | In progress |
| 3086                                                                                          | Government Road, Thornton - Blakewell Road to Ingrid Close                         | Cycleways                 | 218,858     | 100      | Complete    |
| 3277                                                                                          | Maitland Park playspace, Maitland                                                  | Recreation and open space | 292         | 100      | In progress |
| 20902 and 21301                                                                               | Administration                                                                     | Administration            | 2,452       | 1        | N/A         |
| 20907                                                                                         | Administration expenses - Section 711 and Section 712 operational                  | Administration            | 70,000      | 77       | N/A         |
| Total value of contributions and levies received and expended under this plan during the year |                                                                                    | Received                  | Expended    |          |             |
|                                                                                               |                                                                                    | 1,809,942                 | 1,525,886   |          |             |





## Condition of public assets

This section describes the current status of public assets owned by Council based on the information found in Special Schedule No. 2 of the audited financial statements.

Over the last 10 years, Maitland has continued to experience solid population growth rates. The current growth rate is one of the highest of all NSW LGAs. Council has adopted an Asset Management Policy and Strategy to manage public assets with associated Asset Management Plans. These documents inform the Long-Term Financial Plan that sets the funding levels for renewal and maintenance works over the next 10 years.

Council’s approach is to fund natural asset consumption or deterioration to gradually improve the overall network and portfolio condition over time while balancing risk and level of service.

**The scale of condition assessment throughout the Asset Management Plans is based on a five category model:**

**Condition 1** - Excellent, near perfect condition

**Condition 2** - Good, superficial deterioration

**Condition 3** - Fair, some deterioration requiring maintenance

**Condition 4** - Poor, advanced deterioration requiring high maintenance

**Condition 5** - Very poor, significant deterioration requiring substantial maintenance.

## Public buildings

Council’s building assets are generally structurally sound, do not have known defects that are likely to constitute a major hazard for any users, and are generally adequate for their intended purpose.

We acknowledge some buildings require improvement to meet the other criteria of being fit for the intended purpose. Several significant buildings have completed conservation management plans to direct future works programs.

Council’s public building assets were subject to revaluation during the year. Special Schedule No. 2 and note C1-7 of the audited financial statements below provides information on the condition of public works for this asset class.

Council manages the following building assets:

| ASSETS CATEGORY     | DESCRIPTION                                                                                                                                                                                                         |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| District buildings  | Council’s five district buildings are located at (and built): Maitland Administration Centre (2022), Art Gallery (1910 -2009), Morpeth Court House Museum (1862), Town Hall (1889) and Visitors Centre (1997)       |
| Libraries           | Council’s four libraries are located at (and built): Maitland (1968), Thornton (1999), East Maitland (2004) and Rutherford (2003)                                                                                   |
| Childcare centre    | Council’s four childcare centres are located at (and built): Metford (1984), Thornton (1987), Rutherford (1987) and East Maitland (1998)                                                                            |
| Community halls     | Council’s 16 community halls/centres are spread across the LGA                                                                                                                                                      |
| Amenities buildings | Council’s 34 amenities buildings are located in various parks and ovals throughout the LGA                                                                                                                          |
| Toilet blocks       | Council’s 23 public toilet blocks are located in various parks and ovals throughout the LGA                                                                                                                         |
| Grandstands         | Council’s eight grandstands are located in various parks and ovals throughout the LGA. The grandstands are generally associated with local sports clubs and some have toilets, change/meeting rooms, and storerooms |
| Kiosks              | Council’s 14 kiosks are located in various parks and ovals throughout the LGA. The kiosks are generally associated with local sports clubs and have kitchen and storage facilities                                  |
| Aquatic buildings   | Building stock at the Maitland Aquatic Centres (East Maitland and Maitland)                                                                                                                                         |
| Equipment sheds     | Council’s 22 equipment sheds are located in various parks and ovals throughout the LGA. The equipment sheds are generally associated with local sports clubs                                                        |



Condition of public building assets

| ASSET            | CONDITION 1 | CONDITION 2 | CONDITION 3 | CONDITION 4 | CONDITION 5 |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Public buildings | 18.4%       | 15.8%       | 26.7%       | 12.6%       | 26.5%       |

Local road pavement

Council’s Pavement Management System is used to prepare recommended works programs and calculate the current replacement cost of the road network. The current written down value of the assets is determined by observed condition information. The condition of the road pavement network is derived from the Pavement Management System road deterioration model. Council engaged a contractor to conduct a road condition survey of the sealed road network in 2024-25.

Council’s total local road network of 788.0 kilometres comprises 736.5 kilometres of sealed local roads, 32 kilometres of regional roads and 19.5 kilometres of unsealed roads (excluding the State and National Highway).

Council performs deterioration modelling of the sealed road network using road asset management and pavement management systems. The model categorises the roads in terms of a general measure of pavement health called the Pavement Condition Index.

Condition of local road pavement

| ASSET                  | CONDITION 1 | CONDITION 2 | CONDITION 3 | CONDITION 4 | CONDITION 5 |
|------------------------|-------------|-------------|-------------|-------------|-------------|
| Sealed road pavement   | 58.2%       | 33.4%       | 5.8%        | 2.2%        | 0.4%        |
| Unsealed road pavement | 60%         | 31.3%       | 5.9%        | 2.6%        | 0.2%        |

Roadside inventory assets

The roadside assets on the network include:

- Footpaths, cycleways and pedestrian bridges (393.4 kilometres)
- Kerb and gutter (1,068.9 kilometres)
- Bus shelters, signs, lines and associated delineation.

Condition of roadside inventory assets

| ASSET                   | CONDITION 1 | CONDITION 2 | CONDITION 3 | CONDITION 4 | CONDITION 5 |
|-------------------------|-------------|-------------|-------------|-------------|-------------|
| Footpaths and cycleways | 49.1%       | 32.4%       | 17.1%       | 1.2%        | 0.2%        |
| Other road assets       | 44.6%       | 20.3%       | 26%         | 5.6%        | 3.5%        |

Bridges

Council is the custodian of 63 bridges and major culverts more than six metres in length. Of these, two are timber, 14 are concrete, one is steel/concrete composite and 46 are large culverts.

While overall, the bridges in the city are in good condition, certain components will require renewal, especially on timber and older bridges. Regular inspections and testing determine works.

Condition of bridges

| ASSET   | CONDITION 1 | CONDITION 2 | CONDITION 3 | CONDITION 4 | CONDITION 5 |
|---------|-------------|-------------|-------------|-------------|-------------|
| Bridges | 62.6%       | 28.6%       | 8.8%        | 0%          | 0%          |

Stormwater drainage

Drainage assets generally consist of pipes, pits and devices that convey, clean and hold stormwater and are critical community assets, despite being underground and not readily seen by the public. The ‘consumption’ of these assets is also difficult to ascertain. Council has adopted a conservative approach, understanding that the need for replacement will occur beyond Council’s current long-term financial plan.

The stormwater asset portfolio includes:

- 18,226 pits
- 159 detention basins
- 477 kilometres in pipe networks
- 207 gross pollutant traps and
- 2,045 headwalls
- 1 dewatering pump station.
- 41 floodgates

Approximately 14.8 per cent of the pipe network is more than 50 years old with approximately one per cent predating the year 1900, including areas of Maitland, Telarah and Rutherford. Recurrent surveys, including in line closed circuit television surveys and data are required to refine the accuracy of information on the condition of the drainage assets.

Council continues to address known areas of drainage weakness across the LGA through a process developed to provide the greatest impact on the broader community.

Condition of stormwater drainage assets

| ASSET               | CONDITION 1 | CONDITION 2 | CONDITION 3 | CONDITION 4 | CONDITION 5 |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| Stormwater drainage | 67.8%       | 24.8%       | 5.2%        | 1%          | 1.2%        |

Open space and recreation assets

Council provides the community with pleasant, safe and fit for purpose recreation facilities and aims to promote consistency in the maintenance and renewal of these assets. Assets include:

- Fixed assets located within areas of passive recreation use (parks)
- Fixed assets located within areas of active recreation use (sportsgrounds)
- Fixed assets located within areas of paved sports surfaces (tennis, netball, basketball, etc)
- Internal park roads and sportsground car parks
- Open space areas dedicated to passive recreation like parks, reserves and bushland
- Open space areas dedicated to active recreation like sportsgrounds.

Council manages the following open space and recreational assets:

| ASSET                                                               | QUANTITY                                                                                                                                                                 |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open space areas, passive recreation parks, reserves and bushland   | 450 hectares                                                                                                                                                             |
| Fixed assets located within areas of passive recreation use (parks) | Two aquatic centres, eight skate parks, 54 shade structures, 82 playgrounds, 20 public barbeques, numerous items of park furniture, signage, park fencing                |
| Fixed assets located within sportsgrounds                           | Two baseball screens, 50 full sized sports fields, 254 light poles, sportsground fencing, playing surfaces, cricket wickets and practice nets, other sportsground assets |
| Paved surface sports facilities                                     | One hockey facility, 36 sealed netball courts, 29 tennis courts                                                                                                          |
| Internal park roads and sportsground car parks                      | Forty-one sealed car parks, 32,000 square metres park roads (approx. 5.3 kilometres)                                                                                     |



Condition of open space and recreation assets

| ASSET                            | CONDITION 1 | CONDITION 2 | CONDITION 3 | CONDITION 4 | CONDITION 5 |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Open space and recreation assets | 55%         | 20%         | 15%         | 9%          | 1%          |

Asset cost summary

The table below summarises asset costs. Total estimates to bring all the reported assets to condition two and condition three and required annual maintenance, respectively:

| ASSET                                                                         | CURRENT<br>REPLACEMENT<br>VALUE | CURRENT<br>WRITTEN DOWN<br>VALUE | COST TO<br>BRING TO<br>SATISFACTORY<br>CONDITION | COST TO BRING<br>TO AGREED<br>CONDITION | COST OF ANNUAL<br>MAINTENANCE |
|-------------------------------------------------------------------------------|---------------------------------|----------------------------------|--------------------------------------------------|-----------------------------------------|-------------------------------|
|                                                                               | \$'000                          | \$'000                           | \$'000                                           | \$'000                                  | \$'000                        |
| Public buildings                                                              | 303,213                         | 165,801                          | 90,554                                           | 53,865                                  | 3,492                         |
| Local road pavement<br>(sealed and unsealed road pavement)                    | 927,681                         | 758,611                          | 41,140                                           | 15,225                                  | 10,369                        |
| Roadside inventory assets<br>(footpaths and cycleways, and other road assets) | 456,599                         | 346,826                          | 64,605                                           | 18,831                                  | 1,980                         |
| Bridges                                                                       | 64,256                          | 55,056                           | 5,644                                            | 16                                      | 57                            |
| Stormwater drainage                                                           | 465,729                         | 380,011                          | 20,803                                           | 8,430                                   | 1,798                         |
| Open space and recreation assets                                              | 126,825                         | 97,035                           | 19,957                                           | 10,339                                  | 6,206                         |
| Total                                                                         | 2,344,303                       | 1,803,340                        | 242,703                                          | 106,706                                 | 23,902                        |





# Appendix

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| Progressing our Delivery Program | 160 |
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Progressing our Delivery Program

Service delivery indicators

Service delivery indicators show the high level impact of our service delivery on our city and community. We use these indicators to track progress and performance against our delivery program and to guide our decision making. A community satisfaction survey score greater than three indicates a higher number of satisfied respondents than the dissatisfied respondents. Scores greater than 3.5 out of five indicate high satisfaction within the community. Maitland aims for community satisfaction levels above three. Baseline data shown throughout this section is from 2022-23 unless otherwise specified.

Status key

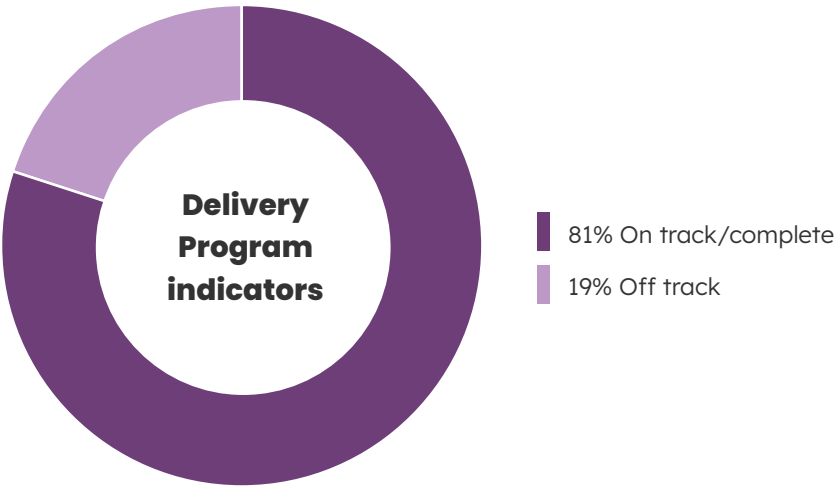
▶ On track

● Off track

| DELIVERY INDICATOR                                                                                            | BASELINE                                 | RESULT 2024-25                          | STATUS |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------|--------|
| LIVEABLE MAITLAND                                                                                             |                                          |                                         |        |
| Community satisfaction with feeling welcome or connected in the community                                     | New                                      | 56%                                     | NA     |
| Community satisfaction with Maitland’s community spaces, neighbourhoods and facilities being welcoming to all | New                                      | 68%                                     | NA     |
| Community satisfaction with community and cultural programs                                                   | New                                      | 3.57/5                                  | NA     |
| Community satisfaction with accessibility of public transport                                                 | 3.5/5                                    | Data not available                      | NA     |
| Community satisfaction with provision or number of pathways in your neighbourhood                             | 3.41/5                                   | 3.04/5                                  | ▶      |
| Community satisfaction with accessibility of public spaces, facilities and programs                           | New                                      | 46%                                     | NA     |
| Community satisfaction with heritage conservation                                                             | New                                      | 3.53/5                                  | NA     |
| Number of projects completed that improve accessibility for sports and recreation facilities                  | New                                      | 1                                       | NA     |
| SUSTAINABLE MAITLAND                                                                                          |                                          |                                         |        |
| Hectares of native vegetation in the LGA                                                                      | 8,534 ha                                 | 8,534 ha                                | ▶      |
| Water quality along the river and in the catchments                                                           | New                                      | Hunter River Estuary - Overall Grade D  | NA     |
| Water usage in Council facilities                                                                             | 106,829 kL (2019-20 data)                | 104,388 kL                              | ▶      |
| Number of EV or hybrid vehicles in council fleet                                                              | 27 hybrid vehicles                       | 1 BEV<br>1 plug in hybrid<br>29 hybrids | ▶      |
| Canopy cover percentage in residential areas                                                                  | 15.6%                                    | 15.6%                                   | ▶      |
| CO <sub>2</sub> emissions from councils operations per year (50% by 2030)                                     | 9,313 tCO <sub>2</sub> -e (2019-20 data) | 5,357 tCO <sub>2</sub> -e               | ▶      |
| Level of community preparedness for natural hazards (prepared or very prepared)                               | New                                      | 66%                                     | NA     |
| Waste diversion from landfill                                                                                 | 38%                                      | 38%                                     | ▶      |

New: means targets will be set after 12 months of data collection.  
Note: measures are considered on track when they are within 10% variance of target and off track when greater than 10%.

| DELIVERY INDICATOR                                                                                    | BASELINE                           | RESULT 2024-25                     | STATUS |
|-------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|--------|
| VIBRANT MAITLAND                                                                                      |                                    |                                    |        |
| Community satisfaction with promotion of the city                                                     | 3.64/5                             | 3.66/5                             | ▶      |
| Community satisfaction with business community development and tourism                                | New                                | 3.40/5                             | NA     |
| Community satisfaction with meaningful employment opportunities across LGA                            | New                                | 50%                                | NA     |
| Community satisfaction with availability of diverse housing options                                   | New                                | 27%                                | NA     |
| Community satisfaction with the Levee lifestyle precinct                                              | 3.9/5                              | 3.71/5                             | ▶      |
| Number of attendees at flagship events                                                                | 130,000                            | 96,000                             | ●      |
| Number of active businesses in Maitland                                                               | 5,740                              | 6,011                              | ▶      |
| Number of major events at our major venues                                                            | New                                | 27                                 | NA     |
| ACHIEVING TOGETHER                                                                                    |                                    |                                    |        |
| Community satisfaction with opportunities to have their say on Council’s planning                     | 72%                                | 35%                                | ●      |
| Number of community engagement activities and participants                                            | 83 activities, 11,053 participants | 122 activities, 6,496 participants | ▶      |
| Overall emotional wellbeing of staff - percentage of respondents feeling supported in their wellbeing | 65%                                | 64%                                | ▶      |
| Overall employee engagement score - percentage of respondents indicating they are engaged             | 74%                                | 75%                                | ▶      |
| All 6 Financial Performance Ratios met                                                                | 4 out of 6                         | 4 out of 6                         | ●      |
| Number of staff participating in professional development opportunities                               | New                                | Average of 2.7 per employee        | NA     |
| Number of service reviews completed                                                                   | New                                | 2                                  | NA     |
| Number of technology efficiency improvements                                                          | New                                | 12                                 | NA     |





Operational measures

Operational measures show the performance of our individual services and programs. We measure the workload, efficiency and effectiveness of each service to ensure we are delivering quality and inclusive services to the community. Baseline data shown throughout this section is from 2022-23 unless otherwise specified.

- Workload – shows the amount of service delivered
- Efficiency – how well the service resources are utilised (time, money, materials)
- Effectiveness – how well its meeting the purpose of the service.

Status key

▶ On track      ● Off track

| SERVICE                            | TYPE MEASURE  | OPERATIONAL MEASURE                                                                                                                       | TARGET   | RESULT 2024-25     | STATUS |
|------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------|--------|
| LIVEABLE MAITLAND                  |               |                                                                                                                                           |          |                    |        |
| Aquatic centres                    | Workload      | Visitation at aquatic centres                                                                                                             | Increase | 241,449            | ▶      |
|                                    | Efficiency    | Cost of service per visit                                                                                                                 | New      | \$6.21             | NA     |
|                                    | Effectiveness | Community satisfaction with our aquatic centres                                                                                           | Maintain | 3.92/5             | ▶      |
| Asset management and planning      | Workload      | Value of assets managed                                                                                                                   | Maintain | \$2.15 billion     | ▶      |
|                                    | Efficiency    | Asset maintenance ratio                                                                                                                   | >100%    | 164%               | ▶      |
|                                    | Effectiveness | Percentage of assets within a satisfactory, good or excellent/very good condition                                                         | Maintain | 90.8%              | ▶      |
| Building projects and services     | Workload      | Percentage of Capital Works projects in progress                                                                                          | New      | 96%                | NA     |
|                                    | Efficiency    | Percentage of building infrastructure projects completed within budget to total projects initiated                                        | New      | Data not available | NA     |
|                                    | Effectiveness | Percentage of buildings compliant with National Construction Code                                                                         | 100%     | 100%               | ▶      |
| Cemetery operations                | Workload      | Total number of customer requests processed for cemetery services, including burial permits, interments and monumental works applications | New      | 406                | NA     |
|                                    | Efficiency    | Compliance to processing times for pre and at need applications                                                                           | 90%      | 90%                | ▶      |
|                                    | Effectiveness | Accuracy and completeness of council burial and cemetery records                                                                          | 95%      | 95%                | ▶      |
| Community planning and development | Workload      | Deliver two week long community celebrations                                                                                              | Maintain | 2                  | ▶      |
|                                    | Efficiency    | Value of capacity build with community grants                                                                                             | Increase | \$150,451.50       | ▶      |
|                                    | Effectiveness | Community satisfaction with provision of services and opportunities for young people, older people, other hard to reach groups            | Maintain | 33%                | ●      |
| Libraries and learning             | Workload      | Number of visitors to Libraries and library website                                                                                       | Increase | 914,516            | ▶      |
|                                    | Efficiency    | Cost of service per visitor                                                                                                               | Decrease | \$3.06             | NA     |
|                                    | Effectiveness | Community satisfaction with library service                                                                                               | Maintain | 3.92/5             | ▶      |

| SERVICE                            | TYPE MEASURE  | OPERATIONAL MEASURE                                                                               | TARGET   | RESULT 2024-25                                            | STATUS |
|------------------------------------|---------------|---------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------|--------|
| Parks and open spaces              | Workload      | Hectares of passive and open space maintained                                                     | Maintain | 450ha                                                     | ▶      |
|                                    | Efficiency    | Percentage of open space and recreational assets within a satisfactory condition                  | Maintain | 90%                                                       | ▶      |
|                                    | Effectiveness | Community satisfaction with our parks and sports facilities                                       | Maintain | 3.6/5<br>3.67/5                                           | ▶      |
| Roads and transport infrastructure | Workload      | Number of kms of road maintained                                                                  | Increase | 788km                                                     | ▶      |
|                                    | Efficiency    | Percentage of roads within a satisfactory condition                                               | New      | 97.3%                                                     | NA     |
|                                    | Effectiveness | Community satisfaction with maintenance of local roads                                            | Maintain | 2.50/5                                                    | ●      |
| SUSTAINABLE MAITLAND               |               |                                                                                                   |          |                                                           |        |
| Emergency management               | Workload      | Number of meetings, workshops or opportunities to support preparedness, resilience and recovery   | Maintain | 13                                                        | ▶      |
|                                    | Efficiency    | Average number of agencies attending meetings, workshops and exercises for emergency preparedness | Maintain | 14                                                        | ▶      |
|                                    | Effectiveness | Community satisfaction with emergency and disaster management response                            | Maintain | 3.74/5                                                    | ▶      |
| Environmental management           | Workload      | Number of seedlings planted by Council                                                            | Increase | 5,380                                                     | ▶      |
|                                    | Efficiency    | Number of collaborative projects or partnerships                                                  | New      | 5                                                         | NA     |
|                                    | Effectiveness | Community satisfaction with environmental awareness education programs                            | Maintain | 3.09/5                                                    | ▶      |
| Floodplain and estuary management  | Workload      | Number of actions completed from Coastal Management Programs and Flood Risk Management Plan       | New      | Data not available                                        | NA     |
|                                    | Efficiency    | Number of collaborative projects or partnerships                                                  | New      | 3                                                         | NA     |
|                                    | Effectiveness | Community level of preparedness to deal with natural hazards in the Maitland area                 | New      | 66%                                                       | NA     |
| Waste management                   | Workload      | Tonnes of waste collected at kerbside - general, organics and recyclable                          | Maintain | General: 26,010<br>Organics: 11,137<br>Recyclables: 4,908 | ▶      |
|                                    | Efficiency    | Waste diversion from landfill rate                                                                | Increase | 38%                                                       | ▶      |
|                                    | Effectiveness | Community satisfaction with waste, recycling and garden organics services                         | Maintain | 3.71/5                                                    | ▶      |

New: means targets will be set after 12 months of data collection.  
Note: measures are considered on track when they are within 10% variance of target and off track when greater than 10%.



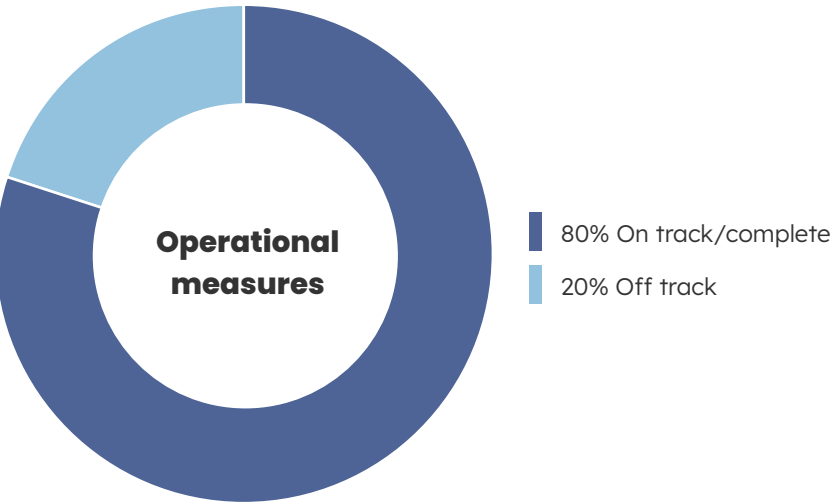
| SERVICE                       | TYPE MEASURE  | OPERATIONAL MEASURE                                                                                                                                                                                                    | TARGET   | RESULT 2024-25     | STATUS |
|-------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------|--------|
| VIBRANT MAITLAND              |               |                                                                                                                                                                                                                        |          |                    |        |
| City and visitor economy      | Workload      | Number of business events held or sponsored                                                                                                                                                                            | 4        | 8                  | ►      |
|                               | Efficiency    | Number of active businesses in Maitland                                                                                                                                                                                | Increase | 6,011 (June 2024)  | ►      |
|                               | Effectiveness | Average spend per visit (domestic)                                                                                                                                                                                     | Increase | \$121 (2023-24)    | ●      |
| City events and activation    | Workload      | Number attendees at flagship events                                                                                                                                                                                    | Increase | 96,000             | ●      |
|                               | Efficiency    | Net cost of service per attendee                                                                                                                                                                                       | New      | \$20.83            | NA     |
|                               | Effectiveness | Community satisfaction with events and place activation (festival and major events, place activation)                                                                                                                  | Maintain | 4.01/5, 3.68/5     | ►      |
| Development and compliance    | Workload      | Number of development applications assessed                                                                                                                                                                            | Maintain | 1,115 (DAs lodged) | ►      |
|                               | Efficiency    | Maintain net median determination time for DAs under Premier's target                                                                                                                                                  | <40 days | 31.5 days          | ►      |
|                               | Effectiveness | Community satisfaction with the processing of development applications                                                                                                                                                 | Increase | 2.91/5             | ●      |
| Land use planning             | Workload      | Number of scoping and planning proposals under assessment                                                                                                                                                              | New      | 33                 | NA     |
|                               | Efficiency    | Percentage of planning proposals meeting DPHI timeframes                                                                                                                                                               | New      | 75%                | NA     |
|                               | Effectiveness | Community satisfaction with long-term planning                                                                                                                                                                         | Maintain | 2.98/5             | ●      |
| Maitland Regional Art Gallery | Workload      | Visitation at Maitland Regional Art Gallery                                                                                                                                                                            | Increase | 119,359            | ►      |
|                               | Efficiency    | Frequency of activities, exhibitions and programs                                                                                                                                                                      | New      | 462                | NA     |
|                               | Effectiveness | Community satisfaction with the Maitland Regional Art Gallery                                                                                                                                                          | Maintain | 3.92/5             | ►      |
| Major venues and facilities   | Workload      | Hours of usage for major venues and facilities                                                                                                                                                                         | New      | 83,428             | NA     |
|                               | Efficiency    | Average utilisation percentage (total available hours/booked hours)                                                                                                                                                    | New      | 78.3%              | NA     |
|                               | Effectiveness | Community satisfaction with major venues and facilities (Maitland Regional Sports Complex, Maitland Town Hall, Community halls and community centres, Walka Water Works, Maitland Gaol, other sportsgrounds and ovals) | Maintain | 3.53/5 average     | ►      |

| SERVICE                                   | TYPE MEASURE  | OPERATIONAL MEASURE                                                                                                       | TARGET   | RESULT 2024-25                     | STATUS |
|-------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------|--------|
| ACHIEVING TOGETHER                        |               |                                                                                                                           |          |                                    |        |
| Community engagement                      | Workload      | Number of community engagement activities organised                                                                       | Maintain | 122                                | ►      |
|                                           | Efficiency    | Number of participants in community engagement activities                                                                 | Increase | 6,496                              | ●      |
|                                           | Effectiveness | Community satisfaction in having your say on council decisions                                                            | Increase | 35%                                | ●      |
| Corporate strategy                        | Workload      | Number of reports and plans prepared                                                                                      | Maintain | 32                                 | ►      |
|                                           | Efficiency    | Ratio of output achieved compared to the input resources expended                                                         | New      | 6.4                                | NA     |
|                                           | Effectiveness | Community satisfaction with the long-term planning                                                                        | Increase | 2.98/5                             | ●      |
| Customer experience                       | Workload      | Total number of digital customer interactions including MyCouncil, online chat and website                                | New      | 1,234,475                          | NA     |
|                                           | Efficiency    | Resolution within service level                                                                                           | Increase | 66%                                | ●      |
|                                           | Effectiveness | Customer satisfaction score for handling customer requests                                                                | 4/5 CSAT | 4/5 CSAT                           | ►      |
| Digital information and security services | Workload      | Number of innovation projects launched to leverage emerging technologies to drive business growth                         | 3        | 9                                  | ►      |
|                                           | Efficiency    | Achieve IT cost reduction through rationalisation, consolidation, and optimisation of existing applications and platforms | New      | Savings achieved across 9 projects | NA     |
|                                           | Effectiveness | Stakeholder satisfaction with IT services                                                                                 | 4.5/5    | 9.58/10                            | ►      |
| Finance and property                      | Workload      | Number of Rates assessments (RA) and average employees paid per pay period (EM) and number of invoices paid (IN)          | Maintain | RA: 124k<br>EM: 661<br>IN: 26k     | ●      |
|                                           | Efficiency    | Percentage of invoices and payroll processed within the specified timeframe                                               | 100%     | 100%                               | ►      |
|                                           | Effectiveness | Lodgement of financial statements to OLG by due date                                                                      | Met      | Met                                | ►      |
| Governance and leadership                 | Workload      | Number of Council resolutions                                                                                             | Maintain | 406                                | ►      |
|                                           | Efficiency    | Percentage of Council resolutions completed                                                                               | New      | 68%                                | NA     |
|                                           | Effectiveness | Community confidence with its commitments and obligations in the future                                                   | New      | 41%                                | NA     |
| Marketing and communication               | Workload      | Number of media releases and social media posts                                                                           | New      | 1,282                              | NA     |
|                                           | Efficiency    | Audience reach across all social media platforms                                                                          | New      | 44,287                             | NA     |
|                                           | Effectiveness | Community satisfaction in promoting pride in the community                                                                | Maintain | Data not available                 | NA     |

New: means targets will be set after 12 months of data collection.  
Note: measures are considered on track when they are within 10% variance of target and off track when greater than 10%.



| SERVICE                    | TYPE MEASURE  | OPERATIONAL MEASURE                                                                     | TARGET   | RESULT 2024-25     | STATUS |
|----------------------------|---------------|-----------------------------------------------------------------------------------------|----------|--------------------|--------|
| People and culture         | Workload      | The number of face-to-face corporate training activities undertaken by employees        | Increase | 1,624              | ►      |
|                            | Efficiency    | Average time taken to fill vacant positions                                             | Decrease | Data not available | NA     |
|                            | Effectiveness | Overall employee engagement score percentage of respondents indicating they are engaged | Increase | 75%                | ►      |
| Risk, safety and wellbeing | Workload      | Number of WHS initiatives implemented                                                   | New      | Data not available | NA     |
|                            | Efficiency    | Average time to resolution of safety issues                                             | New      | Data not available | NA     |
|                            | Effectiveness | Overall emotional wellbeing of staff engagement survey                                  | Increase | 64%                | ►      |



New: means targets will be set after 12 months of data collection.  
 Note: measures are considered on track when they are within 10% variance of target and off track when greater than 10%.





Operational Plan actions performance

Status key  
▶ On track/complete    ◆ Monitor

| 1.1 To stay happy, friendly and proud as our city grows                                                                                                                                                                              |                                                                                                                                                                                                                       |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Make our neighbourhoods great with spaces, activities and programs that connect us through participating in local arts, cultural and library activities and programs. We want to feel safe wherever we are, anytime of day or night. |                                                                                                                                                                                                                       |        |
| Actions                                                                                                                                                                                                                              |                                                                                                                                                                                                                       | Status |
| 1.1.1 Welcome new residents and foster community connection                                                                                                                                                                          |                                                                                                                                                                                                                       |        |
| 1.1.1.1                                                                                                                                                                                                                              | Continue to engage and build connections with our multicultural community                                                                                                                                             | ▶      |
| 1.1.1.2                                                                                                                                                                                                                              | Continue to welcome people to the city through our new resident initiatives                                                                                                                                           | ▶      |
| 1.1.2 Provide inclusive spaces where people can access services, and participate in a wide range of recreation, cultural and social activities                                                                                       |                                                                                                                                                                                                                       |        |
| 1.1.2.1                                                                                                                                                                                                                              | Develop a Social Plan for Maitland                                                                                                                                                                                    | ▶      |
| 1.1.2.2                                                                                                                                                                                                                              | Convene an Access and Inclusion Working Group within Council, made up of employees across departments to manage the implementation of the actions from the DIAP                                                       | ▶      |
| 1.1.2.3                                                                                                                                                                                                                              | Review the Maitland Access and Inclusion Reference Group (AIRG) and promote awareness among staff and community members                                                                                               | ▶      |
| 1.1.2.5                                                                                                                                                                                                                              | Develop a Community Infrastructure Strategy (CIS)                                                                                                                                                                     | ▶      |
| 1.1.2.6                                                                                                                                                                                                                              | Develop a site plan and project initiation brief (PIB) for Sophia Waters                                                                                                                                              | ▶      |
| 1.1.2.8                                                                                                                                                                                                                              | Develop and deliver a memorial garden, using donated WW1 commemorative stones, at Judd Greedy Commemorative Garden, Gillieston Heights                                                                                | ◆      |
| 1.1.2.10                                                                                                                                                                                                                             | Implement initiatives to increase usage and availability of our community centres                                                                                                                                     | ▶      |
| 1.1.2.11                                                                                                                                                                                                                             | Implement initiatives to increase usage of community spaces in the Maitland Town Hall                                                                                                                                 | ▶      |
| 1.1.2.12                                                                                                                                                                                                                             | Develop concept plans and costings to complete identified priority sports venues of Largs Oval Sportsground, Roy Jordan Sportsground, Beryl Humble Sportsground & Lochinvar Sports Complex, for funding opportunities | ▶      |
| 1.1.2.13                                                                                                                                                                                                                             | Facilitate the establishment of community gardens within the Maitland LGA                                                                                                                                             | ▶      |
| 1.1.2.14                                                                                                                                                                                                                             | Deliver programmed maintenance and improvements across prioritised assets                                                                                                                                             | ▶      |
| 1.1.2.15                                                                                                                                                                                                                             | Determine and prioritise asset and building accessibility upgrades as part of asset management, service level planning, and strategic infrastructure provision.                                                       | ▶      |
| 1.1.2.16                                                                                                                                                                                                                             | Act on Council’s decision in relation to the future use of the former Council Administration building                                                                                                                 | ▶      |
| 1.1.3 Improve the appearance and presentation of the city, supporting a sense of community pride                                                                                                                                     |                                                                                                                                                                                                                       |        |
| 1.1.3.1                                                                                                                                                                                                                              | Complete the installation of branded signage for the city                                                                                                                                                             | ◆      |
| 1.1.3.2                                                                                                                                                                                                                              | Deliver a citywide graffiti removal program in partnership with Rotary                                                                                                                                                | ▶      |
| 1.1.3.3                                                                                                                                                                                                                              | Maintain New England Highway medians and verges under agreement with Transport for NSW                                                                                                                                | ▶      |
| 1.1.4 Deliver vibrant and valued community events and programs                                                                                                                                                                       |                                                                                                                                                                                                                       |        |
| 1.1.4.1                                                                                                                                                                                                                              | Investigate new opportunities and continue to deliver neighbourhood events and place activation activities across our suburbs                                                                                         | ▶      |
| 1.1.4.2                                                                                                                                                                                                                              | Engage with our community to develop community programs                                                                                                                                                               | ▶      |

|                                                                                                                                                                        |                                                                                                                                                                                                              |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1.1.5 Commence construction of new multipurpose centres at Thornton, Tenambit and Chisholm                                                                             |                                                                                                                                                                                                              |   |
| 1.1.5.1                                                                                                                                                                | Commence delivery of a new multipurpose centre at Tenambit                                                                                                                                                   | ◆ |
| 1.1.5.2                                                                                                                                                                | Commence delivery of a new multipurpose centre at Chisholm                                                                                                                                                   | ◆ |
| 1.1.6 Enhance library facilities, content and collections to maximise opportunities for community connection and learning                                              |                                                                                                                                                                                                              |   |
| 1.1.6.1                                                                                                                                                                | Create and deliver member and community promotional campaigns to increase participation with Maitland Libraries                                                                                              | ▶ |
| 1.1.6.2                                                                                                                                                                | Deliver library service and physical space improvements to remove inclusion barriers                                                                                                                         | ▶ |
| 1.1.6.3                                                                                                                                                                | Deliver new access initiatives through collection enhancements and member experiences                                                                                                                        | ▶ |
| 1.1.6.4                                                                                                                                                                | Deliver online resources and access to collections and technologies through Maitland Libraries                                                                                                               | ▶ |
| 1.1.6.5                                                                                                                                                                | Manage library buildings and spaces, including meeting room hire                                                                                                                                             | ▶ |
| 1.1.7 Deliver contemporary and engaging art exhibitions and cultural programs to our community and visitors through Maitland Regional Art Gallery                      |                                                                                                                                                                                                              |   |
| 1.1.7.1                                                                                                                                                                | Identify potential additional streams of revenue for the Maitland Regional Art Gallery while continuing to reduce reliance on rate income                                                                    | ▶ |
| 1.1.7.2                                                                                                                                                                | Provide a range of inclusive and accessible cultural and educational programs and partnerships that engage local artists, youth, students, First Nations, multicultural and disabled communities             | ▶ |
| 1.1.7.3                                                                                                                                                                | Store and display the city's collection of art, including increasing the availability of online content through asset digitisation                                                                           | ▶ |
| 1.1.7.4                                                                                                                                                                | Provide opportunities to connect with and enjoy local, national and international artists, through a program of exhibitions, creative workshops and artistic programs                                        | ▶ |
| 1.1.7.5                                                                                                                                                                | Increase community engagement with the gallery through memberships, volunteering or engagement with online content                                                                                           | ▶ |
| 1.1.8 Design and manage our public spaces to ensure people feel safe                                                                                                   |                                                                                                                                                                                                              |   |
| 1.1.8.1                                                                                                                                                                | Increase the perception of safety through supporting increased night time place activation                                                                                                                   | ▶ |
| 1.2 To easily get to where we want to go                                                                                                                               |                                                                                                                                                                                                              |   |
| We will plan to meet the need of those using our roads and make it safe and easy to get around the city, no matter how we choose to travel.                            |                                                                                                                                                                                                              |   |
| 1.2.1 Better align land use and transport planning to move toward the region’s target of 15 minute neighbourhoods with access to housing, jobs, services and transport |                                                                                                                                                                                                              |   |
| 1.2.1.1                                                                                                                                                                | Participate in long term transport planning that supports the delivery of state and regional plans                                                                                                           | ▶ |
| 1.2.1.2                                                                                                                                                                | Advocate to and engage with Transport for NSW on the long term management of city roads and road related infrastructure                                                                                      | ▶ |
| 1.2.2 Work with the State Government to fund the timely maintenance and/or delivery of essential State infrastructure across the City and its urban release areas      |                                                                                                                                                                                                              |   |
| 1.2.2.1                                                                                                                                                                | Continue to work with Transport for NSW to address the increasing traffic congestion along the New England Highway corridor                                                                                  | ▶ |
| 1.2.2.2                                                                                                                                                                | Work with Transport for NSW and other stakeholders to develop a Place Plan for Maitland LGA, focusing on the Eastern, Western and Central Precincts                                                          | ▶ |
| 1.2.2.3                                                                                                                                                                | Represent community needs to the NSW Government in relation to funding and partnering for improvements to Raymond Terrace Road the corridor through Thornton linking Weakleys Drive and Raymond Terrace Road | ▶ |



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

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



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

Within this focus area, Council has identified 20 actions under “monitor”, due to delays in progress. However, unless otherwise stated, delivery is still expected. The reasons for these actions not being delivered within the initially scheduled time frames are:

- seven due to change of scope/priorities
- seven due to external factors
- three due to budget/funding
- two due to scheduling
- one due to resourcing
- one due to weather.

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| <b>3.1 To love and look after our outdoors</b><br>Tread lightly while enjoying our areas of bushland and open spaces, protect our native plants and animals and improve the quality of our waterways and wetlands. |                                                                                                                                                                   |        |
| Actions                                                                                                                                                                                                            |                                                                                                                                                                   | Status |
| 3.1.1 Promote opportunities to access public bushland and open space across the city                                                                                                                               |                                                                                                                                                                   |        |
| 3.1.1.1                                                                                                                                                                                                            | Continue opportunities for the community to be involved in Landcare on public land and conservation projects                                                      | ►      |
| 3.1.1.2                                                                                                                                                                                                            | Work with our community to design and improve natural spaces in accordance with funding provided by the State Government Resources for Regions Fund               | ►      |
| 3.1.2 Retain areas of bushland and open space, including wildlife corridors                                                                                                                                        |                                                                                                                                                                   |        |
| 3.1.2.1                                                                                                                                                                                                            | Investigate mechanisms to facilitate restoration outcomes through the Biodiversity Offset Scheme and the opportunity to establish environmental stewardship sites | ►      |
| 3.1.2.2                                                                                                                                                                                                            | Undertake citywide wildlife corridor fauna surveys and prepare plans and guidance for corridor improvement                                                        | ►      |
| 3.1.3 Manage revegetation and the control of weeds and invasive animals in public natural spaces                                                                                                                   |                                                                                                                                                                   |        |
| 3.1.3.1                                                                                                                                                                                                            | Maintain priority weeds on public and private land, to manage their negative impact on our environment                                                            | ►      |
| 3.1.3.2                                                                                                                                                                                                            | Provide care for seized, lost and abandoned pets and animals through Maitland Animal Management Facility                                                          | ►      |
| 3.1.3.3                                                                                                                                                                                                            | Upgrade and expand Maitland's Animal Management Facility                                                                                                          | ►      |
| 3.1.4 Improve the management of stormwater to protect homes, improve water quality and mitigate water wastage                                                                                                      |                                                                                                                                                                   |        |
| 3.1.4.1                                                                                                                                                                                                            | Deliver tree planting at strategic locations across the city                                                                                                      | ►      |
| 3.1.4.2                                                                                                                                                                                                            | Look after our wetlands and lagoons by monitoring water quality, and implementing signage to advise on appropriate site usage                                     | ►      |
| 3.1.4.3                                                                                                                                                                                                            | Deliver programmed drainage works to improve their ability to deal with localised flooding events                                                                 | ►      |
| 3.1.5 Partner with relevant parties to protect, enhance, maintain and restore river and wetland health and amenity through the development and delivery of a Hunter River Estuary Coastal Management Plan          |                                                                                                                                                                   |        |
| 3.1.5.1                                                                                                                                                                                                            | Deliver a Hunter River education project, ‘Vibrant River’, in accordance with funding provided by the State Government Coastal and Estuary Grants Program         | ►      |
| <b>3.2 To reduce our reliance on non-renewable natural resources</b><br>Learn how to positively contribute to our environmental wellbeing, at home and as a community.                                             |                                                                                                                                                                   |        |
| 3.2.1 Provide opportunities to participate in environmental learning activities and programs                                                                                                                       |                                                                                                                                                                   |        |
| 3.2.1.1                                                                                                                                                                                                            | Deliver a Green Communities program of information and events, including our school programs and environmental youth forum                                        | ►      |
| 3.2.1.2                                                                                                                                                                                                            | Deliver Landcare program in accordance with Council's Landcare Policy                                                                                             | ►      |
| 3.2.2 Implement solutions that reduce our reliance on non-renewable natural resources                                                                                                                              |                                                                                                                                                                   |        |
| 3.2.2.1                                                                                                                                                                                                            | Identify water and energy initiatives for Council assets                                                                                                          | ►      |
| 3.2.2.2                                                                                                                                                                                                            | Monitor energy use at our facilities, and install building and lighting upgrades as identified to maximise use of renewable energy                                | ►      |
| 3.2.3 Develop a remediation action plan for former landfill sites                                                                                                                                                  |                                                                                                                                                                   |        |
| 3.2.3.1                                                                                                                                                                                                            | Implement and manage remediation action plan for the former Anambah landfill                                                                                      | ◆      |



3.3 To be ready for more hot days, storms and floods

Understand climate risks and our impacts and take action against these.

3.3.1 Address urban heat island effects through increased tree planting and retention across the city

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| 3.3.1.1 | Work with the community to restore and improve the integrity of local ecosystems in accordance with funding provided by the NSW Environmental Trust including the Flying fox home base project at Earthcare Park, Tenambit | ▶ |
| 3.3.1.2 | Develop and implement a comprehensive Biodiversity Offset Policy                                                                                                                                                           | ◆ |
| 3.3.1.3 | Encourage community involvement in environmental initiatives, through seedling giveaways and tree planting events                                                                                                          | ▶ |
| 3.3.1.4 | Develop strategic initiatives to support increased tree canopy cover and reduce urban heat across selected Council managed lands                                                                                           | ▶ |
| 3.3.1.5 | Increase street tree planting on roadsides and community spaces                                                                                                                                                            | ▶ |
| 3.3.1.6 | Develop dashboards and data sharing approaches to monitor and share our environmental performance over time                                                                                                                | ▶ |

3.3.2 Support the State Government's commitment to the reduction of greenhouse gas emissions and use of fossil fuel

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| 3.3.2.1 | Monitor water and energy use at select Council sites, and develop and implement site specific water and energy efficiency programs where high use is detected                                  | ▶ |
| 3.3.2.2 | Participate in the development of a Hunter Regional Electric Vehicle (EV) charging regional strategy with the Hunter JO and Hunter Councils and develop a local approach to its implementation | ▶ |

3.3.3 Participate in partnerships and seek grant funding to achieve climate change action

|         |                                                                                                                                                   |   |
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| 3.3.3.1 | Develop local climate resilience policy for locations affected by heat, fire and flooding                                                         | ▶ |
| 3.3.3.2 | Take a regional approach to environmental sustainability, working with other Hunter councils on projects to increase our environmental resilience | ▶ |

3.3.4 Ensure Council is appropriately managing the risk to current and future residents on land impacted by flooding

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| 3.3.4.1 | Revise the Maitland Floodplain Risk Management Study and Plan for the whole of Maitland LGA in accordance with the NSW floodplain risk management process, pending the availability of funding | ▶ |
| 3.3.4.2 | Improve the availability of flood mapping data for the Maitland community                                                                                                                      | ▶ |
| 3.3.4.3 | Install flood warning signage on major evacuation routes                                                                                                                                       | ◆ |
| 3.3.4.4 | Undertake a review of the Maitland Local Environmental Plan 2011 and/ or Maitland Development Control Plan to reflect State changes to flood planning in New South Wales                       | ▶ |
| 3.3.4.5 | Undertake further Hunter River and local catchment flood studies to address flood information gaps (pending the availability of funding)                                                       | ◆ |

3.4 To reduce our waste

Limit the amount of waste we create and send to landfill.

3.4.1 Support the State Government's commitment to diversion of waste from landfill

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| 3.4.1.1 | Reduce the amount of waste produced at Council events                                                             | ▶ |
| 3.4.1.2 | Develop technical guidance and monitoring tools to support the use of circular economy enabled goods and services | ▶ |
| 3.4.1.3 | Provide community recycling and reuse education, workshops and programs                                           | ▶ |
| 3.4.1.4 | Continue the RecycleSmart collection program to increase recycling of problem wastes                              | ▶ |

3.4.2 Deliver a sustainable waste management collection and disposal service

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| 3.4.2.1 | Commence a review for the long term use of the tip face and remediation of the Maitland Resource Recovery Facility landfill | ◆ |
| 3.4.2.2 | Develop an Asset Management Plan for Waste Services                                                                         | ◆ |
| 3.4.2.3 | Provide additional resource recovery options at our waste and recycling centres                                             | ◆ |
| 3.4.2.4 | Operate the Maitland Resource Recovery Facility                                                                             | ▶ |
| 3.4.2.5 | Provide general waste, organics and recycling collection services                                                           | ▶ |
| 3.4.2.6 | Deliver an on demand bulky waste management service and engage the community on the correct use of this service             | ▶ |

3.4.3 Increase focus on eliminating litter and illegal dumping

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| 3.4.3.1 | Collect waste and investigate illegal dumping activities, at the same time educating our community on alternatives for getting rid of problem waste, like mattresses, tyres and furniture | ▶ |
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3.4.4 Complete construction of the Mount Vincent Waste Transfer Station

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| 3.4.4.1 | Progress the staged delivery of the Waste Management Centre upgrade | ▶ |
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3.4.5 Implement waste service changes, including the introduction of Food Organics and Garden Organics (FOGO) collection

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| 3.4.5.1 | Deliver a community education program to introduce the Food Organics Garden Organics service                 | ▶ |
| 3.4.5.2 | Roll out kitchen caddies and liners to all residential premises in preparation for the food organics service | ▶ |

Within this focus area, Council has identified seven actions under “monitor”, due to delays in progress. However, unless otherwise stated, delivery is still expected. The reasons for these actions not being delivered within the initially scheduled time frames are:

- two due to change of scope/priorities
- two due to scheduling
- two due to resourcing
- one due to budget/funding.



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

New: means targets will be set after 12 months of data collection.

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



2.1 To shop and work locally

Access what we need in our local neighbourhoods and attract new and innovative industries and opportunities.

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

2.1 To shop and work locally

Access what we need in our local neighbourhoods and attract new and innovative industries and opportunities.

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

Within this focus area, Council has identified seven actions under “monitor”, due to delays in progress. However, unless otherwise stated, delivery is still expected. The reasons for these actions not being delivered within the initially scheduled time frames are:

- three due to change of scope/priorities
  - one due to budget/funding
  - one due to external factors
- one due to scheduling
  - one due to resourcing.





#### 4.1 To build trusted services

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

| Actions                                      |                                                                                                                                                                                                                                                           | Status |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 4.1.1 Meaningful consultation and engagement |                                                                                                                                                                                                                                                           |        |
| 4.1.1.1                                      | Continue to develop an online engagement space to support our ongoing conversation with the community                                                                                                                                                     | ►      |
| 4.1.1.2                                      | Actively engage with hard to reach groups to increase involvement in Council's decision making                                                                                                                                                            | ►      |
| 4.1.1.3                                      | Review Council's Communication and Engagement Strategy                                                                                                                                                                                                    | ►      |
| 4.1.1.4                                      | Develop and implement a program of activities and promotions for Local Government Week                                                                                                                                                                    | ►      |
| 4.1.1.5                                      | Report on the outcomes of the biennial community satisfaction survey                                                                                                                                                                                      | ►      |
| 4.1.1.6                                      | Review and trial a new approach to measure community satisfaction                                                                                                                                                                                         | ►      |
| 4.1.2 Trusted customer experience            |                                                                                                                                                                                                                                                           |        |
| 4.1.2.1                                      | Proactively share clear, consistent, accessible and relevant information, leading to an understanding of our actions and decisions by celebrating the success of Council and the community through sharing positive stories across communication channels | ►      |
| 4.1.2.3                                      | Operate Council's Customer Experience Team                                                                                                                                                                                                                | ►      |
| 4.1.3 Transparent decision making            |                                                                                                                                                                                                                                                           |        |
| 4.1.3.1                                      | Complete a review of Council committees                                                                                                                                                                                                                   | ►      |
| 4.1.3.2                                      | Support meetings of Council through legislative advice, production of agendas and minutes and administrative support                                                                                                                                      | ►      |
| 4.1.3.3                                      | Administer Councillor Expenses and Facilities Policy                                                                                                                                                                                                      | ►      |
| 4.1.3.4                                      | Appropriately manage the investment of funds in accordance with legislative requirements                                                                                                                                                                  | ►      |
| 4.1.3.5                                      | Manage the receipt and expenditure of funding in line with legislated requirements                                                                                                                                                                        | ►      |
| 4.1.3.6                                      | Complete annual financial statement and audit processes in line with legislated requirements                                                                                                                                                              | ►      |
| 4.1.3.7                                      | Review Council's community and operational land and buildings for potential disposal including exploring the merits of establishing an Asset Disposal and Acquisition Committee                                                                           | ►      |
| 4.1.3.8                                      | Control and manage Council owned properties to ensure effective use of the assets                                                                                                                                                                         | ►      |
| 4.1.3.9                                      | Provide accurate and current advice on all property matters to stakeholders and have a strategic view on properties for acquisition and/or disposal                                                                                                       | ►      |
| 4.1.3.10                                     | Celebrate our achievements with open and accountable reporting to our community on our projects and services outlined in the Delivery Program                                                                                                             | ►      |
| 4.1.3.11                                     | Ensure a consistent approach and management of legal risk across the organisation                                                                                                                                                                         | ►      |
| 4.1.3.12                                     | Embed an Enterprise Risk Management Framework including assurance planning                                                                                                                                                                                | ►      |
| 4.1.3.13                                     | Maintain an internal audit function delivering four internal audits per year                                                                                                                                                                              | ►      |

#### 4.2 To foster an engaged workforce

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

##### 4.2.1 Excellence in leadership

|         |                                                                                                                                                                         |   |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 4.2.1.1 | Investigate options for a new Leadership Development Program for leaders at all levels that also fosters emerging leaders as part of Council's succession planning      | ► |
| 4.2.1.2 | Implement programs on mental health and wellbeing to minimise psychosocial risks and ensure staff feel safe in our workplace                                            | ► |
| 4.2.1.3 | Develop program of induction for councillors about roles and responsibilities including code of conduct, planning responsibilities, IPR, financial and more             | ► |
| 4.2.1.4 | Provide opportunities for councillors to develop their local government knowledge, experience and skills via a professional development and learning program            | ► |
| 4.2.1.5 | Engage with, and advocate to, our regional, state and federal politicians and departments to identify and deliver opportunities to deliver our Community Strategic Plan | ► |
| 4.2.1.6 | Continue to represent the views of stakeholders at relevant forums                                                                                                      | ► |

##### 4.2.2 Collaborative organisation

|         |                                                                                                                                                                                                                                        |   |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 4.2.2.1 | Investigate, enforce and educate the community on local laws, policies and guidelines, including food safety, swimming pools, parking, animal control, illegal dumping, development compliance, beauty services and abandoned vehicles | ► |
| 4.2.2.2 | Deliver Council's Section 356 Community Grants Program, including sponsorships, annual community grants, commemorative and recognised days and high achievers                                                                          | ► |
| 4.2.2.3 | Promote Council's health and wellbeing programs to maximise staff awareness and engagement with programs provided to support improved health outcomes                                                                                  | ► |
| 4.2.2.4 | Join member councils at the Hunter Joint Organisation to deliver a regional approach to planning for our economic, environmental and social future                                                                                     | ► |
| 4.2.2.5 | Review and rewrite the Workforce Management Strategy as part of the Resourcing Strategy, ensuring alignment with the Integrated Planning and Reporting Framework.                                                                      | ► |
| 4.2.2.6 | Deliver a program of business development functions, initiatives, trader networking and education programs to support business development and attraction                                                                              | ► |

##### 4.2.3 Development and growth of our people

|         |                                                                                                                                                                                                                 |   |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 4.2.3.1 | Empower and build staff capacity across the organisation in grant application and management                                                                                                                    | ► |
| 4.2.3.2 | Refine our attraction, selection and retention methods to enhance customer experience, streamline operations and incorporate forward thinking sourcing strategies to meet future skill needs within the Council | ► |
| 4.2.3.3 | Review induction and onboarding programs for new and promoted employees                                                                                                                                         | ► |
| 4.2.3.4 | Review Council's competency framework including leadership roles with a focus on core capabilities                                                                                                              | ► |
| 4.2.3.5 | Implement a Learning Management System (LMS) to ensure our workforce have the core capabilities required to enable Council to deliver on our commitments to the community                                       | ► |
| 4.2.3.6 | Review Council's performance development and review system                                                                                                                                                      | ► |
| 4.2.3.7 | Develop a program that incorporates a suite of educational materials and engagement opportunities that build community understanding of local government                                                        | ► |
| 4.2.3.8 | Increase employment of people with a disability and possible identified positions to increase the representation of employees with disabilities across the organisation, including in leadership positions.     | ► |



### 4.3 To create a resilient future

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

#### 4.3.1 Leverage technology and data

|         |                                                                                                                                                                         |   |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 4.3.1.1 | Provide technology and equipment that supports workplace efficiency and effectiveness to improve customer experience                                                    | ► |
| 4.3.1.2 | Design and implement secure, adaptable IT solutions that support the delivery of Council's strategic outcomes                                                           | ► |
| 4.3.1.3 | Deliver the program of works for the Growing Cultural and Community Spaces portfolio under the Customer Driven Transformation                                           | ► |
| 4.3.1.5 | Deliver the program of works for the Sustainable Future portfolio under the Customer Driven Transformation                                                              | ► |
| 4.3.1.6 | Deliver the program of works for the Connected Workforce portfolio under the Customer Driven Transformation                                                             | ► |
| 4.3.1.9 | Continued review and enhancement of Council's WHS Management systems to enable staff to easily meet their WHS responsibilities through intuitive and accessible systems | ► |

#### 4.3.2 Informed planning

|         |                                                                                                                                                                                   |   |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 4.3.2.1 | Deliver Council services within available financial resources and in compliance with local government performance benchmarks                                                      | ► |
| 4.3.2.2 | Align Council's strategic priorities to appropriate state and federal government funding opportunities to provide prioritised new infrastructure, programs or events for the city | ► |
| 4.3.2.3 | Deliver a revitalised Community Strategic Plan that aligns with our strategic framework and ensure that both staff and newly elected councillors are aware of its priorities      | ► |
| 4.3.2.4 | Develop Council's Delivery Program and Operational Plan by applying an integrated and collaborative approach that aligns the priorities of Maitland +10                           | ► |
| 4.3.2.5 | Work with Lower Hunter councils and stakeholders to revise the Hunter Estuary and Coastal Zone Management Plan                                                                    | ◆ |
| 4.3.2.6 | Assist our community to prepare for, respond to and recover from emergency events through joining with key agencies to develop and maintain emergency plans                       | ► |

#### 4.3.3 Culture of improvement and innovation

|         |                                                                                                                                       |   |
|---------|---------------------------------------------------------------------------------------------------------------------------------------|---|
| 4.3.3.1 | Manage Council's Audit, Risk and Improvement Committee in accordance with regulations                                                 | ► |
| 4.3.3.2 | Undertake an audit and review of Council's brands                                                                                     | ► |
| 4.3.3.3 | Use Council's Service Review Framework to implement a continuous improvement program to increase efficiencies in our service delivery | ► |
| 4.3.3.4 | Implementation of Enterprise Resource Planning (ERP) and change management solution                                                   | ► |

Within this focus area, Council has identified one action under “monitor”, due to delays in progress. However, unless otherwise stated, delivery is still expected. The reason for this action not being delivered within the initially scheduled time frame is due to resourcing.





Legislative checklist

| REQUIREMENT                                                                                                                                                                                                                                | ACT REFERENCE                                                              | SECTION                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------|
| Information on the delivery of service reviews council has committed to undertake, the results and any changes made to levels of service.                                                                                                  | Act ss 428(3), 428 (4)(b) & Essential Element 5.2, 5.3 – IPR Guidelines    | Year in review – our commitment to financial sustainability |
| A copy of council’s audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting.                                                                                        | Act s 428(4)(a)                                                            | Our financials                                              |
| Statement detailing the action taken by council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue. | Act s 428(4)(c)                                                            | Our accountability – legislative compliance                 |
| Statement of steps taken to ensure goods and services procured by and for council during the year were not the product of modern slavery.                                                                                                  | Act s 428(4)(d)                                                            | Our accountability – legislative compliance                 |
| Particulars of any environmental upgrade agreement entered into by council.                                                                                                                                                                | Act s 54P(1)                                                               | Our accountability – legislative compliance                 |
| Report on activities funded via a special rate variation of general income.                                                                                                                                                                | Special Rate Variation Guidelines* 7.1                                     | Our financials – financial legislation                      |
| Amount of rates and charges written off during the year.                                                                                                                                                                                   | Local Government (General) Regulation 2021 (Reg), s 132                    | Our financials – financial legislation                      |
| Information on induction training and ongoing professional development.                                                                                                                                                                    | Reg s 186                                                                  | Our foundation – our elected leaders                        |
| Attestation statement indicating whether council’s audit, risk and improvement committee, risk management framework and internal audit function complied with the requirements prescribed in the Regulation.                               | Reg s 216T<br>(Act s 428(4)(b))                                            | Our accountability – legislative compliance                 |
| Details and purpose of overseas visits by councillors, council staff or other persons representing council.                                                                                                                                | Reg s 217(1)(a)                                                            | Our accountability – legislative compliance                 |
| Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions.                                                                                             | Reg cl 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii) | Our financials – financial legislation                      |
| Details of each contract awarded over \$150,000.                                                                                                                                                                                           | Reg cl 217(1)(a2) (i), (ii)                                                | Our financials – financial legislation                      |
| Summary of amounts incurred in relation to legal proceedings.                                                                                                                                                                              | Reg cl 217(1)(a3)                                                          | Our financials – financial legislation                      |
| Resolutions made concerning work carried out on private land.                                                                                                                                                                              | Reg s 217(1)(a4) & Act s 67, 67(2)(b),67(3)                                | Our accountability – legislative compliance                 |
| Total amount contributed or otherwise granted to financially assist others.                                                                                                                                                                | Reg s 217(1)(a5) & Act s 356                                               | Our financials – financial legislation                      |
| Statement of all external bodies that exercised functions delegated by council.                                                                                                                                                            | Reg s 217(1)(a6)                                                           | Our accountability – legislative compliance                 |
| Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest or participated during the year.                                                              | Reg s 217(1)(a7)<br>Reg s 217(1)(a8)                                       | Our accountability – legislative compliance                 |
| Statement of activities undertaken to implement its EEO management plan.                                                                                                                                                                   | Reg s 217(1)(a9)                                                           | Our people – our workforce                                  |

| REQUIREMENT                                                                                                                                                                            | ACT REFERENCE                                                                                                                         | SECTION                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Statement of the total remuneration package of the general manager.                                                                                                                    | Reg s 217(1)(b)(i), (ii), (iii), (iv), (v)                                                                                            | Our financials – financial legislation      |
| Statement of the total remuneration packages of all senior staff members (other than general manager).                                                                                 | Reg s 217(1)(c)(i), (ii), (iii), (iv), (v)                                                                                            | Our financials – financial legislation      |
| Statement detailing the stormwater management services provided.                                                                                                                       | Reg s 217(1)(e)                                                                                                                       | Our accountability – legislative compliance |
| Statement detailing the coastal protection services provided.                                                                                                                          | Reg s 217(1)(e1)                                                                                                                      | NA                                          |
| Statement of council’s activities during the year in relation to enforcing and ensuring adherence to the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018. | Reg cl 217(1)(f)                                                                                                                      | Our accountability – legislative compliance |
| Councils considered to be ‘human service agencies’ under the Carers Recognition Act 2010 (CR Act) must report on compliance with the CR Act for the reporting period.                  | Carers Recognition Act 2010, s 8(2)                                                                                                   | NA                                          |
| Information on the implementation of council’s Disability Inclusion Action Plan.                                                                                                       | Disability Inclusion Act 2014, s 13(1)                                                                                                | Our performance – our informing strategies  |
| Particulars of compliance with and effect of planning agreements in force during the year.                                                                                             | Environmental Planning & Assessment Act 1979, s 7.5(5)                                                                                | Our accountability – legislative compliance |
| Disclosure of how development contributions and development levies have been used or expended under each contributions plan.                                                           | Environment Planning and Assessment Regulation 2021 (EPA Reg) cl 218A(1)                                                              | Our financials – financial legislation      |
| Details for projects for which contributions or levies have been used and total value of all contributions and levies received and expended during the year.                           | EPA Reg 218A (2) (a),(b),(c),(d),(e),(f),(g)<br>EPA Reg cl 218A(3)(a),(b)                                                             | Our financials – financial legislation      |
| Recovery and threat abatement plans.                                                                                                                                                   | Fisheries Management Act 1994, s220ZT (2)                                                                                             | Our accountability – legislative compliance |
| Details of inspections of private swimming pools.                                                                                                                                      | Swimming Pools Act 1992 (SP Act), s 22F(2)<br>Swimming Pools Regulation 2018 (SP Reg) cl 23                                           | Our accountability – legislative compliance |
| Information included on government information public access activity.                                                                                                                 | Government Information (Public Access) Act 2009, s 125(1)<br>Government Information (Public Access) Regulation 2018, cl 8, Schedule 2 | Our accountability – legislative compliance |
| Information on number of public interest disclosure activity.                                                                                                                          | Public Interest Disclosures Act 1994, s 31<br>Public Interest Disclosures Regulation 2011, cl 4                                       | Our accountability – legislative compliance |
| Privacy and personal information protection.                                                                                                                                           | Privacy and Personal Information Protection Act 1998                                                                                  | Our accountability – legislative compliance |
| Work health and safety reporting requirements.                                                                                                                                         | NAT V3                                                                                                                                | Our people – our workforce                  |



# Glossary

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

**AIDER:** Assist infirm, disabled and elderly residents prepare properties for bush fire program

**ANZAC:** Australian New Zealand Army Corps

**ARIC:** Audit, Risk and Improvement Committee

**CC:** Construction certificate

**CLG:** Corporate Leadership Group

**COMMUNITY SATISFACTION SURVEY:** Rates residents’ satisfaction with Council services and facilities, and their attitudes towards a range of community issues. Conducted every two years, the information provides Council with a baseline to assess their performance

**CSP:** The Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community

**DA:** Development application

**DELIVERY PROGRAM:** A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes

**DELIVERY PROGRAM INDICATOR:** Objective evidence on the extent of, or progress towards, achievement of a desired outcome

**DIAP:** Disability Inclusion Action Plan

**EEO:** Equal Employment Opportunity

**ERIC:** Employee Resource and Integrated Communication platform - internal staff intranet page

**ELT:** Executive Leadership Team

**EV:** Electric vehicle

**FINANCIAL YEAR:** The financial year we are reporting on in this annual report is the period from 1 July 2024 to 30 June 2025

**FTE:** Full-time equivalent

**GIPA:** The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation

**HUNTER JOINT ORGANISATION:** The Hunter Joint Organisation is a collaborative body that brings together the ten councils in the region to provide a united and local voice for our communities

**IPR:** Integrated Planning and Reporting

**LGA:** Local Government Area

**MAMF:** Maitland Animal Management Facility

**MRAG:** Maitland Regional Art Gallery

**OLG:** Office of Local Government

**OPERATIONAL PLAN:** A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan

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

**PERFORMANCE:** The results of activities and progress in achieving the desired outcomes over a given period

**RATE PEG:** The percentage limit by which a council may increase the total income it will receive from rates. The NSW Minister for Local Government sets the percentage each year

**RFS:** Rural Fire Service

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

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

**WHS:** Workplace Health and Safety.





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