



JULY 2025 – SEPTEMBER 2025

Community Progress 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.

Contents

Welcome	4
How to read our progress report	4
Our vision	4
Message from our General Manager	5
Our achievements	6
Showcasing our achievements	6
Highlight stories	12
Our progress	16
Liveable Maitland	16
Sustainable Maitland	20
Vibrant Maitland	24
Achieving Together	28

Reporting to our community

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

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

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

Welcome

How to read our progress 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.

Liveable Maitland

Sustainable Maitland

Vibrant Maitland

Achieving Together

Our achievements

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

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

Our progress

This section details our performance results and our progress of our Delivery Program and Operational Plan actions. This section aligns to the four focus areas of Maitland's Future, our new Community Strategic Plan.

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

▶ 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.



General Manager Jeff Smith

Message from our General Manager

I am delighted to present our Community Progress Report for the period of 1 July 2025 to 30 September 2025. This report summarises our achievements across our four focus areas, which align with our vision for a connected city with thriving communities as outlined in Maitland's Future, our Community Strategic Plan.

Key milestones outlined in this report reflect our progress, including assessing 279 development applications, investing of \$8.4 million in our capital works program, and submitting 14 grant applications for key projects.

We continue to prioritise long-term planning through the advancement of key strategic initiatives. In September 2025, Council endorsed Maitland's Economic Development Strategy, outlining its role in driving local economic growth. The draft Partnerships and Advocacy Strategy was also released for public exhibition, inviting community feedback.

Council's new Enterprise Resource Planning (ERP) system went live with phase one in September 2025, providing access to initial modules. This implementation marks a significant step toward enhancing financial practices, improving transparency, and streamlining processes across Council.

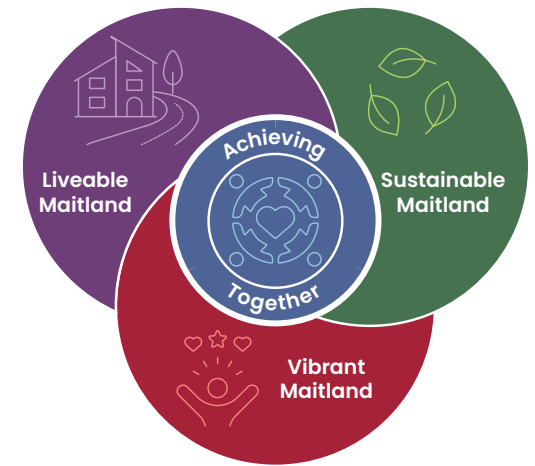
Works are progressing on the sportsground and carpark construction at Sophia Waters in Chisholm. Construction remains on schedule at Max McMahon Oval with the initial slab poured, reaching a key milestone for the amenities building.

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

By achieving together, we can create a connected city with thriving communities.

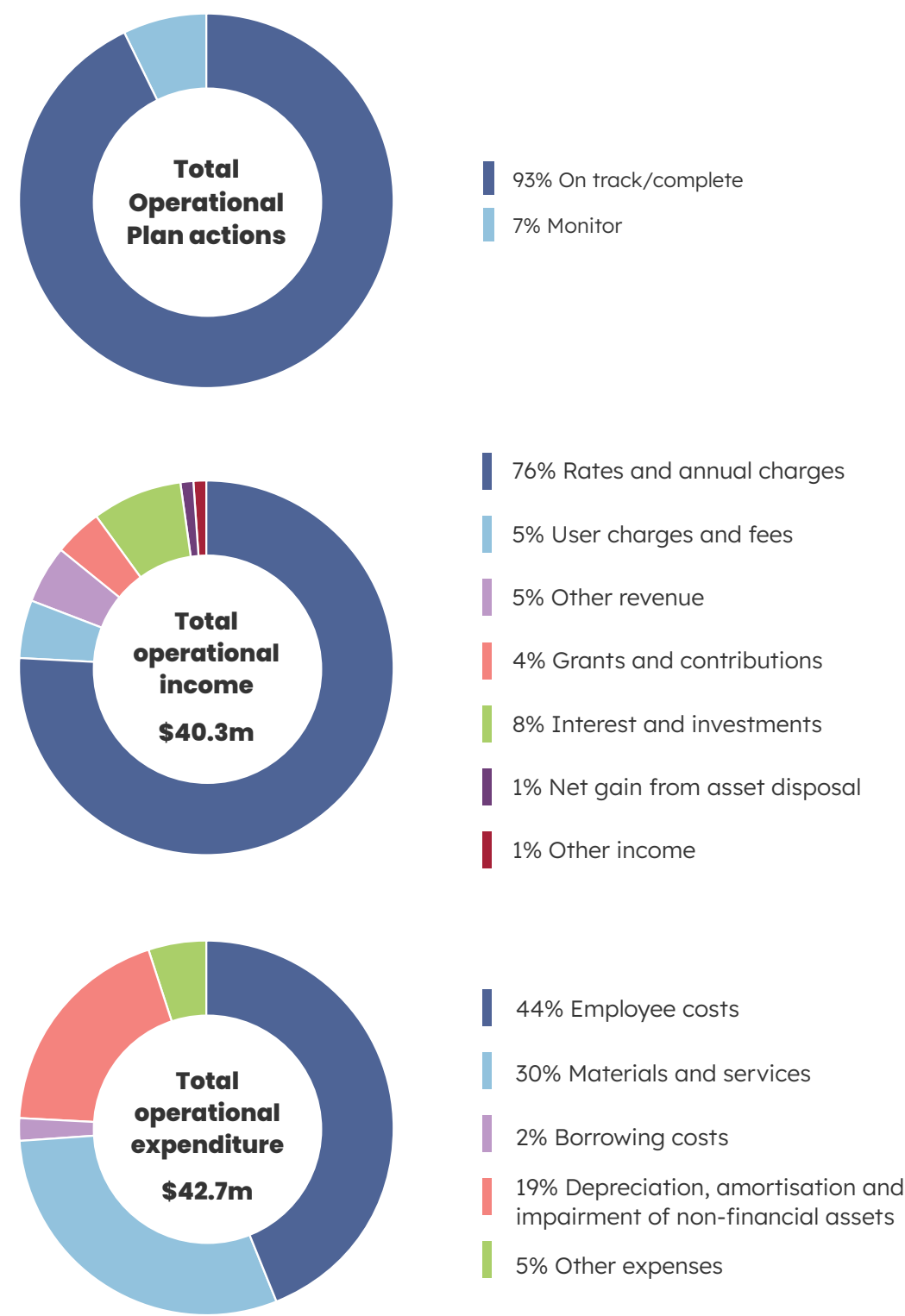
A connected city with thriving communities

Our shared vision



Our achievements

Showcasing our achievements



Communication and engagement

Council received 1,350 media mentions between July and September 2025, reaching a potential audience of 11.3 million across radio, online, print and TV. We delivered the spring edition of Momentum newsletter to 41,053 private and business addresses, and sent three E-Momentum editions to subscribers.

Council issued 19 media releases highlighting key initiatives and updates, including progress on the Morpeth to Walka shared pathway project, delays in the construction of the bridge at Melville, redevelopment of Max McMahon amenities, advancement of stage three design for the Maitland Resource Recovery Facility and the launch of optional fortnightly red bin collection services.

Maitland City Council social channels

As part of our commitment to building trust and improving access to information, Council published more than 243 posts across all corporate social channels during the period. The posts reached an audience of more than 45,100 people, with over 180,200 engagements.

The top-performing Facebook posts were:

- The Maitland Pickers Rugby League Club hosted a training session with the Brisbane Broncos at Maitland Regional Sportsground, with 11,507 total engagements
- Update on construction of new bridge at Melville with 11,226 total engagements
- Maitland Park Masterplan endorsement with 9,315 total engagements.

Community engagement

We launched an improved way to receive news, alerts and event listings on our engagement platform. Our community can follow projects of interest, see updates in real time, and easily find upcoming in-person engagement opportunities. We implemented this improvement in response to insights from previous engagements, which emphasised the value of face-to-face interactions.

A total of 1,707 participants engaged through online and face-to-face channels this period, marking a 38 per cent increase from the previous period.

Highlights of key engagement projects undertaken include:

- Community Infrastructure Strategy
- Development Control Plan public exhibition
- Maitland Regional Art Gallery service plan
- Maitland Natural Disaster Impacts project.



8

projects had engagement activities



36,523

Corporate Facebook page followers



1,209

engagement platform contributions



19,764

people average daily reach per Facebook page



156

Capital works projects listed



\$62.6

approved capital works program budget



12.5%

of projects in progress



\$8.4m

total capital spend year to date

Capital works

Maitland Park Master Plan endorsed

Council adopted the Maitland Park Master Plan and citywide playspace concept plans in July 2025. Feasibility assessments and timelines for the accompanying Plans of Management are under consideration to determine how the concept plans can progress. The project is part of the draft Partnerships and Advocacy Strategy, which, once endorsed, will guide advocacy for project funding.

Sportsground construction at Sophia Waters Chisholm

Works are progressing on the sportsground and carpark construction at Sophia Waters in Chisholm. During this period, the execution of bulk earthworks, stormwater and subsoil drainage systems, as well as the installation of car park kerbing and guttering, has made significant progress. Tenders have also been awarded for the implementation of sports field lighting and irrigation infrastructure, facilitating the continued advancement of the project.

Key projects completed

- Major road improvements at Martin Close, East Maitland and Cartwright Street, Gillieston Heights
- Road upgrades to Old North Road, Farley, Broughton and Peter Streets, Rutherford
- New shared pathway along Cessnock Road, Gillieston Heights and stages one and two at Government Road, Thornton
- Upgraded play equipment at Hunterglenn Drive Park, Bolwarra
- New shared pathway at Norm Chapman Oval, Rutherford
- New amenities block at Porter Place, Lochinvar
- Playspace improvements at Finney Close, Rutherford
- Car park resurfacing at Noel Unicom Community Hall, Woodberry and Lorn Park at Nillo Street, Lorn
- New car park at Maitland Park, Maitland.

Key projects commenced

- Road improvements at Largs Avenue, Largs; Anambah Road, Anambah; Trappaud Road, Louth Park and Old North Road in Farley
- Amenities building upgrades at Tenambit Oval, Tenambit
- Refurbishment of Maitland Aquatic Centre, Maitland.

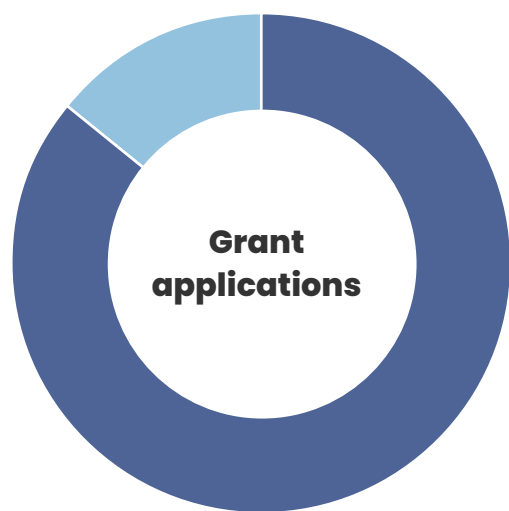
Grants

Grant funding is a critical source of Council revenue to advance the strategic vision and priorities outlined in Maitland’s Future, our Community Strategic Plan. Wise investment of grant funds helps deliver projects and initiatives aligned with the objectives outlined in Council’s Delivery Program, the actions within our Operational Plan and other strategic plans adopted by Council.

Council employees have applied for \$9.8 million of funding across 14 grants, between July and September 2025. We successfully secured two grants worth \$168,888.

Key grants received:

- \$85,000 received from Create NSW for a multi-year two-year funding program.
- \$83,888 received from Transport NSW for Local Government Road Safety Program.



- 86% Applications submitted pending notification
- 14% Applications successful



\$9.8m

applied for funding



10

annual grant projects completed



75

grant projects open



14

applications submitted



\$109.3m

planned capital investment in our city from DAs



29 days

median assessment time for DAs



16 days

median assessment time for CCs



426

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.

The NSW Government has developed an interactive dashboard or “council league table” to monitor performance for lodgment and assessment of Development Applications (DA’s) across all councils. The average assessment timeframe target is currently 85 days based on the total calendar days between a DA’s lodgment and determination date. This target is currently being achieved with an average assessment timeframe of 81 days, below the 85 day target.

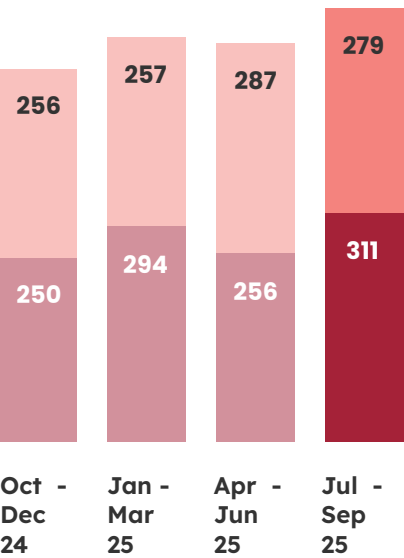
During this period, we saw an increase in the number of DAs and construction certificates (CCs) lodged compared to the previous reporting period of April to June 2025.

Our development planners have facilitated 18 pre-lodgment meetings between July and September, a near 200 per cent increase from the previous period.

Major development application approvals include:

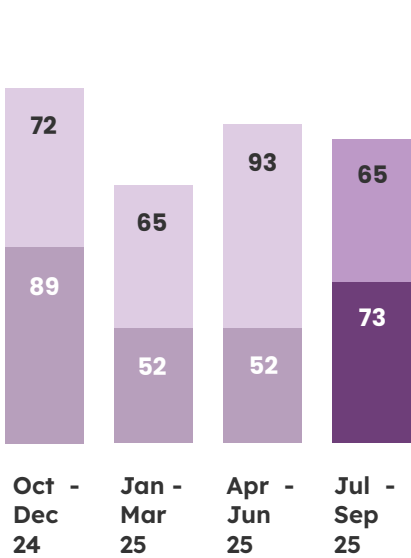
- Subdivision at Wyndella Road, Lochinvar, of 283 residential lots
- Manufactured home estate development at Wyndella Road, Lochinvar, of 182 dwelling sites.

Development applications (DA) lodged and assessed



DA lodged DA assessed

Construction certificates (CC) lodged and assessed



CC lodged CC assessed

Customer and digital experience

Council’s Customer Experience Team received 17,729 calls; a 13 per cent increase compared to the prior corresponding period of 15,436 enquiries. This increase is primarily attributed to the launch of the Food Organics and Garden Organics (FOGO) service, which generated heightened enquiry volumes. Our corporate website received over 201,330 engaged visits, and we facilitated 1,397 live chats.

Council has agreed service levels we aim to meet for each customer service request category, depending on the seriousness of the issue. These range from three days for waste-related matters to 20 days for pothole repairs and footpath maintenance. Of all the requests finalised during the period, we completed 71 per cent within agreed service levels.

MyCouncil brand refresh

Maitland’s MyCouncil portal is a platform for our community to streamline interactions with Council to improve overall efficiency and communication as an organisation. As part of our ongoing brand strategy implementation, we’ve refreshed the portal to align to our new brand and deliver new functionality for improved usability.

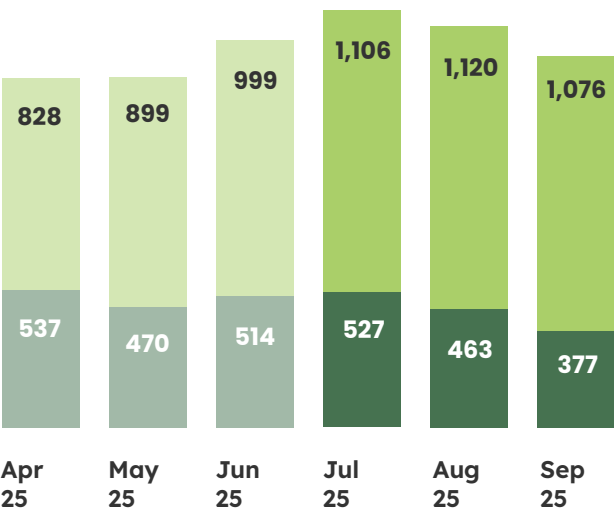
The portal now features updated colours and fonts for a consistent look and feel across all Council platforms. New functions include a search function and mega menus to assist with navigation.

The next phase of the brand consolidation for our online channels will focus on Council’s websites with an aim to align with our brand strategy to enhance performance and functionality.

Top five customer service requests:

- Bin Repair - 693
- Potholes - 561
- Bin Collection Issue - 245
- Tree Maintenance - 187
- Illegal Parking - 164

Customer service requests closed – 4,669



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



17,729

phone calls received



1,847

in person visitors



201,332

Corporate website engaged visits



3.7/5

customer satisfaction score

Highlight stories

Individual recognition

Aquatics Centres Coordinator, Suellen Goyne, represented Maitland on the national stage as part of the 2025 Aquatic and Recreation Institute (ARI) and Australian Swim Schools Association (ASSA) SPARK conference. She led a powerful discussion about the biggest challenges in the aquatics and recreation industry.

Kelly Arnott, Council’s Manager of Corporate Strategy and Communications, led a workshop at the recent Local Government Professionals Integrated Planners Conference, guiding peers in strengthening collaboration across planning, assets, and finance.

Twenty-four employees from the Civil Construction, Civil Maintenance, and Recreation Works teams have recently earned their Certificate III in Civil Construction, demonstrating their successful upskilling over the last 18 months. This collective success is a great example of how we can achieve together, supporting career progression and development to benefit the wider team for our community.

Community grants

Council’s bi-annual Community Grants Program allocated over \$73,600 towards 19 community projects in round one of the Community Projects and Celebrations programs. Round two closed in September 2025, and funding recommendations will be presented to Council in November 2025.

The Individual Development Grant is available year-round, with the first round of funding allocating over \$3,480 across five applications in August 2025. Round two applications closed, with Council endorsing funding allocations in October 2025.

Events and activation

The Levee activated its precinct with two vibrant community events. Kids Big Day Out drew 300 attendees in July 2025 with engaging school holiday entertainment including a University of Newcastle science show, a dinosaur puppet experience, live reptiles, giant yard games, and a roving bubble mermaid.

Bling and Bloom transformed The Levee Shared Zone into a bustling market fair with 21 stalls selling flowers, jewellery, and scented goods. The event attracted approximately 950 visitors and achieved a 90 per cent satisfaction score.

We illuminated Morpeth Bridge with 12 unique lighting programs celebrating events, including NAIDOC week and the season successes for the Maitland Pickers Rugby League Club and the Morpeth Bulls Junior Rugby League Club. This lighting enhances community engagement and visitation to Morpeth after dark.

Maitland Roller Disco returned in September 2025, welcoming skaters of all levels for an evening of music and fun at Harold Gregson Reserve. The event marks the first of three roller disco celebrations planned for the year.

Our Street Eats season launched at Aberglaslyn in September and continues to draw crowds by offering a variety of food vendors, live entertainment, and engaging activities across the city.



Maitland libraries

Maitland libraries delivered a campaign to promote the value of library memberships by highlighting free digital collections and resources offered. The campaign resulted in an increased use of online resources, with strong engagement across social media and emails reaching over 10,000 members. Our e-newspaper platform saw a 60 per cent increase in use during the promotion.

A new early literacy program, Tunes and Tales for Tots, was introduced for children aged under three years following community feedback. The program features multilingual greetings and farewells, interactive activities encouraging social engagement and take-home activities to foster early literacy development. Tunes and Tales for Tots, along with enhancements to our Baby Bounce delivery, attributed to a 20 per cent increase in our early literacy programming.

Maitland Regional Art Gallery

Maitland Regional Art Gallery (MRAG) welcomed 28,824 visitors and engaged 3,721 community members through a diverse range of educational programs, events, and workshops. Key programs included weekly education tours and Art Explorers sessions for young people, monthly Auslan exhibition tours, and a fortnightly Art and Dementia program delivered both onsite and through outreach.

The July school holidays featured interactive workshops and drop-in activities, while the arts health programming included a Dementia Forum in partnership with Hunter Medical Research Institute, reinforcing our commitment to inclusive and health-focused cultural experiences.

Long-term planning

Council endorsed the placement of the draft Partnerships and Advocacy Strategy for public exhibition throughout September 2025. The Strategy identifies how Council can work with key partners and other levels of government to deliver on our shared vision and community priority projects. The exhibition outcomes will be presented to Council with the final Strategy for adoption in October 2025, with annual reviews ensuring continued relevance for our community.

Maitland’s Economic Development Strategy was officially endorsed by Council in September 2025, articulating our role in driving economic development forward for Maitland. Work will now commence on a Partnership and Advocacy Plan, aligned with the draft Partnership and Advocacy Strategy, creating a shared vision of a connected city with thriving communities through strategic partnerships and investment advocacy.

Maitland’s first-ever Active Transport Plan officially launched a month-long engagement campaign in September, asking residents where they’d like to see more pathways and cycleways for the future. This new plan will integrate and replace our Maitland Bicycle Plan and Strategy 2014 and Pedestrian Access and Mobility Plan (PAMP) 2017 to align with NSW guidelines.

Once completed, the plan will feed into our future Integrated Transport Strategy and help us work towards delivering a safer, more connected transport network for our community.



Environmental initiatives and awareness

Our environmental education team offered 37 opportunities for residents of all ages to engage in environmental activities, reaching over 2,200 participants. Maitland Environmental Youth Forum was a highlight event with over 30 students from five local schools learning all about local environmental issues, from bird conservation, recycling, waste management and sustainability to renewable plastics, energy efficiency and more.

The Mindaribba Fishing Day was held at Queens Wharf in Morpeth in collaboration with the Mindaribba Local Aboriginal Land Council. This event offered the opportunity to highlight river health, discuss the area’s history, and provide community education.

Maitland City Council’s Environmental Sustainability Strategy sets a clear goal to achieve net-zero greenhouse gas emissions by 2050. Council has developed and launched an emissions reporting dashboard to assist in tracking our goal. The dashboard highlights emissions for Council operations and the city, providing key emitters’ data for analysis.

More than 50 volunteers planted nearly 1,000 native seedlings at key locations to strengthen Council’s Green Blue Grid. In response to community feedback, Council is developing a plan to maintain the planting sites to improve weed control and site cleanliness.

Maitland Resource Recovery Facility transformation update

Our landfill at the waste facility on Mount Vincent Road will reach capacity in 2028, meaning we need a long-term solution for managing, transporting and appropriately processing all of Maitland’s waste streams.

We’re advancing plans to open a new waste transfer station in 2028. Stage two is progressing steadily, while stage three is kicking off to carry out detailed design of the new facility throughout the remainder of the financial year, with construction to begin in late 2026.

New signage across the city

We’ve installed new city signage at various locations around Maitland, including Maitland Regional Sportsground, Central Maitland, Harpers Hill and Heritage Gardens. The signs reflect our refreshed Brand Maitland, presenting a unified brand across all our services, facilities and activities. The signs provide a fresh new look to welcome visitors and residents to our city, the heart of the Hunter.

Get the Site Right initiative

Get the Site Right is a joint initiative of the NSW Environment Protection Authority and 20 councils across New South Wales, looking to strengthen erosion and sediment controls on building sites to prevent waste and sediment runoff from polluting local waterways.

Rangers have been out and about in our new estates, focusing on harmful construction practices damaging our local environment. They carried out 59 inspections at 33 building sites across four suburbs - Thornton, Chisholm, Lochinvar and Farley. In total, issuing 13 improvement notices, recording a non-compliance rate of 76 per cent, a decrease of seven per cent from inspections undertaken in March 2025.

With continued residential growth across Maitland, we will work with local developers, builders and contractors to ensure we protect our waterway health.

Maitland aquatics centres

Our aquatics centres delivered a diverse range of programs tailored to various community demographics. By prioritising safety, we’ve cut incidents by 25 per cent this period and ensured we tested every pool regularly.

Program participation remained strong across all offerings:

- Learn to swim (public): 6,447 attendances with 87 per cent occupancy
- Learn to swim (school-based): 700 attendances
- Squad training: 5,349 attendances across 139 members
- Aqua fitness classes: 1,641 attendances across 121 members.

Maitland Aquatic Centre received 166 responses in its customer feedback survey, resulting in a net promoter score of 65.66, which is above average for the aquatics industry. The kiosk’s hot chips were the most talked-about item in feedback responses, with ‘chips’ being the top recurring word, clearly a fan favourite.

Our new point of sale and member management system, Xplor Recreation, was launched and opened for customers in September 2025. The new system will allow us to deliver improved services for our community, including easy self-service for families and a quicker way of making and managing bookings.

Council launches new Enterprise Resource Planning (ERP) system

Council’s new ERP system went live with phase one in September 2025, providing access to initial modules across the organisation, including finance, asset management, workforce and payroll, and project lifecycle management.

Employees are credited with the success of the rollout, as they worked collaboratively across the organisation to support, test and provide training during the transition. Users demonstrated strong software uptake by creating over 570 purchase orders, completing 1,665 work orders, and submitting 589 timesheets during the first payroll cycle.

Phase two will include the transition of property and rating, development and compliance, and strategic asset management, which will continue throughout the next 12 months.

Election of Deputy Mayor

Councillor Mike Yarrington was elected Deputy Mayor at September’s Council meeting.

Now in his third term, Cr Yarrington is committed to driving positive change for the community and ensuring Maitland’s infrastructure keeps pace with our growing city. He will now serve in the role of Deputy Mayor for the next 12 months.

Local Government Week 2025

Local Government Week is an initiative of Local Government NSW, designed to showcase the work local councils do in their communities, including the wide range of services they provide.

We celebrated with a community BBQ and open day in August 2025. Highlights of the day included guided tours of the Maitland Administration Centre and Town Hall, seeing our plant equipment and food organics and garden organics truck in action, and meeting some of the friendly faces who help keep our city moving.

Hunter motorcycle forum

More than 150 people came together at Maitland Town Hall in September for the Hunter Motorcycling Forum.

The forum brought together local clubs, community members and councillors from across the region, creating a valuable opportunity to share ideas and provide feedback on motorcycling facilities in the Hunter.

A working group will now be established to consider the outcomes and report back to Council on the next steps.

Staff wellbeing initiatives

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

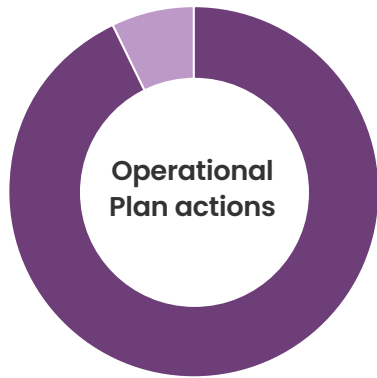
We have introduced initiatives to positively influence our employees’ health and wellbeing, including webinars and workshops covering mental fitness, nutrition, skin and sun safety, and wellbeing.

Council made access to flu vaccinations available, with 131 employees taking part. Skin check clinics for Council’s outdoor workers will begin taking place in October 2025, further emphasising our people-first approach to create a positive employee experience.





Liveable Maitland



93% On track/complete
7% Monitor

Major venues and facilities hours of usage



JUL-SEP 25
3,064

Data from previous years is not comparable due to new facility management software, which now provides more accurate insights.

Aquatic Centres visitation



JUL-SEP 24
32,549

7% Decrease

JUL-SEP 25
30,320

Decrease due to remediation works for the outdoor pool at Maitland Aquatic Centre.

Status key

▶ On track/complete ◆ Monitor

1.1 Great neighbourhoods		
Actions		Status
1.1.1 Quality open space network		
1.1.1.1	Ensure community, sporting, and recreation facilities are accessible and well-utilised through coordinated bookings for clubs, schools, and community groups	▶
1.1.1.2	Maintain and improve the quality of the open space network across the city	▶
1.1.1.3	Develop a plan of management for community land, including Crown Land sites	▶
1.1.1.4	Progress the development application for the playground of significance at Maitland Park, and James St Reserve Morpeth, together with proactively seeking funding opportunities to advance construction	▶
1.1.1.5	Commence the design and delivery for the Maitland Park Cricket Net Complex and identify funding sources	▶
1.1.1.6	Review and update the Plan of Management (PoM) for Maitland Park	▶
1.1.1.7	Prioritise the progression of the Maitland Park outer fields power upgrade	▶
1.1.1.8	Commence delivery of the Max McMahon Oval building and facilities in Rutherford	▶
1.1.1.9	Commence delivery of the Chisholm sportsground	◆
1.1.1.10	Deliver the Central Maitland Sports Precinct signage	▶
1.1.1.11	Identify a suitable site and develop a concept plan for a full size pump track within the LGA with consideration to include adjacent to existing BMX facility	▶

Our achievements



260

building and structure maintenance completed



11,715

potholes filled



14,137

Aquatic Centre program attendance



1,099

Morpeth Museum visitation



24

community grants provided

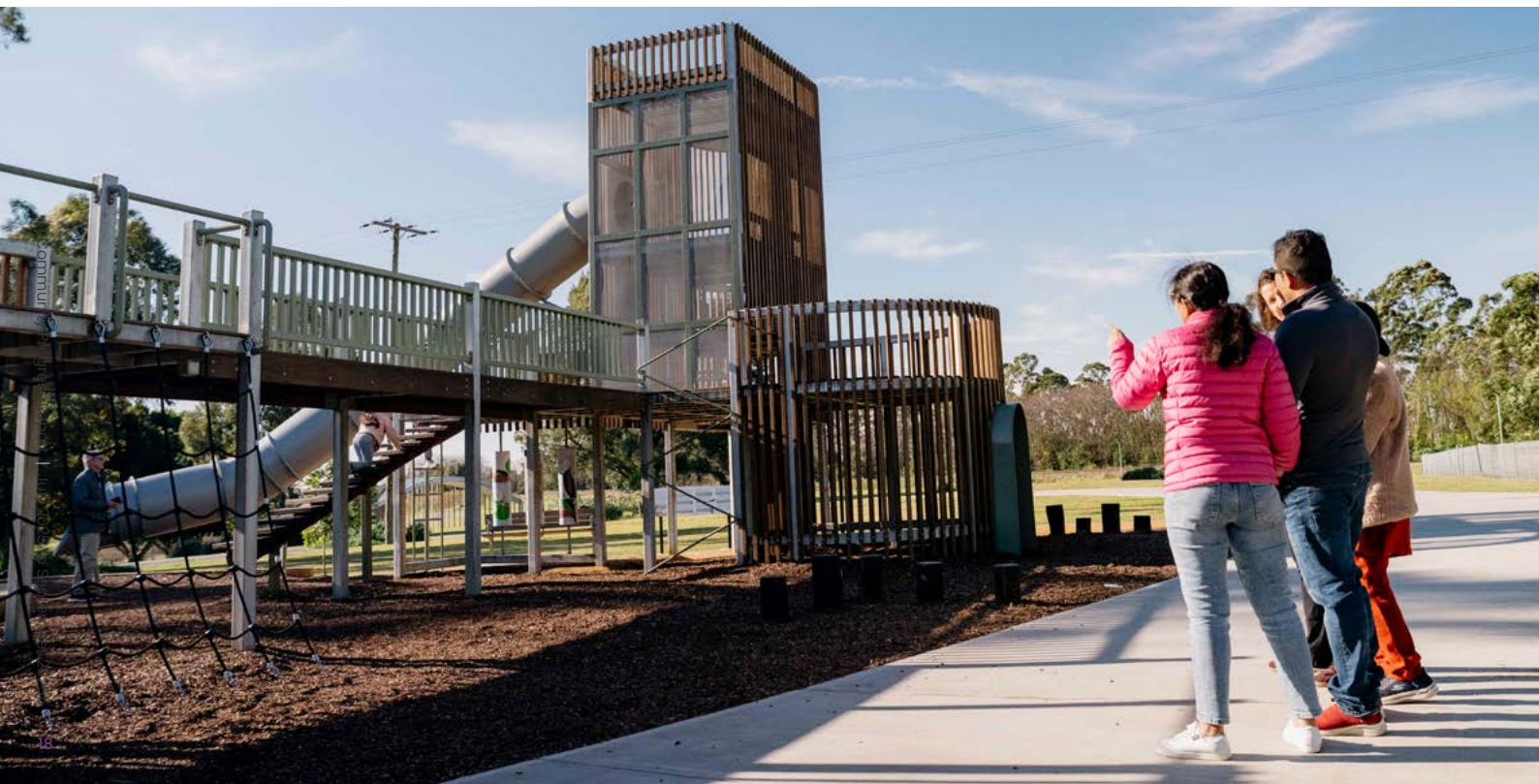


1,218

planning certificates processed

1.1.2 Connected living		
1.1.2.1	Deliver the adopted Capital Works Program to agreed schedule and within approved budget	▶
1.1.2.2	Prioritise and facilitate delivery of infrastructure identified in Council's Contributions Plans using funds held in Council's Contributions Reserve, and where appropriate, facilitate grant readiness	▶
1.1.2.3	Enhance community involvement in our community centres and Town Hall through targeted initiatives that increase usage and availability	▶
1.1.2.4	Facilitate the Local Urban Development Program to monitor the supply of residential and employment land across the city, and identify required supporting infrastructure	▶
1.1.2.5	Prepare development contributions plan for the LGA and specific urban release areas to ensure suitable local infrastructure is delivered to create great neighbourhoods	▶
1.1.2.6	Develop a Community Infrastructure Strategy to ensure our neighbourhoods have the right mix of facilities, open spaces, and services for connected living	▶
1.1.2.7	Work in partnership with State Agencies to finalise the East Maitland Structure Plan and Infrastructure Needs Analysis	▶
1.1.2.8	Prepare a Citywide Cemetery Heritage Interpretation Plan	▶
1.1.2.9	Commence delivery of a new multipurpose centre at Chisholm	▶
1.1.2.10	Commence delivery of a new multipurpose centre at Tenambit	▶

1.1.3 Housing diversity		
1.1.3.1	Facilitate a rolling review of the Maitland Local Environmental Plan and Maitland Development Control Plan	►
1.1.3.2	Undertake a review of the LEP to ensure Housing and Environmental Policy principles are embedded into our planning framework	►
1.1.3.3	Develop and implement an end-to-end development application process to improve efficiency, transparency, and timeliness, ensuring compliance with the NSW Statement of Expectations Order 2024 and contributing to housing delivery targets	►
1.1.3.4	Commence development of Urban Design Guidelines to improve outcomes for Special Precincts and Urban Release Areas	►
1.1.4 Inclusive public places and spaces		
1.1.4.1	Provide opportunities for diverse audiences and the community to enjoy and explore Maitland Regional Art Gallery	►
1.1.4.2	Enhance Council's aquatics services by delivering inclusive, accessible programs that meet community needs while ensuring safety, quality, and compliance of services are within industry standards	►
1.1.4.3	Implement the actions of the Disability Inclusion Action Plan 2023-2026 (DIAP)	►
1.1.4.4	Deliver online resources and access to collections and technologies through Maitland Libraries	►
1.1.4.5	Deliver library service and physical space improvements to remove inclusion barriers	►
1.1.4.6	Complete a feasibility analysis for the ongoing operation and potential future expansion of the Maitland Animal Management Facility	►
1.1.4.7	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	►
1.1.4.8	Develop and deliver a memorial garden, using donated WW1 commemorative stones, at Judd Greedy Commemorative Garden, Gillieston Heights	►
1.1.4.9	Upgrade sports and recreation amenities and changerooms works program to provide accessible and inclusive access (refer Capital Works Program)	►



1.2 Integrated movement		
1.2.1 Efficient and sustainable movement		
1.2.1.1	Participate in long-term transport planning that supports the delivery of state and regional road infrastructure plans, including advocacy and engagement with Transport for NSW	►
1.2.1.2	Implement the recommendations of the Central Maitland Parking Study associated with ongoing management of car parking within Central Maitland	►
1.2.1.3	Implement a road safety program to enhance the safety, efficiency, and connectivity of our road network for all users	►
1.2.1.4	Develop an Integrated Transport Strategy incorporating a review of the Pedestrian Access and Mobility Plan alongside the Maitland Bicycle Plan to improve connectivity, accessibility, and safe movement across the city	►
1.2.2 Connected active transport		
1.2.2.1	Advocate to other levels of Government for grant funds for adopted civil infrastructure grants program	►
1.2.2.2	Develop a concept plan identifying a shared pathway route across the city including Rutherford to Walka Water Works, Walka Water Works to Central Maitland, Maitland to Morpeth and identify funding to deliver the section from Walka to Central Maitland	►
1.2.2.3	Continue to work with Transport for NSW on shared path link from Hillgate Drive to Settlers Boulevard on Raymond Terrace Road	►
1.2.2.4	Continue the delivery of improved shared pathway connections between Chisholm and Thornton, including construction of a shared pathway between Hillgate Drive and A&D Lawrence Sportsfield, Thornton	◆
1.2.3 Safe and efficient road networks		
1.2.3.1	Deliver city wide programmed carpark, pathway, bridge and culvert, road maintenance, rehabilitation, resurfacing and renewal works	►
1.2.3.2	Enhance targeted parking enforcement across school zones, commercial precincts, and high-traffic areas to improve road safety, ensure equitable access, and support local business activity	►
1.2.3.3	Review and update the Road Safety Action Plan	►
1.2.3.4	Remove and replace Melville Ford Bridge with a raised deck	◆

Within this focus area, three actions have been defined as monitor meaning progress is delayed, but delivery is still expected unless otherwise stated. The reason for these actions not being delivered within the originally scheduled timeframe are:

- One due to external factors
- One due to budget/funding
- One due to weather.



Sustainable Maitland

Garden organics collected kerbside



JUL-SEP 24
2,263t
JUL-SEP 25
3,035t

34%
Increase

Increase due to the implementation of FOGO initiative.

Waste collected at kerbside



JUL-SEP 24
6,265t
JUL-SEP 25
6,040t

4%
decrease

Status key

▶ On track/complete ◆ Monitor



90% On track/complete
10% Monitor

2.1 Valuing our natural environment		
Actions		Status
2.1.1 Functional biodiversity corridors		
2.1.1.1	Review and update the Maitland Greening Plan to support functional biodiversity corridors	▶
2.1.2 Natural spaces		
2.1.2.1	Maintain priority weeds on public and private land, to manage their negative impact on our environment	▶
2.1.2.2	Improve Council's Green and Blue Grid through the continued delivery of the Flying-fox Home Base Project and Environmental Restoration and Rehabilitation grants, in accordance with funding provided by the NSW Environmental Trust and Local Government NSW	▶
2.1.2.3	Complete a feasibility analysis for establishment of biodiversity stewardship sites and biodiversity and carbon offsets on Council and private land	◆
2.1.3 Environment engagement		
2.1.3.1	Increase community participation in environmental events and volunteering	▶
2.1.3.2	Develop new landcare sites in accordance with Council's adopted forward program	▶
2.1.4 Waterway management		
2.1.4.1	Deliver the 'Get the Site Right' campaign in collaboration with the NSW EPA and regional partners to improve erosion and sediment control practices on construction sites	▶

Our achievements



53
flood certificates issued



310
domestic waste services delivered



94
illegal dumping investigations



794
Recycle Smart pickups



480
seedlings planted by Council



40.6t
e-waste collected

2.1.4.2	Deliver programmed drainage works to improve natural creek function and their ability to deal with localised flooding events	▶
2.1.4.3	Deliver the Vibrant River Education Project along the Hunter River in accordance with funding provided by the State Government Coastal and Estuary Grants Program	▶
2.1.4.4	Care for our wetlands and lagoons by monitoring water quality and reporting on water quality trends	▶
2.2 Sustainable and resilient communities		
2.2.1 Sustainable leadership		
2.2.1.1	Develop sustainable design principles for Council owned facilities to reduce environmental impacts and operating costs	▶
2.2.1.2	Develop a Net Zero Emission Plan for the City	▶
2.2.1.3	Lead the delivery of the Hunter Estuary Coastal Management Program	▶
2.2.2 Living sustainably		
2.2.2.1	Monitor energy use at our facilities, and install building and lighting upgrades as identified to maximise use of renewable energy	▶
2.2.2.2	Provide environmental dashboards at key locations and facilities in an accessible format to show energy production and consumption to provide learning opportunities and support informed decision making	▶
2.2.2.3	Deliver tree planting at strategic locations across the city to mitigate urban heat impacts and improve the Green and Blue Grid	▶

2.2.3 Prepared communities		
2.2.3.1	Undertake an annual review of bushfire and flood prone land	►
2.2.3.2	Revise the Maitland Floodplain Risk Management Study and Plan for the whole of the Maitland LGA in accordance with the NSW floodplain risk management process	►
2.2.3.3	Develop local climate resilience policy for locations affected by heat, fire and flooding	►
2.2.3.4	Assist our community to prepare for, respond to and recover from emergency events through joining with key agencies to develop and maintain emergency plans	►
2.2.3.5	Develop and deliver a forward program for regular review of flood studies	N/A
2.2.3.6	Develop a comprehensive water resilience plan for outdoor spaces, incorporating drought response and alternative water sources	N/A
2.2.3.7	Install flood warning signage on major evacuation routes	◆
2.2.3.8	Undertake further Hunter River and local catchment flood studies to address flood information gaps (pending the availability of funding)	►
2.2.4 Circular economy		
2.2.4.1	Update the Waste Services Management Plan for 2026-2030, including community consultation activities	►
2.2.4.2	Increase resource recovery at the waste facility by use of sorting machinery and providing additional recycling options for the community	►
2.2.4.3	Develop and deliver a waste avoidance and reuse education program including food waste avoidance and diversion	►
2.2.4.4	Implement sustainable provisions within Council's procurement policy to support circular economy principles and maximisation of recycled content where fit for purpose and economically viable	►
2.2.4.5	Continue with the staged transformation of the Maitland Resource Recovery Facility, including detailed design and commencing construction for Stage 3 and commencing the business case and investigating funding options for Stage 4	►
2.2.4.6	Continue to prepare for closure and remediation of Council's current and former landfills	◆
2.2.4.7	Continue to improve the environmental management of the Maitland Resource Recovery Facility	►
2.2.4.8	Provide additional resource recovery options at our waste and recycling centres	►
2.2.4.9	Develop an Asset Management Plan for Waste Services	►

N/A : action is scheduled to commence in 2026/27 and is therefore excluded from current reporting.

Within this focus area, three actions have been defined as monitor, meaning progress is delayed, but delivery is still expected unless otherwise stated. The reason for these actions not being delivered within the originally scheduled timeframe are:

- One due to external factors
- One due to budget/funding
- One due to resourcing.





Vibrant Maitland



86% On track/complete
14% Monitor

Maitland Regional Art Gallery visitation



7% Decrease

JUL-SEP 24
30,887
JUL-SEP 25
28,824

Decrease due to inflated July 2024 attendance driven by additional grant funded school holiday events and programs.

Libraries visitation



14% Increase

JUL-SEP 24
48,650
JUL-SEP 25
55,275

Increase due to program engagement and promotional campaigns.

Status key

▶ On track/complete ◆ Monitor

3.1 Diverse local economy		
Actions		Status
3.1.1 Investment attraction		
3.1.1.1	Prepare and implement an Investment Attraction and Retention Plan	▶
3.1.1.2	Attract significant national and regional sporting and cultural events	▶
3.1.2 Strengthened and diversified precincts		
3.1.2.1	Undertake a review of the Business Precincts Operating Model to improve services in centres	◆
3.1.2.2	Develop an Employment Lands Strategy for exhibition that identifies how and where employment lands will be provided across the city	▶
3.1.3 Future skill		
3.1.3.1	Deliver business development programs to support and grow the local economy	▶
3.2 Welcoming community		
3.2.1 Celebrate diversity and culture		
3.2.1.1	Provide a range of inclusive and accessible cultural and educational programs, exhibitions, and partnerships at Maitland Regional Art Gallery that engage a diverse and growing audience	▶
3.2.1.2	Deliver the Riverlights Festival to celebrate and promote the multicultural heritage of our community, showcasing the diverse traditions, and cultures that contribute to Maitland's unique identity	▶

Our achievements



4,505

attendees at 244 events held at our Libraries



61

food premises inspections completed



3,721

attendees at 98 events at Maitland Regional Art Gallery



208

Greenfield lots approved for construction



88.3%

impounded animals returned or rehomed



5

business events held or sponsored

3.2.1.3	Deliver actions from the Open Minds Open Museums plan	◆
3.2.1.4	Conserve the city's heritage through restoration, conservation and interpretation projects	▶
3.2.1.5	Deliver improvement and restoration works at Morpeth Museum	▶
3.2.2 City activation and presentation		
3.2.2.1	Support the delivery of place and community activation across Maitland	▶
3.2.2.2	Support the delivery of a range of events and public programs across Maitland, including night time events	▶
3.2.2.3	Enhance the visitor economy by positioning the Maitland Regional Art Gallery as a key tourism asset that attracts visitors from outside the LGA	▶
3.2.2.4	Complete the planning for the Walka Water Works project to support its future preservation and community use	◆
3.2.2.5	Deliver programmed maintenance and improvements across Council's assets from Capital Works Program	▶
3.2.2.6	Deliver a citywide graffiti removal program in partnership with Rotary	▶
3.2.2.7	Develop guidelines for the use of the public spaces within The Levee	▶
3.2.2.8	Review the Maitland Place Activation Strategy	◆
3.2.2.9	Complete the installation of branded signage for the city	▶

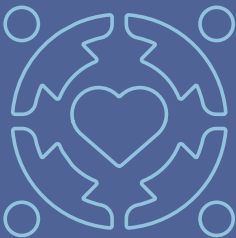
3.2.3 Aboriginal and Torres Strait Islander connections		
3.2.3.1	Engage with our Aboriginal community to progress the development and implementation of a Reconciliation Action Plan	▶
3.2.4 Community connections		
3.2.4.1	Develop partnerships, secure grants, generate commercial revenue, and attract benefaction to support the Maitland Regional Art Gallery's programs	▶
3.2.4.2	Provide four free immunisation clinics each month for children up to four years of age, in line with the NSW immunisation schedule	▶
3.2.4.3	Implement new access initiatives at Libraries through enhanced collections and improved member experiences	▶
3.2.4.4	Deliver engaging programming to foster literacy development and lifelong learning opportunities	▶
3.2.4.5	Create and deliver member and community promotional campaigns to increase participation with Maitland Libraries	▶
3.2.4.6	Develop a Social Strategy to enhance community wellbeing to create a more inclusive and welcoming community	▶
3.3 City shaping partnerships		
3.3.1 Growth opportunities		
3.3.1.1	Improve delivery of development, engineering and building services through development of best practice operational processes and engineering standards, including the Manual of Engineering Standards	▶
3.3.1.2	Review Council's land and buildings to ensure the best community and commercial outcomes and use the Property Sub-Committee to guide decisions on disposals, acquisitions, and partnerships	▶
3.3.1.3	Work in partnership with State agencies to commence preparation of LEP and mapping amendments to implement the East Maitland Structure Plan	◆
3.3.1.4	Join member councils at the Hunter Joint Organisation to deliver a regional approach to planning for our economic, environmental and social future	▶
3.3.1.5	Enhance staff capability to secure and manage grants through training, tools, and collaboration, leveraging funding for sustainable growth and regional partnerships	▶

3.3.1.6	Deliver the 2026 LGNSW Destination and Visitor Economy Conference	▶
3.3.1.7	Develop a City Economy Strategy to support economic and social growth	▶
3.3.2 Advocacy and partnerships		
3.3.2.1	Prepare and implement a Partnership and Advocacy Plan to partner with industry and advocate for investment to strengthen the local economy	▶
3.3.2.2	Engage with, and advocate to, our regional, state and federal politicians and departments to identify opportunities to deliver Maitland's Future	▶
3.3.2.3	Deliver Council's Community Grants Program, including biannual community grants and year-round grants programs	▶
3.3.2.4	Actively represent stakeholder views in relevant forums to strengthen advocacy, align shared goals, and drive collaborative initiatives that amplify community voices and influence positive change	▶
3.3.2.5	Deliver a partnerships and advocacy strategy	▶
3.3.2.6	Secure State and Federal funding for priority projects and services by building strong relationships with funding bodies and aligning Council's strategic priorities with available opportunities	▶
3.3.2.7	Continue upgrade works at the historic Maitland Gaol, including an activity hub, boutique accommodation and Chapel improvements in accordance with funding received from Federal and State Governments	▶
3.3.2.8	Deliver Walka Water Works site remediation as funded by Crown Lands	◆

Within this focus area, six actions have been defined as monitor, meaning progress is delayed, but delivery is still expected unless otherwise stated. The reason for these actions not being delivered within the originally scheduled timeframe are:

- Three due to external factors
- One due to resourcing
- One due to change in scope/priorities
- One due to scheduling.





Achieving Together



100% On track/complete

ICT service desk requests received



54% Increase

JUL-SEP 24

1,747

JUL-SEP 25

2,696

Increase is due to the implementation of new Employee Resource Program (ERP).

In person staff training sessions



68% Increase

JUL-SEP 24

564

JUL-SEP 25

947

Increase is due to the introduction of new organisational leadership training.

Status key

▶ On track/complete ◆ Monitor

4.1 Trusted services		
Actions		Status
4.1.1 Meaningful consultation and engagement		
4.1.1.1	Share regular updates on community and major projects, service improvements, and decision-making to increase community awareness through a range of online and offline channels	▶
4.1.1.2	Develop and deliver a program of activities and promotions for Local Government Week to enhance community understanding of Council’s roles and responsibilities	▶
4.1.1.3	Foster a culture of trust and listening through an organisational engagement survey, and build an engaged workforce by addressing the results with a clear action plan	▶
4.1.1.4	Use insights from engagement consultations, including the Community Satisfaction Survey to ensure we share relevant information, close the loop and engage the community on the services and projects that matter most to them	▶
4.1.2 Trusted customer experience		
4.1.2.1	Strengthen and promote Maitland’s Brand across channels and assets to increase community trust, ensuring we align with our vision of a connected city with thriving communities	▶
4.1.2.2	Deliver a trusted customer experience by investigating, enforcing and educating the community on local laws, policies and guidelines including food premises, skin penetration premises, on-site waste management, private and public swimming pool certification including barrier inspections, monitoring of underground petroleum storage systems (UPPS), animal control, illegal dumping and abandoned vehicles	▶

Our achievements



70%

Internal Audit actions on track or complete



3.57m

cyber threats blocked



575

work, health and safety training activities



6

Policies reviewed



220

Government Information Public Access requests received



78

new citizens welcomed at 1 ceremony

4.1.2.3	Provide a reliable and trusted service to the community by strengthening Council’s fire safety program through proactive inspections, regulatory enforcement, and community education to reduce fire risk and ensure compliance with fire safety standards	▶
4.1.3 Transparent decision making		
4.1.3.1	Develop a four-year Capital Expenditure (CAPEX) Program to ensure strategic investment in infrastructure that supports community needs and growth	▶
4.1.3.2	Leverage the rollout of the new Enterprise Resource Management Framework (TechOne) to streamline financial transactions, automate manual processes, and reduce administrative burden	▶
4.1.3.3	Build accountability and integrity by ensuring a consistent approach to the management of legal risk across the organisation	▶
4.1.3.4	Provide targeted training to educate staff and managers on financial management, budgeting, and cost-benefit analysis to improve financial decision-making	▶
4.1.3.5	Establish regular engagement sessions between Finance and service areas to ensure financial considerations are embedded in the planning process	▶
4.1.3.6	Celebrate our achievements with open and transparent reporting to our community on our projects and services that are important to the community	▶
4.1.3.7	Strengthen the customer service aspects of Financial Services with specific focus on the rates function, ensuring optimal service levels for the community	▶
4.1.3.8	Conduct regular financial scenario modelling to assess the long-term sustainability of service delivery, considering population growth and economic trends	▶

4.1.3.9	Embed financial risk assessments within the planning process to ensure proactive responses to economic changes and funding constraints	►
4.1.3.10	Develop and maintain interactive financial dashboards that integrate with service and asset planning data, providing real-time insights for decision-makers	►
4.1.3.11	Implement sustainable procurement policies and frameworks that support local businesses and reduce long-term asset and service costs	►
4.1.3.12	Strengthen contract and supplier management frameworks to ensure value for money, service reliability, and alignment with Maitland's Enterprise Risk Management Framework	►
4.2 Engaged workforce		
4.2.1 Excellence in leadership		
4.2.1.1	Provide opportunities for councillors to develop their local government knowledge, experience and skills via a professional development and learning program	►
4.2.1.2	Build a comprehensive Leadership Development Program for leaders at all levels, fostering emerging talent and embedding a culture of continuous learning and upskilling as part of Council's succession planning	►
4.2.2 Collaborative organisation		
4.2.2.1	Promote Council's health and wellbeing programs to maximise staff awareness and engagement with programs provided to support improved health outcomes	►
4.2.2.2	Ensure transparent and informed decision-making by supporting the Audit, Risk, and Improvement Committee to uphold good governance and accountability	►
4.2.2.3	Enhance transparency and integrity through a robust internal audit function, delivering four audits annually to support continuous improvement and risk management	►
4.2.2.4	Embed a culture of risk management by implementing and continuously improving our Enterprise Risk Management Framework to strengthen accountability and decision-making	►
4.2.2.5	Lead the Strategic Integration Team to foster collaboration and consistency across the strategic framework, ensuring alignment across the organisation	►
4.2.2.6	Enhance Council's WHS systems to make it easier for staff to meet their responsibilities through intuitive, accessible tools that support wellbeing and efficiency	►
4.2.3 Development and growth of our people		
4.2.3.1	Implement an overarching cultural development program that fosters organisational improvement, encourages collaboration, promotes a constructive communication style, and drives excellent service delivery	►
4.2.3.2	Create a positive employee experience by continuously improving induction and onboarding programs, ensuring they equip staff for success and drive organisational effectiveness	►
4.2.3.3	Support the development and engagement of our people by implementing a performance development and review system that aligns with organisational priorities and fosters career growth and achievement	►
4.2.3.4	Refine our attraction and selection methods to enhance customer experience, streamline operations and incorporate forward thinking resourcing strategies to meet future workforce needs	►
4.2.3.5	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	►
4.2.3.6	Optimise our Learning Management System (LMS) to deliver core capabilities required to enable Council to deliver on our commitments to the community	►

4.3 Resilient future		
4.3.1 Informed planning		
4.3.1.1	Support the delivery of Council's strategies and plans through strategic communications, marketing and engagement advice, planning and implementation	►
4.3.1.2	Establish an Asset Management Steering Group to oversee strategy implementation and drive cross-departmental collaboration	►
4.3.1.3	Develop a communication plan to communicate the importance of Asset Management to the organisation and stakeholders	►
4.3.1.4	Implement a new cemeteries solution to improve accessibility, accuracy, and transparency in cemetery records, ensuring a respectful and trusted service for the community	►
4.3.1.5	Plan for the long-term growth of the city	►
4.3.1.6	Implement the Enterprise Resource Planning (ERP) system and related Customer Digital Transformation (CDT) initiatives to maximise technology and data use	►
4.3.1.7	Drive a collaborative and integrated approach to delivering key priorities, ensuring our work aligns with Maitland's Future	►
4.3.1.8	Deliver, repair and maintain Council's plant assets and deliver the plant replacement program	►
4.3.1.9	Commence a review of the Local Strategic Planning Statement	►
4.3.1.10	Streamline and consolidate Council websites to enhance accessibility and transparency, ensuring the community can easily find reliable and relevant information in one central location	►
4.3.1.11	Build trust by strengthening our cyber security posture, ensuring protection against emerging threats	►
4.3.1.12	Improve visibility, accessibility, and accountability of council-owned assets, by capturing them in our geographic information system, ESRI, ensuring data-driven asset planning	►
4.3.1.13	Develop asset lifecycle plans for high priority assets	►
4.3.1.14	Act on Council's decision in relation to the future use of the former Council Administration building	►
4.3.2 Culture of improvement and innovation		
4.3.2.1	Implement a program of service reviews using Council's Service Review Framework to drive continuous improvement, ensuring services are delivered efficiently, effectively, and are aligned to strategic priorities	►
4.3.2.2	Implement a centralised performance reporting system to monitor and report on key performance indicators across all council services	►
4.3.3 Leverage technology and data		
4.3.3.1	Enhance efficiency in IT services, ensuring seamless and secure digital experiences for employees	►
4.3.3.2	Simplify and automate the end user computer device provisioning process, and create an automatic software distribution system for application deployment to end point devices	►
4.3.3.3	Increase accountability and transparency in IT asset management, by documenting IT hardware in the asset database to ensuring efficient use of resources	►
4.3.3.4	Implement a Data Governance Framework to ensure secure, transparent, and accountable data management across the organisation	►
4.3.3.5	Roll out new corporate data-enabling platforms to empower customers, Council, and the community with transparent, data-driven insights for more informed decision-making	►

Appendix

Service workload measures

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

Status key

◆ Monitor▶ On track

	SERVICE	MEASURE	TARGET	RESULTS JUL-SEP	STATUS
LIVEABLE	Aquatic centres	Visitation at aquatic centres	5% increase	30,320	◆
	Asset and capital planning	Value of assets managed	\$2 billion	\$2 billion	▶
	Building and structures maintenance	Number of maintenance tasks or work orders processed	New	569 (data included until 23 Sep 2025)	New
	Capital works delivery	Delivery of capital works program within 10% of revised budget	Maintain	N/A	N/A
	Community programming and development	Number of applications received for the Community Grants Program	Increase	66	▶
	Land use planning	Number of scoping and planning proposals undertaken	Maintain	6 proposals, 3 scoping	▶
	Major venues and facilities	Number of events and programs hosted	Increase	13	New
	Plant services	Number of maintenance and repair tasks performed	New	260	New
	Recreation and open spaces	Hectares of passive and open space maintained	530 ha	530ha	▶
	Roads, transport and drainage	Number of kms of road maintained	780km	788km	▶
SUSTAINABLE	Emergency management	Number of Local Emergency Management Committee meetings and associated activities completed	Council attendance at 100% of scheduled meetings	100% attendance	▶
	Environmental management	Number of native plants planted on Council land	Increase	480	◆
	Floodplain and estuary management	Number of flood certificates issued	Increase	53	▶
	Waste management	Number of domestic services delivered	Increase	310	◆

	SERVICE	MEASURE	TARGET	RESULTS JUL-SEP	STATUS
VIBRANT	Development and compliance	Number of development applications assessed	5% increase	279	▶
	Economic development	Number of business workshops/ industry development/networking events hosted and sponsored	4	5	▶
	Events and place activation	Number attendees at flagship events	Maintain	N/A	N/A
	Libraries and learning	Total number of physical and online customer interactions	5% increase	171,519	▶
	Maitland Regional Art Gallery	Visitation at Maitland Regional Art Gallery	Increase	28,824	▶
	Property	Number of leases and licences managed	Maintain	90	▶
ACHIEVE	Cemetery operations	Total number of customer requests processed for cemetery services, including burial permits, interments and monumental works applications	Maintain	96	▶
	Community engagement	Number of projects that had community engagement activities	Maintain	8	◆
	Integrated planning and reporting	Number of reports and plans prepared	30	9	▶
	Customer experience	Number of closed customer requests	Maintain	4,669	▶
	Digital business systems and services	Number of service desk requests received	Maintain	2,696	◆
	Financial services and reporting	Monthly financial reporting delivered on time	12	3	▶
	Governance and leadership	Number of Council resolutions	Maintain	59	▶
	Human resources	Engagement survey action planning completion rate	95%	N/A	N/A
	Marketing and communication	Return on investment by measuring the impressions, reach and click through rate of paid marketing channels used	New	Impressions - 6,355,407 Reach - 2,339,879 Click through rate - 22,072	New
	Organisational development	Participation rate (Average number of Organisation Training Plan activities undertaken per employee face-to-face and online)	Increase	1.3	New
	Risk, safety and wellbeing	Number of work health and safety training activities completed	Increase	575	New

New: targets will be set after 12 months of data collection
N/A: data is not available or applicable for the reporting period
Note: measures are considered on track when they are within 10% variance of expected annual target and monitor when greater than 10%.



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maitland
CITY COUNCIL