

Attachments Under Separate Cover

17 February 2026

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City Planning

Former Maitland Hospital Site Submission

**Old Maitland Hospital Visition and
Potential Furure Uses (Under
Separate Cover)**

Meeting Date: 17 February 2026

Attachment No: 3

Number of Pages: 44



MAITLAND CITY COUNCIL
Vision for the Old Maitland Hospital

JULY 2022

EXECUTIVE SUMMARY

The site

The Old Maitland Hospital has been a prominent feature in Central Maitland's landscape for nearly 200 years. It was built on a ridge at the top of High Street, overlooking Central Maitland and acting as a counterpoint to landmarks such as St Mary's spire.

As the primary health care provider in the region since 1849, the hospital also occupies an important place in the community's psyche.

It's one of Central Maitland's major employers as well as a key destination that drives visitation and spend at The Levee. Future uses on the site therefore have the potential to either enhance, or undermine the vibrancy of Central Maitland and The Levee.

The need for a vision

With the New Maitland Hospital in East Maitland now operational, the future of the Old Maitland Hospital site is unclear. At the time of writing, the site is empty of uses, but remains full of architectural heritage, history and personal meaning.

The site's character and its social, economic, planning and physical contexts should be carefully considered when planning its future.

This document intends to distil these factors into a vision and a set of aspirations, which can be used to guide the site's transformation.

Maitland City Council involvement

The Old Maitland Hospital is owned by the NSW government. Any change in use or divestment is ultimately up to the NSW government.

However, since its influence on Maitland is substantial, Maitland City Council would like to present our vision and aspirations for the site, as well as the resulting preferred future uses.

Our vision

The site will be an iconic destination that stimulates curiosity, evokes a sense of history and creates opportunities for the Maitland region.

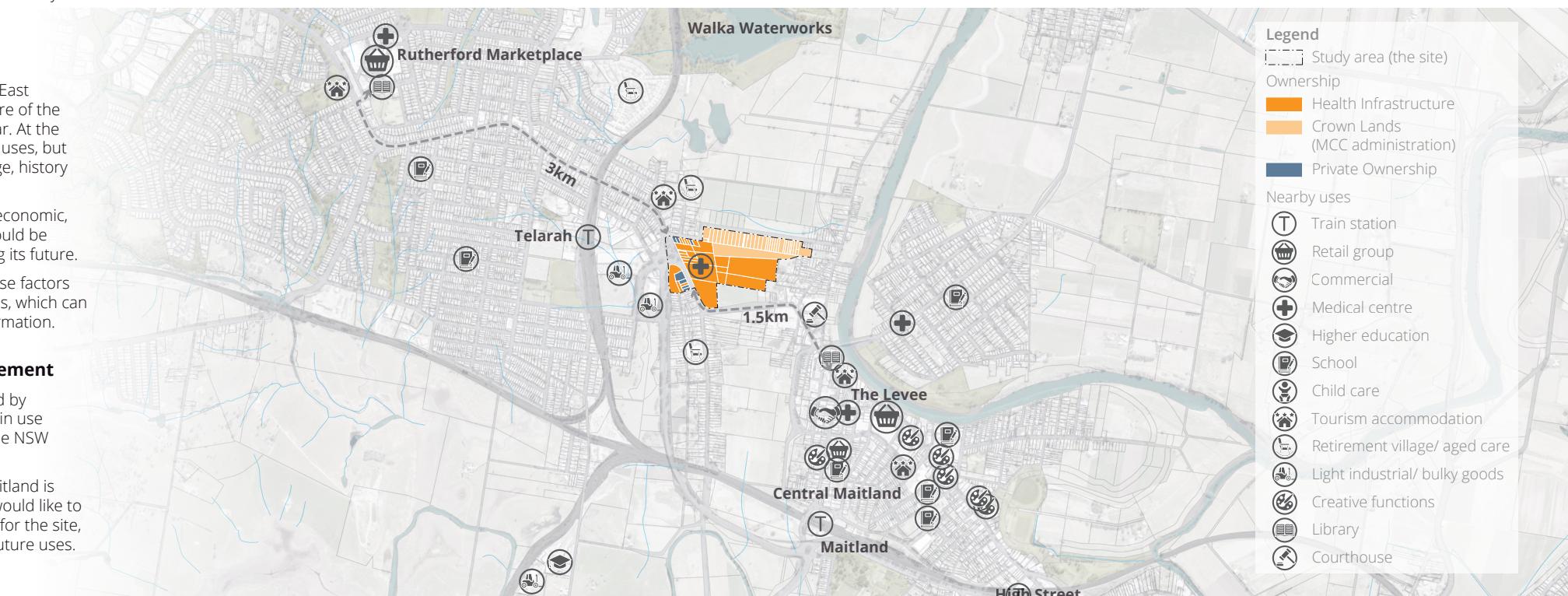
It will maintain its strong connections to the community and to its Wonnarua, European and local heritage, as it looks to the future. The skills and innovation for the evolution of the Hunter region will grow here.

The site will make the most of its remarkable location, complementing the natural environment and adding value to vibrant Central Maitland.

Site aspirations

-  Consult with the community
-  Retain community access
-  Improve transport and access
-  Support Central Maitland
-  Generate skills and employment

-  Build on the strengths of our region
-  Adapt to changes and technology
-  Enhance the character and heritage
-  Manage and use the floodplain
-  Ensure sustainability and resilience



EXECUTIVE SUMMARY

Uses considered

130+ uses were assessed against our vision, aspirations and their commercial viability.

Our preferred uses include:

- Educational uses, particularly medical and vocational training and tertiary education,
- Creative uses that complement the Maitland Regional Art Gallery, support the artistic community and extend the cultural offering of Central Maitland,
- Tourism product and accommodation, and
- Health care uses that diversify Maitland's health care offering or help improve community health outcomes,
- Residential uses that add diversity to the residential fabric of Central Maitland.

Preferred use scenario

Our preferred scenario shows four uses (residential, vocational education, tourist accommodation and health care) working cohesively together on the site.

The educational institution offers a variety of hands-on learning environments by running the site's hotel, wellness retreat, urban farm and farm to table restaurant. The brewery/distillery/wine maker on site produces marketable products that showcase our region and support the Family Hotel.

Hotel uses attract overnight visitation to Central Maitland by showcasing the site's unique heritage and scenic beauty.

Some residential apartments are set aside to accommodate students, teachers and visiting academics. Residences also support Central Maitland by increasing its population and diversifying housing options.

This scenario thus preserves the site's public access and economic function, while also promoting Central Maitland's role as a service and innovation hub in the region.





1. Introduction

INTRODUCTION

The site

The Old Maitland Hospital has been a prominent feature in Central Maitland's landscape for nearly 200 years. It's situated on a ridge overlooking Central Maitland, at the top of High Street and acts as a counterpoint to landmarks such as St Mary's spire.

The hospital also occupies an important place in the psyche of the community, having been the primary health care provider in the region since 1849.

It's a major employer, contributing to 11% of jobs and 15% of the annual output in Central Maitland. The hospital is also a key destination which drives visitation and spend at The Levee.

Future uses on the site therefore have the potential to either enhance, or undermine the vibrancy of Central Maitland and The Levee.

The need for a vision

With the New Maitland Hospital in East Maitland now operational, the future of the Old Maitland Hospital site is unclear. At the time of writing, the site is empty of uses, but remains full of architectural heritage, history and personal meaning.

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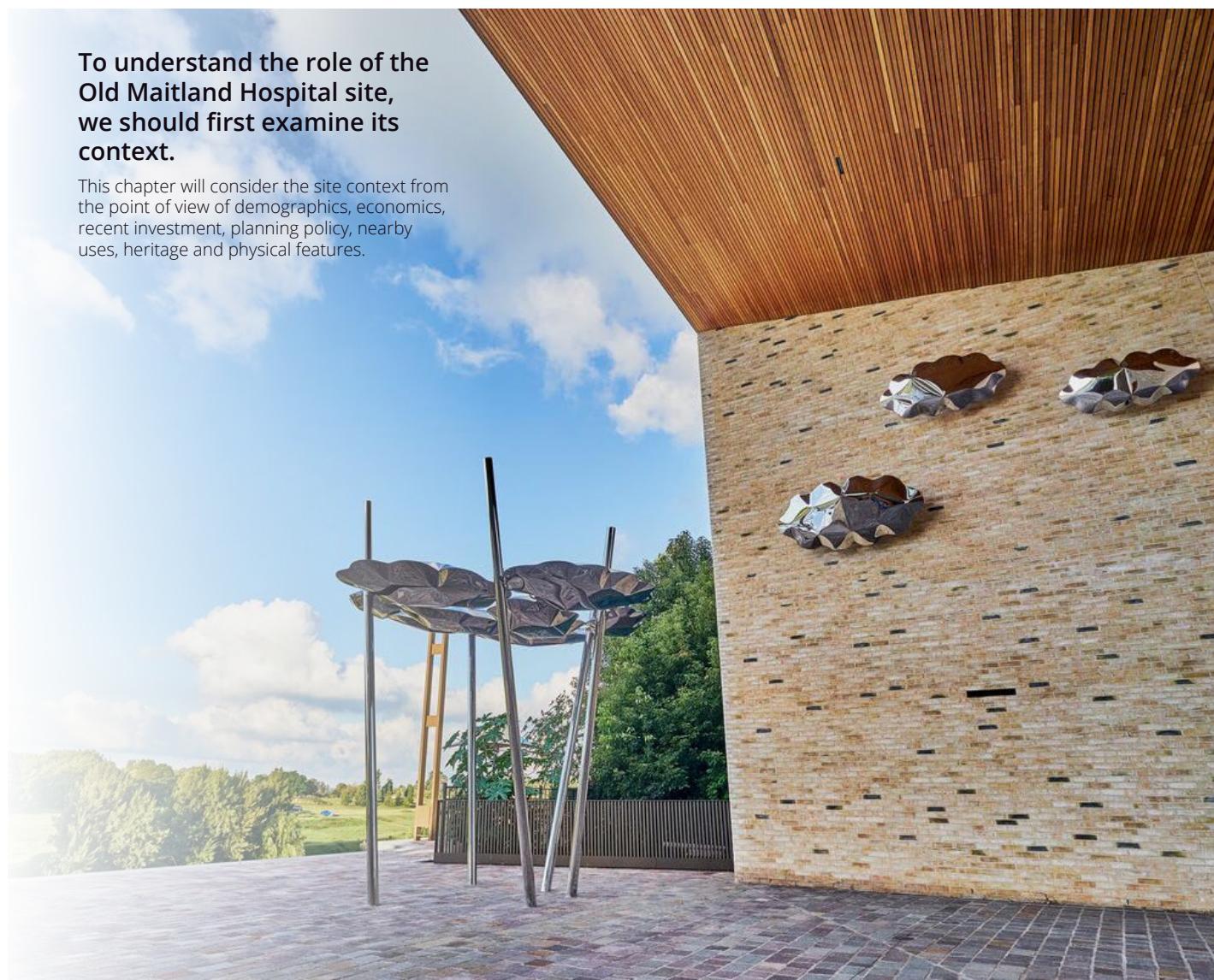
However, since its influence on Maitland is substantial, Maitland City Council would like to present our vision, aspirations and preferred future uses for the site.



THE CONTEXT OF MAITLAND

To understand the role of the Old Maitland Hospital site, we should first examine its context.

This chapter will consider the site context from the point of view of demographics, economics, recent investment, planning policy, nearby uses, heritage and physical features.



Vision for the future of the Old Maitland Hospital | 2. Site Context

THE MAITLAND REGION

Maitland is home to over 87,000 people. Maitland is the fastest growing region in the Hunter and the fifth fastest in NSW, with an annualised growth rate of 2.5%.

The COVID-19 pandemic has accelerated growth, with Maitland experiencing a 15% year on year increase in regional migration from capital cities.

Our strategic direction is for sustainable growth: socially, environmentally and economically. We welcome our expanding population, and the new ideas and enterprise that they bring.

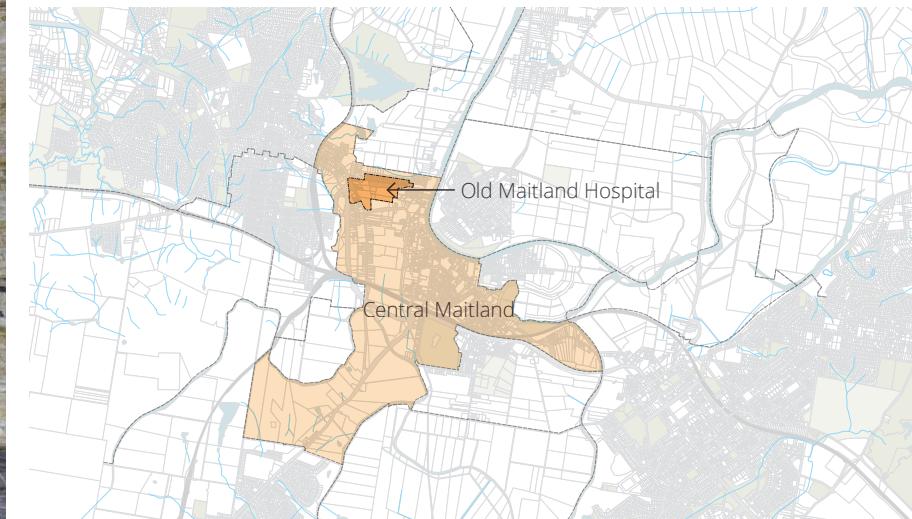
Our growing population is driving new jobs, businesses, and public and private investment. Despite the disruption of COVID-19, there are positive signs of business confidence. In 2020/2021 Maitland welcomed 2,114 new businesses, a 49% increase on previous years. 2020 saw record levels of development approvals, valued at over \$915 million.

CENTRAL MAITLAND

Central Maitland is the vibrant heart of our city. Situated on the Hunter River, Central Maitland combines impressive natural and built assets. Some of Australia's best kept heritage buildings sit side by side with award winning public spaces and contemporary architecture.

Council is leading an ambitious urban renewal program in Central Maitland, with The Levee and Maitland Riverlink developments positioning the area as a lifestyle and retail destination. Council continues its program of renewal with the \$45.5 million Maitland Administration Centre under construction, and with a range of activations and infrastructure programming enhancing the area.

As a gateway site to Central Maitland, the Old Maitland Hospital represents an enormous opportunity to continue to deliver on the community's aspirations for a vibrant centre, that preserves our environmental and heritage assets while looking to the future.



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THE CONTEXT OF MAITLAND

CENTRAL MAITLAND

A great place to live, work and invest

As well as major destinations such as The Levee, Maitland Regional Art Gallery and Regional Athletics Centre, Central Maitland boasts a concentration of retail, professional services, schools, community and hospitality offerings that attract broad visitation.

Council is delivering on the community's aspiration for a vibrant centre with policy, programming and infrastructure. The Maitland Destination Management Plan outlines actions to capitalise on the city's strengths.

Public and private investment is supporting urban renewal. Investment highlights include the Maitland Administration Centre, The Levee and Maitland Riverlink, the Maitland Sportsground and the Maitland Regional Athletics Centre.

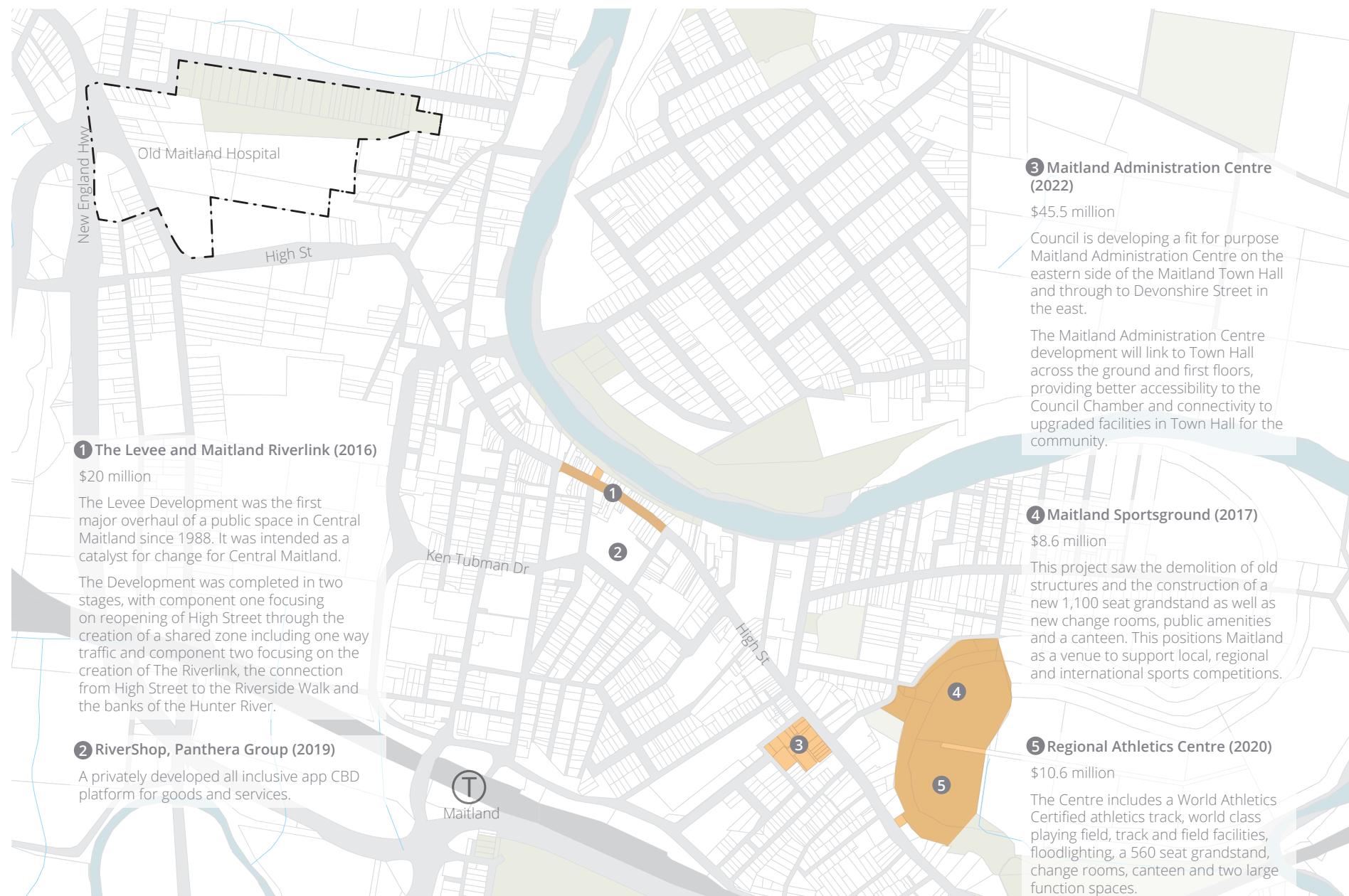
Economic function of the hospital in Central Maitland

Health care and social assistance in a major sector in Central Maitland, supporting 1,679 jobs. The hospital's contribution is significant. It employs approximately 670 and plays a role in attracting allied businesses and medical practitioners to Central Maitland.

As an industry, health care and social assistance are the largest consumer of retail trade and administrative support services in Central Maitland, contributing \$2.6 million and \$8.6 million respectively.

Less well understood are the flow on effects of the visitation to the hospital. Speculatively, visitors to the hospital utilise Central Maitland.

While the new hospital at Metford affords the region terrific economic opportunities in the form of increased jobs and output, there is the risk that the closure of the old hospital could result in both loss of productivity and spend in the centre, and even in the relocation of allied health services in the longer term.



Vision for the future of the Old Maitland Hospital | 2. Site Context

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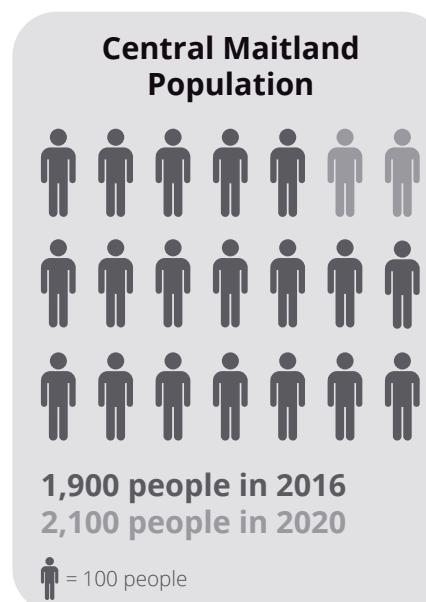
THE CONTEXT OF MAITLAND

CENTRAL MAITLAND

Population snapshot

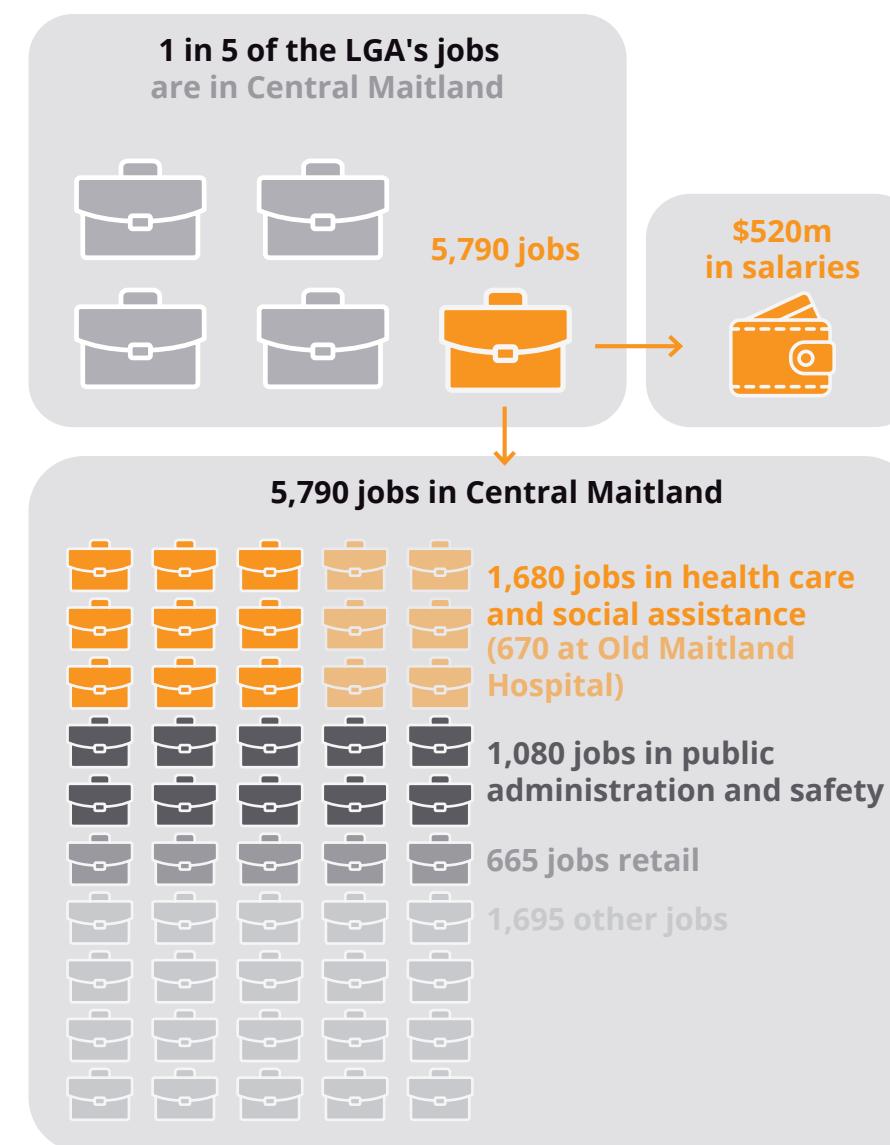
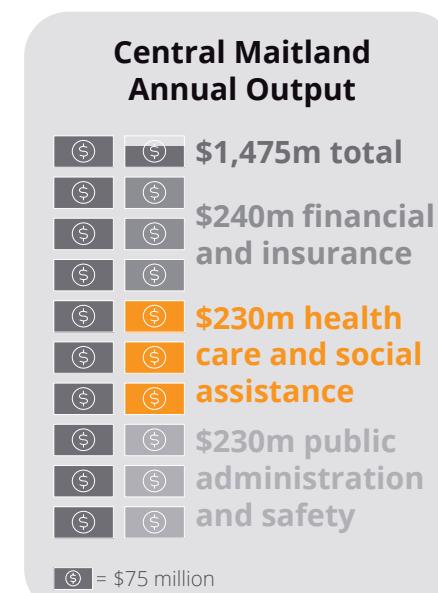
Central Maitland has a modest residential population, with potential to grow.

The ABS estimated residential population in 2020 was 2,100. The profile of the centre is different to the local government area as a whole. The centre has a lower representation of families and children, and higher percentages of young workers, empty nesters and older residents.



Economic snapshot

Central Maitland is a strategic centre, with a concentration of jobs, businesses and services. The centre is home to over 500 businesses and 20% of the LGA's jobs. It's a robust economy, built around serving the resident and visiting populations.



POLICY ANALYSIS

THE COMMUNITY'S VISION

Maitland +10 Community Strategic Plan 2018-2028

Maitland Council undertakes robust community engagement to understand the community's priorities for Maitland. These are then turned into the outcomes and actions in the Community Strategic Plan. The outcomes which are relevant to the site include:

- Central Maitland is the vibrant heart of our city, creating a strong sense of pride within the community.
- Retaining our sense of place is important. Our unique built heritage remains integral to our distinct character and should be maintained and enhanced.
- All residents are able to move around the city in safety and with ease - on foot, bicycle, car, bus or train.
- Our health, education and community services and facilities meet our needs.
- Diverse and affordable housing options are available.
- Our floodplains are enhanced, utilised and valued.
- Our growing economy is evolving to become more innovative and diversified to support job growth and economic sustainability.
- We will maintain a focus on lifelong learning to deliver a range of innovative programs and services.
- Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and a wise place to invest.

2019 Community consultation

Maitland City Council undertook extensive community consultation in 2019, as part of the Maitland Local Strategic Planning Statement. Around 1,200 people participated and made over 5,000 comments. Five themes emerged:

Infrastructure

The community is eager to improve travel time and to diversify their choice of transport. 51% of all comments related to improving road congestion, increasing cycleways, and creating walkable neighbourhoods.

Environment

Sustainability, climate change, water security and loss of biodiversity are all important issues to the community. More trees are needed to cool our suburbs, to get people outside and to add to the character of our neighbourhoods.

Residential

The community want to see residential growth that does not compromise the rural identity or heritage character of Maitland. Housing should also be affordable and diverse.

Open space and recreation

Increased opportunities to be active and healthy are important, as are opportunities to come together and build community.

Employment

The community identified agriculture, heritage and tourism as being important future economic drivers in Maitland.

The community also want to see more opportunities for nightlife and a variety of retail experiences as the city grows.

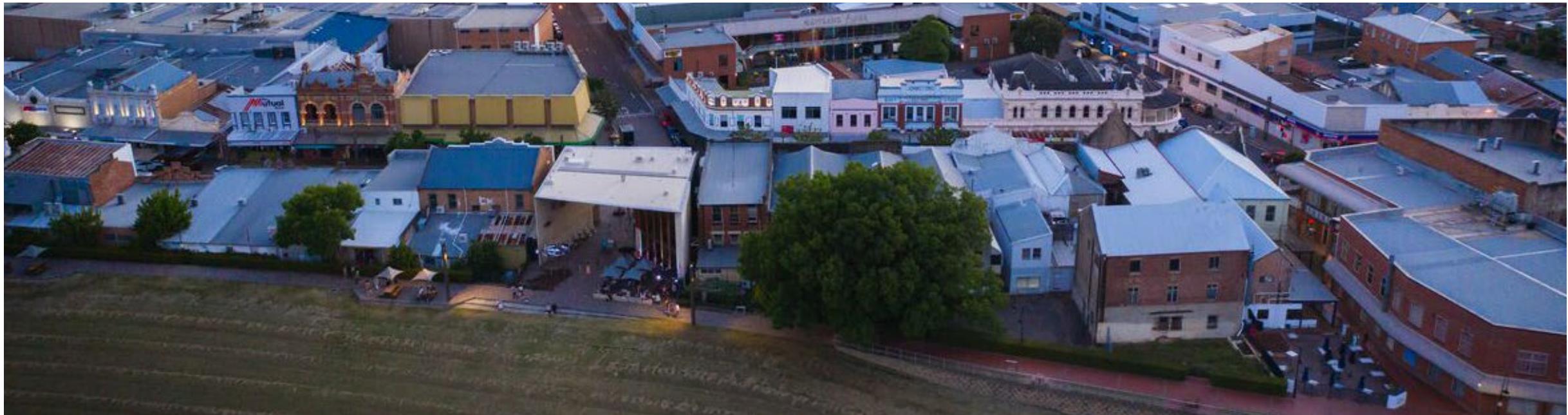
PLANNING CONTEXT

Policy Review

A number of state and local government planning documents are relevant to the site, including:

- Hunter Regional Plan
- Hunter Regional Economic Development Strategy
- Smart Specialisation Strategy for the Hunter Region
- Greater Newcastle Metro Plan
- Maitland Local Strategic Planning Statement (LSPS)
- Maitland Destination Management Plan
- Central Maitland Structure Plan

For a more detailed outline of each policy, please see Appendix A.



Vision for the future of the Old Maitland Hospital | 2. Site Context

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POLICY ANALYSIS

COMMON THEMES

All of the documents examined on the previous page work together to set the planning and economic policy for the region. They reference, relate to or build upon each other. Community consultation is ongoing and informs each strategy.

As such, many of the directions for the region were complementary between documents. Taken in unison, this body of documents work together to express the following common priorities for the site:



Diversify the local economy

The local economy should be diversified by:

- Supporting tourism, particularly by increasing overnight visitation,
- Promoting education and innovation,
- Supporting food and agribusiness, and by
- Promoting smart technologies and industries.



Support creative industries

Creative industries should be supported and cultural assets should be promoted.



Build diverse and affordable housing

Housing should be diverse and affordable so that a variety of household types and life stages can be accommodated.



Prioritise amenity rich housing

Housing should be concentrated in areas served by public transport, jobs, community infrastructure and educational facilities. Infill housing should be prioritised over greenfield.



Support existing centres

Existing centres such as Central Maitland should be reinforced and enhanced. New development should therefore support rather than compete with existing centres.



Enhance the local character

The sense of place and character of each area is important. Character should be recognised, and cultivated.



Celebrate heritage

Heritage buildings and features should be restored, maintained, enhanced and utilised.



Improve urban tree canopy

The urban tree canopy should be improved to help cool Maitland and to encourage people to walk and cycle and to form communities.



Improve the City's resilience

The city's resilience should be improved, particularly around flooding, heat and energy use.

SITE ANALYSIS

THE SITE AND SURROUNDS

Nearby uses

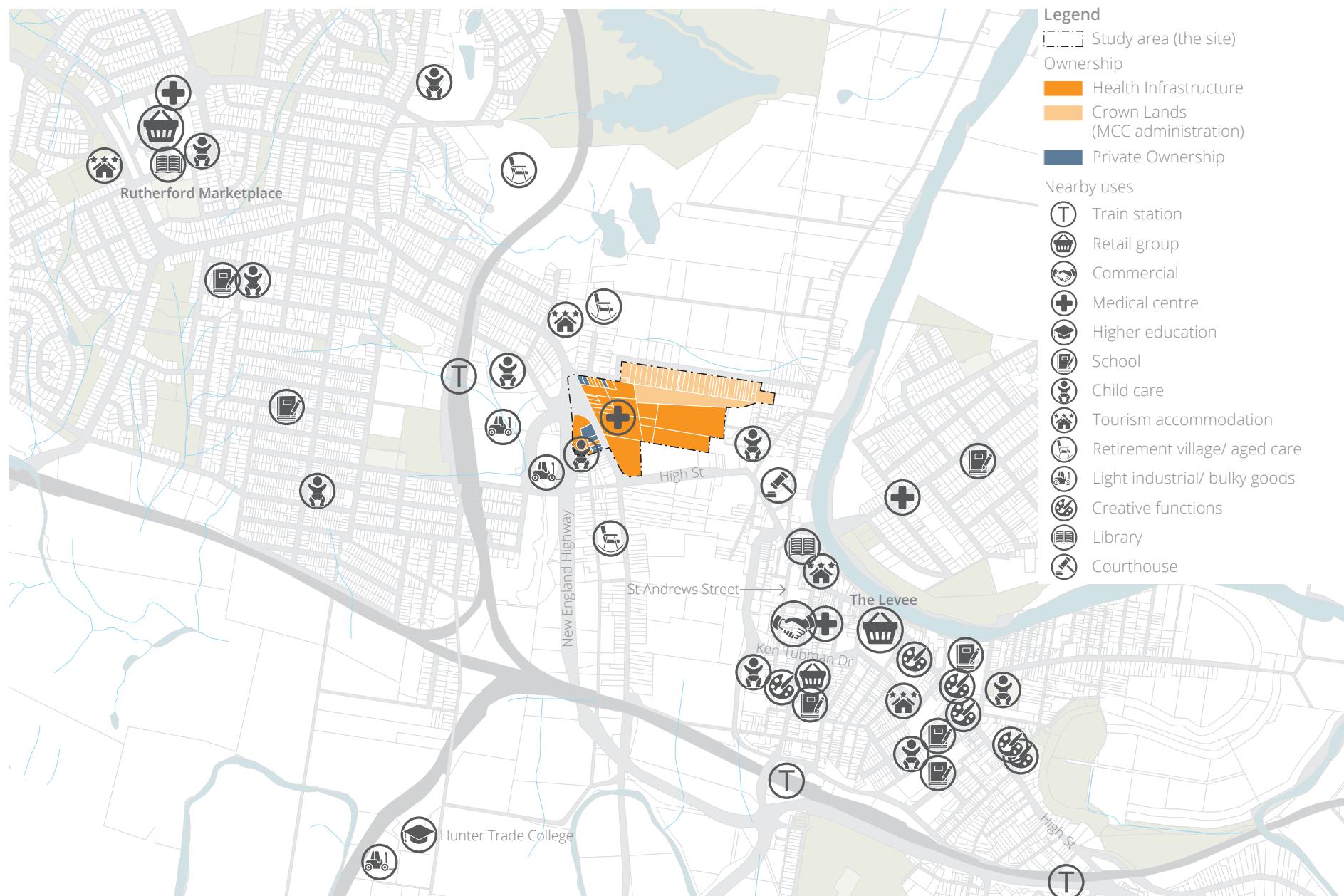
- Retail uses are concentrated at The Levee and at the Rutherford Marketplace.
- Commercial uses are found throughout Central Maitland, with a cluster around St Andrews St and Ken Tubman Dr.
- Child care centres and schools are relatively evenly distributed around the site. The Hunter Trade College is the only tertiary institution in the vicinity.
- Medical centres outside the site exist at Rutherford, Central Maitland and Lorne.
- Aged care uses are clustered around the site, outside of Central Maitland.
- Tourist accommodation exists in Central Maitland and along the New England Hwy.
- Maitland libraries are found in Central Maitland and at Rutherford Marketplace.
- Creative uses, being theatres and art galleries, are found exclusively in Central Maitland. With the exemption of the Youth Theatre, all are along High St.

Site Ownership

The study site consists of a number of lots. Most lots are owned by Health Infrastructure. Two of these are divided from the rest by High St and are being used as a visitor car park.

Some privately owned lots are interspersed among those in hospital ownership. Each is of a domestic scale and house health-related uses, with the exception of the Family Hotel which is a pub.

Lots in the north of the site are owned by Crown Land, are administered by Maitland City Council and are used as overflow cricket fields in summer. Also under Maitland Council administration is a surface parking lot adjacent to the north west corner of the hospital, bordering the New England Highway.



SITE ANALYSIS

HERITAGE

Built form and use

The hospital movement originated in 1831, with Caroline Chisholm's Immigrants Home in East Maitland. Health care needs outgrew the original site and, by 1849, what is now the administration building (photo 6), had been erected on Campbell's Hill. It stood on a flood-free, visually prominent spot along an important transport route and anchored the top of High St. The site became an important reference point and influenced the form of Central Maitland's urban development.

Development within the site paralleled the growth of Central Maitland. As a result, the buildings on site reflect a variety of architectural styles and eras, charting Maitland's periods of boom and depression.

The site as a whole is listed as a local heritage item and the most recent conservation plan dates from 1992. Further studies, including an updated conservation plan, are therefore needed to understand the value of the site as a whole as well as each building and feature.

The site sits within the Regent St Heritage Conservation Area. A number of local heritage items exist nearby, including The Family Hotel.

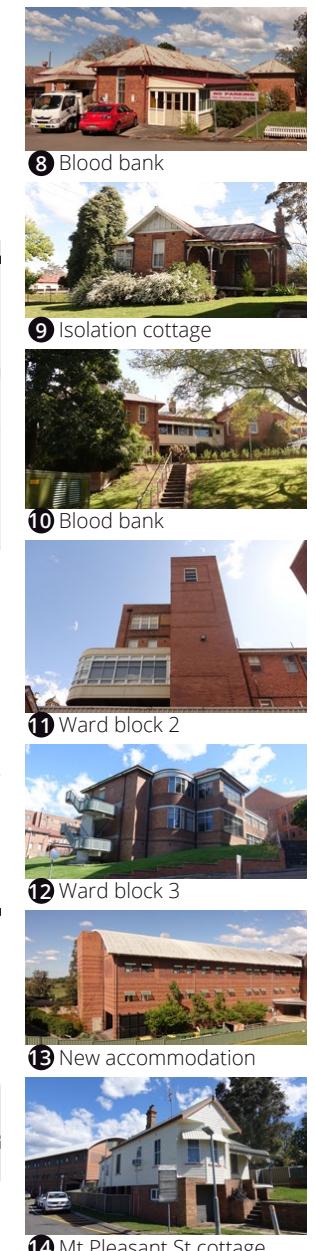
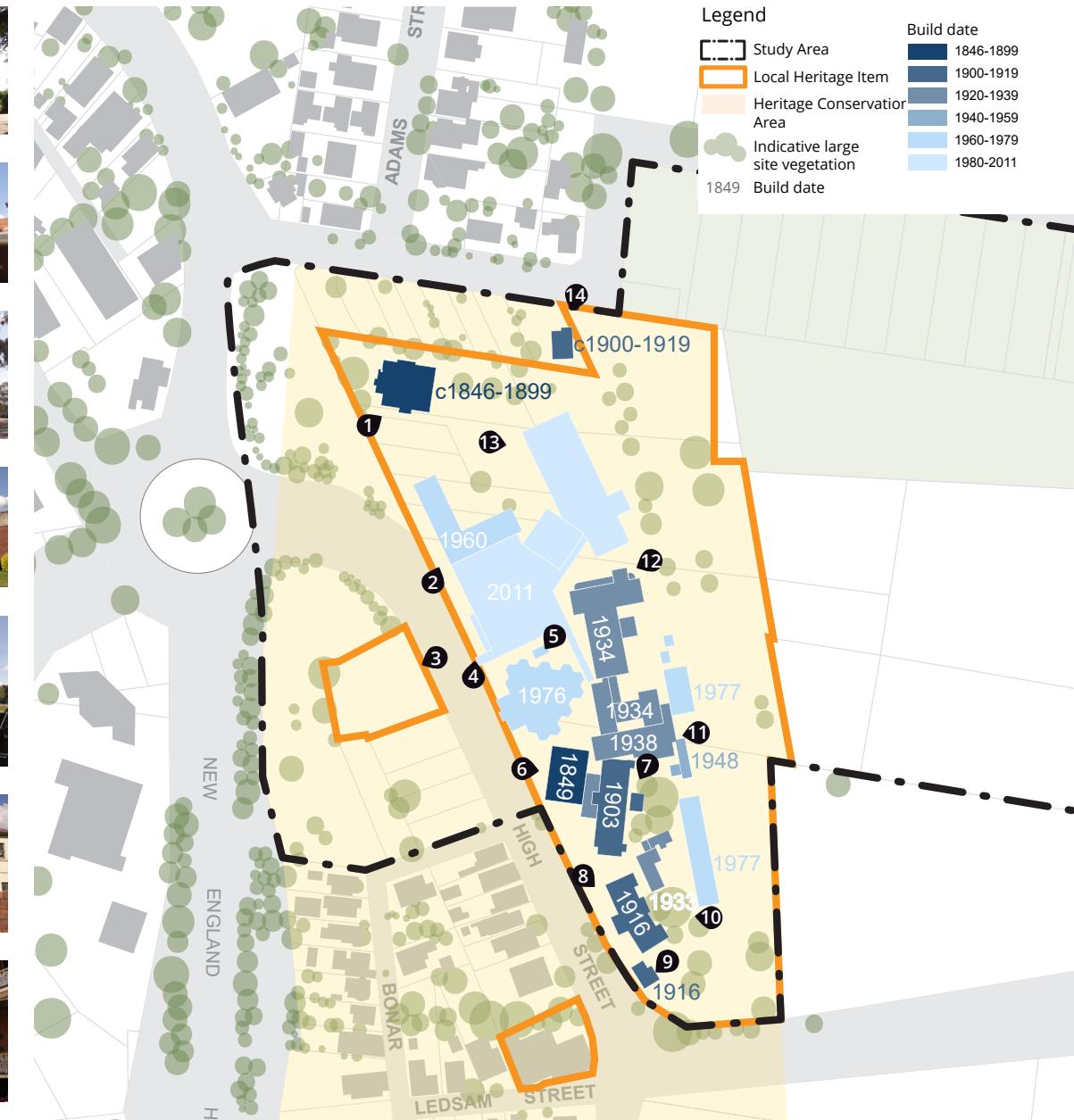
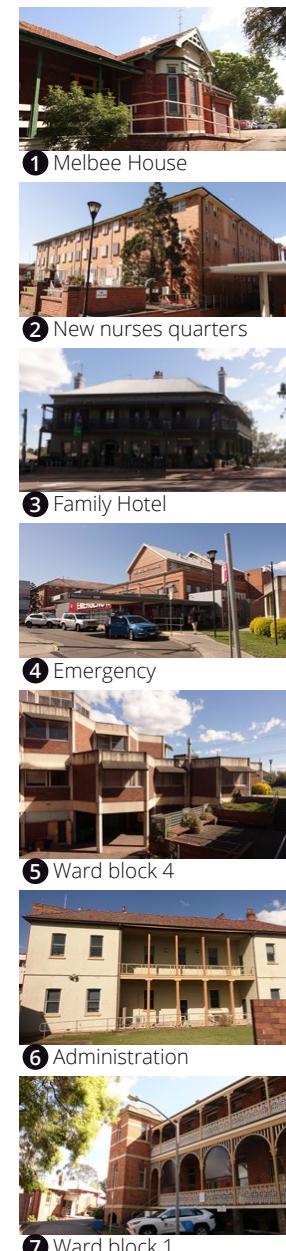
Community significance

The hospital occupies a prominent place in the minds of local and regional residents.

Mention the hospital to a local and you will most likely be treated to a personal anecdote or insight. Some people tell of their children being born there, some have been employed by the hospital, and some associate it with the final memories of their loved ones.

In response to its social importance, the Maitland Art Gallery curated local stories, objects and artwork of the hospital into a website and exhibition. The exhibition is aptly named "A Conspicuous Object". Artwork and artefacts have also been transferred to the New Maitland Hospital to help continue the hospital's story.

Vision for the future of the Old Maitland Hospital | 2. Site Context



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SITE ANALYSIS

CHALLENGES

Flooding and Contamination



The site occupies two topographical extremes: the western portion sits on a ridge, while the eastern portion is within the floodplain, with a steep slope in between.

Flooding

This means that, while the site floods often, it retains a flood-free portion in all events.

Much of the flood prone area is classified as a floodway, meaning a significant discharge of water occurs during flood events. Any changes in a floodway would cause a significant redistribution of flood flows, or increase in flood levels. As a result, the Maitland Development Control Plan (DCP) 2011 restricts

development within floodways. It restricts:

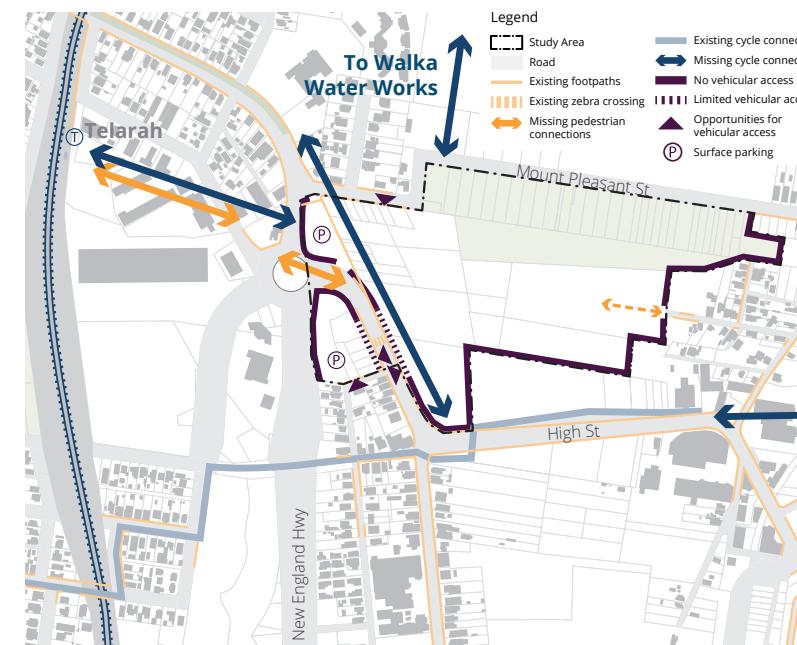
- the amount of fill or alteration to ground levels,
- the type of fences that can be built, and
- the erection of buildings and structures.

Any changes to the floodway should therefore be minimal, or carefully considered, planned and managed.

Contamination

Part of the site was historically used as cattle saleyards and is therefore likely to be subject to contamination. Contamination investigations should be undertaken throughout the site at feasibility stage.

Access - Missing links



One of the biggest challenges to this site is the constrained vehicular access.

Due to traffic safety issues, there is no vehicular access from the New England Highway or from High Street near the roundabout. Between Regent St and Central Maitland, High St is raised above the floodplain, meaning access is also difficult to the south of the site.

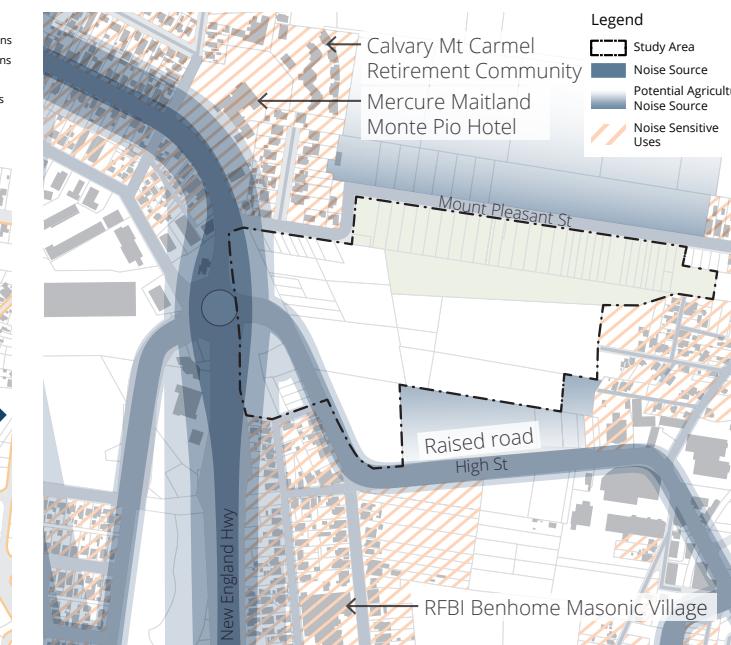
This leaves a short distance along High Street, between Regent St and the roundabout, where vehicles can access the site. However, pedestrian and bus traffic is also heavy in this area. Currently there are a number of driveways along this stretch of road, causing conflicts between cars and pedestrians. Ideally, vehicular access to the site would be limited in this area.

Access currently exists to the surface parking on the north side of the site. However, the existing entry and exit to the parking are very close to intersections. Further investigation should be undertaken to ascertain the viability of increasing vehicular access in this area.

Vehicular access to the eastern part of the site is limited by a lack of formed roads, although an access point could be formed at Wolfe St, if required.

Pedestrian and cycle links can also be improved. Direct pedestrian links to Telarah train station should be investigated, as should better cycle links to Central Maitland, Maitland train station and future regional cycle links such as the Morpeth to Walka route.

Noise



The New England Highway and High St, particularly at the roundabout, are the main noise sources in the western part of the site. The acceleration and deceleration of trucks and cars uphill to the roundabout are major contributors to the noise.

In the south of the site, High Street is elevated over the floodplain. This creates a relatively quiet pocket in the area.

Agricultural uses have the potential to contribute to noise in the east of the site.

The Family Hotel is also potentially a noise source in the area.

Future site uses should consider nearby noise sensitive uses including:

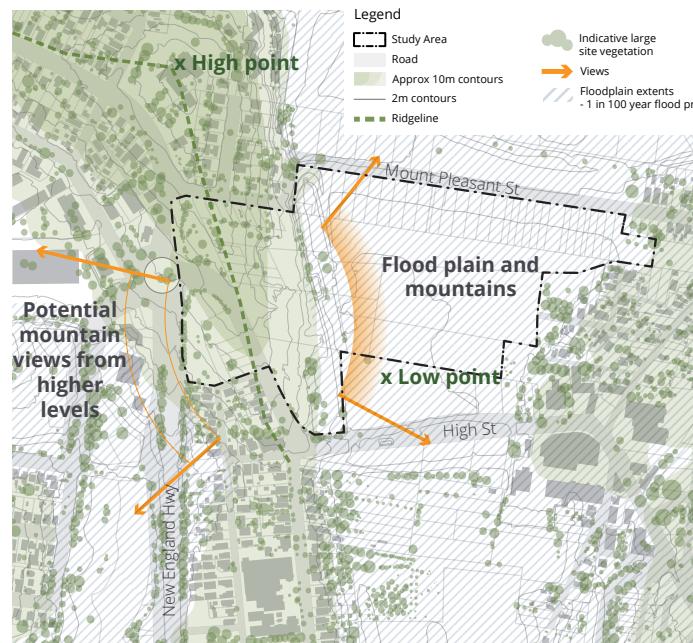
- Residential uses,
- Mercure Maitland hotel,
- Calvary Mt Carmel Retirement Community, and
- RFBI Benhome Masonic village.

An acoustic report should be undertaken to better understand the noise sources and impacts of the site.

SITE ANALYSIS

STRENGTHS

Topography and views



Perched on a ridge near the local high point, the site represents an enduring reference point within the landscape of Central Maitland.

The site commands sweeping views to the east, across the pastoral flood plain to Central Maitland and to mountains beyond. Views to Central Maitland are particularly significant since they link the site to landmarks such as the St Mary's spire, which have endured for centuries, despite floods, fires and other hazards. A view analysis should be undertaken.

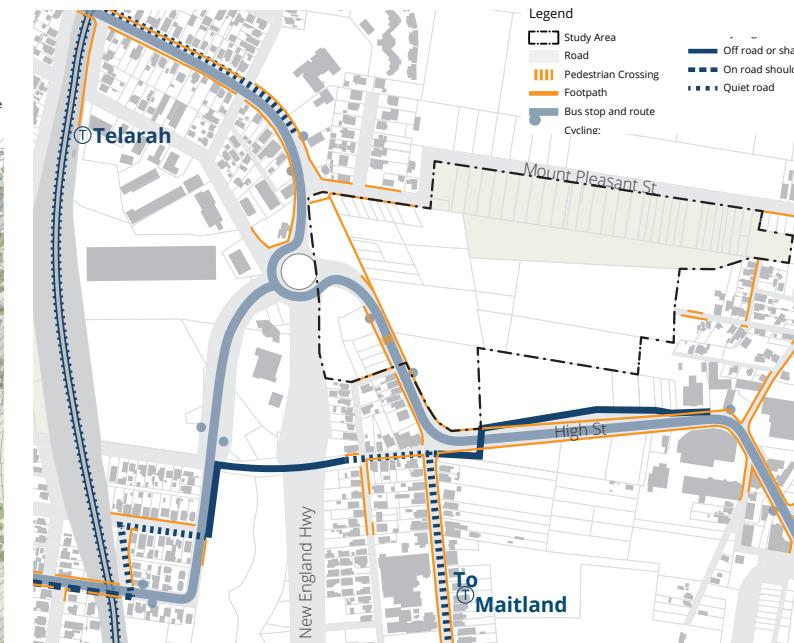
To the west, view lines are screened by existing vegetation. However, taller building form may capture long distance mountain views.

There is some mature vegetation in the study area. Much was planted as a buffer to the New England Highway and some grew at the edge of the flood plain.

Some large, mature trees are scattered throughout the hospital. The mature trees in the study area add greatly to the character and amenity of the site. An Arborist report should be undertaken to understand the on-site vegetation.

There are very few street trees along High St or Mount Pleasant St. There is an opportunity to revegetate the site, particularly along High Street, without impacting on views or the flood plain.

Access - Available public and active transport options



Although there are opportunities for improvement, a number of public and active transport options link the site to nearby centres.

Continuous footpaths along High Street provide pedestrian access to The Levee. However, footpaths terminate near the New England Highway roundabout and on Mount Pleasant St.

The nearest heavy rail station is Telarah, 600m away. However, a lack of pedestrian crossings and footpaths around the roundabout means that the station is only accessible by a rather unpleasant 800m uphill walk along the New England Highway. Vehicular and cycle access to Telarah station is also circuitous. Improving connections to Telarah train

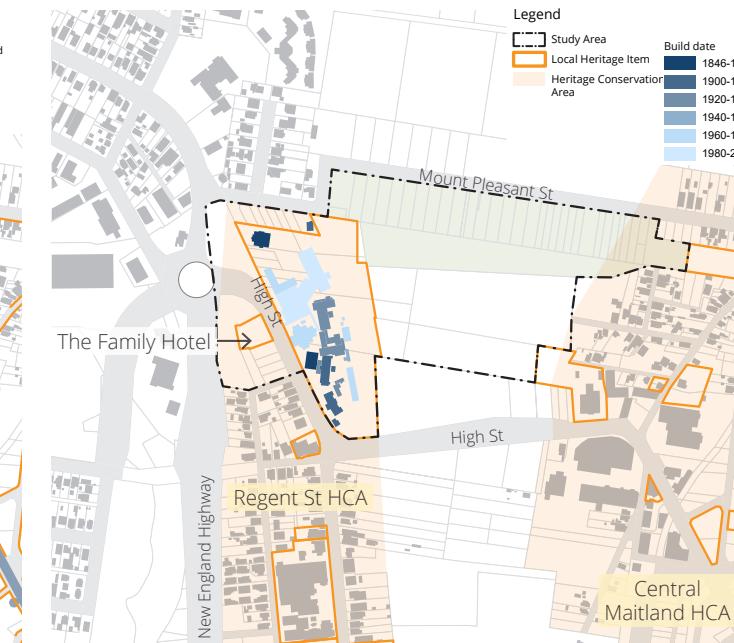
station would enhance the site's appeal for a variety of uses.

Maitland station is 1.7km away via Regent street. While this may be along walk, it's a short and pleasant on-road cycle. Cycle links also connect the site to Central Maitland, and Rutherford via Telarah.

Future cycle links are being planned to improve and extend the cycle network. A future cycleway linking Morpeth, Central Maitland and Walka Waterworks is likely to pass near the site.

Bus stops within the study area are well serviced with multiple, frequent routes linking to Central Maitland, Maitland train station and the shopping areas of Rutherford and Greenhills.

Heritage



There are several locally significant heritage items in the area, including The Family Hotel which sits within the study area.

The Old Maitland Hospital sits within the Regent St Heritage Conservation Area and adjacent to The Central Maitland Conservation Area to the east.

The site itself boasts a wealth of high quality heritage fabric that traces the development of Central Maitland from 1849.

This fabric should be restored, enhanced and reused, but first, updated conservation investigations should be undertaken to better understand the heritage significance

of the site and each of its buildings and features. A new conservation management plan should be prepared, which considers the site as a whole. Aboriginal and European archaeological investigations should also be undertaken.

The site's existing fabric, its place within Maitland's history and its surrounding heritage features all represent a valuable opportunity to celebrate the rich history and continuing evolution of Maitland.



3. Site Values

**CENTRAL MAITLAND AND
MAITLAND HOSPITAL SITE**

SITE VALUES

SITE CHARACTER

In analysing the Old Maitland Hospital site and its context, a clear picture emerged of a place which:

- plays an important role in the collective consciousness of the community,
- is a key destination and employment hub,
- influences visitation and spend in Central Maitland,
- boasts a visually prominent setting, a number of mature trees and a rich heritage, all of which contribute to its unique character,
- is partially impacted by noise and flooding, and potentially contamination,
- has the potential to be well served by public and active transport but is tricky to access by car, and
- has the potential to be an exemplar project in the region for smart technology, revegetation, cooling and sensitive stormwater management.

SITE ASPIRATIONS

In response, we propose the following aspirations for the site:



Consult with the community

Future uses should be based on community consultation which is reflective of all of Maitland, including our Aboriginal and business communities.



Retain community access

The site has been semi public for almost 200 years. Most of the Maitland community have strong memories that link them to the site. This link should be retained.



Improve transport and connections

Connections between the site and major destinations such as The Levee, Rutherford, Telarah train station and Maitland train station should be improved. Public and active transport should be prioritised.



Enhance the character and heritage

The site's character should be strengthened. Important heritage features should be identified, restored and, where possible, reused in a suitable way.



Support Central Maitland

Future site uses should seek to support, rather than compete with The Levee, to help reinforce Central Maitland's role as a strategic centre.



Generate skills and employment

The site should continue to generate skills and/or employment, supporting economic development for the region and driving visitation to Central Maitland.



Build on the strengths of our region

Build on and showcase the unique features of our region, such as our rural character, history of innovation, creative communities, agrarian outputs, wine production and tourism aspirations.



Adapt to changes and technology

Look to the future to ensure that the site adapts to changes in regional output. Futureproof the site by building in the ability to accommodate emerging technologies and smart city initiatives.



Manage and use the floodplain

Create a strong link to the floodplain by making productive use of it, or at least create physical and visual access. Stormwater should be carefully managed to minimise flood impacts.



Ensure sustainability and resilience

Future uses on the site should be socially, environmentally and economically sustainable. The site should enhance the resilience of Maitland to extreme weather events.



SITE VISION

The site will be an iconic destination that stimulates curiosity, evokes a sense of history and creates opportunities for the Maitland region.

It will maintain its strong connections to the community and to its Wonnarua, European and local heritage, as it looks to the future. The skills and innovation for the evolution of the Hunter region will grow here.

The site will make the most of its remarkable location, complementing the natural environment and adding value to vibrant Central Maitland.



FUTURE USES

USES CONSIDERED

As a starting point, we tried to identify as many uses for the site as possible. Over 130 uses were considered and each one was assessed against our vision, aspirations, site conditions and against their commercial viability.

Uses were categorised as:

- **preferred uses** which could be suitable as a major anchor for the whole site,
- **suitable noise resistant or flood resistant uses** which could take over the noisier or flood-prone parts of the site,
- **ancillary uses** which, their nature, could not extend to the whole site, but could work well in conjunction with the preferred uses, and
- **less suitable uses** which went against our vision or aspirations, which could not be accommodated on site due to site constraints, or which would not be economically sustainable in the long term.



Vision for the future of Maitland Hospital | 4. Options Study

PREFERRED USES

Education

The site has great potential for educational uses. Its proximity to Central Maitland, its range of existing indoor and outdoor spaces and our aspiration to grow skills here lend themselves to educational uses.

Schools on site could satisfy many our aspirations including to generate skills, to reuse heritage buildings, to support Central Maitland, to use the flood plain as sporting fields, improve connections to and from the site, engender smart city technologies, revegetate and improve resilience. New schools would also help to meet educational demand created by new housing in the area.

The size of site is comparable other high schools in the area, being 18.5ha, of which 5ha is not flood prone. Rutherford Technology High School is of a very similar size at 19ha, with a 4ha built up area. Hunter Valley Grammar School is 11ha, with 4ha built up.

Primary schools are typically smaller and could be co-located with other uses.

However, the site's constrained vehicular access would impact pick up and drop off, which could be a deterrent for schools.



Tourism operations and accommodation

TAFE, vocational or tertiary education: The site could be an ancillary campus for TAFE, a university or a vocational training provider like Tocal or the Hunter Trade College. The site could include a University of New England (UNE) regional centre, to support students from across the Hunter region who are studying remotely at UNE.

A medical training facility could support functions at the New Maitland Hospital. Medical training on site would continue the site's long association with health and wellbeing and potentially make use of any existing medical infrastructure.

Both higher education and medical training uses could comfortably inhabit the site and its existing built fabric as well as fulfil all of our aspirations: they generate skills and employment, allow community access (particularly if short courses are offered to the community), they activate Central Maitland, showcase our region by building on the history of innovation in the Hunter, are smart city capable, are able to enhance and use the heritage buildings and the floodplain, and can revegetate and improve the site's resilience.

Tourist accommodation can be co-located with a variety of other functions such as higher education, creative, markets or a convention centre. Creative uses

Performing spaces, event spaces, exhibition spaces, dance and visual art studios, galleries, artists in residence, applied arts schools, museums, maker spaces, museums and cultural outreach centres were all considered under the broad banner of creative uses.

Many of these uses were considered too small to fill the entire site so they are suggested as ancillary uses to be paired with uses such as tourism or educational.

Nonetheless, a **creative hub** on the site could support Central Maitland's creative community and extend the creative uses that already dot High Street. It could transform the site into the western cultural anchor that supports the Maitland Regional Art Gallery (ie the eastern cultural anchor).



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FUTURE USES

PREFERRED USES (continued)

Creative uses

Creative uses would have to be coordinated so that they complement, rather than compete with the Maitland Regional Art Gallery. A funding mechanism would also be fundamental to ensuring the area's economic sustainability.

Larger creative uses such as a convention centre were also considered. However, they involve large numbers of people accessing the site at the same time exacerbating existing access and parking issues. Movements would have to be very carefully managed. A feasibility study would also be needed to test the economic viability of these uses.

However, a convention centre would support Central Maitland, generate employment, showcase our region and heritage assets and could advance Maitland's smart city initiatives.

Residential

Residential uses could help provide housing diversity and affordability to Central Maitland. With Telarah station 600m away, the site could potentially support medium density housing typologies.

Converting the heritage fabric into residential uses could create some interesting and unique residences. However this would also mean the wider community is locked out of the site. It would lose its 200 year history as a public asset.

As a purely residential area, the site would not generate skills or employment, showcase the strengths of our region, or advance Maitland's smart city aspirations. Floodplain uses would also likely be minimal.

Health Care

Parts of the site not suitable for residential uses, due to existing conditions. For example, residential uses should not be built within the 1 in 100 year flood zone, or within areas that are noise constrained. It may also be difficult to achieve modern levels of residential amenity using the existing buildings on site, considering that a lot of the built fabric which is likely to be of high heritage value is built very closely together.

Residential uses would therefore be best suited to the northern part of the site. Here they can also create a sensitive interface with the existing residential uses to the north.

Health care uses on site can support the New Maitland Hospital by helping to diversify health offerings in Maitland. For example, the site can shift its focus to health promotion, wellness and prevention services. This wide field could include:

- an education hub,
- a base for mobile health, diagnostic and preventative screening operations,
- allied health, preventative care and rehabilitation practitioners (eg dentists, dieticians, physiotherapy, occupational therapists, speech pathologists etc),
- an immunisation centre,
- and many others.

NOISE AND FLOOD RESISTANT USES

Light industrial

Some uses such as **brewing, distilling and wine making**, if designed to reduce impacts such as odours and truck movements, could co-locate with the Family Hotel and make use of the noise constrained parts of the site.

The flood prone parts of the site may be put to certain **agricultural uses** such as crop production, animal husbandry or aquaponics.

These uses could not take over the entire site, but could be co-located with educational facilities to grow skills in the area; or with retail or food and beverage uses to improve their marketability and showcase our region.

Education

TAFE, universities and vocational education providers run a variety of **hands on courses** such as plumbing, carpentry, joinery, mechanics, automotive electrical technology, agriculture, animal husbandry, apiculture, brewing and viticulture. Courses such as these are can be conducted in noisy environments or on the floodplain.



Vision for the future of Maitland Hospital | 4. Options Study

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Consult with the community



Retain community access



Improve transport and connections



Enhance character and heritage



Support Central Maitland



Generate skills and employment



Build on the strengths of our region



Adapt to changes and technology



Manage and use the floodplain



Ensure sustainability and resilience



FUTURE USES

ANCILLARY USES

Educational

Some educational uses are too small to anchor the site, but would be suitable as ancillary uses, including:

- speciality schools and short course providers such as performing arts, ESL or language schools
- an arboretum, and
- daycare, early childhood or nature play.

Tourism products and providers

Tourism products and providers, for example, could work well on site, acting as a launching pad for tours, short courses and experiences of Maitland. Visitor information and equipment hire could work alongside tourism products.

Preventative health and wellness

The site could help to improve the overall health of the community by providing space for recreation, active transportation and space to grow fresh food.

Retail and commercial

Most retail or commercial functions can not fulfil our aspiration of supporting Central Maitland and The Levee. Further, due to the floodplain, the site is removed from pedestrian areas in Central Maitland and therefore suffers a lack of foot traffic. Vehicular access and parking constraints also limit visitation. However, some retail and commercial functions could work well as ancillary uses, including day spas, health related consultation rooms, artisan studios or galleries, nurseries.

Food and beverage

Food and beverage uses such as restaurants, tasting rooms, cafés or bakeries could work well as ancillary uses. Larger premises such as take away stores however, might struggle to resolve access issues and to fulfil our aspirations.

Services

Central Maitland, being an administrative centre, houses many of the services required by the region. These include the Maitland Regional Art Gallery, a branch of the Maitland Council library, a court house, a police station, government agencies and disability support services. Some of these services uses could successfully occupy parts of the site, should they wish to relocate from Central Maitland, but duplicating uses would go against our aspiration to support Central Maitland. Smaller services, such as electric vehicle charging stations could form ancillary uses.

Markets

Any markets proposed for the site would have to complement rather than compete with markets at The Levee. Artist, artisan or antique markets could work well and could be co-located with other uses on site.

Community and recreational

Parks, playgrounds, community gardens, community centres and mens/women sheds would all be in line with our aspirations and could successfully inhabit parts of the site. However, as they tend to be limited to one or two buildings, so they would likely function as ancillary uses.

LESS SUITABLE USES

Light industrial

Light industrial land uses in Maitland are largely concentrated in Rutherford and Thornton in an effort to contain the potential acoustic, contamination and visual impacts on neighbouring uses. As the site is bounded by residential uses, these impacts would not be appropriate on site. The site's access constraints and existing heritage fabric would also impact on the viability of light industrial uses.

Aged care

There are a number of aged care providers nearby, including the Calvary Mt Carmel retirement community and the RFBI Benhome Masonic Village, which are built around significant heritage fabric. An aged care village here would constitute a similar product to offerings already in the area. Aged care uses would also have trouble addressing some of our aspirations, including the retention of community access, the advancement of smart city initiatives, or the use of the floodplain.



Vision for the future of Maitland Hospital | 4. Options Study

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Consult with the community



Retain community access



Improve transport and connections



Enhance character and heritage



Support Central Maitland



Generate skills and employment



Build on the strengths of our region



Adapt to changes and technology



Manage and use the floodplain



Ensure sustainability and resilience



USE STUDY

OPTION 1 - VOCATIONAL

The following three options explore our preferred uses in more detail, spatially and in relation to each other. Each option's strengths and weaknesses is tested against our site aspirations.

Option 1 proposes that a vocational educational provider runs the site. Educational uses can occupy many of the existing built fabric structures: smaller spaces can be used as classrooms, and areas with large open spans can be used as labs or lecture theatres.

Noisier uses, including hands on learning, can be located on the western part of the site.

The site can be shared with the community through short courses, a community garden, a library, campus food or public access to a gym and tennis courts.

Strengths:

- Proposed uses and built form create a sensitive community interface.
- Community access is retained through educational and ancillary uses such as a gym or library.
- Public access and connections are enhanced through a new shared path.
- Supports The Levee by attracting a mobile student population who can activate Central Maitland, and its night time economy.
- Generates skills and employment.
- Builds on regional strengths such as viticulture, animal husbandry and agriculture.
- Capable of developing and implementing new technologies and smart city initiatives
- Heritage is preserved, enhanced and reused. A central plaza reinforces the site's character and community.
- Experimental farm, arboretum and/or animal husbandry can use the floodplain.
- Opportunity to revegetate and improve stormwater management.

Weaknesses

- Pedestrian entry on High St may be too close to the roundabout. However a strong pedestrian connection is needed between the two sides of the campus.
- Could require underground carparking for educational uses, which could be expensive to construct.
- Campus has limited potential for expansion.



Vision for the future of Maitland Hospital | 4. Options Study

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 Consult with the community	 Retain community access	 Improve transport and connections	 Enhance character and heritage	 Support Central Maitland	 Generate skills and employment	 Build on the strengths of our region	 Adapt to changes and technology	 Manage and use the floodplain	 Ensure sustainability and resilience	
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USE STUDY

OPTION 2 - ARTISAN INDUSTRY AND HOTEL

Option 2 explores how we can showcase the best of our region through cultural/ artistic/ industrial/ agribusiness uses on site.

Artisan industry on this site would build on Maitland's existing artistic and artisan community. The site could act as the

western cultural anchor of Central Maitland, complementing the Maitland Art Gallery.

Co-locating artisan spaces with tourism accommodation would ensure Maitland's role as a premium cultural tourism destination and present retail opportunities for artisans.

Strengths:

-  Community can use the site through short courses, exhibitions, markets and events.
-  Proposed uses and built form create a sensitive community interface.
-  Public access and connections are enhanced through a new shared path.
-  Supports Central Maitland by extending cultural and artisan uses to create a wider cultural precinct.
-  Educational offerings can appeal to both locals and tourists, helping to build local skills.
-  Improves tourism offering in Central Maitland and co-locates tourist accommodation with a tourist attraction.
-  Supports creative and cultural industries.
-  Heritage is preserved, enhanced and reused. A central plaza reinforces the site's character.
-  Agribusiness can make use of the floodplain.
-  Opportunity to revegetate and improve stormwater management.

Weaknesses

-  Pedestrian access between the two sides of the artisan spaces may have to be through the Family Hotel.
-  Vehicular and loading access to the hotel is difficult. The tourism accommodation access road may be too steep. An easement over the artisan site may be required instead.
-  Significant parking demand is generated by each of the proposed site uses. To retain the long distance views to the east, parking will have to be remote, which could be unsafe and/or costly to operate.
-  The proximity of existing buildings could create privacy and outlook issues between the artisan and tourism accommodation buildings.
-  The funds that can be raised on site through retail or educational initiatives may not be enough to make the site economically sustainable. The site may have to rely on government grants to cover start up and potentially operational costs.



Vision for the future of Maitland Hospital | 4. Options Study

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USE STUDY

OPTION 3 - RESIDENTIAL

The community identified that a more diverse and affordable housing market is a priority. In that vein, this option tests how the site could leverage its location and site conditions to help add variation to Maitland's housing stock.

This option showed that the concentration of existing buildings on site makes it hard to achieve adequate residential amenity. Much of the existing fabric will have to be demolished.

In the south of the site, where the heritage significance of buildings makes demolition undesirable, residential amenity suffers.

A residential site also does not contribute to the generation of skills or education on site.

Residential uses may therefore be better suited to the north part of the site and may work better if co-located with uses that generate skills or employment.

Strengths:

- Improving the diversity of housing was a community priority for Maitland. The site could sustain apartment, terrace house and medium density (manor house) options.
- Public and active transport to and from the site can be improved through developer contributions.
- Increasing the population of Central Maitland is a key strategy of the Central Maitland Structure Plan.
- The existing heritage fabric is of a domestic scale and could be reused as unique, character filled apartments.
- Opportunity to revegetate and create a sensitive stormwater management system.
- Economically viable.

Weaknesses

- The site is privatised so community use and access through the site is taken away.
- New public paths through or adjacent to the site may be undesirable, as they may be perceived to cause privacy and safety issues.
- The site does not generate skills, employment or innovation nor will it further smart city initiatives.
- The site does not build on the strengths of our region, nor does it showcase it. Sweeping views are reserved for those who live here.
- Heritage buildings are built close together, their proximity making it difficult to achieve modern levels of residential amenity. Very careful demolition of less significant heritage value would be required, which can be expensive.
- Apartments created within heritage buildings are not as efficient as those that are purpose built.
- Does not make use of the floodplain.



Vision for the future of Maitland Hospital | 4. Options Study

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Consult with the community



Retain community access



Improve transport and connections



Enhance character and heritage



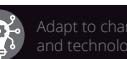
Support Central Maitland



Generate skills and employment



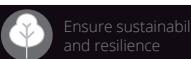
Build on the strengths of our region



Adapt to changes and technology



Manage and use the floodplain



Ensure sustainability and resilience





PREFERRED USE SCENARIO

Our preferred option mixes four uses on site: a vocational or tertiary education campus, a hotel, health care and residential accommodation.

In our vision, the uses are intertwined. The educational institution runs a high end hotel, wellness retreat and a farm to table restaurant as a teaching mechanism and a practical demonstration of the students' achievements. The restaurant features not only the student chefs' creations, the hospitality students' business acumen and friendliness, but also the produce grown on site on the floodplain and in the kitchen garden, by students of agriculture and experimental farming.

Ties are forged with the Family Hotel to showcase the beer, wine or spirits that are brewed in the campus' western laboratories.

Some of the apartments on the north side of the site are set aside to accommodate students, teachers and visiting academics.

Preventative and rehabilitative health care uses are retained in the north of the site to help support the health of students, residents and the local community. Sites near the Family Hotel could leverage their prominent position on High St to provide a base for mobile consulting, diagnostics and education.

The campus preserves the site's public access and welcoming spirit, while also retaining its economic function in Central Maitland.



Vision for the future of Maitland Hospital | 5. Preferred Uses

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PREFERRED USE SCENARIO

ALTERNATIVE ARRANGEMENTS

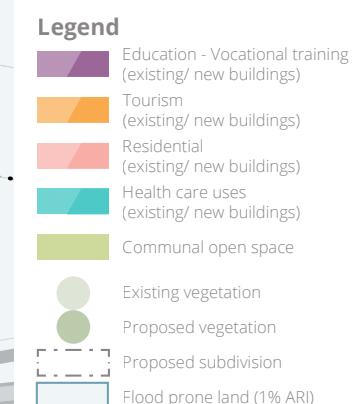
Alternative A

For a more urban feel to the campus, the residential and educational uses were combined. Ground and first floors on the northern part of the campus could retain their educational uses, upper storeys could host modern student and staff accommodation, or co op housing units. The existing residential scaled buildings on Mount Pleasant St could be sold off as they are, or redeveloped into two storey townhouses to improve the market viability of the site. The existing surface

parking on the north-west of the site near the New England Highway could be expanded to minimise the need for surface parking to the east of the educational and hotel uses, which would obstruct the view.

Alternative B

To help consolidate parking and avoid access easements, this option looks at separating the uses as much as possible and providing each use with their own access off High St or Bonar St. It results in a much smaller educational campus however, and a larger residential yield.



Vision for the future of Maitland Hospital | 5. Preferred Uses

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CONCLUSION

Maitland Council's vision and aspirations for the Old Maitland Hospital site were born out of the site's economic, planning, historical, social and physical context.

We believe our vision and aspirations are the keys to successfully unlocking the site's future and to the continuing significant role it has to play within Maitland.

A wide range of potential future uses were investigated and examined against our aspirations. The preferred uses were tested spatially on the site through an options study and a preferred option was chosen.

The preferred option was intended to showcase one ambitious example of the way our vision and aspirations could be realised on this site. It is a conceptual option and many issues including feasibility, detailed planning and access were not fully resolved for this exercise.

The importance of the site within the physical, historical and social fabric of Maitland can not be underestimated. It truly is a conspicuous object.

For more details about our vision, please contact:

Simina Simaki, Senior Urban Designer

Maitland City Council

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Site Vision

An iconic destination that stimulates curiosity, evokes a sense of history and creates opportunities for the Maitland region.

The site maintains its strong community attachment, celebrating its Wonnarua, European and local heritage as it looks to the future. The skills and innovation for the evolution of the Hunter region are grown here.

It is sensitive to its remarkable location, complementing the natural environment and adding value to vibrant Central Maitland.

Site aspirations

-  Consult with the community
-  Retain community access
-  Improve transport and access
-  Support Central Maitland
-  Generate skills and employment
-  Build on the strengths of our region
-  Smart City capable
-  Enhance the character and heritage
-  Manage and use the floodplain
-  Ensure sustainability and resilience





APPENDIX A: POLICY ANALYSIS

ECONOMIC CONTEXT

Hunter Regional Economic Development Strategy

The Vision of the Hunter Regional Economic Development Strategy is: "a leading region in innovation, resilience and diversity of opportunity, with world class infrastructure and direct access to interstate and international markets, boasting an enviable lifestyle. To achieve this, the document outlines three strategies, of which B and C are relevant to our site.

Strategy B - Diversify the region's economy to build resilience by:

- Supporting the visitor economy.
- Promoting high end accommodation to cater for international visitor demands.
- Developing and enhancing the region's events.
- Supporting the growth and diversification of the agribusiness sector, particularly in the viticulture and equine industries.
- Supporting innovation in emerging industries, including funding of innovation hubs.

Strategy C - Support the region's growth by:

- Revitalising regional centres and communities.
- Supporting the development of arts and cultural facilities and events.
- Encouraging community connections.

Providing educational infrastructure.

Smart Specialisation Strategy for the Hunter Region

Emerging industries for the Hunter include:

- creative industries,
- food and agribusiness,
- tourism, and
- education.

The Smart Specialisation Strategy emphasises the need to encourage innovation and entrepreneurship through school, TAFE and university education. It sees the key trajectory of innovation as smart technology, rather than physical technology.

PLANNING CONTEXT

Hunter Regional Plan

Goal 1 of the Hunter Regional Plan is to grow and diversify the Hunter economy. Tourism is nominated as a growth industry (direction 9).

The regional plan emphasises the role of existing communities such as those that surround the Old Maitland Hospital in Central Maitland and Telarah. The plan underscores the need to support and revitalise these communities and to protect existing heritage items and areas (Goal 3, Directions 19 and 20).

Central Maitland is named a strategic centre and an emerging regional city centre. Over the next 20 years Central Maitland is to service the Western sector of Greater Newcastle and focus on providing retail, commercial, civic, health and educational precincts. Importantly, new development should not undermine the strategic centre. (Goal 4, Direction 23).

Greater Newcastle Metro Plan

The Metro plan outlines the following outcomes and strategies which are relevant to the site:

- Outcome 1: create a workforce skilled and ready for the new economy.
 - S5 Expand education and innovation clusters.
 - S6 Promote tourism, major events and sporting teams.
 - S9 Plan for jobs closer to home. This strategy nominates Central Maitland as an established strategic centre. It calls for an increase in jobs in the centre and its surrounds, to help facilitate population growth while limiting congestion. It states that new business investment should be attracted by leveraging opportunities in industries experiencing growth, including health and higher education.
- Outcome 2: Enhance environment, amenity and resilience for quality of life.
 - S10 Create better buildings and great places. This includes preserving and renewing historic buildings and places.
 - S12 Enhance the Blue and Green Grid and the urban tree canopy.
 - S15 Plan for a Carbon Neutral Greater Newcastle by 2050.
- Outcome 3: Deliver housing close to jobs and services.
 - S16 Prioritise the delivery of infill housing within existing urban areas.

Local Strategic Planning Statement (LSPS)

LSPS community consultation identified the following community priorities:

- more trees to cool their suburbs and to get people outside,
- agriculture, heritage and tourism being important future economic drivers,
- residential growth that does not compromise the rural or cultural identity of the LGA, and
- diverse and affordable housing options, available to meet different needs of people at different stages of life.

The LSPS has set out the following local planning priorities (LPP):

- LPP 01 - plan for diverse and affordable housing.
- LPP 04 - protect, conserve and celebrate the city's indigenous and colonial cultural heritage.
- LPP 07 - Strengthen our local economy through attracting investments, creating jobs and fostering innovation.
- LPP 10 - protect, conserve and enhance our natural environment including waterways, floodplains and wetlands.
- LPP 12 - plan for a resilient city that can adapt to natural hazards and changing climate.
- LPP 16 - improve access to, from and within the city, and encourage public and active transport to connect people and places.



APPENDIX A: POLICY ANALYSIS

PLANNING CONTEXT (cont.) THE COMMUNITY'S VISION

Maitland Destination Management Plan

The Maitland Destination Management Plan aims to grow the visitor economy by developing tourism in the LGA. It identified the following key focus areas:

- Enhance and diversity visitor accommodation offerings.
- Improve the connectivity between key destinations, activities and attractions.
- Leverage the City's history and heritage to create memorable cultural experiences.
- Embrace our farmland and nature to create unique visitor experiences.

Central Maitland Structure Plan

The Central Maitland Structure Plan sets out the vision for Central Maitland to guide growth and development in the area for the next 10-20 years. It aims to build on the City's existing strengths to create a vibrant place and reinforce its role as the Major Regional Centre. Its strategies include:

- A residential led recovery.
- To protect and promote the heritage character in central Maitland.
- To consolidate arts, cultural and educational opportunities.
- To improve access, circulation and wayfinding.
- To create a safe and high quality public realm.

Maitland +10 Community Strategic Plan 2018-2028 (CSP)

The Maitland CSP utilises robust community engagement to understand the community's vision and priorities for Maitland. The City uses this to ensure that all policy and development aligns with the community's vision.

The community has identified the following outcomes:

- Our community retains our sense of place.
 - Our unique built heritage remains integral to our distinct character.
- Our community services and facilities meet the needs of our growing city.
 - Health, education and community services will meet our identified and anticipated needs.
 - We will maintain a focus on lifelong learning to deliver a range of innovative programs and services.
- All residents are able to move around the city in safety and with ease - on foot, bicycle, car, bus or train.
- Our unique built heritage is maintained and enhanced.
- Diverse and affordable housing options are available.
- Our floodplains are enhanced, utilised and valued.
- Our growing economy is evolving to become more innovative and diversified to support job growth and economic sustainability.
- Maitland is seen as a desirable place to live, an easy place to work, a welcoming place to visit and a wise place to invest.
- Central Maitland is the vibrant heart of our city, creating a strong sense of pride within the community.

2019 Community consultation

Maitland City Council undertook extensive community consultation in 2019, as part of the preparation of the Maitland Local Strategic Planning Statement. Around 1,200 people participated in the consultation and over 5,000 comments were recorded. Comments were organised into five themes: infrastructure, environment, residential, open space and recreation, and employment.

Infrastructure

51% of comments related to infrastructure. The community is clearly eager to improve the travel time between destinations and to improve their choice of transport to get them there. Specifically, the need to improve road congestion, the need to increase cycleways and the desire for walkable neighbourhoods came up often.

Environment

Sustainability, climate change, water security and loss of biodiversity were all important issues identified by the community.

The community also want trees to cool their suburbs, to get people outside and to add to the character of our neighbourhoods.

Residential

The community want to see residential growth that does not compromise the rural identity or heritage character of Maitland. Housing should also be affordable and diverse.

Open space and recreation

Increased opportunities to be active and healthy are important, as are opportunities to come together and build community.

Employment

COMMON THEMES

The community identified agriculture, heritage and tourism as being important future economic drivers in Maitland.

The community also want to see more opportunities for night life and retail experiences as the city grows.

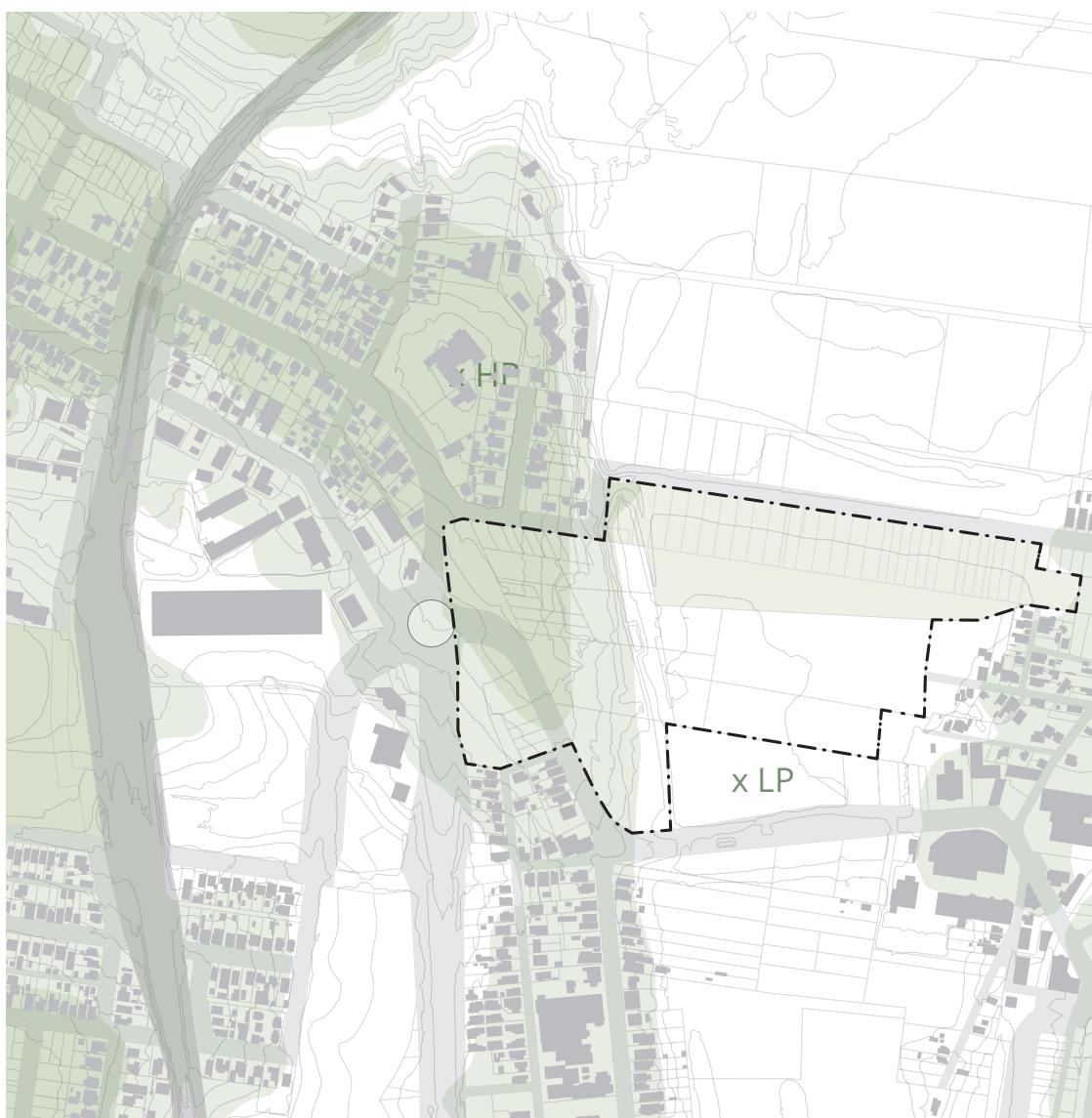
All of these documents work together to set the planning and economic policy for the region. Some reference, relate to or build upon others. Community consultation is ongoing and underpins each strategy. As such, this body of documents express some common themes. These include:

- Existing centres should be reinforced and enhanced. New development should therefore support rather than compete with existing centres.
- The sense of place and character of each area is important and should be retained.
- Heritage buildings should be maintained, enhanced and used.
- Diversify the local economy by:
 - Supporting tourism and the visitor economy,
 - Promoting education and innovation,
 - Supporting food and agribusiness, and by
 - Promoting smart technologies and industries.
- Creative industries should be supported and cultural assets promoted.
- Housing should be concentrated in areas served by public transport, jobs, community infrastructure and educational facilities. Infill housing should be prioritised over greenfield.
- Housing should be diverse and affordable so that a variety of household types and life stages can be accommodated.
- The urban tree canopy should be improved to help cool Maitland and to encourage people to walk and cycle and to form communities.
- The city's resilience should be improved, particularly around flooding, heat and energy use.



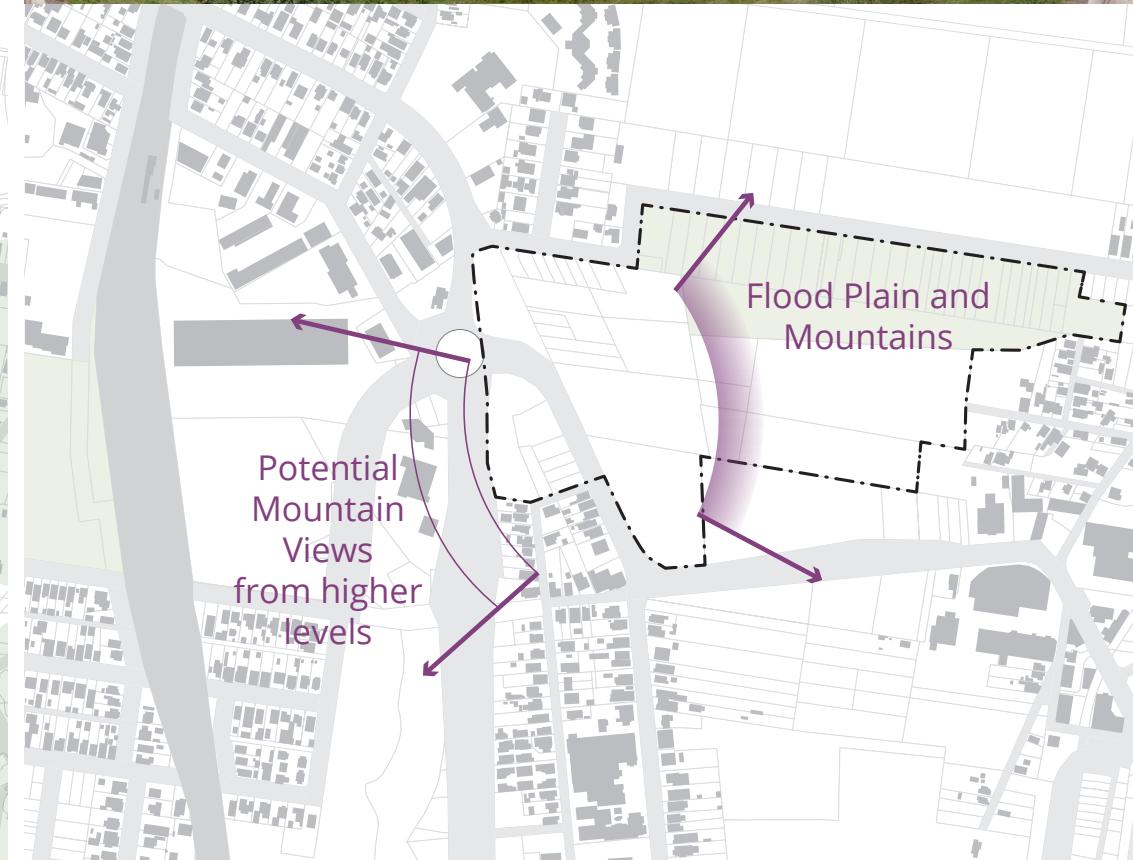
APPENDIX B: SITE ANALYSIS

TOPOGRAPHY AND WINDS



Vision for the future of the Old Maitland Hospital | 7. Appendix

VIEWS

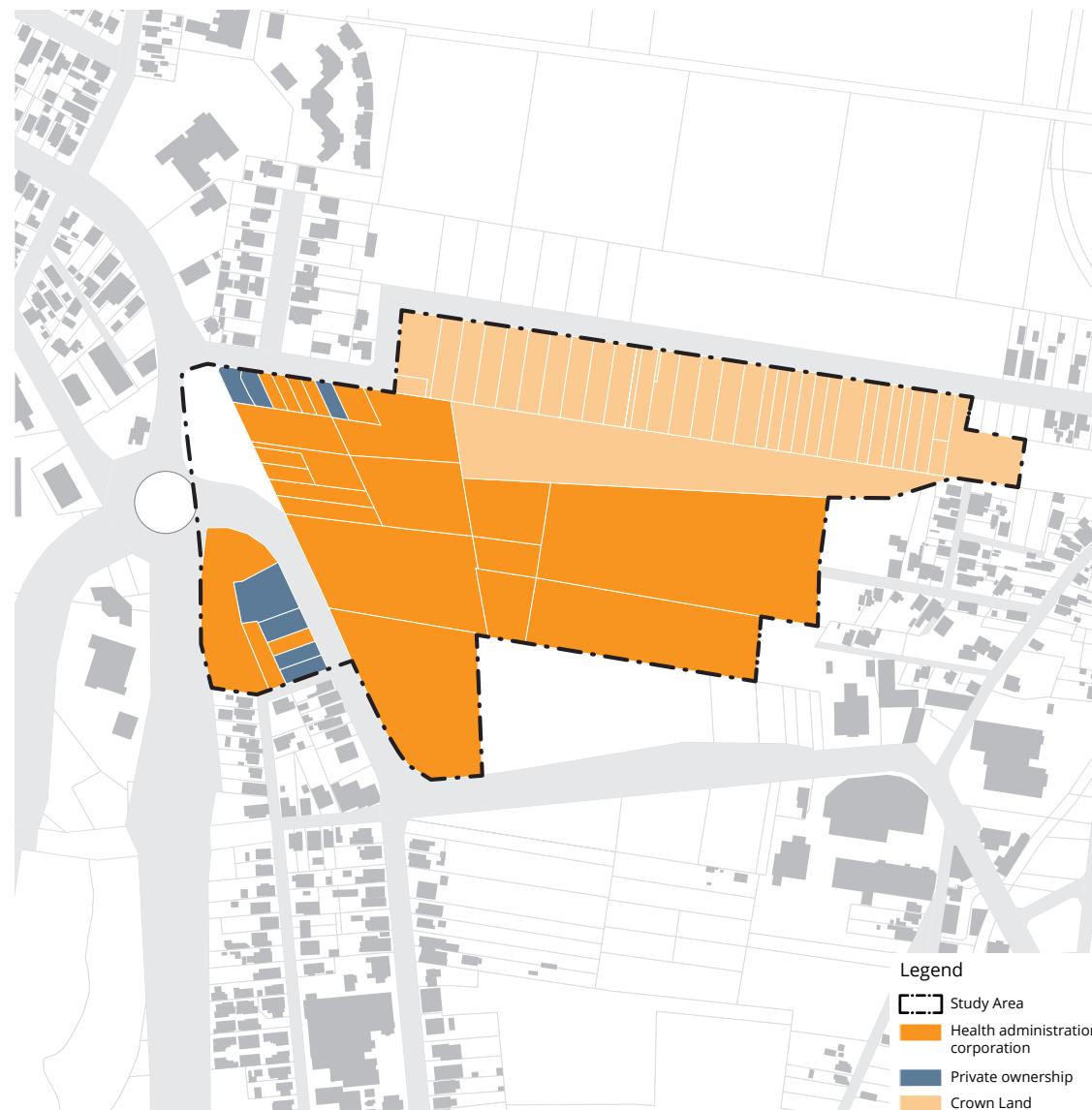


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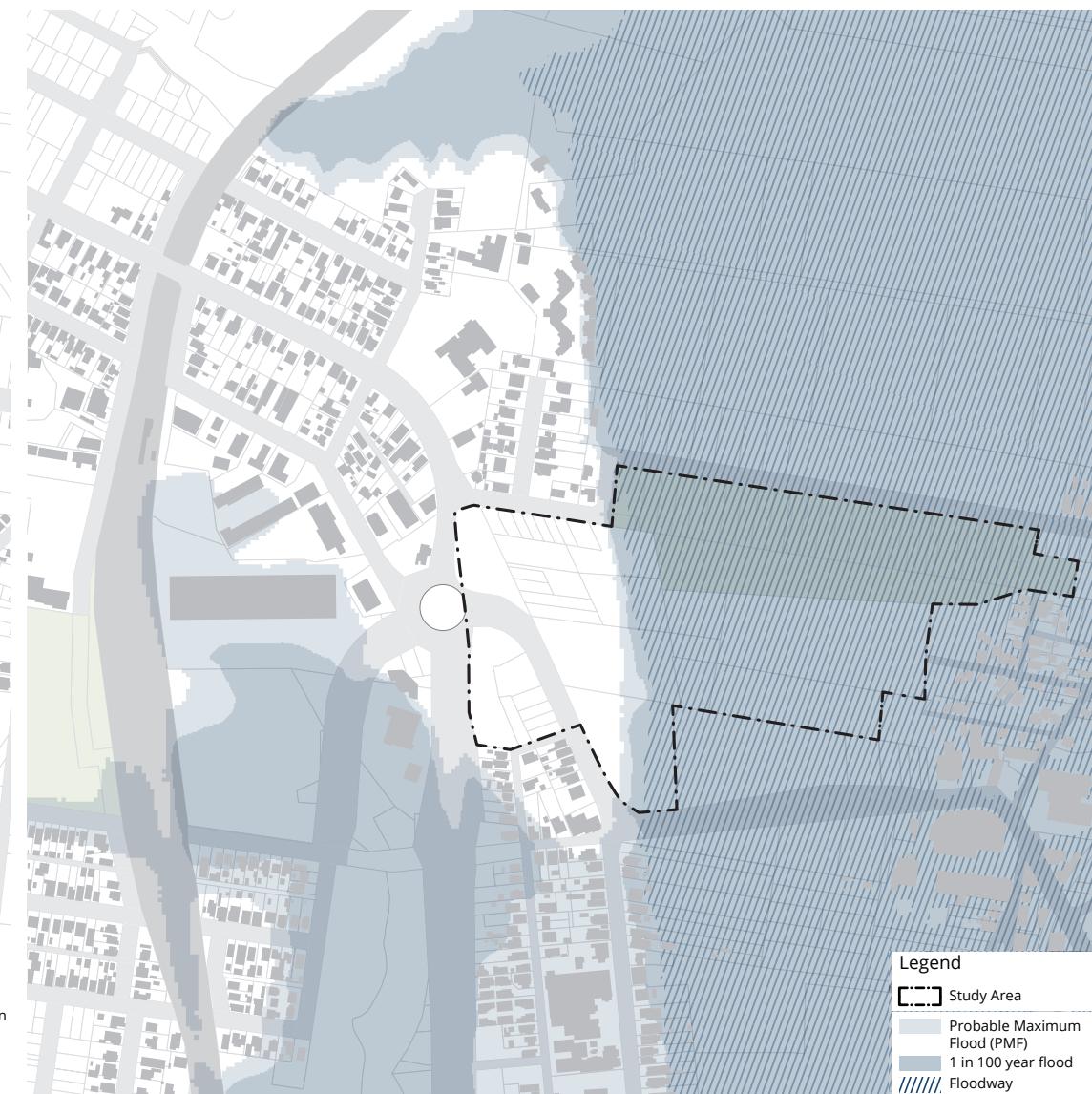
APPENDIX B: SITE ANALYSIS

OWNERSHIP



Vision for the future of the Old Maitland Hospital | 7. Appendix

FLOODING

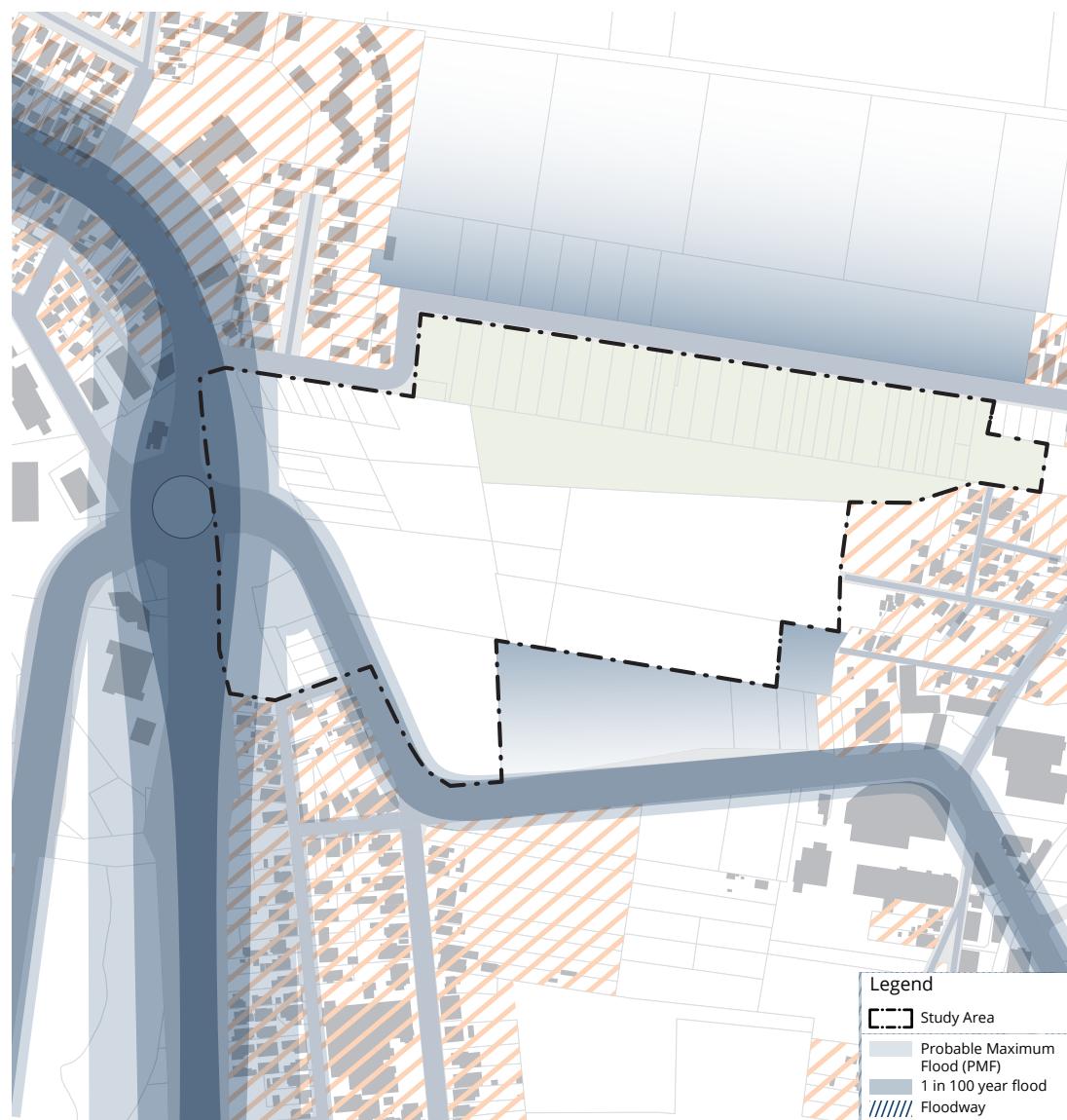


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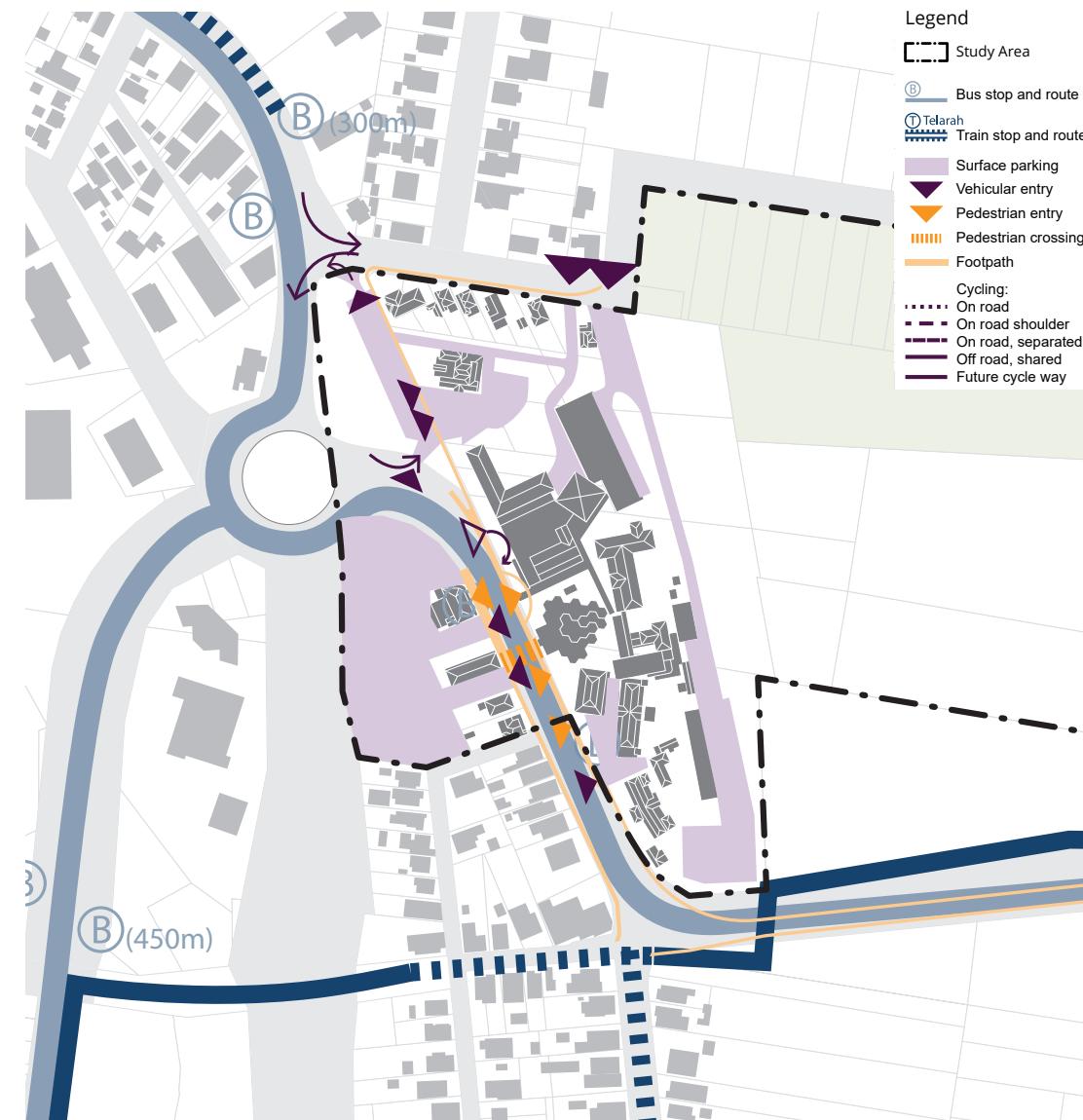
APPENDIX B: SITE ANALYSIS

NOISE



Vision for the future of the Old Maitland Hospital | 7. Appendix

ACCESS



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APPENDIX C: EXAMPLES OF HERITAGE REUSE

HOTEL: HECKFIELD PLACE, UK

Once a gentleman's country estate, now a hotel with:

- 20 rooms,
- 2 restaurants,
- private cinema,
- wine cellar,
- spa, and
- a home farm and gardens.



APPENDIX C: EXAMPLES OF HERITAGE REUSE

EDUCATIONAL: TAFE LIVERPOOL, SYDNEY

Built as a hospital in 1825 by Francis Greenway, now a range of courses are taught here, including:

- Business studies,
- Hairdressing/ beauty therapy,
- Human resources and
- Accounting.



Vision for the future of the Old Maitland Hospital | 7. Appendix

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APPENDIX C: EXAMPLES OF HERITAGE REUSE

CULTURAL HUB: LINDOWNER 22, BERLIN

This former industrial complex is now a mixed use creative hub with 11,000m² of:

- market and artist accommodation,
- retail,
- events spaces,
- creative offices,
- a theatre,
- galleries, and
- art studios.



APPENDIX C: EXAMPLES OF HERITAGE REUSE

OFFICES: DELFT WATER AUTHORITY, NETHERLANDS

The complex of buildings were built from 1505 as a residence for a local leader. They now house the Delft Water Authority offices.



APPENDIX C: EXAMPLES OF HERITAGE REUSE

RESIDENTIAL: GRANGE HALL, UK

This 1837 structure was a school until the 1960s, then became an engineering component store.

Now, it's home to 9 high end apartments.



Vision for the future of the Old Maitland Hospital | 7. Appendix

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APPENDIX C: EXAMPLES OF HERITAGE REUSE

RESTAURANT: TRANSFORMER, MELBOURNE

This old warehouse houses a whole food vegetarian restaurant where diners can eat surrounded by greenery.



Vision for the future of the Old Maitland Hospital | 7. Appendix

BREWERY: THE CHURCH BREW WORKS, USA

St John the Baptist Church in Pittsburgh was the victim of a declining parish and remained vacant from 1993.

In 1999 the church was renovated and reopened as a brewery that reused many of the original fixtures, pews and lanterns.



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APPENDIX C: EXAMPLES OF HERITAGE REUSE

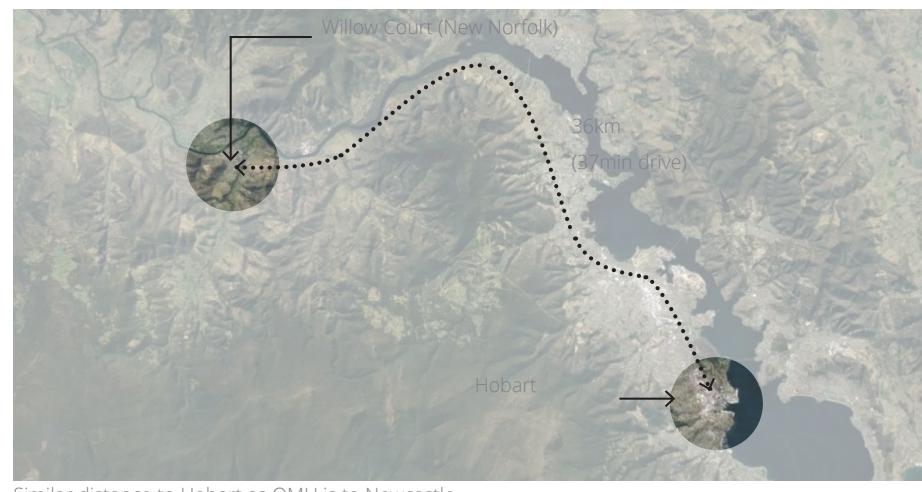
CASE STUDY: WILLOW COURT, NEW NORFOLK TASMANIA

This former hospital sat empty until operators enquired independently. Now the site houses:

- A farm to table restaurant with a focus on local produce,
- Antique store,
- Tours (historical, ghost),
- Motel and 22 room boutique hotel,
- Community Centre,
- Exhibition spaces and artists in residence, and
- A rum distillery.



Similar size to the OMH site



Similar distance to Hobart as OMH is to Newcastle



Antique store



Restaurant - Agrarian kitchen



Rum distillery planned

maitland
city council



Finance

Quarter Two Report – Operational Plan And Budget 2025–26 Progress Report End 31 December 2025

Community Progress Report October–December 2025

Meeting Date: 17 February 2026

Attachment No: 1

Number of Pages: 34



OCTOBER 2025 – DECEMBER 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.

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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 DIAPI	►
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.

A connected city with thriving communities

Our shared vision





General Manager Jeff Smith

Message from our General Manager

I am delighted to present our Community Progress Report for the period of 1 October 2025 to 31 December 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 277 development applications, investing \$15.6 million in our capital works program and submitting 21 grant applications for key projects.

We were excited to ring in the new year across our community, with over 15,000 attendees enjoying festive celebrations and a spectacular fireworks display to see out 2025 at Maitland Riverbank.

We demonstrated our success by earning numerous awards, including National Best New Event, the National Local Government Customer Service Network Hall of Fame Award for Exceptional Leadership and the Gold Award in the Local Sustainability category. These achievements highlight our strong culture of continuous improvement and the incredible work of our engaged workforce.

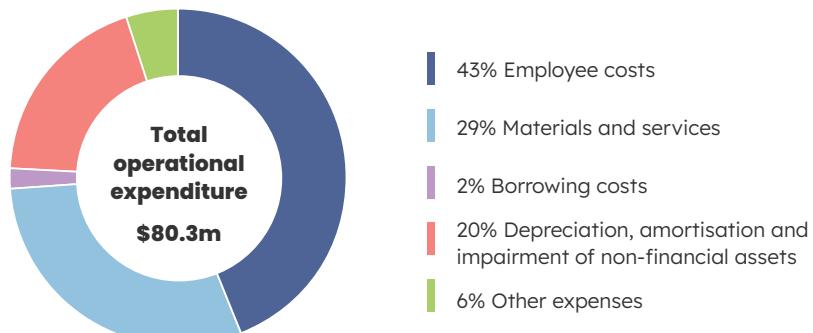
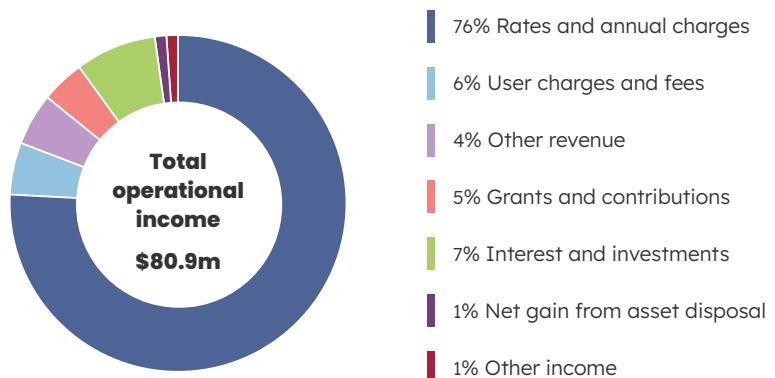
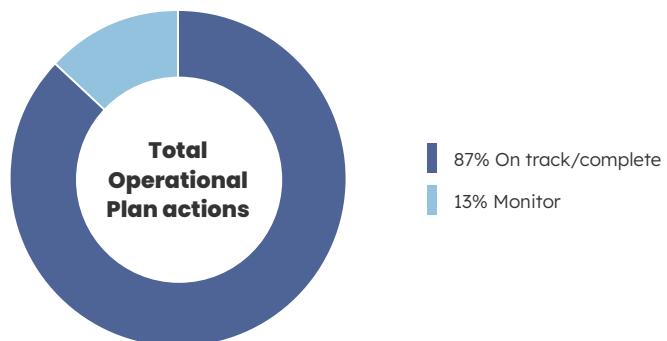
The projects and actions in this report are just a snapshot of what we have delivered across the city. Through our passion and commitment, we have made significant progress in making Maitland a great place to live, work, enjoy and succeed.

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



Our achievements

Showcasing our achievements



Communication and engagement

Council received 1,518 media mentions between October and December 2025, reaching a potential audience of 16.9 million across radio, online, print and TV. We delivered the summer edition of Momentum newsletter to 41,036 private and business addresses and sent three E-Momentum editions to subscribers.

Council issued 26 media releases highlighting key initiatives and updates, including Melville's Milton Morris Bridge, completion of Cooks Square Park amenities, Maitland's Hall of Fame, Australia Day nominations and the reopening of Maitland pool.

Maitland City Council social channels

As part of our commitment to building trust and improving access to information, Council published 247 posts across all corporate social channels during the period. These posts reached an audience of more than 46,000 people, with over 169,000 engagements.

The top-performing Facebook posts were:

- New Year's Eve celebrations, with 10,765 total interactions
- Maitland's Best Christmas Lights 2025 winner announcement, with 10,765 total interactions
- Update on the construction of Melville's Milton Morris Bridge, with 7,423 total interactions.

Community engagement

Community sits at the centre of local government, with Council plans strengthened by listening to residents and allowing their voices to guide the path toward thriving, resilient communities.

A total of 2,000 contributions were received across 14 projects this quarter using both online and face-to-face channels. This marks a 17 per cent increase in contributions from the previous period.

Highlights of key engagement projects undertaken include:

- East Maitland Catalyst Area Structure Plan
- Draft Social Strategy
- Draft Development Contribution Plan (DCP)
- Draft Community Infrastructure Strategy.



14

projects had engagement activities



37,139

Corporate Facebook page followers



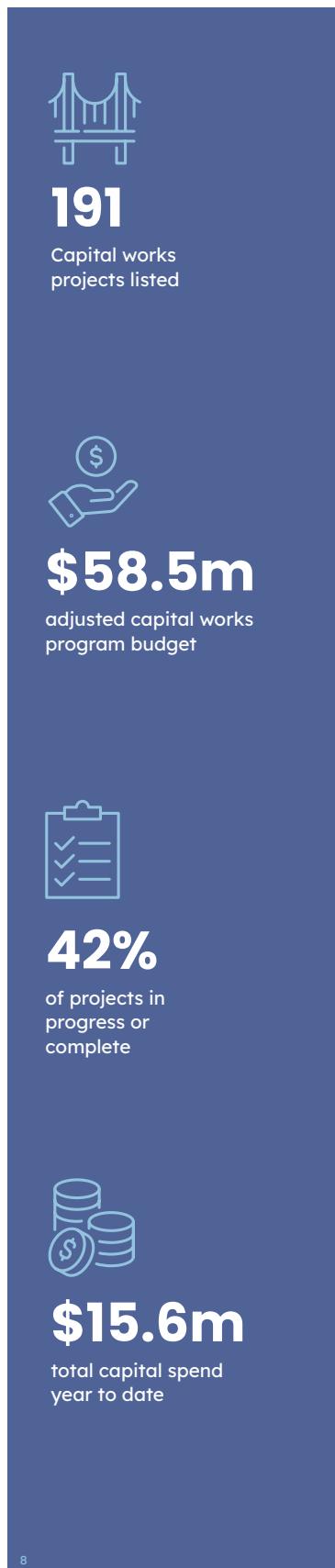
20

in person engagement activities



22,520

people average daily reach per Facebook page



Capital works

Work on Melville's Milton Morris Bridge back on track

Saunders Civilbuild and Council staff have completed detailed assessments and critical repair plans on Melville's Milton Morris Bridge after flooding in May and August damaged the partially constructed bridge.

Crews carefully removed the bridge deck planks from the piers, cleared flood debris, sand and gravel from around the bridge and then realigned the structure.

The old timber bridge has been removed with embankment, guardrail and barrier works to progress in early 2026.

New amenities at Cook Square Park

Council delivered a brand-new \$1.5 million amenities building at Cooks Square Park, East Maitland, thanks to joint funding from the NSW and Australian Government.

The new amenities include modern male and female changerooms that are gender inclusive and accessible, as well as improved drainage at the facility. A ribbon cutting ceremony was held in November 2025 to officially mark the opening, with attendance from government officials, Mayor Philip Penfold and Maitland Football Club representatives.

Key projects completed

- Skate park resurfacing and maintenance at Gillieston Heights.
- Amenity upgrades at Tenambit Oval, Tenambit.
- New shared pathway at Cessnock Road, Gillieston Heights.
- Road improvements at Largs Avenue, Largs, Trappaud Road, Louth Park, Turton Street, East Maitland and Anambah Road, Anambah.
- New amenities at Cooks Square Park, East Maitland.
- Outdoor 50m pool upgrades and splash pad renewal at Maitland Aquatic Centre, Maitland.
- Cat facility improvements at Maitland Animal Management Facility, East Maitland.
- New enclosed dog park at Verge Street, Rutherford.
- Outer fields power upgrade at Maitland Park, Maitland.
- Footpath reconstruction at West Mall, Rutherford.

Key projects commenced

- Kerb and gutter replacement with road reconstruction at Weblands Street, Rutherford.
- New amenities block, Max McMahon Oval, Rutherford.
- New high pedestrian activity area at Belmore Road, Lorn.
- New playspace at Rossington Way, Farley.
- New car park construction at Maitland Park netball courts, Maitland.

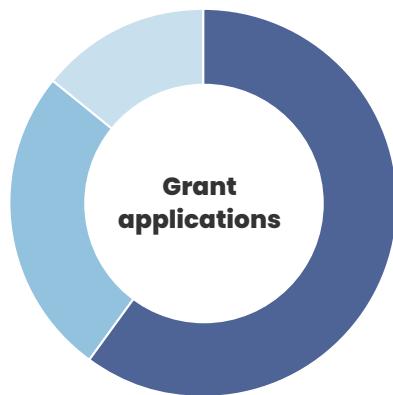
Grants

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 \$5.6 million of funding across 21 grants, between October and December 2025. We successfully secured seven grants worth \$2.4 million.

Key grants received:

- \$966,928 from the Department of Climate Change, Energy, the Environment and Water for Community Energy Upgrade Fund Round Two.
- \$743,000 from Transport for NSW for a Block Assistance Grant.
- \$341,293 from the State Library of NSW for Public Library Funding.
- \$226,690 from the NSW Department of Planning, Housing and Infrastructure, Office of Local Government for A fresh start for Local Government Apprentices, Trainees and Cadets Round Three.



- 60% Applications submitted pending notification
- 26% Applications successful
- 14% Applications unsuccessful





\$110.1m

planned capital investment in our city from DAs



25 days

median* assessment time for DAs



18 days

median* assessment time for CCs



411

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.

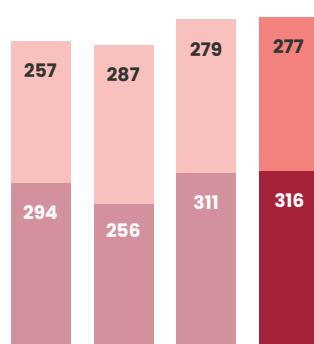
The NSW Government has developed an interactive dashboard or “council league table” to monitor performance for lodgement and assessment of Development Applications (DA’s) across all councils. The average assessment timeframe target is currently 85 days based on the total calendar days between a DA’s lodgement and determination date. This target is currently being achieved with an average assessment timeframe of 69 days, below the 85 day target.

During this period, we saw an increase in the number of DAs and a decrease in the number of construction certificates (CCs) lodged compared to the previous reporting period of July to September 2025. Our development planners have facilitated 12 pre-lodgement meetings between October and December 2025.

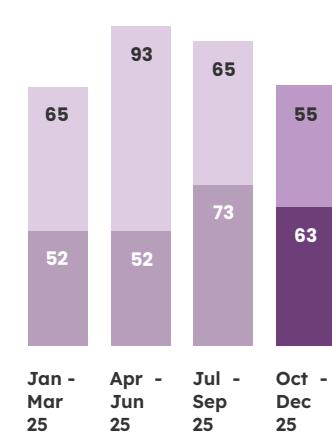
Major development application approvals include:

- Recreation facility at Rutherford.
- Subdivision at Gillieston Heights, of 56 lots.

Development applications (DA) lodged and assessed



Construction certificates (CC) lodged and assessed



■ DA lodged ■ DA assessed ■ CC lodged ■ CC assessed

*the middle value of calendar days, excluding outliers and any periods when the assessment clock is paused.

Customer and digital experience

Council's Customer Experience team received 13,136 calls during the reporting period. During the same period, Council's corporate website recorded more than 169,280 engaged visits, and the team facilitated 1,033 live chat interactions.

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 65 per cent within agreed service levels.

Government Contact Centre Summit Australia

The Government Contact Centre Summit was held as part of Customer Contact Week in October 2025, bringing together leaders and practitioners from across the public sector to share insights and strategies shaping the future of government service delivery.

Maitland City Council was highlighted as a keynote speaker and facilitator across the two-day summit with two representatives taking lead roles. They also shared our city's story of transformation and collaboration through workshops aimed at practical strategies for successful transitions to support staff through system change and creating a seamless customer experience.

Top five customer service requests:

- Bin repair – 678
- Tree maintenance – 264
- Collection issue – 252
- Potholes – 242
- Illegal parking - 165

Customer service requests finalised in reporting period – 4,582



13,136

phone calls received



1,307

in person visitors



169,287

Corporate website engaged visits



4/5

customer satisfaction score

Highlight stories

Awards and recognition

Maitland City Council's Events team was recognised on the national stage at the 2025 Australian Event Awards and Symposium. We're proud to have won two major awards: National Winner for Best New Event for Luminous and State Winner for Best Community Event for Maitland Riverlights.

Maitland's aquatics team was nominated and named finalists in six award categories, taking home two category wins at this year's NSW Aquatic and Recreation Awards (ARI). Winning the ARI Accessibility Award demonstrates our strong commitment to inclusion, while our staff campaign 'Be a nice human' also secured the Marketing and Communications Award.

Our Customer Experience team was awarded the National Local Government Customer Service Network Hall of Fame Award for Exceptional Leadership and Contribution to Network Members. This peer-nominated award recognises Councils that lead by example, champion collaboration and consistently strive to deliver better outcomes for their communities.

Our environmental and sustainability efforts were highlighted at the 2025 Local Government Environmental Symposium and Awards in December 2025. Maitland City Council's Environment and Sustainability team received a gold award in the Local Sustainability category for the development and delivery of our Environmental Sustainability Strategy. We also secured a Division B win in the category of Towards Net Zero Emissions, in recognition of our progress in reducing operational emissions across our operations.

Community grants

Council's Biannual Community Grants Program allocated over \$92,952 towards 24 community projects in round two of the Community Projects and Celebrations Program.

The Individual Development Grant is available year-round, with rounds two and three of funding allocating over \$11,341 to 16 applicants between October and December 2025.

Events and activation

The Maitland Riverlights Festival, held in October 2025, saw more than 15,000 attendees, marking a highly successful celebration of cultural diversity. Over 50 cultures contributed to the program, presenting a rich array of traditions, crafts, music, dance, dress and symbolic practices.

Christmas festivities were in full swing with decorations at The Levee, Maitland Administration Centre and Maitland City Library. Christmas activities including a Christmas tree lighting ceremony, shopfront Christmas display, Santa photos and A Merry Little Christmas mini market attracted over 5,000 visitors to the area.

Evergreen Way, Gillieston Heights claimed Maitland's Best Christmas Lights 2025 for their stunning display of lights, colour and festive cheer.

New Year's Eve, proudly presented by Valley Estate Agents and Maitland City Council, brought in the new year across our community with over 15,000 attendees enjoying festive celebrations and a spectacular fireworks display at Maitland Riverbank. The family-friendly night was celebrated with amusements, face painting and live music with plenty of food, beverage and dessert options to see out 2025.

Street Eat events continue to grow in popularity with two being held at Chisholm and Raworth during the period, with a Halloween theme attracting over 1,000 attendees to Chisholm.





Maitland libraries

Maitland libraries launched the Big Summer Reads campaign in December 2025. The campaign includes family events and creative activities to encourage a summer full of reading.

A reading log is encouraged to be completed and submitted to the library to support our attempt to record 100,000 reading minutes for Maitland. Over 37,504 reading minutes have been logged already for December 2025.

Participation in library events continues to grow, with attendance increasing by 50 per cent compared to the same quarter last year. Popular programs included digital literacy sessions, school holiday programs, Literature Live, Citizen Science and Riverlights programs.

Maitland Regional Art Gallery

Maitland Regional Art Gallery marked its 50th anniversary in November 2025, with over 1,100 guests joining a Garden Party Soirée to celebrate five decades of art, community and creativity.

The event brought together past and present supporters including previous directors and the daughter of founding Director, Margaret Sivyer, to celebrate the occasion with live music, food and workshops.

To mark the milestone, Maitland Regional Art Gallery presented Shared, an exhibition showcasing works that have been prized, gifted, collected and shared throughout the Gallery's history alongside In the Making, a new children's publication of 14 works from the Gallery's collection.

Long-term planning

Council unanimously adopted the Maitland Residential Density Guide in October 2025. This guide provides a clear roadmap for delivering housing and neighbourhoods that meet the needs of current and future residents, representing a significant milestone for Maitland.

The draft Community Infrastructure Strategy and 10 supporting plan summary documents were endorsed for public exhibition by Council in December 2025. The documents will be placed on an extended exhibition period from December 2025 to February 2026.

Maitland's Social Strategy will guide the planning and delivery of social and community development programs and initiatives. Community engagement commenced in October 2025, providing our community with an engagement opportunity prior to strategy development. Over 13 Council and community events were attended by our teams to facilitate community conversations, as well as an online social wellbeing census available through to March 2026.

Maitland's first Partnerships and Advocacy Strategy was officially endorsed by Council in October 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.

Environmental initiatives and awareness

Council delivered and collaborated on 39 events aimed at environmental education, reaching 2,136 participants across workshops, presentations and face-to-face conversations at pop-up events.

Presentations included behaviour change to support water quality, Hunter River Health Check, Citizen Science, Flying-fox awareness, and waste and recycling initiatives including Food Organics and Garden Organics (FOGO).

FOGO contamination is the presence of materials that are not accepted for composting. The monthly FOGO contamination rate as a percentage of tonnage has held at 0.16 per cent or below since commencement in June 2025 across the coordinated implementation of FOGO between Maitland City Council, Cessnock City Council and Singleton Council, below the NSW average of approximately two per cent.

Since the implementation of Maitland's FOGO initiative, over 3,000 households have taken the opportunity to receive a fortnightly red general waste bin collection. Their participation reduces our overall landfill and highlights a positive trend of FOGO being implemented in our community.

International Men's Day

International Men's Day is a global celebration of the positive value men and boys bring to their families, communities and society, and raises awareness of men's health and wellbeing.

Maitland City Council partnered with Joblink Plus to bring together the Maitland Community Connection Day at Maitland Town Hall in November 2025. The day included a presentation of this year's Mates and Mentors program with several staff members and councillors participating in the program as mentors over the past two years.

Over 60 stallholders, industry demonstrations, free haircuts and a free BBQ hosted by Council staff brought together many to encourage important conversations around men's health and wellbeing.

Maitland aquatics centres

Our aquatic centres delivered a diverse range of programs tailored to various community demographics. By prioritising safety, we've cut incidents by 42 per cent this period and ensured we tested all pools regularly.

Program participation remained strong across all offerings:

- Learn to swim (public): 5,936 attendances with 83 per cent occupancy
- Learn to swim (school-based): 642 attendances
- Squad training: 1,587 attendances across 145 members
- Aqua fitness classes: 1,193 attendances across 133 members.

Maitland Aquatic Centre kicked off summer with a free family open day in December 2025 to celebrate the reopening of the outdoor pool following essential repair works.

The refresh included repairs to the expansion joints, concrete structure and fibreglass lining, as well as tiling, repainting and repairs to the splash pad to extend the facility's life for years to come.

National Safe Work Month

Staff celebrated National Safe Work Month throughout October and concluded with a pop-up event at Maitland Town Hall. This year's theme is 'Safety: every job, every day', a powerful reminder that no matter your role, location or industry, safety should always be front of mind.

The event featured stalls from Hunter Melanoma Foundation, Ethos Health and internal teams providing activities and information on wellbeing, UV damage, body composition and nutrition.

Kath Koschel, a former professional cricketer, author and founder of the Kindness Factory, presented a captivating keynote speech sharing her inspiring story of resilience and kindness.



Recreation and sporting

Maitland's profile as a premier destination for major sporting events is set to rise even further with the announcement it will host the Newcastle Rugby League Magic Round in early 2026. This presents a significant opportunity for Council to showcase the Maitland Regional Sportsground as a premier venue for large-scale events.

The sportsground will also host high-level fixtures through 2026, with Newcastle Knights Junior Representative games and a Newcastle Jets women's match confirmed.

The Maitland Regional Athletics Centre is preparing to host the Region Two NSW Athletics Championships and NSW Combined Carnival in early 2026. School carnival bookings for 2026 are also filling fast, positioning the centre as a key venue for both community and regional athletics.

Leading cyber preparedness

Cyber security awareness is becoming an increasingly high priority as cyber threats continue to grow across our community. Cyber Security Awareness Month was celebrated in October 2025, focusing on practical advice for protecting your work and personal accounts, systems and data.

Maitland City Council facilitated the Hunter hub for a statewide cyber preparedness exercise to support stronger cyber resilience across NSW local government. Exercise Waratah, facilitated by the Australian Signals Directorate, brought together representatives from 49 councils across NSW to explore emerging threats, test responses and share insights. Maitland's Coordinator Cyber Security was one of three officers across local and federal government who collaborated to develop and implement this industry-leading event.

World Town Planning Day

We celebrated World Town Planning Day in November, a day to recognise the power of good planning to improve lives, strengthen communities and shape sustainable, thriving cities.

This year, the theme 'with planning, we can' emphasised how planning can help tackle some of today's most pressing challenges, from housing affordability to community wellbeing.

This celebration comes as Maitland reaches a major milestone, with our estimated population surpassing 100,000 people. Over the past five years, we've welcomed an average of more than 2,200 new residents each year — that's six new people, or over two new households, choosing Maitland every day.



OUR PROGRESS



Liveable Maitland



83% On track/complete
17% Monitor

Major venues and facilities hours of usage



OCT-DEC 25
4,102

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

Aquatic Centres visitation



OCT-DEC 24
89,829
OCT-DEC 25
55,142

Decrease due to remediation works 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
1.1.1.10	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



658

building and structure
maintenance completed



5,841

potholes filled



9,358

Aquatic Centre
program attendance



558

Morpeth Museum
visitation



40

community grants
provided



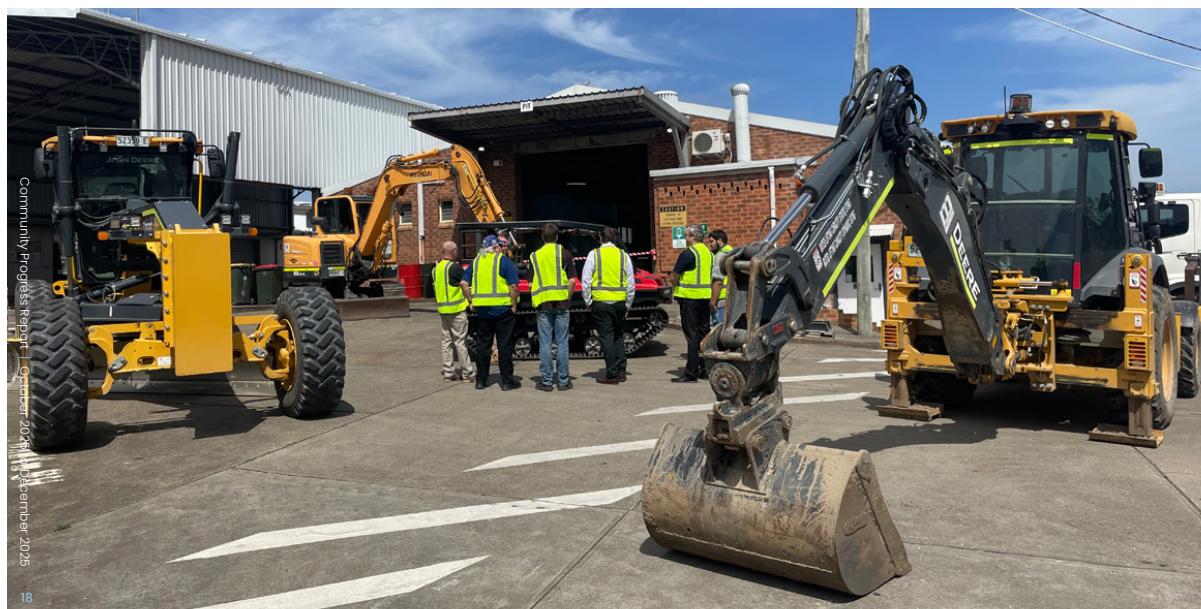
1,035

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	◆ ₂
1.1.3.2	Undertake a review of the LEP to ensure Housing and Environmental Policy principles are embedded into our planning framework	◆ ₂
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
1.1.4.9	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 Boulevarde on Raymond Terrace Road	◆ ₁
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
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	◆ ₃

Within this focus area, eight 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:

- Five due to external factors¹
- Two due to change in scope/priorities²
- One due to weather³.

OUR PROGRESS



Sustainable Maitland



90% On track/complete
10% Monitor

Food and garden organics collected kerbside



OCT-DEC 24

3,331t

OCT-DEC 25

3,320t

Garden organics in spring are heavily influenced by growth conditions.

Waste collected at kerbside



OCT-DEC 24

6,690t

OCT-DEC 25

6,157t

Decrease due to the implementation of FOGO initiative.

Status key

► On track/complete ◆ 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	◆ 5
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



37

flood certificates issued



302

domestic waste services delivered



108

illegal dumping investigations



778

Recycle Smart pickups



80

seedlings planted by Council



35.7t

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	◆ ₄
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	◆ ₅
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:

- Two due to resourcing⁴
- One due to budget/funding⁵.



Community draft report, October 2020, December 2025

23

OUR PROGRESS



Vibrant Maitland



Maitland Regional Art Gallery visitation



OCT-DEC 24

26,895

OCT-DEC 25

25,260

Decrease due to increased 2024 attendance driven by additional grant funded events and programs.

Libraries visitation



OCT-DEC 24

43,700

OCT-DEC 25

48,028

Increase due to continued 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	♦ ₁
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	♦ ₂
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

Actions		Status
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



7,521

attendees at 246 events held at our Libraries



100

food premises inspections completed



3,453

attendees at 77 events at Maitland Regional Art Gallery



316

Greenfield lots approved for construction



96.3%

impounded animals returned or rehomed



3

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	◆ ₁
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	◆ ₂
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



Community Artwork Display
January 2025

26

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	◆ ₁
3.3.2.8	Deliver Walka Water Works site remediation as funded by Crown Lands	◆ ₁

Within this focus area, eight 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:

- Four due to external factors¹
- Three due to change in scope/priorities²
- One due to scheduling⁶.



OUR PROGRESS



Achieving Together



96% On track/complete
4% Monitor

ICT service desk requests received



OCT-DEC 24

1,614

OCT-DEC 25

2,664

65%
Increase

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

In person staff training sessions



OCT-DEC 24

335

OCT-DEC 25

456

36%
Increase

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	►



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 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 ensure 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

Within this focus area, two 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 change in scope/priorities³, one due to resourcing⁴.

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 OCT-DEC	STATUS
LIVEABLE	Aquatic centres	Visitation at aquatic centres	5% increase	55,142 ►
	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	759 New
	Capital works delivery	Delivery of capital works program within 5% of revised budget	Maintain	75% New
	Community programming and development	Number of applications received for the Community Grants Program	Increase	18 ►
	Land use planning	Number of scoping and planning proposals undertaken	Maintain	6 proposals, 2 scoping ►
	Major venues and facilities	Number of events and programs hosted	Increase	15 New
	Plant services	Number of maintenance and repair tasks performed	New	585 New
	Recreation and open spaces	Hectares of passive and open space maintained	530 ha	530 ha ►
	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% ►
	Environmental management	Number of native plants planted on Council land	Increase	80 ◆
	Floodplain and estuary management	Number of flood certificates issued	Increase	37 ►
	Waste management	Number of domestic services delivered	Increase	302 ◆

	Service	Measure	Target	Results Oct-Dec	Status
VIBRANT	Development and compliance	Number of development applications assessed	5% increase	277	►
	Economic development	Number of business workshops/industry development/networking events hosted and sponsored	4	3	►
	Events and place activation	Number attendees at flagship events	Maintain	Riverlights: 15,000 New Years Eve: 15,000	►
	Libraries and learning	Total number of physical and online customer interactions	5% increase	375,199	►
	Maitland Regional Art Gallery	Visitation at Maitland Regional Art Gallery	Increase	25,260	►
	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	80	►
	Community engagement	Number of projects that had community engagement activities	Maintain	14	►
	Integrated planning and reporting	Number of reports and plans prepared	30	12	►
	Customer experience	Number of closed customer requests	Maintain	4,582	►
	Digital business systems and services	Number of service desk requests received	Maintain	2,664	►
	Financial services and reporting	Monthly financial reporting delivered on time	12	3	►
	Governance and leadership	Number of Council resolutions	Maintain	72	◆
	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: 1,989,967 Reach: 458,633,879 click through rate: 123,564	New
	Organisational development	Participation rate (Average number of Organisation Training Plan activities undertaken per employee face-to-face and online)	Increase	1.2	New
	Risk, safety and wellbeing	Number of work health and safety training activities completed	Increase	495	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