

# **Criterion 2 Community Engagement Annexures**

## **Attachment 2.c.i**

### **Phase one Maitland Your Say website information and results:**

- **Maitland Your Say website activity report**
- **Maitland Your Say forums**
- **Maitland Your Say submissions**
- **Maitland Your Say information sheet – Council services**
- **Maitland Your Say information sheet – Our sustainability challenge**

# Activity Report : Maitland Your Say

Includes statistics for: **Sustainable Council for a Sustainable City**

24 April 2013



28 May 2013

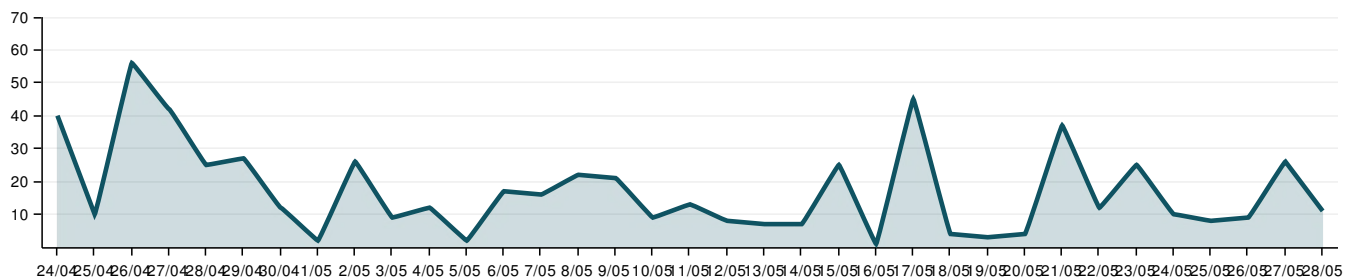


Activity Overview	(lifetime)
Site visits	374 (1,358)
Page views	603 (2,139)
Visitors	284 (793)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Document downloads	299 (1,336)
Video plays	0 (0)

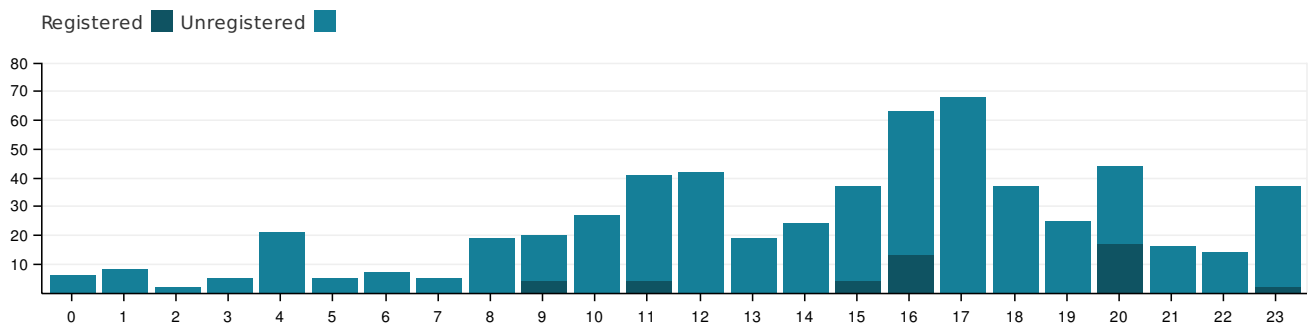
Number of Participants who		
Registered	13	(29)
Commented	0	(0)
Agreed	0	(0)
Disagreed	0	(0)
Downloaded documents	119	(471)
Downloaded videos	0	(0)
Viewed FAQs	1	(1)
Took polls	2	(6)

Download [Visited ip addresses](#)

## Page Views By Date



## Page Views By Hour



Engagement Depth	Average		Total
Time on site	2m 28s	(2m 24s)	15h (2d 6h) 25m
Page views	1.6	(1.6)	603 (2,139)
Visits	1.3	(1.7)	374 (1,358)
Comments	0.0	(0.0)	0 (0)
▶ primary			0 (0)
▶ replies			0 (0)
Agrees	0.0	(0.0)	0 (0)
Disagrees	0.0	(0.0)	0 (0)

Participant Conversion		
Visitors who		
▶ registered	4.6%	(3.7%)
▶ downloaded documents	41.9%	(59.4%)
Registered participants who		
▶ commented	0.0%	(0.0%)
▶ agreed/disagreed	0.0%	(0.0%)
▶ took polls	15.4%	(20.7%)

Tools	Total	Page views	Votes	Comments	Agrees	Disagrees	Participants
Forum Topics	6	22 (118)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
News Articles	2	14 (119)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

Age (Top 20)	Participants		Comments		Agrees		Disagrees	
46-55	4	(7)	0	(0)	0	(0)	0	(0)
36-45	3	(7)	0	(0)	0	(0)	0	(0)
56-65	3	(7)	0	(0)	0	(0)	0	(0)
Over 65	1	(5)	0	(0)	0	(0)	0	(0)
26-35	1	(2)	0	(0)	0	(0)	0	(0)
18-25	1	(1)	0	(0)	0	(0)	0	(0)
<b>TOTAL</b>	<b>13</b>	<b>(29)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

Gender (Top 20)	Participants		Comments		Agrees		Disagrees	
Female	8	(15)	0	(0)	0	(0)	0	(0)
Male	5	(14)	0	(0)	0	(0)	0	(0)
<b>TOTAL</b>	<b>13</b>	<b>(29)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

Do you have an interest or expertise in any of the following areas? (Top 20)	Participants		Comments		Agrees		Disagrees	
Recreation and Leisure	7	(12)	0	(0)	0	(0)	0	(0)
Arts, Culture and Heritage	7	(11)	0	(0)	0	(0)	0	(0)
Community Services	7	(10)	0	(0)	0	(0)	0	(0)
Festivals and Events	7	(10)	0	(0)	0	(0)	0	(0)
Volunteering	7	(9)	0	(0)	0	(0)	0	(0)
Roads and Transport Infrastructure	6	(12)	0	(0)	0	(0)	0	(0)
CBD Revitalisation	6	(8)	0	(0)	0	(0)	0	(0)
Libraries	6	(7)	0	(0)	0	(0)	0	(0)
Environment	5	(9)	0	(0)	0	(0)	0	(0)
Planning and Development	5	(8)	0	(0)	0	(0)	0	(0)
Waste Management	4	(9)	0	(0)	0	(0)	0	(0)
Economic Development and Marketing	4	(7)	0	(0)	0	(0)	0	(0)
City Leadership	3	(5)	0	(0)	0	(0)	0	(0)
Suburban Precincts	3	(5)	0	(0)	0	(0)	0	(0)
<b>TOTAL</b>	<b>80</b>	<b>(132)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

Document Downloads	Document downloads
Capital Works Program	76 (239)
Operational Plan	43 (116)
Fees and Charges 2013-14	37 (169)
Delivery Program 2013-17	32 (111)
3. Our Natural Environment	25 (84)
1. Proud People, Great Lifestyle	15 (55)
2. Our Built Space	14 (47)
5. Connected and Collaborative Community Leaders	13 (41)
4. A Prosperous and Vibrant City	12 (52)
Information sheet on Councils services	11 (88)
Our Sustainable Challenge information sheet	11 (49)
Community Strategic Plan Maitland +10	7 (32)
Community Information Session PowerPoint 8 May 2013	3 (35)
Capital Works Program 2013-17	0 (35)
Delivery Program 2013-17 (Full Version)	0 (33)
Fees and Charges 2013-14	0 (25)
Operational Plan 2013-13	0 (22)
Connected and Collaborative Community Leaders	0 (22)
Our Built Space (Theme)	0 (21)

<b>TOTAL</b>	<b>299 (1,336)</b>
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**Video Download Activity**

<b>TOTAL</b>	<b>0 (0)</b>
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**Sources (Top 20)**

Page views

m.facebook.com	60 (131)
www.facebook.com	54 (112)
www.maitland.nsw.gov.au	22 (22)
www.google.com.au	19 (82)
admin-sd	3 (3)
temp.com	2 (2)
basic.messaging.bigpond.com	1 (1)
www.google.com	0 (8)
www.google.com.ph	0 (2)
au.ask.com	0 (1)
au.search.yahoo.com	0 (1)
www.bing.com	0 (1)
www1.search-results.com	0 (1)

<b>TOTAL</b>	<b>161 (367)</b>
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**Search Terms (Top 20)**

Search Engine

Page views

where is diamond circuit rutherford nsw	Google	0 (9)
maitland city council tip	Google	0 (2)
metford road roadworks	Google	0 (1)
maitland show 2014 entry fee	Google	0 (1)
concrete spillage penalties nsw	Google	0 (1)
maitland city council works depot address	Bing	0 (1)

<b>TOTAL</b>	<b>0 (15)</b>
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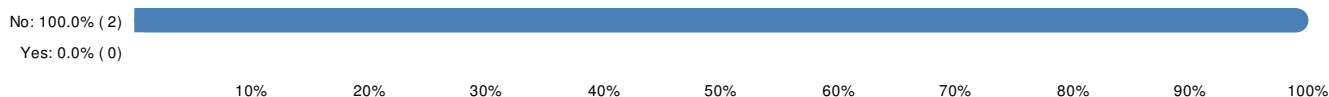
**Polls**

0 (1)

Voters (total)	2 (6)
Voters (% of participants)	0.7% (0.8%)

**Polls**

Did you know that rates revenue covers less than half the cost of delivering Council services and facilities? (2)



<b>Surveys</b>	Survey takers	Survey takers (% of participants)	0 (8)
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**Form\_tools**

Form\_tool takers

Form\_tool takers (% of participants)

0 (8)

Sustainable Council for a Sustainable City - online submission	1 (1)	0.4% (0.1%)	<a href="#">Summary</a>   <a href="#">Browse responses</a>
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**Guestbook**

1 (1)



## Topic Breakdown

6 forum topics

Do you think Councils objectives under the 'Proud People, Great Lifestyle' theme are the best steps we can take to help meet the community's aspirations?

Page views	5 (21)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

Looking at the objectives in the Delivery Plan under 'Our Built Space', do you believe they cover what we need to do over the next four years?

Page views	3 (16)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

Looking at 'Our Natural Environment', do you believe the community outcomes that were expressed in 'Maitland +10' will be achieved through the 11 objectives identified under this theme?

Page views	2 (20)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

'A Prosperous and Vibrant City'. Looking at our response to the community priorities, do you think achieving the objectives listed for the next four years will help us to deliver on the community outcomes as expressed in 'Maitland +10'?

Page views	1 (15)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

'Connected and collaborative community leaders' is a theme that focuses on all levels of government and leadership in the community. Do you think Council's objectives meet the community's priorities?

Page views	6 (24)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

Thinking about the financial challenges Council is facing in sustaining service delivery into the future, what would you suggest is the best way forward? How would you increase revenue? How would you cut costs?

Page views	5 (22)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

News Article Breakdown

2 news articles

Challenges clear as next four year plan released

Page views	14 (70)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)

Council Poised to Adopt New Delivery program and Operational Plan

Page views	0 (49)
Votes	0 (0)
Comments	0 (0)
Agrees	0 (0)
Disagrees	0 (0)
Participants	0 (0)



# Maitland Your Say Forums

## A Sustainable Council For A Sustainable City – Phase One

Forums


Online Submissions

News and Updates

reorder tabs

Showing All | See Open discussions only

Forums



0


Thinking about the financial challenges Council is facing in sustaining service delivery into the future, what would you suggest is the best way forward? How would you increase revenue? How would you cut costs?

[edit](#) | [delete](#) | [make it sticky](#) | [re-open topic](#)

**CLOSED: This discussion has concluded.**

In preparing the Delivery Program for the next four years, it has become clear that Council and the community are at a critical point in ensuring the sustainability of services to the community over time, with significant budget deficits projected from 2014-15 and continuing over the next ten years. The options available hinge on either cutting costs (which would mean a reduction in services or levels of service) or increasing revenue.

by Maitland Your Say 11 Apr 2013, 4:57pm | 39 views



0


'Connected and collaborative community leaders' is a theme that focuses on all levels of government and leadership in the community. Do you think Council's objectives meet the community's priorities?

[edit](#) | [delete](#) | [make it sticky](#) | [re-open topic](#)

**CLOSED: This discussion has concluded.**

View ['Connected and Collaborative Community Leaders'](#)

by Maitland Your Say 11 Apr 2013, 4:50pm | 40 views



0

'A Prosperous and Vibrant City'. Looking at our response to the community priorities, do you think achieving the objectives listed for the next four years will help us to deliver on the community outcomes as expressed in 'Maitland +10'?


[edit](#) | [delete](#) | [make it sticky](#) | [re-open topic](#)

**CLOSED: This discussion has concluded.**

'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', this is just one of 5 community outcomes expressed in the ten year community plan that is addressed in the Delivery Plan under the theme 'A Prosperous and Vibrant City'.

Vibrant City'.  
View ['A Prosperous and Vibrant City'](#)

by Maitland Your Say 11 Apr 2013, 4:43pm | 35 views



0


Looking at 'Our Natural Environment', do you believe the community outcomes that were expressed in 'Maitland +10' will be achieved through the 11 objectives identified under this theme?

[edit](#) | [delete](#) | [make it sticky](#) | [re-open topic](#)

**CLOSED: This discussion has concluded.**

View ['Our Natural Environment'](#)

by Maitland Your Say 11 Apr 2013, 4:20pm | 34 views



0

Looking at the objectives in the Delivery Plan under 'Our Built Space', do you believe they cover what we need to do over the next four years?


[edit](#) | [delete](#) | [make it sticky](#) | [re-open topic](#)

**CLOSED: This discussion has concluded.**

The community expressed a desire for all residents to be able to move around our city in safety and with ease – on foot, bicycle, car, bus or train. This and other outcomes have been addressed within the 'Our Built Spaces' theme.

View ['Our Built Space'](#)

by Maitland Your Say 11 Apr 2013, 4:18pm | 33 views



0

Do you think Council's objectives under the 'Proud People, Great Lifestyle' theme are the best steps we can take to help meet the community's aspirations?

[edit](#) | [delete](#) | [make it sticky](#) | [re-open topic](#)

**CLOSED: This discussion has concluded.**

Improving the appearance and presentation of the city, enhancing our rich built heritage, evolving our high quality and distinctive recreation facilities, providing arts and cultural services and facilities, and creating economic, social and cultural benefits through our events programs are key areas of focus for council over the next four years.

View ['Proud People, Great Lifestyle'](#)

by Maitland Your Say 11 Apr 2013, 4:07pm | 39 views

NB: There were no participants in the forums during Phase One.

1.Your Name

^

2.Your email address

.

3.Phone

4.Type your submission

Maitland need an equine facility. Many years ago (within 41), the National Appaloosa Championships were held at Maitland show ground. Thats every one in Australia who made the trip to compete for a National Title. We should try and get something as this would be great opportunity for businesses and local produce. When I travel to Tanworth for Nationals, we are eating out most nights, shopping during our non-show days and then travelling home (to Maitland), and having to fill up the car with fuel. Maitland is a bustling town full of fuel stations, lots of shops and opportunities for growth. I was asked to build a center, however, financially I can not. It would be great, as there are a few up and coming clubs and associations coming to the Hunter region, and would allow many clubs to be active and gain more members and on-lookers.

5.Attach your submission or supporting material

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## Information Sheet **COUNCIL SERVICES**

### **WHAT SERVICES DOES COUNCIL PROVIDE TO THE PEOPLE OF MAITLAND?**

'A sustainable Council for a sustainable City,' is an outcome expressed in the ten year community strategic plan Maitland +10. Council has embraced this challenge established by our community, and is focused on sustainability of both our organisation and the community which we support over the next ten years and beyond.

#### **DELIVERY PROGRAM**

Our Delivery Program is the single point of reference for all principal activities undertaken by Council. It outlines how Council will contribute to the achievement of the strategic outcomes of Maitland +10 – creating the the community we would like to see in the next decade. The program highlights Council's four year objectives, along with measures for progress.

In preparing the program, Council is accounting for its stewardship of the community's long-term goals. The principal activities undertaken by Council are all developed within available resources in accordance with the associated Resourcing Strategy.

Council provides a range of services to the community. Broadly, Council's services are:

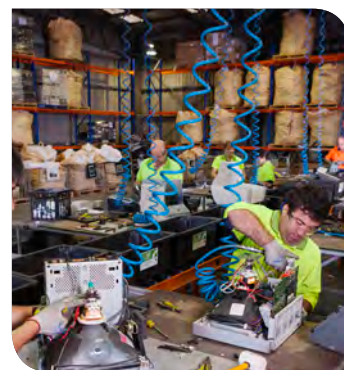
#### **ASSET CONSTRUCTION AND MAINTENANCE**

We plan, build and manage community assets including roads, footpaths, car parks, stormwater drains, recreation facilities and cemeteries to meet the needs of a growing community.



#### **COMMUNITY SERVICES**

We enhance and support our community and the many groups within it through active planning, partnerships and provision of high quality, accessible services.



#### **CITY APPEARANCE**

We plan and deliver a range of activities that contribute to the character of our City, from parklands to street trees, signage and flags to street sweeping, graffiti removal and litter collection.



#### **CULTURAL AND EDUCATIONAL SERVICES**

We contribute to our community's cultural development and learning through the management and promotion of our libraries, art gallery and museum in addition to initiatives like public art.





### **CITY LEADERSHIP**

We steer the development of a contemporary city and desirable community through the leadership of our elected Councillors and senior staff. Together, these groups represent community interests, making decisions, setting policies and delivering services.



### **ECONOMIC DEVELOPMENT AND MARKETING**

We contribute to the growth of our local economy through efficient, timely approvals processes, marketing and tourism, as well as supporting high profile events and developing Maitland Gaol as an iconic tourist destination.



### **ENVIRONMENTAL MANAGEMENT**

We help protect and enhance our natural environment through planning, partnerships and the delivery of a range of programs.



### **RECREATION AND LEISURE**

We manage our city's recreation areas including parks, sportsgrounds and green space, as well as aquatic facilities and a range of community buildings including neighbourhood centres and Town Hall.



### **HEALTH AND SAFETY**

We enhance community health and safety through the delivery of a range of programs, as well as help protect our community in times of emergency or disaster.



### **ROADS AND TRANSPORT**

We provide transport routes for vehicles, bicycles and pedestrians through planning and management of road and transport networks in the City.



### **PLANNING AND DEVELOPMENT**

We plan and manage the sustainable growth and development of our city, whilst respecting our heritage rich built environment.



### **WASTE MANAGEMENT AND RECYCLING**

We manage the collection and disposal of our waste, as well as recovering recyclable materials.





**maitland**  
city council

## Information Sheet **OUR SUSTAINABILITY CHALLENGE**

### **A SUSTAINABLE COUNCIL FOR A SUSTAINABLE CITY**

'A sustainable Council for a sustainable City' is an aspiration expressed in our community strategic plan 'Maitland +10'. Sustainability (ensuring that social, environmental, economic and governance factors are all in balance over time) is a challenge for any organisation, and even more so for the local government sector.

Across New South Wales, Councils are faced with the complex challenge of balancing the community's desires with ensuring the future sustainability of the organisation and the community they support. In Maitland, this is made even more challenging with one of the highest growth rates in the State. This population growth has transformed what was once a rural town into a thriving regional city, playing an integral role in the Lower Hunter economy.

In 1971 our city had approximately 31,000 residents. Today, we have approximately 72,000. By 2030, this is projected to be up to 120,000.

Our growth is set to continue, with Maitland playing an important role in accommodating residential development in the Hunter Region and supporting the mining and industrial support sector further up the valley.

Today, Council and the community need to take active steps to maintain and improve our services as the city grows.

### **CHALLENGES FOR THE FUTURE**

- Continued residential growth of close to 2% per annum (equivalent to a new family each day)
- Developing community infrastructure in our new suburbs and towns
- Revitalising our city centre
- Connecting our more established suburbs with newer developments
- Increasing demand for new and improved services and facilities
- Our geography – as the Hunter River flows through our city, floodplains dominate our landscape.

### **OUR SERVICES**

- Asset Construction and Maintenance
- City Appearance
- City Leadership
- Community Services
- Cultural and Educational Services
- Economic Development and Marketing
- Environmental Management
- Health and Safety
- Planning and Development
- Recreation and Leisure
- Roads and Transport
- Waste Management and Recycling



## WHERE DOES COUNCIL GET THE MONEY TO PROVIDE SERVICES AND FACILITIES?

Council's revenue streams are determined largely by the NSW Local Government Act, with almost all sources of revenue regulated in some way. All sources of revenue are important, particularly as generating additional revenue allows Council to increase levels of service or introduce new services.

### RATING

Rating is the largest single portion of total overall revenue, with rating revenue estimated to be 48% of Council's total revenue in 2013/14. Put differently, this means that rates fund less than half the cost of delivering Council services and facilities. So while additional housing lots bring additional rates revenue, that revenue covers less than half of the cost of providing services to new residents.

### FEES AND CHARGES

Each year the Council sets fees and charges for services that are linked to users, rather than the broader community. These fees and charges are based on a partial recovery of the cost of the service, rather than a full recovery of the costs involved. All fees and charges are being reviewed to establish an appropriate level of cost recovery and ensure that the wider community is not unreasonably subsidising services.

## GRANTS AND SUBSIDIES

Council receives specific grants from the Federal and State Governments to support the funding of a range of services and major capital projects, including environmental projects, community service programs, road safety programs, public library operations and road construction works. Whilst all grants are at the discretion of the higher levels of government, they remain a key source of revenue for Council and one which is continuously and actively pursued.

### BORROWINGS

Long term borrowings can be a useful tool for funding the development of major new assets - the limiting factor being the ability to repay the debt. Council's current annual loan drawdown is \$1 million, and this maintains Council's 'debt service ratio' at approximately 5%. The acceptable range for debt service ratio is between 5% and 10%.

If Council were to aim for a debt service ratio of 10%, total debt service cost would increase by \$3 million to approximately \$6 million per year. These additional repayments would finance a loan of \$21 million repaid over 10 years, or a loan of \$28 million repaid over 15 years. The extra funds would enable significant works to be undertaken immediately, with the costs spread over a number of years in order to facilitate inter-generational equity.

Absent of any opportunity to cut services, additional revenue would be needed to service the additional loan repayments.

## INVESTMENTS

At any point in time, Council can hold a significant amount of cash as a result of grant monies paid, works contributions paid by the development industry and general income from rates, fees and charges. Whilst the money is committed to expenditure on various works and services through Council's annual budget, there is often a period of time between the receipt of the money and its expenditure. Council therefore invests the cash it does not need immediately to generate additional income through the interest received from these cash investments. Income from these investments varies depending on the interest rates and the amount invested, but can range from \$1.5 million to \$2.0 million per year.

### ASSET SALES

Council has a significant asset base, with the written down value of its land and buildings at 30 June 2012 totalling \$185 million. Council will undertake a review of its operational holdings, for both land and buildings, to assist in identifying opportunities to dispose of assets no longer needed for service delivery. Any asset that can be sold, generates revenue from the sale, but also reduces the maintenance cost associated with continued ownership of the asset.





## ENTREPRENEURIAL ACTIVITIES

Council's entrepreneurial activities are currently limited to the generation of rental and lease income from property, merchandise sales and some tourism activities. Council will canvass community support for its involvement in other activities that may generate sustainable net income for Council, mindful however, that any such activity would require merit-based assessment including the level of risk to the public resources redirected to such activities.

## WHERE IS THE MONEY SPENT?

While Council's adopted budget for 2012/13 shows a total cash revenue of more than \$81 million, there are a range of costs that Council must pay that take up a significant proportion of the budget.

## DISCRETIONARY VERSUS NON-DISCRETIONARY SPENDING

These items are seen as 'non-discretionary' and include:

- Payments to NSW State Government agencies of close to \$8.3 million (eg State Government waste levy and NSW Fire Brigade/NSW Rural Fire Service/SES contributions)
- Payments for street lighting of more than \$2.3 million
- Loan and hire purchase repayments of close to \$3.2 million
- Employee and Councillor costs of more than \$26.6 million, inclusive of commitments to cover service delivery

- Insurances and legal fees of close to \$1.5 million
- Waste and recycling costs of more than \$5.1 million
- Carbon tax of more than \$1.8 million
- Section 94 developer contributions linked to future related projects of more than \$8.8 million
- Expenditure of grant and levy funding for their specific purpose of over \$12.5 million
- The net result is non-discretionary spending of more than \$71 million, leaving less than \$10 million available for allocation to Council's capital works and other programs. In 2013/14, this has been supplemented by approximately \$5 million from reserves.



## WHAT IS THE FINANCIAL SITUATION NOW AND INTO THE FUTURE?

Our long term financial plan and model is underpinned by a range of industry accepted assumptions. These include the number of new residents we expect, inflation, salary increases, construction cost increases and growth in staff numbers.

The long term financial plan published with our first delivery program in 2011, forecast that Council would face a \$92 million deficit at the end of ten years without a significant change to expenditure or revenue. We also estimated \$68 million of work would be required to bring our assets (roads, bridges, drains, footpaths, buildings, pools and recreation facilities) to a satisfactory standard.

Today, the projection is a \$86 million operational deficit over ten years, and while maintenance works have been accelerated via special rate variation funding, an additional \$70 million is required.

Steps must be taken to ensure Council remains in a position to deliver the services required for the future, and address the asset backlog. The challenge of balancing community expectations with future financial sustainability cannot be ignored.



## WHAT OPTIONS DO WE HAVE TO SOLVE THE PROBLEM?

While Council will explore all possible alternatives, there are three primary options available to Council address the projected financial deficit over the next ten years.

### **OPTION 1 – maintain current levels of revenue (including the rate cap) and reduce levels of service and/or a change of service mix, identifying savings through this reduction**

One option available to Council and the community is to reduce the nature and number of services delivered by Council, or to reduce the levels of service. This could be complemented by the sale of assets no longer required to deliver services. Under this option, reducing operating hours at some facilities, closure of some facilities, reducing maintenance levels, reducing expenditure on capital works, returning non-Council assets to the State (eg Walka Water Works and Maitland Gaol) would be explored.

### **OPTION 2 – increase revenue, maintaining current services and services levels**

The second option available to Council and the community is to examine all potential sources of revenue required to sustain current services and service levels to our growing community over time. Under this option, a range of revenue sources would be explored including fees and charges, rating, the sale of non-core assets and changes to service delivery models.

### **OPTION 3 – increase revenue, sustaining and enhancing services and levels of service into the future**

The third option available to Council and the community is to examine all potential sources of revenue required to sustain and enhance current services and service levels to our growing community over time. This would allow the realisation of strategic infrastructure projects that the community has identified as needed for the future. Under this option, a range of revenue sources would be explored including fees and charges, rating, the sale of non-core assets and changes to service delivery models.

## NEXT STEPS

Over upcoming months, Council will consult with the community to develop detail under each of these options and gain further understanding of the preferences of our residents in considering the services provided by Council. We will then aim to reach agreement on the preferred option for Council and the community moving forward over the next ten years.

Join the conversation at [maitlandyoursay.com.au](http://maitlandyoursay.com.au).

Register at the site to be kept up-to-date on progress and opportunities to participate in consultation.