



# Special Rate Variation

## Community Research Report

Prepared By: Micromex Research  
Date: March 2011





## Key Findings

# Key Findings

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1. The Majority of residents were in favour of Council's proposal

- ***59% of residents are in favour of Maitland City Council introducing a special rate variation***
- ***73% of respondents feel that it is at least 'somewhat important' to 'very important' that Maitland City Council is allowed to introduce this special rate variation***

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The Maitland community is supportive of Council's proposed special rate increase



Background

# Background & Core Research Objectives

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Maitland City Council determined that it needed to apply for a special rate variation in order to implement a range of programs and initiatives for its residents.

As part of the application process, Maitland City Council conducted a robust community research survey:

1. To measure community support for the introduction of a special rate levy
2. To provide an avenue for feedback in order for residents to express their views on the proposed SRV



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**The outcomes of this research are being provided to IPART so as to provide IPART with a clear understanding of the wishes of the Maitland community**

# Methodology & Sample



- In order to assess the community's response to the special rate variation, Maitland City Council commissioned some quantitative research

## Specifics of the Survey

- Random telephone survey with n=400 residents aged 18 y/o +
  - The sample was weighted by age
  - A sample size of 400 residents provides a maximum sampling error of approximately +/- 4.9% at 95% confidence
  - Participants were asked some profiling questions, then specific questions relating to the proposed special rate variation
- Fieldwork was conducted between the 24<sup>th</sup> and 28<sup>th</sup> of February 2011
  - An external consideration is that fieldwork was conducted during a period of national media coverage of the Flood Levy and the proposed Carbon tax – it is impossible to assess the impact, if any, this had on the research outcomes

→ ***A robust and statistically valid measure of community acceptance***

**The scope of this consultation provides Maitland City Council with research findings that they can confidently assert reflect the attitudes of the broader community**

# Questionnaire Flow



- The questionnaire, of approximately 8 minutes in duration, was designed to establish current attitudes and explore community response to the proposed special rate variation

## Questionnaire Structure

1. In which suburb do you live?
2. How long have you lived in the Maitland City Council area?
3. How satisfied are you with the quality of infrastructure currently provided by Council in the local area?
4. How satisfied are you with the level of service currently provided by Council in the local area?
5. How important do you believe it is for Council to implement programs that will provide better infrastructure and services?
6. **READ CONCEPT – Rate Increase**
7. Overall, do you support this rate increase? Why do you say that?
8. How important do you believe it is that Maitland City Council is allowed to introduce this special rate variation? Why do you say that?
9. Demographic profiling, age, gender, lifestage, etc.

**A detailed concept statement is located later in this document**





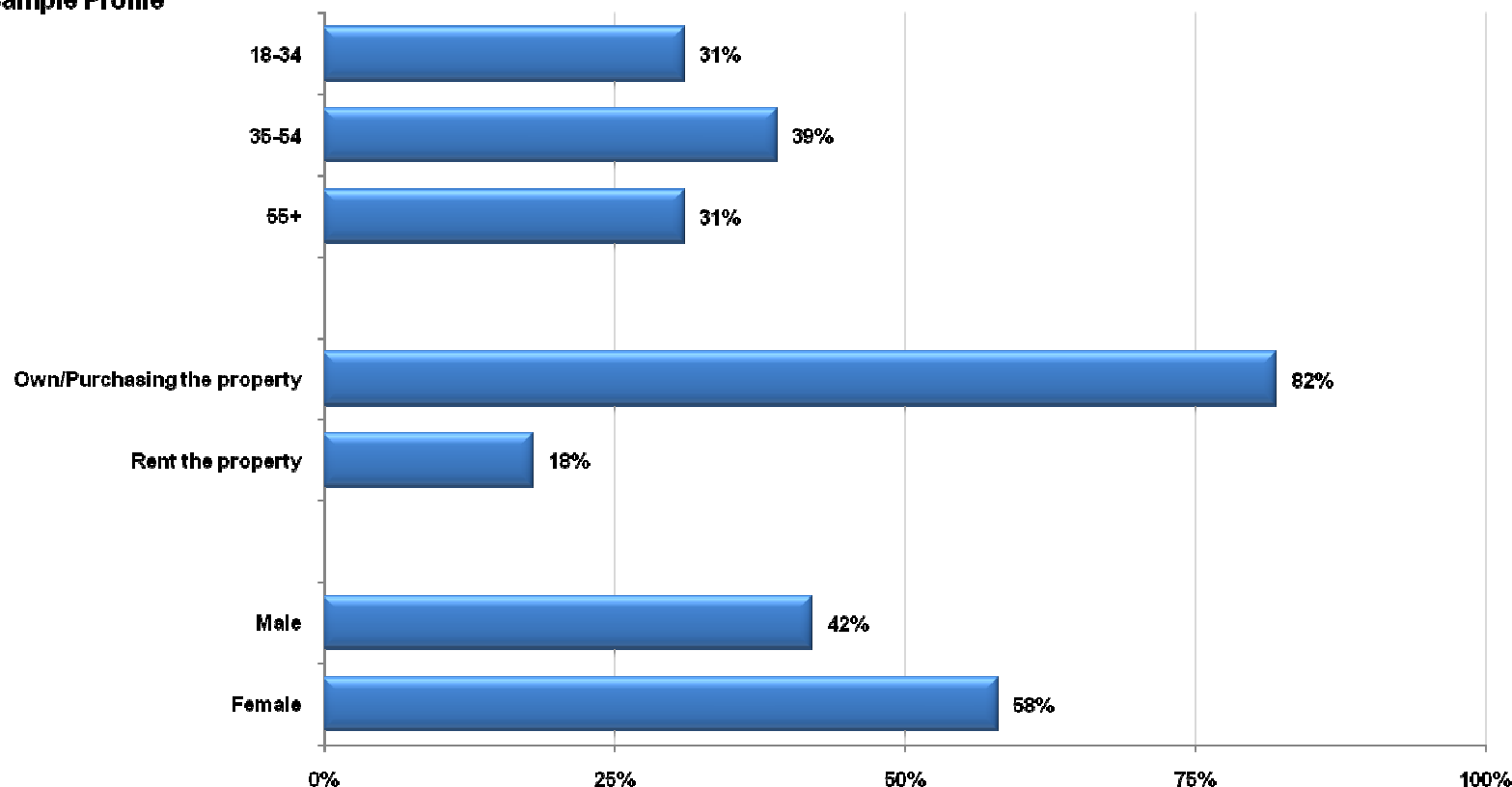
## Profile Of Sample



# Sample Was Weighted To Reflect The Age Demographic Of The Maitland LGA



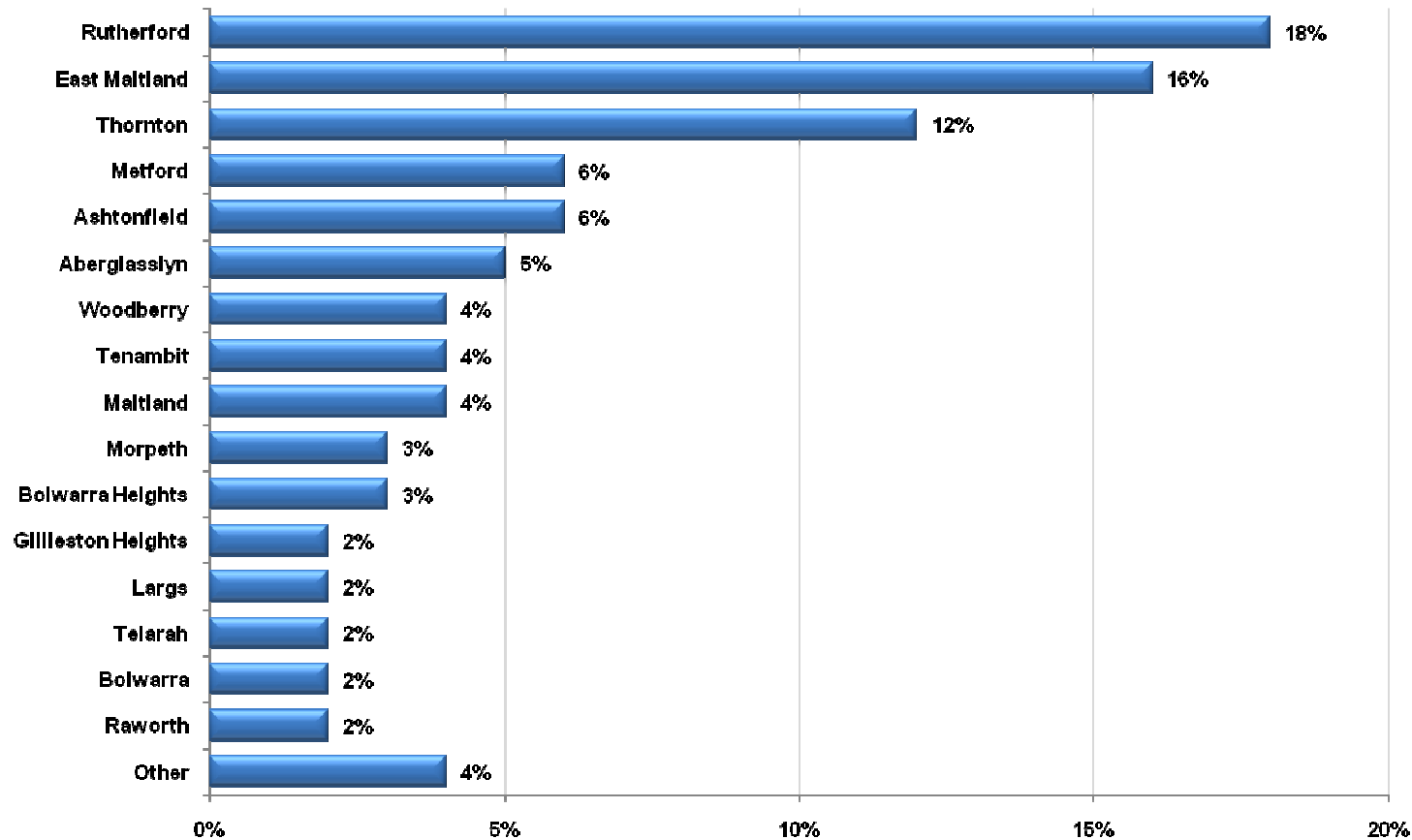
## Sample Profile



Weighted Base: n=400

**NB:** All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

# Suburbs Across The Maitland LGA Were Represented

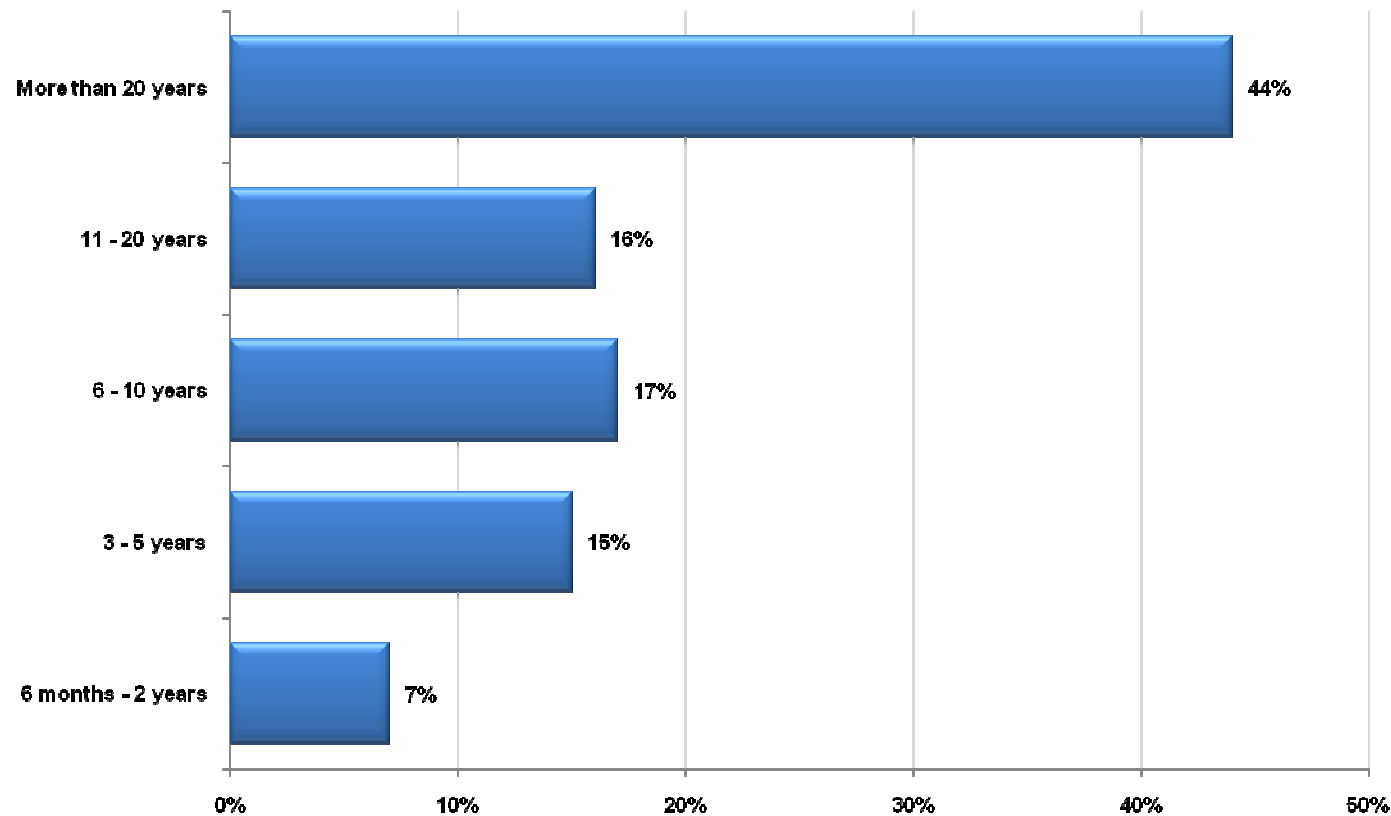


Weighted Base: n=400

# 61% Of Participants Have Lived In The LGA for More than 10 Years



Q2. How long have you lived in the Maitland City Council area?



Weighted Base: n=400

The majority of the sample is very familiar with the assets and infrastructure of the Maitland City LGA

# How To Interpret Mean Rating Scores



## Ratings questions

The Likert Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

This scale allowed for a mid range position for those who had a divided or neutral opinion.

1.99 or lower	'Very low' level of importance/satisfaction
2.00 – 2.49	'Low' level of importance/satisfaction
2.50 – 2.99	'Moderately low' levels of importance/satisfaction
3.00 – 3.59	'Moderate' level of importance/satisfaction
3.60 – 3.89	'Moderately high' level of importance/satisfaction
3.90 – 4.19	'High' level of importance/satisfaction
4.20 – 4.49	'Very high' level of importance/satisfaction
4.50 +	'Extreme' level of importance/satisfaction

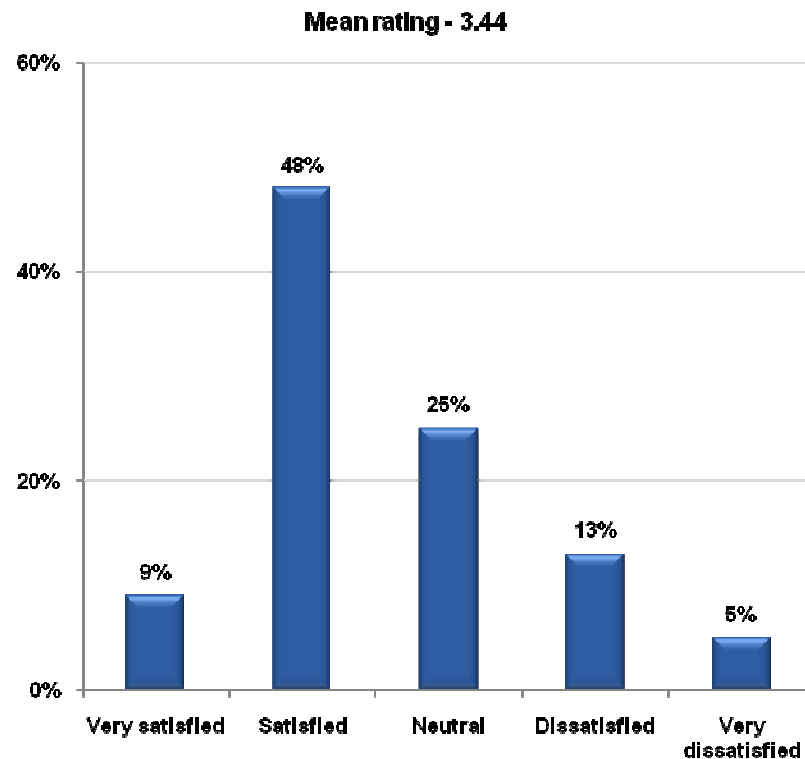


## The Detailed Response

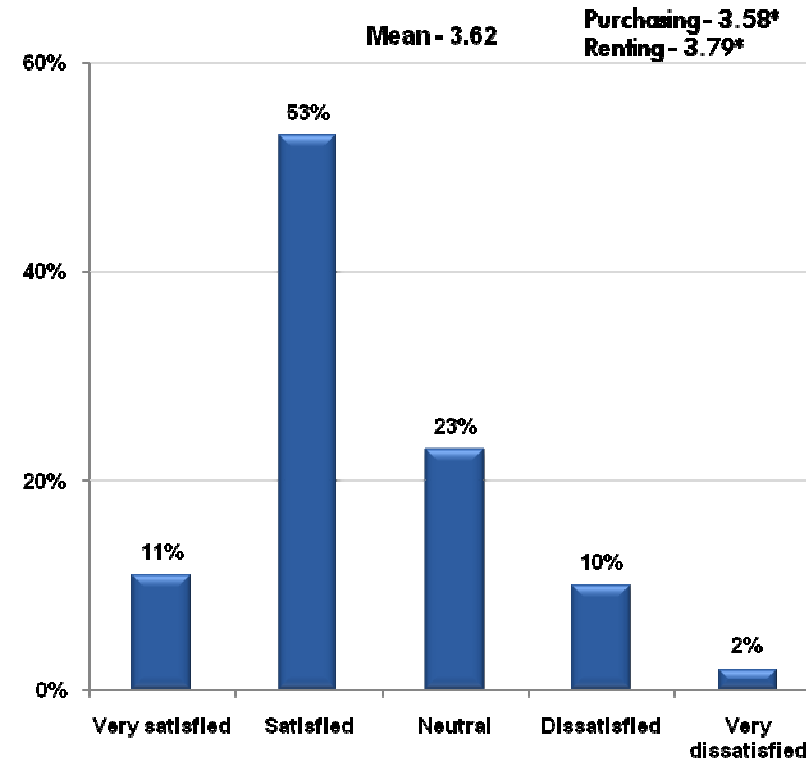
# Comparatively, Residents Were Slightly More Satisfied with Council Services Than They Were With Council Infrastructure



Q3. How satisfied are you with the quality of infrastructure currently being provided by Council in the local area?



Q4. How satisfied are you with the level of service currently being provided by Council in the local area?



Mean ratings: 1=very dissatisfied, 5=very satisfied

\*Significant difference in 95%

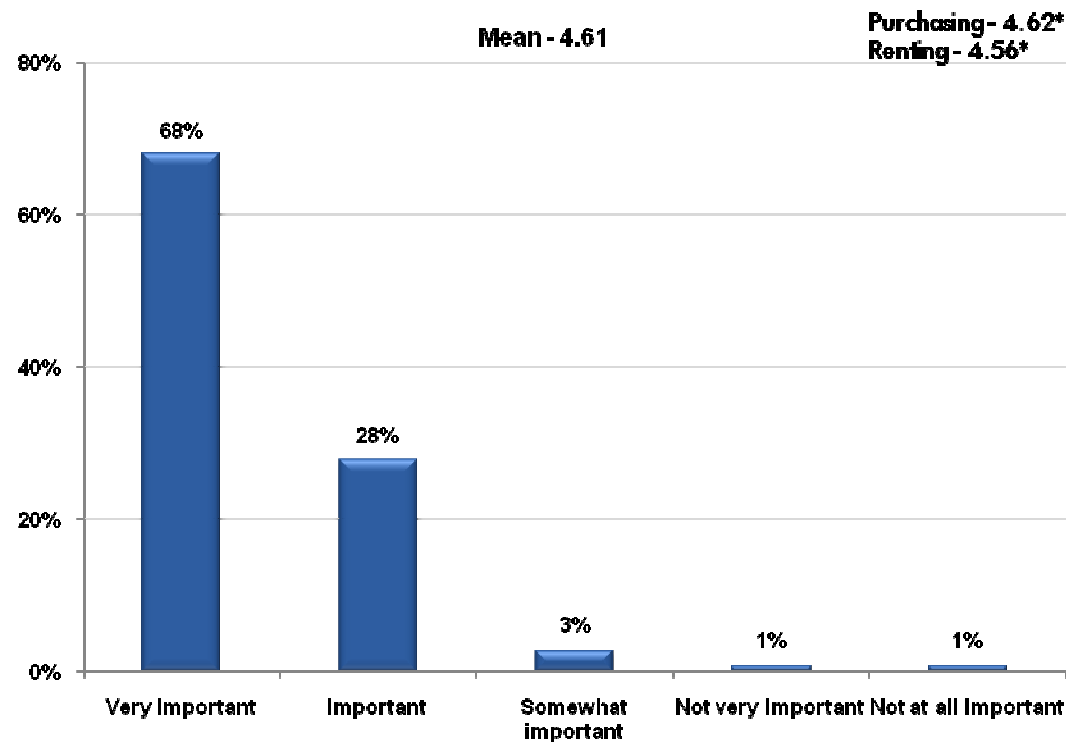
Weighted Base: n=400

While currently both areas are delivering at least moderate levels of satisfaction, there is clearly the opportunity to improve resident satisfaction

# Over 95% Of Residents Feel It Is Important For Council To Implement Programs That Will Provide Better Services And Infrastructure



Q5. How important do you believe it is for Council to implement programs that will provide better infrastructure and services?



Mean ratings: 1=not at all important, 5=very important

\*Significant difference in 95%

Weighted Base: n=400

**There is no doubt that the community strongly feels that Maitland City Council needs to implement programs to provide better infrastructure and services**





## Response To The SRV Concept

# Maitland City Concept Statement – Rate Increase



Maitland City Council is seeking your support for an application it is making to the State Government. The application is for the continuation of an existing Environmental and Infrastructure Levy that ratepayers currently pay.

Maitland City Council has developed plans to improve the standard and condition of the City's aging infrastructure and to improve the overall appearance and presentation of the city.

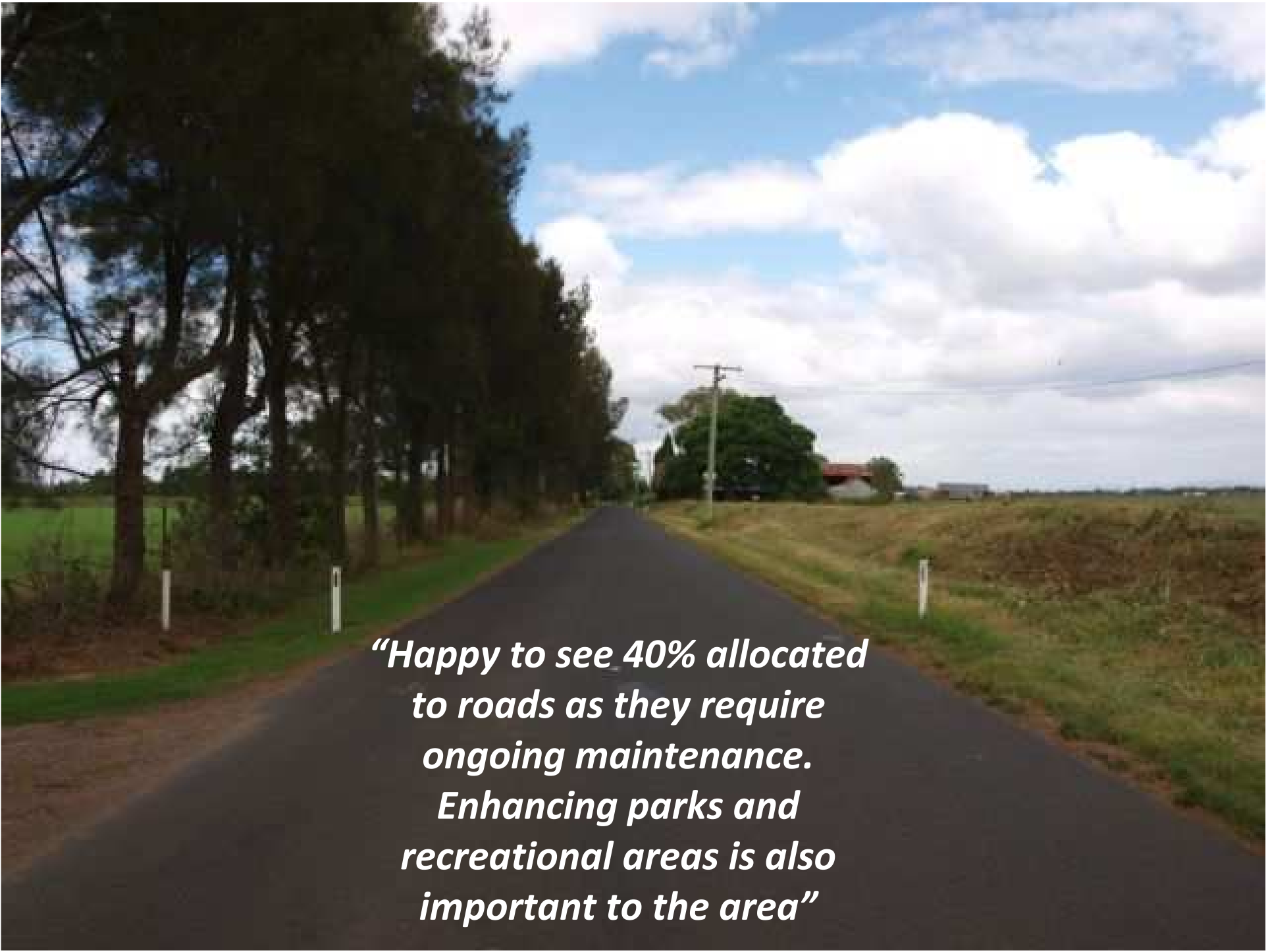
To act on these plans to renew and revitalise the city, Council requires additional funds, and so needs to apply for an increase in its total rates. The increases proposed are 9.8% in year 1 and a further 10% in year 2. If this proposal is supported by the community and subsequently approved, these increases will generate an additional \$16 million over the next four years and would be allocated in the following ways:

- **40% would be used to improve the standard of local roads and footpaths**, (i.e. including Swan Street, Morpeth; Green Street, Telarah; Metford Road, Metford; McKimms Road, Largs; and across Central Maitland)
- **20% would be spent to enhance parks, playgrounds and sporting facilities** (i.e. including fencing, cycleways and other improvements to Maitland Park; as well as floodlighting, shade structures and playground equipment at a number of other sites)
- **20% would be spent on improving city centre parking** (near the Riverside Walk), as well as improving the street scaping at Telarah, Lorn, East Maitland and Rutherford Shopping Areas
- **10% would be used to improve the appearance of the City through initiatives** like increased street cleaning, litter collection and open space maintenance.
- **10% would be used in community buildings and facilities** at Maitland, Metford, Tenambit and Rutherford.

For the average residential ratepayer, this would mean an increase in their rates of \$2.26 per week.

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This concept statement was read to all participants in order to ensure that they were aware of the scale and scope of the proposed SRV

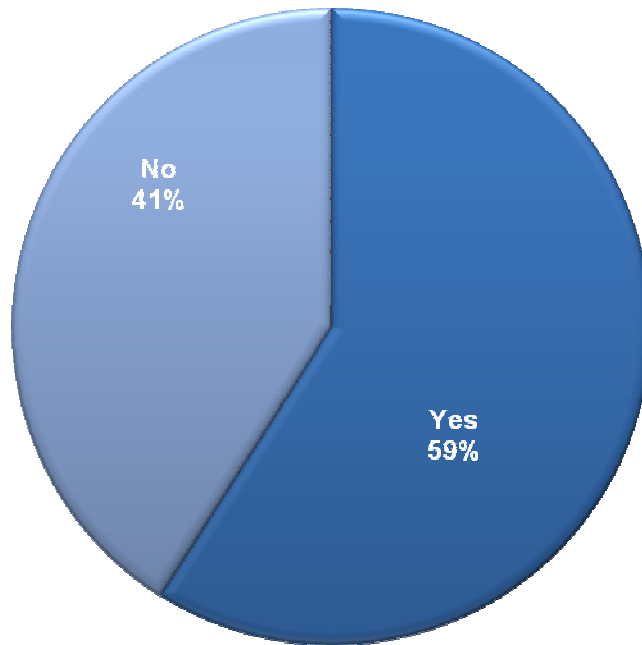


***“Happy to see 40% allocated  
to roads as they require  
ongoing maintenance.  
Enhancing parks and  
recreational areas is also  
important to the area”***

# Nearly 60% Of Residents Support The Proposed SRV



Q6a. Overall, do you support this rate increase?



	Male	Female	18-34*	35-54	55+
Yes	61%	58%	71%	55%	52%
No	39%	42%	29%	45%	48%

18-34 y/o indicated a significantly higher levels of support for the SRV

Key reasons for believing Council should/should not be allowed to introduce the special rate variation - Q6b

## In favour of SRV: net 59%

1. Council needs the money in order to ensure these important improvements are made **46%**
2. Happy to pay, provided Council ensures the money is spent as indicated and that results are visible **6%**
3. It is an affordable amount to pay **4%**

## Against SRV: net 41%

4. Rates and living expenses are high enough, so this rate increase is not affordable **24%**
5. Council needs to better manage the money they are currently receiving from ratepayers **8%**
6. The improvements outlined will not directly affect my area **4%**

Weighted Base: n=400

The majority of residents understand that Council needs additional money to improve the quality of services and infrastructure in the LGA

# Those In Favour Of The SRV (59%) Support The Plans To Improve And Beautify The LGA – But They Want Council To Deliver Their Promise



*“Happy to support the increases as long as the funding goes where Council says it is going to go”*

*“As long as the money is spent properly. If we want these things done we need to be prepared to help foot the bill”*

*“These funds will help upgrade and improve all footpaths and roads that desperately need it”*

*“Investments in the City makes property values increase and makes the City a more attractive place to live”*

*“It is a manageable amount for me to pay to help ensure Maitland stays the attractive town it is now”*

*“An increase has to happen to keep the city vibrant. Council is not going to get the money from anywhere else”*

*“My business is in Maitland and I need Maitland to continue going forward, not backwards”*

*“Small amount to pay for the improvements”*

*“Important as Maitland City needs attention to draw more visitors and tourism spending to the area”*

*“I know how important it is to look after and improve the infrastructure in the area and as long as Council is accountable for what they are spending it on I will support it”*

Verbatim responses from: Quantitative Open Ended Question Q6b – positive responses 59%

# Negative Responses (41%) To The SRV Concept Were Driven By Issues Of Affordability And The Accountability Of The Current Council Spending



*"It does not give anything to the residents of Thornton. I do not agree with 20% being spent on City centre parking etc"*

*"Council wastes too much money and should focus on spending money more wisely"*

*"The cost of living is getting very expensive and I feel this increase is a lot"*

*"9% equates to a lot of money and with the cost of living going up, I simply can't afford it"*

*"Our rates are already higher than Sydney rates. Why isn't infrastructure already covered by current rate totals?"*

*"I feel we are paying sufficient rates already for Council to do these projects"*

*"I do not think they use their funds well now, as I have not seen any improvements in the last ten years"*

*"I believe Council should be able to find cost cutting measures in their budget the same as businesses do"*

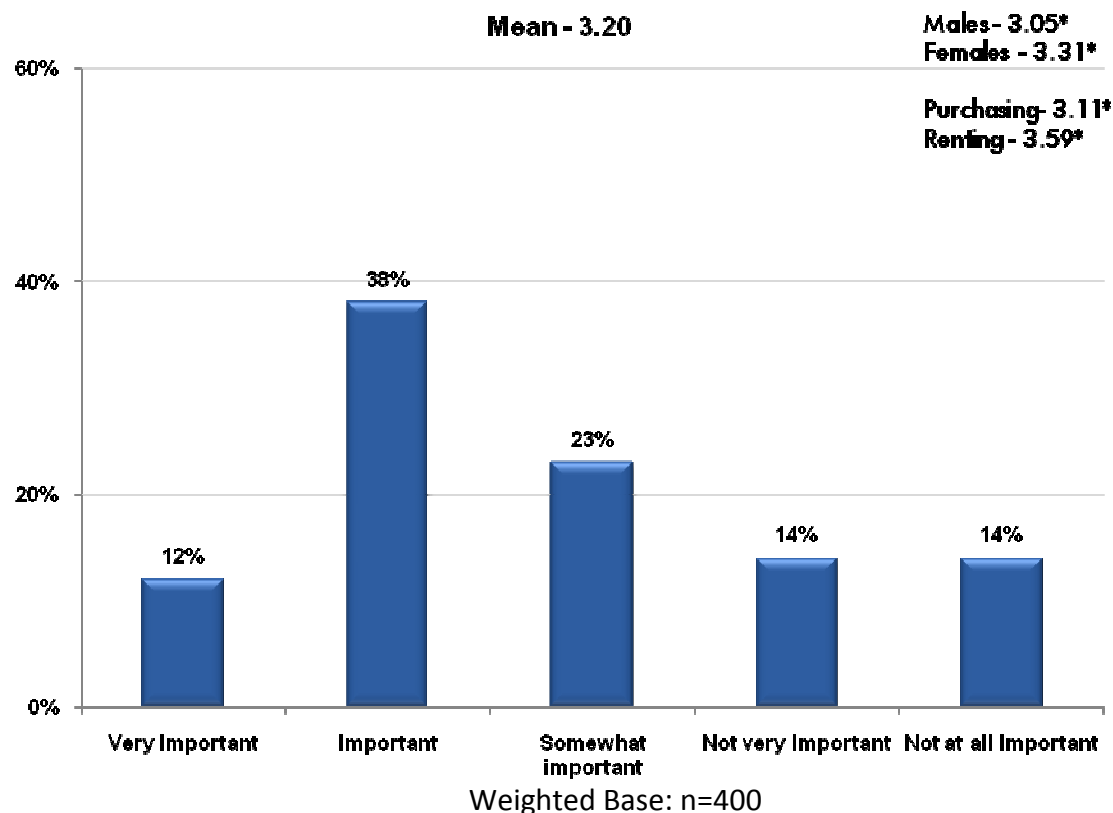
*"It would be difficult on a pension to include this substantial increase in a weekly budget. I suggest that the increase could be half for pensioners"*

Verbatim responses from: Quantitative Open Ended Question Q6b – negative responses 41%

# 73% Of Residents Feel It Is At Least Somewhat Important For Maitland Council To Introduce This Special Rate Variation



Q7a. Based on what you have been told, how important do you believe it is that Maitland City Council is allowed to introduce this special rate variation?



Mean ratings: 1=not at all important, 5=very important

\*Significant difference in 95%

NB// Data in the above chart adds to 101% due to rounding

**Only 14% of residents feel that Council's proposed SRV concept is 'not at all important'**



# The Majority Of Residents Indicated That They Agree That Council Needs To Improve The Quality Of Services And Infrastructure In The LGA



*"Council struggles for money, so I am happy to pay it to make the City more attractive"*

*"Everything is coping at the moment, however we do need to look towards the future. I would like more community involvement in making these decisions, for example Council could ask all the residents their opinions on this increase at the next local poll"*

*"Important that Council gets it through so they can improve the areas that need it the most"*

*"If they haven't got the money, then they can't make any improvements or upgrades"*

*"It is important to have funds available to make changes in the area, however, I would like more information provided to the community and specific details as to exactly where the funding will be going"*

*"It is important for Council to raise funding, however the community would prefer to see more information provided before the increase occurs as Council needs to be accountable on what and how they want to spend ratepayers' funding"*

*"It enables Council to improve the quality of the City and therefore property values in area"*

Verbatim responses from: Quantitative Open Ended Question Q7b

# Only A Minority Of Residents Rejected The Importance Of The SRV



*"There has not been enough consultation with the general public in the Maitland area"*

*"I feel we are paying sufficient rates already for Council to do these projects"*

*"As a family trying to keep our budget on track, we cannot afford such a rise"*


*"Council needs to prove to the community that the money is going to be spent as it is intended"*

*"They are going for too large an increase in too short a time"*

*"Rates are already high enough. Development and business should pay for these improvements"*

*"The cost of living is becoming extremely difficult and I believe Council needs to look at their own expenses first"*

Verbatim responses from: Quantitative Open Ended Question Q7b



*“The community can't expect Council to fund all the upgrades themselves as these improvements will assist the community and build on its future. At only a few dollars extra per week it is an affordable amount to pay for these important improvements”*



Conclusions

# Conclusion – The Community Supports The Introduce Of The Special Rate Variation

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- **A majority of residents support the proposed rate increase to fund the Council's delivery plan**
- **73% of residents indicated that the SRV is at least a 'somewhat important' investment for the future of Maitland**



# Appendices

- Quantitative questionnaire
- Tables from survey

# Quantitative Questionnaire (Pages 1 & 2)



## Maitland City Council Community Survey – Special Rates Variation 2011

Good morning/afternoon/evening, my name is \_\_\_\_\_ from Micromex Research and we are conducting a survey on behalf of Maitland City Council. The survey will take about 8 minutes. It is a random sample survey and accordingly I would like to speak to the person who has the next birthday in your household; would you be able to assist us please?

Thank you for agreeing to assist us with this survey, which is being conducted for Maitland City Council and asks local residents their opinions about local infrastructure and Council services.

QA. Before we start, I would like to check whether you or an immediate family member works for Maitland City Council?

Yes ☐ No ☐ (If yes, terminate survey)

Q1. In which suburb do you live?

Aberglasslyn	<input type="radio"/>	Luskintyre	<input type="radio"/>
Allandale	<input type="radio"/>	Maitland	<input type="radio"/>
Anambah	<input type="radio"/>	Maitland North	<input type="radio"/>
Ashtonfield	<input type="radio"/>	Maitland Vale	<input type="radio"/>
Berry Park	<input type="radio"/>	Melville	<input type="radio"/>
Bishops Bridge	<input type="radio"/>	Metford	<input type="radio"/>
Bolwarra	<input type="radio"/>	Metford Meadows	<input type="radio"/>
Bolwarra Heights	<input type="radio"/>	Millers Forest	<input type="radio"/>
Brisbanefield	<input type="radio"/>	Mindaribba	<input type="radio"/>
Buchanan	<input type="radio"/>	Morpeth	<input type="radio"/>
Campbell Hill	<input type="radio"/>	Mount Dee	<input type="radio"/>
Dagworth	<input type="radio"/>	Oakhampton	<input type="radio"/>
Dalwood	<input type="radio"/>	Oakhampton Heights	<input type="radio"/>
Duckenfield	<input type="radio"/>	Oswald	<input type="radio"/>
East Greta	<input type="radio"/>	Parkwood Village	<input type="radio"/>
East Maitland	<input type="radio"/>	Phoenix Park	<input type="radio"/>
Eastville	<input type="radio"/>	Pitnacree	<input type="radio"/>
Farley	<input type="radio"/>	Rathluba	<input type="radio"/>
Gillieston Heights	<input type="radio"/>	Raworth	<input type="radio"/>
Gosforth	<input type="radio"/>	Rosebrook	<input type="radio"/>
Greenhills	<input type="radio"/>	Rutherford	<input type="radio"/>
Greta	<input type="radio"/>	South Maitland	<input type="radio"/>
Harpers Hill	<input type="radio"/>	St Peters	<input type="radio"/>
Hillsborough	<input type="radio"/>	Telarah	<input type="radio"/>
Horseshoe Bend	<input type="radio"/>	Tenambit	<input type="radio"/>
Lambs Creek	<input type="radio"/>	Thornton	<input type="radio"/>
Lambs Valley	<input type="radio"/>	Tocal	<input type="radio"/>
Largs	<input type="radio"/>	Windella	<input type="radio"/>
Lochinvar	<input type="radio"/>	Windermere	<input type="radio"/>
Lorn	<input type="radio"/>	Woodberry	<input type="radio"/>
Louth Park	<input type="radio"/>	Woodville	<input type="radio"/>

Q2. How long have you lived in the Maitland City Council area? (PROMPT)

- 6 months – 2 years ☐
- 3 – 5 years ☐
- 6 – 10 years ☐
- 11 – 20 years ☐
- More than 20 years ☐

Q3. How satisfied are you with the quality of infrastructure currently provided by Council in the local area? (PROMPT)

- Very satisfied ☐
- Satisfied ☐
- Neutral – neither satisfied nor dissatisfied ☐
- Dissatisfied ☐
- Very dissatisfied ☐

Q4. How satisfied are you with the level of service currently provided by Council in the local area? (PROMPT)

- Very satisfied ☐
- Satisfied ☐
- Neutral – neither satisfied nor dissatisfied ☐
- Dissatisfied ☐
- Very dissatisfied ☐

Q5. How important do you believe it is for Council to implement programs that will provide better infrastructure and service? (PROMPT)

- Very important ☐
- Important ☐
- Neutral – neither important nor unimportant ☐
- Not very important ☐
- Not at all important ☐



# Quantitative Questionnaire (Pages 3 & 4)



## Read Concept

Maitland City Council has developed plans to improve the standard and condition of the City's aging infrastructure and to improve the overall appearance and presentation of the city.

To act on these plans to renew and revitalise the city, Council requires additional funds, and so needs to apply for an increase in its total rates. The increases proposed are 9.8% in year 1 and a further 10% in year 2. If this proposal is supported by the community and subsequently approved, these increases will generate an additional \$16 million over the next four years and would be allocated in the following ways:

- 40% would be used to improve the standard of local roads and footpaths, (i.e. including Swan Street, Morpeth; Green Street, Telarah; Metford Road, Metford; McKimms Road, Largs; and across Central Maitland)
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- 20% would be spent on improving city centre parking (near the Riverside Walk), as well as improving the street scaping at Telarah, Lorn, East Maitland and Rutherford Shopping Areas
- 10% would be used to improve the appearance of the City through initiatives like increased street cleaning, litter collection and open space maintenance.
- 10% would be used in community buildings and facilities at Maitland, Metford, Tenambit and Rutherford.

For the average residential ratepayer, this would mean an increase in their rates of \$2.26 per week.

Q6a. Overall, do you support this rate increase??

Yes ☐  
No ☐

Q6b. Why do you say that? (Ask all participants)

.....

Q7a. Based on what you have been told, how important do you believe it is that Maitland City Council is allowed to introduce this special rates variation? (PROMPT)

Very important ☐  
Important ☐  
Neutral – neither important nor unimportant ☐  
Not very important ☐  
Not at all important ☐

Q7b. Why do you say that? (Ask all participants)

.....

## Demographics

The following information is used for demographic purposes only.

Q8. Please stop me when I read out your age bracket: (PROMPT)

18-34 ☐  
35-54 ☐  
55+ ☐

Q9. Which of the following best describes the house where you are currently living?

I/We own/are currently buying this property ☐  
I/We currently rent this property ☐

Q10. Do you live in a:

Free standing house ☐  
Duplex/semi detached ☐  
Villa/townhouse ☐  
Unit/Apartment ☐  
Granny flat ☐  
Other (please specify) ☐ .....  
Not applicable ☐

Q11. Which of the following best describes your status? (PROMPT)

Living at home with parents ☐  
Single with no children ☐  
Married/de facto with no children ☐  
Married/de facto with children under 12 ☐  
Married/de facto with children over 12 ☐  
Married/de facto with children both under and over 12 ☐  
Single parent with children under 12 ☐  
Single parent with children over 12 ☐  
Single parent with children both under and over 12 ☐

Q12. Which of the following best describes your current employment status? (PROMPT)

Work full time in the Maitland LGA ☐  
Work full time outside the Maitland LGA ☐  
Work part time in the Maitland LGA ☐  
Work part time outside the Maitland LGA ☐  
Home duties ☐  
Student ☐  
Retired ☐  
Unemployed/Pensioner ☐  
Not applicable ☐

Q13. Gender by voice: Male ☐ Female ☐

If you have any further question regarding this proposed rate variation you can find details on Council's website [www.maitland.nsw.gov.au](http://www.maitland.nsw.gov.au) or by contacting Council's Corporate Planning Team on 4934 9849. Thank you very much for your time. Enjoy the rest of your evening.

# Tables From The Survey



**Q3. How satisfied are you with the quality of infrastructure currently provided by Council in the local area?**

	Count	Column %
Very satisfied	37	9%
Satisfied	191	48%
Neutral	102	25%
Dissatisfied	50	13%
Very dissatisfied	19	5%
Total	400	100%

**Q4. How satisfied are you with the level of service currently being provided by Council in the local area?**

	Count	Column %
Very satisfied	46	11%
Satisfied	213	53%
Neutral	91	23%
Dissatisfied	42	10%
Very dissatisfied	8	2%
Total	400	100%

# Tables From The Survey



**Q5. How important do you believe it is for Council to implement programs that will provide better infrastructure and service?**

	Count	Column %
Very important	271	68%
Important	111	28%
Somewhat important	11	3%
Not very important	5	1%
Not at all important	2	1%
Total	400	100%

# Tables From The Survey



**Q6a. Overall, do you support this rate increase?**

	Gender						Age group					
	Total		Male		Female		18-34		35-54		55+	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	236	59%	103	61%	133	58%	86	71%	85	55%	64	52%
No	164	41%	66	39%	98	42%	36	29%	69	45%	59	48%
Total	400	100%	169	100%	231	100%	122	100%	155	100%	123	100%

# Tables From The Survey



**Q7a. Based on what you have been told, how important do you believe it is that Maitland City Council is allowed to introduce this special rate variation?**

	Gender						Age group					
	Total		Male		Female		18-34		35-54		55+	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Very important	46	12%	19	11%	27	12%	10	8%	23	15%	14	11%
Important	152	38%	58	34%	94	41%	57	47%	47	30%	48	39%
Somewhat important	91	23%	38	23%	53	23%	28	23%	36	23%	28	22%
Not very important	55	14%	20	12%	35	15%	21	17%	24	16%	9	7%
Not at all important	55	14%	34	20%	21	9%	7	5%	25	16%	24	20%
Total	400	100%	169	100%	231	100%	122	100%	155	100%	123	100%

# Tables From The Survey



## Q1. In which suburb do you live?

	Count	Column %
Rutherford	73	18%
East Maitland	66	16%
Thornton	48	12%
Metford	24	6%
Ashtonfield	22	6%
Aberglasslyn	21	5%
Maitland	17	4%
Tenambit	16	4%
Woodberry	15	4%
Bolwarra Heights	14	3%
Morpeth	11	3%
Gillieston Heights	10	2%
Largs	9	2%
Telarah	8	2%
Bolwarra	7	2%
Raworth	7	2%

	Count	Column %
Lochinvar	6	1%
Lorn	5	1%
Windella	3	1%
Horseshoe Bend	3	1%
South Maitland	3	1%
Louth Park	3	1%
Pitnacree	2	1%
Melville	2	0%
Oakhampton Heights	1	0%
Bishops Bridge	1	0%
Mindaribba	1	0%
Farley	1	0%
Berry Park	1	0%
Millers Forest	1	0%
Greenhills	1	0%
Total	400	100%

# Tables From The Survey



Q2.

**How long have you lived in the Maitland City Council area?**

	Count	Column %
6 months - 2 years	30	7%
3 - 5 years	59	15%
6 - 10 years	67	17%
11 - 20 years	66	16%
More than 20 years	177	44%
Total	400	100%

Q8.

**Please stop me when I read out your age bracket:**

	Count	Column %
18-34	122	31%
35-54	155	39%
55+	123	31%
Total	400	100%

Q9.

**Which of the following best describes the house where you are currently living?**

	Count	Column %
I/We own/are currently buying this property	327	82%
I/We currently rent this property	73	18%
Total	400	100%



# Tables From The Survey



Q10.

Do you live in a:

	Count	Column %
Free standing house	366	92%
Unit/Apartment	19	5%
Duplex/semi detached	11	3%
Villa/townhouse	3	1%
Caravan	1	0%
Total	400	100%

Q11.

Which of the following best describes your status?

	Count	Column %
Married/de facto with no children	94	23%
Married/de facto with children under 12	89	22%
Married/de facto with children over 12	77	19%
Single with no children	66	16%
Married/de facto with children both under and over 12	23	6%
Living at home with parents	19	5%
Single parent with children over 12	17	4%
Single parent with children under 12	12	3%
Single parent with children both under and over 12	4	1%
Total	400	100%

# Tables From The Survey



Q12. Which of the following best describes your current employment status?

	Count	Column %
Work full time outside the Maitland LGA	101	25%
Work full time in the Maitland LGA	76	19%
Retired	72	18%
Work part time in the Maitland LGA	49	12%
Unemployed/Pensioner	35	9%
Home duties	32	8%
Work part time outside the Maitland LGA	27	7%
Student	9	2%
Total	400	100%

Q13. Gender.

	Count	Column %
Male	169	42%
Female	231	58%
Total	400	100%



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# MANAGEMENT PLAN 2010-2013



Maitland City Council



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# MESSAGE FROM THE MAYOR AND GENERAL MANAGER

We are pleased to present Council's Management Plan 2010/13. The development of Council's management plan is always a demanding process, and this year our plan has been prepared in the context of some significant upcoming changes to the way we will develop a range of Council's plans and programs, and report on these, to our community in the future.

This is the final management plan for Maitland City Council as we move further into the development and finalisation of 'Maitland 2021', our ten year community strategic plan. Much of the groundwork for this plan has already been undertaken given Council's already proposed long-term plan coupled with the extensive knowledge gained by Council through community consultation, our annual community survey and active partnerships with a range of local groups and organisations.

Maitland City Council is not alone in developing a ten year community strategic plan. All Councils in New South Wales are embarking on this process to meet the requirements of the State Government's recently introduced Integrated Planning and Reporting legislation. We have committed to having our plan ready for implementation on 1 July 2011, and have some significant conversations to have with our community to complete this task.

We will be talking to people across our community about the Maitland they would like to see in a decade. What are the priorities now and into the future? How can these best be met? This will involve creativity and collaboration, active participation and listening, high level thinking and long term planning, and an understanding of the challenges and parameters in which we and others operate.

A range of supporting documents will be prepared in concert with 'Maitland 2021', including a long-term financial plan, comprehensive asset management plan and revenue strategy. As we have highlighted in our past management plans, Council's revenue streams are under constant review as we attempt to meet increasing demands for our services with the need to maintain and improve our community assets.

As our last Management Plan, this document provides further details on both 'Maitland 2021' and our operational programs and budgets for the next year. Some projects suggested by Councillors and staff have not been included in the plan, deferred for future consideration. While we have some increases in revenue anticipated, our expenditure is also increasing – for example meeting the NSW State Government's increased waste levy. Once again, the increase in revenue is not enough to improve existing services, deliver new programs, and maintain and improve our asset base.

It all adds up to make an interesting conversation around expectations, possibilities and change. We hope you will play an active role and work with us to develop the Maitland of 2021. Keep up-to-date with developments at [www.maitland.nsw.gov.au](http://www.maitland.nsw.gov.au).



**Peter Blackmore**  
**Mayor**



**David Evans**  
**General Manager**

# 'MAITLAND 2021' – A NEW APPROACH TO PLANNING AND REPORTING

Working directly with the community, Maitland City Council is set to embark on a new process of planning and reporting. Like all NSW councils, Maitland has committed to implementing the NSW Government's recent Integrated Planning and Reporting legislation by March 2011. This will see management plans such as this replaced with a ten year community strategic plan, underpinned by a detailed and costed four year delivery program for works and services provided by the Council.

Our ten year community strategic plan has been badged 'Maitland 2021', with significant efforts already being made by Council in researching and drafting the plan and a number of its supporting plans and strategies including:

- Council's long term financial plan
- Council's comprehensive asset management plan; and
- a revenue strategy covering all revenue streams available to the council.

'Maitland 2021' will be more than a plan for Council's works and services, it's about capturing our community's values and aspirations for the City in which we live. The development of 'Maitland 2021' will be a new and exciting process for Council and our residents, working collaboratively to identify the needs and wants of the community and the city over the next ten years.

We expect there will be a range of views about the Maitland we want to see in 2021. We also expect debate and discussion about the role Council and others might play, in addition to the range and levels of service that will be needed from Council over the next decade, the level of maintenance and improvement needed for our city assets (such as community facilities, roads, reserves, and cultural and recreation facilities), and new facilities and projects that need to be pursued and delivered over the ten year planning period.

One of the principal activities under this final management plan will be drafting 'Maitland 2021' and the review and refining of Council's ten year financial plan, and ten year asset management strategy. Council will also work toward the completion of both a workforce plan and revenue strategy to identify the resources needed to deliver the services and outcomes identified in the draft 'Maitland 2021', and more specifically the first of the associated four year delivery programs.

Council's revenue strategy will be a key strategic document required for the implementation of 'Maitland 2021'. Through the revenue strategy, and our ten year financial plan, Council will look at:

- the community's priorities and expectations and their related costs
- the efficiency of existing Council services and operations
- revenue available to Council through grants
- revenue available to Council through cost recovery for provision of services
- revenue available to Council through disposal of community assets no longer required for the delivery of services
- revenue available to Council for capital works and new projects through loans and Council's capacity to services those loans
- revenue available to Council through investments; and
- revenue available to Council through rating, having regard to rate pegging and avenues available to Council and the community to seek special rate variations.



In looking at the revenue available to Council through rating, Council will engage in discussion with the community on:

- the community's priorities and expectations
- the extent to which those priorities can and should be funded through increased rates revenue, noting that rates revenue provides on average less than half of the revenue raised by Council in any one year
- Council's average rates and the additional services and projects that could be provided through an increase in average rates
- the affordability or otherwise of the communities priorities and expectations.

While we are yet to work through these programs and develop new strategies and plans, it is anticipated that Council will consider an application to the NSW Minister for Local Government under Section 508A of the NSW Local Government Act for a special rate variation in the 2011/12 financial year to assist in funding the implementation of 'Maitland 2021' and the initial four year delivery program. Council's application will only be made after extensive community engagement through the community strategic planning process, and would need to be supported by a business case drawn from the various strategic documents, reviews and considerations developed during this process.

Our 2010/11 Management Plan will be focused on a range of key tasks to meet Council's implementation timeframe for Integrated Planning and Reporting and to meet requirements for a Section 508A special rate application. These tasks include:

- Establishment of a project program for the further consultation, publication and implementation of 'Maitland 2021'.
- Refinement and revision of Council's long term financial plan and model to incorporate and reflect the community's priorities and expectations expressed in 'Maitland 2021'.
- Continued refinement and revision of Council's revenue strategy through:
  - reviewing levels of cost recovery for provision of services
  - reviewing Council's loans policy and debt servicing capability
  - reviewing Council's rates revenue and the impact on ratepayers of different rating scenarios.
- Conducting a review of major Council services, current service levels and methods of delivery.
- Continuing to revise and refine Council's long term asset management strategy.
- Completion of a workforce plan to address Council's resourcing needs over the next ten years.



# THIS MANAGEMENT PLAN

Maitland City Council's annual management plan provides detail of the services and activities of the Council for the coming financial year, and the two years that follow. However, this particular management plan will be the last such plan produced by the Council following the NSW Government's new planning and reporting requirements for Councils, as outlined in the previous section.

A strong focus of this management plan is our implementation of the Integrated Planning and Reporting legislation, to take effect from 1 July 2011. In the year ahead, Council will work with the community on a draft ten year community strategic plan, 'Maitland 2021'.

'Maitland 2021' will provide a basis and framework for the activities of the Council for the next ten years with its implementation to begin with a four year delivery program from 1 July, 2011, replacing current management plans.

This year's management plan continues to identify key targets and projects for 2010/2011 and beyond, with the added focus of the introduction of the Integrated Planning and Reporting framework.

## KEY BUDGET CHANGES

A number of factors have again influenced the preparation of the management plan and Council's budget for the financial year 2010/11.

Significant changes in our budgetary environment include:

### Income

Rates	\$997,000	Increase
Tipping fees	\$282,000	Increase
Development services revenue	\$262,000	Increase
Interest revenue – General fund	\$420,000	Increase
Interest revenue – Section 94 (Restricted)	\$280,000	Increase
Financial assistance grant	\$150,000	Decrease

### Expenditure

Salaries & wages	\$1,303,000	Increase
Superannuation	\$205,000	Increase
State Government waste levy	\$602,000	Increase
Loan repayments	\$319,000	Increase
Workers compensation premium	\$ 32,000	Decrease

Taking all of these factors into consideration and allowing for the continued balance of funds between each of the key focus areas, the overall predicted budget position in the management plan is a cash surplus of **\$3,848**.

While a modest cash surplus, it has been a significant challenge for Council to maintain current services and service standards. Many initiatives proposed by Councillors and staff could not be included in this management plan and budget and have been deferred for consideration and discussion as a part of the community strategic planning process. Council has also needed to reduce its transfer of funds into reserves for further projects, particularly in the area of information technology systems, and has drawn money from its assets reserve in order to balance its budget. Measures such as these will not be available to the Council beyond this year.

**Maitland City Council**  
**Projected Income Statement**  
**For the period 2010/11 to 2012/13**

	Notes	Adopted 2010/11 (\$'000)	Estimate 2011/12 (\$'000)	Estimate 2012/13 (\$'000)
<b>Income from continuing operations</b>				
Rates and annual charges		36,454	38,382	39,983
User charges and fees		6,473	7,275	8,099
Interest and investment revenue		1,565	1,612	1,661
Other revenues		1,978	2,036	2,096
Grants and contributions - operating		7,421	7,641	7,869
Grants and contributions - capital		10,564	10,625	10,688
<b>Total income from continuing operations</b>		<b>64,455</b>	<b>67,571</b>	<b>70,396</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs		24,995	25,867	26,770
Borrowing costs		1,084	829	808
Materials and contracts		11,038	11,303	11,605
Depreciation and amortisation		8,722	8,983	9,253
Other expenses		9,194	10,541	11,662
<b>Total expenses from continuing operations</b>		<b>55,033</b>	<b>57,523</b>	<b>60,098</b>
<b>Operating result</b>		<b>9,422</b>	<b>10,048</b>	<b>10,298</b>
<b>Less: Transfers to Reserves &amp; Balance sheet Items</b>				
Transfers to Internal reserves	1	(680)	(2,030)	(2,219)
Transfers to S.94 reserves		(9,020)	(9,036)	(9,052)
Capital expenditure		(9,306)	(10,247)	(10,461)
Principal repayments - Loans		(1,748)	(1,783)	(1,822)
Principal repayments - Hire purchase		(494)	(479)	(487)
		<b>(21,248)</b>	<b>(23,575)</b>	<b>(24,041)</b>
<b>Total funds required</b>		<b>(11,826)</b>	<b>(13,527)</b>	<b>(13,743)</b>
<b>Funded by:</b>				
Loan drawdowns		1,000	1,000	1,000
Non cash funding - depreciation		8,722	8,983	9,253
Non cash funding - amortisation of tip asset		265	0	0
Transfers from Internal reserves	2	965	1,225	1,225
Transfers from S.94 reserves		878	820	751
		<b>11,830</b>	<b>12,028</b>	<b>12,229</b>
<b>Surplus (Deficit) per Management Plan</b>		<b>5</b>	<b>(1,499)</b>	<b>(1,514)</b>
<b>Notes</b>				
<b>1. Transfers to internal reserves</b>				
Waste depot rehabilitation reserve		425	495	590
Transfer station construction reserve		255	285	329
Waste depot construction reserve		0	1,000	1,000
Computer reserve		0	250	300
		<b>680</b>	<b>2,030</b>	<b>2,219</b>
<b>2. Transfers from internal reserves</b>				
Asset management reserve		400	0	0
Waste depot construction reserve		0	1,000	1,000
Workers compensation reserve		340	0	0
Compensatory habitat reserve		25	25	25
Computer reserve		200	200	200
		<b>965</b>	<b>1,225</b>	<b>1,225</b>

## BUDGET SUMMARY

For 2010/2011 Council's budget will be broadly allocated across our key result areas as follows. The key result areas and associated strategies are detailed in the grey section of our management plan.

	Cash Payments	Cash Revenue	Net Result
Key Result Area	\$'000	\$'000	\$'000
A sense of place, identity and social cohesion	5,622	2,205	(3,417)
An environmentally sustainable city	12,574	12,966	392
A well-functioning city	39,305	13,850	(25,455)
A well-governed city	8,795	37,279	28,484
<b>TOTAL</b>	<b>66,296</b>	<b>66,300</b>	<b>4</b>

Details are also provided within this plan in regard to Council's works programs, initiatives and the reporting mechanisms we will implement to keep the community informed in regard to progress in achieving our strategic goals.

Additional information including detailed financial information required by the Local Government Act 1993 is provided in the Revenue Policy section of the plan.

Payments to State Government Departments for 2010/11 include:

- Street lighting \$1,015,000
- NSW Fire Brigade contribution \$ 436,000
- NSW Rural Fire Service contribution \$ 120,000
- Waste Levy \$4,561,000
- Valuer General \$ 135,000

**Total \$6,267,000**

## RATES AND CHARGES

The Management Plan provides for a 2.6% increase in total rate income, with Council taking up the full rate pegging limit for 2010/11 allowed by the NSW State Government for this period. While this will mean rate increases on some properties, other properties' rates may go down, depending on the distribution of rates payable by the different rating categories. More detail on this can be seen on page 49, under Council's Revenue Policy.

# SOCIAL AND COMMUNITY MATTERS

Maitland City Council provides a range of social, community and cultural facilities and services. We operate four libraries, Maitland Regional Art Gallery, two aquatic centres, and a range of other recreation and community facilities. Council employees are also focused on planning across a range of community areas including access, community health, cultural development, open space and more. Our aim is to create a sense of place, identity and social cohesion.

## **Our Aims**

### Care and Connections

- A connected, inclusive and accessible community

### Community Health and Safety

- A healthy and safe community

### Creativity Culture and Life Long Learning

- A creative, cultured and learning community

### Capacity Building

- A resourced and strong community

### Consultation and Civic Engagement

- An informed, vibrant and engaged community

### Community Services, Facilities and Spaces

- A community with access to quality community services, facilities and spaces

The planning, provision and reporting of these services are in accordance with various legislation including the Local Government Act 1993.

### ***Maitland Social Plan 2009-2019 the result of active partnerships***

After a three years of extensive community consultation and research in partnership with other levels of government, community organisations and groups and community members, a draft Maitland Social Plan 2009- 2019 has been developed.

The social plan meets requirements under the NSW Local Government Act 1993 and NSW Local Government (General) Amendment (Community and Social Plans) Regulation 2005 which require Councils to develop a social plan every five years.

The draft social plan has a ten year scope, with strategic directions to assist Council, other government agencies, community organisations and groups in their planning and resource allocations. The ten year scope complements the recently legislated Integrated Planning and Reporting framework for local government.

The final social plan is due for release in June 2011, whereby Council adopts the identified strategies/ principal activities into its Management Plan to help Council to:

- Develop an understanding of the needs of its community including those more disadvantaged members;
- Identify appropriate strategies to respond to those needs;
- Identify the services, facilities and processes needed to address the community's needs;
- Identify which services Council should have a role in funding or providing;
- Advocate for those services that need to be provided by other government agencies, the private sector and community organisations;
- Monitor changes in community needs and the extent to which existing services and models meet these needs;
- Provide improved facilities, services and regulatory activities that are more sensitive and appropriately targeted;
- Achieve a more coherent service system by working cooperatively with other government agencies, the private sector and community groups on service planning;
- Address quality of life issues to benefit the whole community.

The guidelines for the development of the Social Plan stipulated that seven mandatory target groups for inclusion being children (0-11 years); young people (12-24 years); women; older people; Aboriginal and Torres Strait Islanders; people from a culturally and linguistically diverse backgrounds; people with disabilities. In addition to the seven mandatory target groups, Council plans to include additional information and discussion on men, transport, housing and accommodation.

A copy of the draft plan and the supporting suite of documents can be viewed on Council's home page. The supporting documents and resources available to the community include the Maitland Social Plan, discussion papers for each population group and city-wide issues, the Maitland Community Profile and Social Atlas a comprehensive guide of the Maitland local government area, including a profile for 13 planning districts within the Maitland local government area. The Social Atlas provides thematic maps of the local government area on population -total and age; ethnicity; education; households; income; labour force; travel to work; housing tenure; housing cost; computer use, and Index of Relative Socio-economic Disadvantage (SEIFA).; Maitland Community Directory and Maitland Social Planning Database.

The preparation of an implementation plan for the Social Plan will be a principal activity during the 2010 -2011 financial year. It will include identified strategies, actions, targets, responsibilities, measurable outcomes and timeframes. The implementation will complement Council's integrated planning processes.

# OTHER ACTIVITIES

## **ASSET REPLACEMENT PROGRAM**

Council has adopted a 15 year plant replacement program. This program is subject to funding, operational requirements, relevant plant condition and maintenance costs and is reported to Council on an annual basis for review.

## **ASSET MANAGEMENT STRATEGY**

The successful delivery of Council services relies on providing and managing a broad range of infrastructure assets such as roads, bridges, footpaths, recreation facilities drainage and buildings. Council is in a position where the knowledge of its infrastructure assets is such that the long term implications of asset management decisions can be better understood and made with a level of confidence.

In 2006 Council adopted an Asset Management Strategy that provides a clearly defined direction with appropriate standards and procedures for the management of the community's infrastructure assets.

A comprehensive review of the strategy commenced in 2009. The review has been completed and the draft 'Asset Management Strategy and Plans 2010-2020' will be finalised by June 2010. Based on the fundamental principals of the 2006, the revised strategy provides a more detailed asset and service level analysis, improved risk management and more accurate and longer term financial planning over a ten year timeframe.

The review indicates that Council will need to spend substantially more in the future for asset maintenance, renewal and replacement in order to maintain existing service levels. Council's Asset Strategy and 10 Year Financial Plan quantify this funding gap as:

- An estimated \$45 million backlog of works required to bring existing assets up to a satisfactory standard; plus
- A more than \$4 million shortfall in annual capital and maintenance funding required to keep the existing assets at a satisfactory standard.

## **SALE OF ASSETS**

Council will continue to monitor its land / property portfolio and capitalise on opportunities which may arise and support its overall community strategic plan. As one of the outcomes of the adopted Maitland Recreation and Open Space Strategy, Council proposes to complete an inventory of community land to inform future rationalisation programs.

## **ACTIVITIES OF A BUSINESS OR COMMERCIAL NATURE**

Council is not proposing to undertake any activities of a commercial or business nature during 2010/2011.

# BUDGET SUMMARY

An overview of our 2010/2011 budget follows.

Detailed notes required within the provisions of the Local Government Act 1993 and associated Regulations are provided on accompanying pages.

	OPERATING REVENUE	OPERATING EXPENDITURE	CAPITAL REVENUE	CAPITAL EXPENDITURE	RESULT SURPLUS / (DEFICIT)
General Management	300	512,958	0	5,000	(517,658)
Finance & Administration	38,408,926	13,173,019	9,921,023	9,344,864	25,812,066
Service Planning & Regulation	14,362,681	18,012,883	0	968,744	(4,618,946)
Asset & Infrastructure Planning	448,506	9,525,227	2,208,862	8,922,526	(15,790,385)
City Works & Services	900,380	3,348,600	12,500	1,409,688	(3,845,408)
Human Resources	39,090	1,074,911	0	0	(1,035,821)
<b>TOTAL</b>	<b>\$54,159,883</b>	<b>\$45,647,598</b>	<b>\$12,142,385</b>	<b>\$20,650,822</b>	<b>3,848</b>

# REVENUE POLICY

Council's Revenue Policy is prepared annually in accordance with Section 404 of the Local Government Act 1993. The Revenue Policy includes the following statements for the year 2010/2011:

- A statement of Council's pricing policy with respect to the goods and services provided.
- A statement with respect to each ordinary rate and each special rate proposed to be levied.
- A statement with respect to each charge proposed to be levied.
- A statement of the types of fees proposed to be charged by the Council and the amounts of each such fee.
- A statement of the amounts or rates proposed to be charged for carrying out by the Council of work on private land.
- A statement of the amounts of any proposed borrowings, the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured.
- A statement containing a detailed estimate of the Council's income and expenditure.

The Revenue Policy also includes a statement containing a general estimate of the Council's income and expenditure for the 2010/2013 financial years.

## ***Factors influencing revenue and pricing policy***

The following factors will influence the Council's proposed revenue and pricing policy with respect to the provision of goods, services and facilities.

### Community service obligations

The Council's community service obligation is a fundamental consideration when determining a pricing policy for community services and facilities. The Council's community service obligation is reflected in the proposed pricing structure for the hire and use of services and facilities such as the Maitland Town Hall, community centres, Maitland Visitor's Centre, public swimming pools, libraries, Art Gallery, parks, gardens, sporting and recreation fields and facilities.

## ***Full Cost Recovery***

The principle of full cost recovery is the recovery of all direct and indirect costs involved in the provision of a service.

## ***User-Pays***

The User-Pays principle involves pricing the provision of goods, services and facilities, which require the user/consumer to pay the actual cost of the service provided.

Full, partial or zero cost recovery describes how the aggregate level of revenue derived from a service relates to its fully absorbed or 'true cost'.

The pricing policy applied to a particular service is guided by Council's motivation for being involved in the service. The following table notes each circumstance by which Council is involved in a service and describes the policy principle or basis.



Motive	Pricing Principle
Public Goods and the Exclusion Principle	Council services may be provided free of charge in those circumstances where it is impossible or impractical to exclude users who for various reasons do not have the ability to pay.
Externalities	Fees may be discounted to a level below the cost of a service where the production or consumption of the service generates external benefits to the community (hence creating a community service obligation); provided the cost of the discount does not exceed the estimated benefit.
Merit Goods	Fees may be discounted to a level below the cost of a service if full cost recovery would prevent or discourage its consumption and the service is regarded as having particular merit to the welfare and well-being of the community (hence creating a community service obligation); provided the cost of the discount does not exceed the estimated benefit.
Natural Monopoly	Where Council has a monopoly over the production of a good or service, prices should be set at a level to fully recover costs unless there are explicit community service obligations or equity objectives.

## STATEMENT OF RATING STRUCTURE

The current rating structure contains the four primary categories of ordinary rate, being:

- Farmland
  - Residential
  - Mining
  - Business
1. The Farmland category has two (2) sub-categories, being
    - Farmland High Intensity
    - Farmland Low Intensity

The rating structure for each of the Farmland sub-categories is based on a combination of a base amount and an ad valorem (amount in the dollar) component. The level of the base amount has been set to achieve 10% of total rate income of each Farmland sub-category, with the ad valorem component raising 90% of the total income from each sub-category.

2. The Residential category has two (2) sub-categories, being

- Residential Non Urban
- Residential Urban

The rating structure for each of the Residential sub-categories is based on a combination of a base amount and an ad valorem component. The level of the base amount for the Residential Non Urban sub-category has been set to achieve 10% of total rate income of that sub-category, with the ad valorem component raising 90% of the total income from that sub-category. The level of the base amount for the Residential Urban sub-category has been set to achieve 35% of total rate income of that sub-category, with the ad valorem component raising 65% of the total income from that sub-category.

3. The Mining category has no sub-categories. The rating structure for the Mining category is based wholly on an ad valorem component.

4. The Business category has five (5) sub-categories, being

- Business Ordinary
- Business Thornton
- Business Rutherford
- Business Metford / East Maitland
- Business Green St, Telarah

The rating structure for each of the Business sub-categories is based wholly on an ad valorem component.

Land has been categorised for rating purposes in accordance with Sections 515 to 519 of the Local Government Act 1993.

## **GENERAL RATE INCREASE**

The State Government sets a limit on the total amount of income a council can raise from certain rates and charges. This is called the “rate pegging” percentage and is specified by the Minister for Local Government each year. It should be noted, however, that even within rate pegging, the rates on some properties may go up while others may go down, depending on the distribution of rates payable by the different rating categories.

The Management Plan provides for a 2.6% increase in total rate income, with Council taking up the full rate pegging limit for 2010/11 allowable by the Minister for Local Government, as announced on 16 February 2010.

Council has decided not to alter the rates distribution between categories in 2010/11, other than to reduce the amount payable by the Business Ordinary sub-category by 5%, with this amount being added to the rates payable by the other Business sub-categories. This is in accordance with Council's intent over time to have only one business rate.

## TABLE OF PROPOSED RATING STRUCTURE

The following rates are proposed for 2010/11:

Rate Type	Category	Sub-Category	AdValorem Cents in \$	Base Amount		Estimated Rate Yield \$
				\$	% of rate Payable	
Ordinary	Farmland	High Intensity	0.2598	226.91	10%	1,148,073
Ordinary	Farmland	Low Intensity	0.3456	154.13	10%	301,401
Ordinary	Residential	Non Urban	0.3988	130.54	10%	1,199,033
Ordinary	Residential	Urban	0.3521	285.52	35%	19,681,209
Ordinary	Mining	N/a	5.5746	0.00	0%	229,339
Ordinary	Business	Ordinary	1.6319	0.00	0%	3,973,640
Ordinary	Business	Thornton	1.1942	0.00	0%	1,057,546
Ordinary	Business	Rutherford	1.1942	0.00	0%	1,916,632
Ordinary	Business	Metford/East Maitland	1.1942	0.00	0%	134,825
Ordinary	Business	Green St, Telarah	1.1942	0.00	0%	50,539
Special	Mall	See Note 1	1.8091	0.00	0%	193,138
Special	CBD	See Note 2	0.7339	0.00	0%	273,800

### Notes

1. The Mall Rate is levied for the purpose of promoting and managing the High Street Heritage Mall.
2. The CBD Rate is levied for the purpose of promoting the Maitland City Centre.

## HUNTER CENTRAL RIVERS CATCHMENT MANAGEMENT AUTHORITY

Council includes on its rate notice a catchment contribution collected on behalf of the Hunter Central Rivers Catchment Management Authority. The Authority sets the rate in the dollar in June each year after receiving Ministerial approval. Catchment contributions are collected under the Catchment Management Authorities Act 2003, and are all passed on to the Authority. All rateable land with a land value exceeding \$300 within the defined catchment area is subject to the contribution. The contribution rate for 2010/11 will be \$0.0105 cents in the dollar.

In the year ahead, the Council will investigate potential new or expanded revenue streams to fund or part fund its long term asset and environmental management responsibilities, including a review of the level of Council's general rate revenue.

## CHARGES

### Domestic Waste Management Service

- Council provide a weekly domestic waste management service and bi-weekly recycling collection service.
- Council make an annual charge for that total service under Section 496 of the Local Government Act, (1993).
- The amount of that charge during the year commencing 1st July 2010 to the 30th June 2011 for each parcel of rateable land for which the service is available be:
  - Vacant Land - \$20.00 (Estimated yield = \$33,660) Occupied Land - \$258.40 for each dwelling on that land. (Estimated yield = \$6,549,148)
- Under Section 543(3) of the Local Government Act 1993 the charge be named the “Domestic Waste Management Service Charge”.

### ***Commercial Waste Management Service***

- Council provide a weekly commercial waste management service to all occupied rateable properties categorised as Business and who have not entered into a contractual agreement for a trade waste collection service from a private contractor.
- Council make an annual charge for the use of that service under Section 502 of the Local Government Act 1993.
- The amount of that charge during the year commencing 1st July 2010 to the 30th June 2011 be \$53.72 (GST Inc) per bin per month for that year. (Estimated yield = \$785,240 GST inc)
- Under Section 543(3) of the Local Government Act 1993 the charge be named the “Commercial Waste Management Service”

### ***Interest on Overdue Rates and Charges***

That Council make a charge for interest on overdue rates and charges at an amount of to be announced by the Minister of Local Government in accordance with Section 566 of the Local Government Act 1993. The interest rate for 2010/2011 will be 9% (to be confirmed by the Minister for Local Government).

### **Stormwater Management Services Charge**

- Council make an annual charge for stormwater management services under Section 496A of the Local Government Act 1993 and clauses 125A and 125AA of the Local Government (General) Regulation 2005.
- The amount of that charge during the year commencing 1st July 2010 to the 30th June 2011 for eligible properties be as follows:

<b>Category</b>	<b>AreaRange(M2)</b>	<b>Charge</b>
Residential	N/A	\$25.00
Residential Strata Unit	N/A	\$12.50
Business	0 – 700	\$25.00
Business	701 – 2,000	\$75.00
Business	2,001 – 10,000	\$100.00
Business	10,001 – 50,000	\$200.00
Business	Over 50,000 m2	\$250.00
Business Strata Unit	0 – 700	\$25.00
Business Strata Unit	701 – 2,000	\$75.00
Business Strata Unit	2,001 – 10,000	\$100.00
Business Strata Unit	Over 10,000 m2	\$200.00

(Estimated yield = \$617,200)

- Under Section 543(3) of the Local Government Act 1993 the charge be named the “Stormwater Management Services Charge”

### **FEES FOR SERVICE**

#### Approved Fees for Service

Section 608 of the Local Government Act 1993 provides that the Council may charge and recover an approved fee for any service it provides, other than a service provided, or proposed to be provided on an annual basis for which it is authorised or required to make an annual charge under Section 496 or 501 of the Act.

Section 609 of the Act provides that when determining the approved fee, the Council must take into account the following factors:

- The cost of the Council providing the service
- The price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Department of Local Government.
- The importance of service to the community
- Any factors specified in the regulations under the Act.

A schedule of proposed “Fees and Charges” has been prepared by Council, which identifies the type and amount of fee approved by the Council for services provided in the 2010/2011 financial year. Copies of the Fees and Charges policy statement is available upon request from the Council.

A Goods and Services Tax (GST) has been applied against the fees and charges that are subject to the GST.

## PRIVATE WORKS

The Council will from time to time carry out, by agreement with the owner or occupier of private land, any kind of work that may be lawfully carried out on the land in accordance with Section 67 of the Act.

Private work carried out on the basis of a charge representing full cost recovery of the work carried out plus a margin for profit. The profit margin is dependant on and subject to market forces applying at the time.

## EXTERNAL BORROWINGS

The following amounts are proposed to be borrowed from an approved financial institution in 2010/2011 for the purposes nominated. Amounts borrowed will be secured by mortgage over the income of the Council.

PROPOSED PROJECT	AMOUNT PROPOSED TO BE BORROWED
Construction of Local Roads	580,000
Construction of Bridges	80,000
Construction of Drainage	290,000
Construction of Access Improvements	50,000
<b>Total</b>	<b>1,000,000</b>

The following projects are approved by the State Government for an interest free loan.

PROPOSED PROJECT	AMOUNT BORROWED
Trappaud Road bridge	1,700,000
Metford Road reconstruction and widening	1,300,000
<b>Total</b>	<b>3,000,000</b>





# SPECIAL RATE VARIATION APPLICATION

## *Renew and revitalise*

*Community feedback is an important part of this process- register today to secure your seat at one of our Info sessions!*



Swan St, Morpeth



Carpark, East Maitland Library

Maitland City Council has developed plans to improve the standard and condition of the City's aging infrastructure and to renew and revitalise the overall appearance and presentation of the City. Council is in active discussion with the community about an application for a rating increase for 2011/12 and 2012/13 as one aspect of generating the additional revenue required to take a timely and very important first step to act on the infrastructure issues facing the City.

Our asset models have indicated a need to spend an additional \$67 million on aging infrastructure within our community over the next ten years to meet contemporary standards.

### WHAT IS IT GOING TO COST?

The proposed increases are 9.8% (including rate peg of 2.8%) in year 1 and a further 10% (including an assumed rate peg of 3%) in year 2. If this proposal is supported by the community and approved by IPART these increases will generate an additional \$16 million over the next four years.

For the average residential ratepayer, this would mean an increase in their rates of \$2.26 per week above the rate peg increases.

### WHERE WILL THE MONEY BE SPENT?

- 40% would be used to improve the standard of local roads and footpaths
- 20% would be spent to enhance parks, playgrounds and sporting facilities
- 20% would be spent on improving city centre parking and the streetscaping at various shopping precincts
- 10% would be used to improve the appearance of the City
- 10% would be used in community buildings and facilities

### ABOUT COUNCIL

Maitland City Council has a philosophy of ensuring 'continuous improvement' and has recently conducted a series of core efficiency reviews to ensure this philosophy has been consistently applied across our organisation.

Examples of key achievements include:

- Development Applications (DA) - The NSW Government has praised Council for being the most efficient Council in the Hunter in processing DA's when considering the amount of staff per application and number of applications processed.
- Parks and open spaces - in the last three years Council has become responsible for an additional 20 hectares of open space, without any additional maintenance staff.
- Workers Compensation - our return to work programs and our proactive and efficient approach to organisational safety have resulted in a consistent reduction in the annual premium. Over the period 05/06 to 09/10 the accumulated savings have amounted to over \$2 million.
- Corporate Advertising - a review of advertising procedures as well as negotiating with key providers has resulted in a \$90,000 per year cost saving.
- Council Employment - Maitland's population continues to increase by an average 2,000 residents per year, whilst Council's employment growth has been contained to an additional 4.6 full time staff in the last three years.

### Community Info Sessions

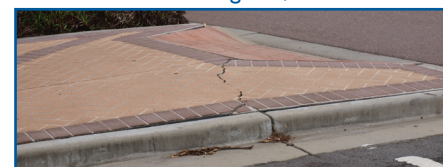
**Maitland Town Hall – Paterson Room**  
16 March at 4pm, 5pm and 6pm

Limited places.

Registration required via email to  
[yoursay@maitland.nsw.gov.au](mailto:yoursay@maitland.nsw.gov.au)



Elgin St, Central Maitland



Lawes St, East Maitland



Sporting oval, Largs

A full list of projects for the next four years is available at [www.maitlandyoursay.com.au](http://www.maitlandyoursay.com.au)