

Six Month Progress Report

January to June 2026



The Six Month Progress Report outlines the progress Council has made in achieving the Delivery Program.



PORT STEPHENS
COUNCIL

GUUDJI YIIGU

(GOO-JEE IK-KOO)

We welcome you to Port Stephens – part of the Worimi Aboriginal Nation. Port Stephens Council acknowledges the Worimi people as traditional owners and custodians of the lands and waterways on which we all live, learn, work and play.

We value and respect the Worimi people and the legacy 60,000 years of Aboriginal Nation traditions and culture brings with it. As part of Council's culture of acceptance, diversification and harmony we walk alongside the Worimi people on a journey of listening and learning.

Together we will strive to make this a better place for all peoples. As guardians of these lands, we ask that you tread lightly to help preserve the biodiversity and respect those who came before as well as those who will follow.

Artwork by Regan Lilley.





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The Six Month Progress Report from January to June 2026 has been prepared in accordance with the requirements of the Integrated Planning and Reporting (IP&R) Guidelines (September 2021), Essential Element 4.9. 'The General Manager must ensure that progress reports are provided to the Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.'

All financial figures included in this report are preliminary, unaudited and subject to review as part of the audited 2025-2026 financial statements for Council.



General Manager's message

I am pleased to present the Six Month Progress Report for January to June 2026, highlighting our achievements and progress toward our Delivery Program 2025 to 2029. Over the past six months, we focused on driving financial sustainability, delivering high-quality community infrastructure and services and preserving our unique environmental landscape.

Our corporate scorecard reflects this dedication. Council has exceeded its targets in key performance areas including 98% on-time delivery of our integrated plans, robust risk management maturity and strong employee engagement (81%). Financially, we remain on a secure footing, tracking a projected \$1.254 million underlying surplus against our budget. This financial discipline, validated by an external audit from Audit NSW, ensures we can confidently invest back into our communities where it matters most.

Connecting our community and improving local liveability have driven our major project milestones. This period saw the successful completion of 7 capital infrastructure projects, including a number of significant roads projects under the Roads Acceleration Program. Alongside the adoption of the Medowie Town Centre Place Plan, setting out a 20-year blueprint to transform it into a green, connected, and bustling destination, a revised Tomaree Sports Complex was also adopted, exhibiting our shared community vision for a premier sports destination in Port Stephens.

Roads remains one of our top priorities. Through our Roads Acceleration Program and the recently developed Roads Future Strategy, Council is committed to improving the condition, reliability, safety and resilience of the road network. We also achieved critical milestones in our priority to unlock more diverse homes, with approval of a development application for 225 additional residential lots at Monarch's Rise Estate, Raymond Terrace.

Protecting our natural environment is also at the heart of our goals. Through completion of our expanded Koala Habitat Mapping, successful coastal restoration at Corlette, and continued increase in Coastal and Foreshore maintenance through extra funds generated from our Special-Rate Variation, we are actively strengthening lasting protection measures.

I would like to thank Mayor Anderson, our Councillors, employees, community and local businesses for their ongoing collaborative efforts. It is through this collective dedication that we continue towards our community's vision of "a great lifestyle in a treasured environment."

Tim Crosdale
General Manager of Port Stephens Council

Scorecard

Our six key measures underpin everything we do at Port Stephens Council.

	Target	Result	Measure
 1. Service delivery	>95% Integrated Plans delivered on time (As at 30 June 2026)	98%	

	Target	Result	Measure
 2. Community Satisfaction	2.94 out of 5 score Overall satisfaction with Council's services (2025 Community Satisfaction Survey)	3.01	

	Target	Result	Measure
 3. Employee wellbeing	>80% employee engagement (2025 Employee Engagement Survey)	81%	

	Target	Result	Measure
 4. Risk management	>85% risk management maturity score (As at 30 June 2026)	86%	

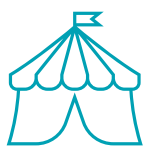
	Target	Result	Measure
 5. Financial sustainability	Underlying financial result better than budget (March 2026 Quarterly Budget Review)	Anticipated \$1.254M	

	Target	Result	Measure
 6. Asset management	100% asset maintenance ratio	To be provided in Annual Report 2025-2026	

In this report, we use the icons below to indicate the status of our Operational Plan actions, which form part of the Delivery Program 2025 to 2029.

 On track Operational Plan Actions are on track to achieve the target	 Monitor Operational Plan Actions are within 5% of the target	 Off track Operational Plan Actions are > 5% off the target
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Our community highlights



182

Activations



53,000+

Childcare places



308

Library programs



669,000+

Beach visits



- **The Place is Yours** - a youth-led partnership project, delivered a series of life-skill workshops (creative, practical and leadership) and culminated in a collaborative placemaking activity with the young people designing and creating a vibrant and inclusive space called Community Corner in Raymond Terrace.
- **Community safety** insights are being captured through Council's support for the University of Newcastle's 'Nellies' interactive kiosks that use light, sound and artwork to help gather information on how safe people feel in Nelson Bay, which will help shape future safety improvements.
- **Vibrant events** including Australia Day, Shoal Bay Food and Wine Festival, Sail Port Stephens Street Party and NAIDOC Week all encouraged participation in culture and events, strengthening community pride and delivering experiences to connect people to place and help drive year-round visitors.
- **Financial support** through the Community Funding Program for International Women's Day and the Mayoral Academic Scholarships, highlighting community excellence and empowering local individuals to build capacity by supporting initiatives which enhance the social, cultural, environmental and economic life of our communities.

Our place highlights



\$19.8M

Roads expenditure



34,637+

Visitors to Holiday Parks



322

Development Assessment
determinations



18

Capital infrastructure
projects
(11 progressed/ 7 completed)



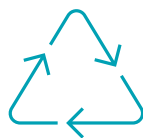
- **Roads Acceleration Program** uses a targeted approach to prioritise roads based on consideration of road condition, road usage and community feedback. Taylors Beach road safety upgrade was completed and included road pavement rehabilitation, improved structural integrity, and widened shoulders for traffic movement.
- **Medowie Town Place Plan** endorsed and locks in a 20-year blueprint to transform Medowie into a green, connected, and bustling destination. Shaped with extensive community engagement, the plan sets the roadmap for how land will be developed to support a growing population of over 20,000 residents by 2041. The final plan delivers five distinct hubs, combining a renewed community zone, mixed-use shopping precinct, village green, and dedicated residential and parkland zones.
- **Monarch's Rise** development application approved for 225 new residential lots. The development demonstrates how Council is balancing growth and environmental protection. More than 50 per cent of the site will be retained for conservation, including a dedicated 71-hectare conservation area. The project includes planting 2,500 native trees, with 1,250 specifically designated as koala habitat.
- **Tomaree Sports Complex Revised Masterplan** endorsed outlining the community's vision for how the Complex could transform into a destination sporting hub capable of hosting major multi-day events. The revised plan sets out how the Complex could be further evolved to meet growing demand for indoor sports and thriving female sports.

Our environment highlights



1,662

Hours of weed treatment



1,400

Tonnes of garden waste collected, 4.5 tonnes of textiles diverted from land



10.8

Hectares of bushland regeneration



3408

Trees planted



- **Coastal Management Program** provides a long-term strategic framework to address coastal hazards, protect ecosystems, support sustainable development and enhance community resilience to climate change. Coastal and foreshore maintenance increased through enhanced services from our Special-Rate Variation. The Corlette sand nourishment works were completed, where approximately 2,600 cubic metres of sand was relocated to restore foreshore areas impacted by severe weather events.
- **Koala Habitat Mapping** finalised to include an expanded list of koala feed tree species from three to eighteen, enabling a far more accurate and ecologically representative model of koala habitat distribution across Port Stephens.
- **Draft Anna Bay and Tilligerry Creek Floodplain Risk Management Study and Plan** publicly exhibited to identify and assess flood risk mitigation and management options for the area.
- **Caring for Country with culturally informed cool burning project** delivered in partnership with Worimi Local Aboriginal Land Council, Firesticks Alliance Aboriginal Corporation, Hunter Local Land Services, Bindelong Aboriginal Corporation Cool Burn Fire & Ecology, local Rural Fire Service members and other stakeholders. The initiative improved ecosystem health while increasing resilience to future bushfire events and won the First Nations Partnership category at the 2026 NSW Local Government Excellence Awards.

Our Council highlights



131

New citizens



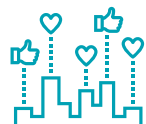
\$1.254M

Anticipated underlying financial result better than budget



\$42,095

Combined Mayoral and Councillor donations



17

Key engagement projects



- **Digital Strategy and Roadmap** implementation is progressing to enhance and modernise Council's digital services and capabilities. This includes the Cyber Security Strategy that was endorsed to guide a range of improvements to strengthen Council's overall security posture.
- **Advocacy** for policy and funding commitments from the State and Federal governments to improve our roads, housing opportunities, community facilities and environmental protection to our community and Port Stephens at the forefront of future planning and improvement investments.
- **Completion of final year of Council's approved Special-Rate Variation** helping to secure our financial position and enable smart investments into the community.
- **Healthy financial status validated** by a recent Audit Office review of Council's Long Term Financial Plan, confirming Council is in a strong and stable financial position, reflecting the success of the strategic decisions and reforms implemented over recent years. All key financial performance indicators demonstrate financial sustainability with the capacity to fund ongoing operations, renew critical infrastructure and invest in future community priorities

Our community

An accessible, welcoming and connected community respecting diversity, traditions and culture.



C1 | Community wellbeing

Our community feels connected, included, supported and has access to services and facilities to support their wellbeing.

Delivery Program Activity	Operational Plan Action	Status
C1.1.1 Implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	C1.1.1.1 Implement the actions of the Community Wellbeing Strategy	✓
C1.1.2 Develop and implement the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and access friendly	Refer to C1.1.1	✓
C1.2.1 Deliver a program of education and care services for families and carers of children	C1.2.1.1 Deliver early education and care for children	✓
C1.3.1 Deliver and manage community recreational, leisure and community facilities	C1.3.1.1 Initiate and manage recreational, leisure and community services	✓
C1.4.1 Deliver a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	C1.4.1.1 Deliver public library services, programs and resources	✓
C1.5.1 Refer to C1.4.1 and E1.1.1		✓

C2 | Traditions & culture

Our community supports the richness of its traditions and culture.

Delivery Program Activity	Operational Plan Action	Status
C2.1.1 Deliver the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	C2.1.1.1 Implement actions of the Yabang Gumba-Gu Agreement	
C2.2.1 Implement the Events, Arts and Culture Strategy	C2.2.1.1 Implement actions of the Events, Arts and Culture Strategy	

C3 | Connecting with community

Our Council is committed to enabling an engaged and informed community.

Delivery Program Activity	Operational Plan Action	Status
C3.1.1 Deliver the 4-year Customer Experience Roadmap and Action plan	C3.1.1.1 Develop, implement and monitor Council's Customer Experience Roadmap and Action Plan	
C3.2.1 Implement the Communication and Engagement Strategy	C3.2.1.1 Deliver Council's communications and community engagement activities	
	C3.2.1.2 Council will continue to advocate and engage with Department of Communities and Justice, as the owners of the Tomaree Headland site, to find suitable short, medium and long-term options for the site.	

Our place

A liveable, safe and connected place supporting community wellbeing and local economic growth.



P1 | Housing, tourism & economy

Our community has adaptable, sustainable and diverse housing, tourism and economy.

Delivery Program Activity	Operational Plan Action	Status
P1.1.1 Implement the Economic Development Strategy, including ongoing support for sustainable tourism	P1.1.1.1 Implement actions of the Economic Development Strategy	✓
P1.1.2 Develop and implement Beachside Holiday Parks and Koala Sanctuary Business Plan	P1.1.2.1 Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plan	✓
P1.2.1 Develop and implement Council's key planning documents	P1.2.1.1 Develop, implement and monitor land use plans and strategies	✓
P1.2.2 Implement the Local Housing Strategy, focusing on housing diversity, affordability and supply for our community	P1.2.2.1 Implement the actions of the Local Housing Strategy	✓
P1.3.1 Develop an annual program for Council to provide development services to enhance liveability	P1.3.1.1 Deliver the annual program of development services	✓
P1.4.1 Develop shareholder value through an effective partnership with Newcastle Airport	P1.4.1.1 Develop shareholder value through an effective partnership with Newcastle Airport	✓

P2 | Infrastructure, facilities & connections

Our community's infrastructure, facilities and connections are safe, convenient, reliable and adequately resourced.

Delivery Program Activity	Operational Plan Action	Status
P2.1.1 Deliver, manage and maintain community and property assets in accordance with the Strategic Asset Management Plan 2025-2035 (SAMP)	P2.1.1.1 Deliver, manage and maintain community and property assets in accordance with the SAMP 2025-2035	
P2.1.2 Deliver asset and engineering services to meet customer demand	P2.1.2.1 Deliver asset and engineering services	
P2.1.3 Deliver the 4-year Public Infrastructure Program	P2.1.3.1 Implement Council's adopted annual capital works program	
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 Maintain Council's civil and community infrastructure	
P2.2 Create useable links, pathways and connections within towns and centres	Refer to P2.1.1 and P2.1.3	

P3 | Community safety

Our community feels safe and resilient.

Delivery Program Activity	Operational Plan Action	Status
P3.1.1 Develop an annual program for Council to provide compliance services to enhance public safety and health	P3.1.1.1 Deliver the annual program of compliance services	
P3.2.1 Deliver an emergency management framework that supports emergency services, other agencies and our community	P3.2.1.1 Deliver emergency management services, programs and resources	

Our environment

Port Stephen's environment is protected, enhanced, sustainable and resilient.



E1 | Environmental balance

Our community's natural and built environment supports biodiversity conservation, is sustainably balanced and resilient to environmental risks, natural hazards and climate change.

Delivery Program Activity	Operational Plan Action	Status
E1.1.1 Develop and implement a program for Council to deliver technical environmental advice, strategies and policies	E1.1.1.1 Develop and monitor environmental policies and strategies	✓
	E1.1.1.2 Deliver technical environmental advice, and impact assessment services	✓
E1.2.1 Develop and implement a program for Council to mitigate environmental risks associated with climate change and natural hazards	E1.2.1.1 Implement actions in the Port Stephens Coastal Management Program (CMP)	✓

E2 | Environmental sustainability

Our community uses resources sustainably, efficiently and equitably.

Delivery Program Activity	Operational Plan Action	Status
E2.1.1 Develop and implement a program for Council to lead the way to a sustainable and climate positive future	E2.1.1.1 Implement actions in the Emissions Reduction Action Plan	✓
E2.2.1 Deliver a Waste program to support the reduction of the community's environmental footprint whilst providing efficient services	E2.2.1.1 Implement the Waste Management Strategy 2021-2031	✓

Our Council

Port Stephens Council leads, manages and delivers valued community services in a responsible way.



L1 | Resources and finance

Our Council is resourced, financially sustainable and advocates to meet community needs.

Delivery Program Activity	Operational Plan Action	Status
L1.1.1 Deliver the 4-year Workforce Management Strategy	L1.1.1.1 Implement the Workforce Management Strategy	
L1.2.1 Develop and implement strategic direction and governance of Council	L1.2.1.1 Coordinate and deliver Councillor and executive support services	
	L1.2.1.2 Advocate for community priorities and work with other levels of government and stakeholders	
	L1.2.1.3 Work with Hunter Councils to enhance the Hunter Region	
L1.3.1 Deliver Governance Services and internal audit program	L1.3.1.1 Implement governance and legal services and enterprise risk management framework	
	L1.3.1.2 Implement and coordinate the Audit Risk and Improvement Committee (ARIC) requirements and internal audit processes	
L1.3.2 Deliver the Integrated Planning and Reporting program	L1.3.2.1 Deliver the legislative requirements of the Integrated Planning and Reporting Framework	
	L1.3.2.2 Complete the Community Satisfaction Survey* *Scheduled October 2026 aligning with IP&R delivery.	
L1.3.3 Deliver the 4-year program for Service Reviews and Continuous Improvement Strategy	L1.3.3.1 Implement the annual Service Review program and actions of the Continuous Improvement Strategy	
L1.4.1 Implement the 3 year Digital Strategy and Roadmap	L1.4.1.1 Implement annual actions from the Digital Strategy and Roadmap	
L1.5.1 Implement the Long-Term Financial Plan 2025 to 2035	L1.5.1.1 Implement Council's Long-Term Financial Plan 2025 to 2035 and Annual Budget for 2025 to 2026 including Financial Sustainability Strategy and Roadmap	
L1.5.2 Implement the Property Investment Strategy	L1.5.2.1 Implement actions and projects in the Property Investment Strategy	



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