

ATTACHMENTS UNDER SEPARATE  
COVER

ORDINARY COUNCIL MEETING  
24 MARCH 2026



**PORT STEPHENS**  
C O U N C I L

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ITEM 1 - ATTACHMENT 1 PLANNING PROPOSAL - 893 PATERSON ROAD,  
WOODVILLE.



**Proposed amendment to Port Stephens Local  
Environmental Plan 2013**  
Additional Permitted Use at Lot 10 DP 1035397,  
893 Paterson Road, Woodville



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**ITEM 1 - ATTACHMENT 1 PLANNING PROPOSAL - 893 PATERSON ROAD, WOODVILLE.****VERSION CONTROL**

<b>Version</b>	<b>Date</b>	<b>Details</b>
1	March 2025	Planning proposal for lodgement with Department of Planning, Infrastructure and Housing.
2	September 2025	Amended post Gateway Determination
3	January 2025	Amended post agency consultation and public exhibition

**ATTACHMENTS**

**APPENDIX A** – Land Use Conflict Risk Assessment (LUCRA)

**APPENDIX B** – Biodiversity Assessment

**APPENDIX C** – Flood Impact and Risk Assessment

**APPENDIX D** – Bush Fire Assessment Report

**APPENDIX E** – Noise Impact Assessment

**APPENDIX F** – Letter in support of proposal

**APPENDIX G** – Appendix G – Assessment Checklist From Appendix 1 of the NSW Coastal Design Guidelines 2023

**Appendix H** – Preliminary Site Investigation

**FILE NUMBERS**

**Council:** 58-2024-3-1

**Department:** PP-2024-2727

**SUMMARY**

**Subject land:** LOT 10 DP 1035397  
893 PATERSON ROAD, WOODVILLE

**Proponent:** Wilson Planning

**Proposed changes:** Amendment to Port Stephens Local Environmental Plan 2013, to add an item to Schedule 1 'Additional Permitted Uses' to permit, with development consent, the use of Lot 10 DP 1035397, 893 Paterson Road, Woodville (the site), as a function centre.

**BACKGROUND**

The planning proposal seeks to amendment to Port Stephens Local Environmental Plan 2013 (LEP). The planning proposal seeks to use Clause 2.5 to add an item to Schedule 1 'Additional Permitted Uses' to permit, with development consent, the use of Lot 10 DP 1035397, 893 Paterson Road, Woodville, as a function centre.

There is currently a Port Stephens Council issued Development Consent No. 16-2018-557-1 for 'Temporary Use of Land – Marriage Ceremonies' on 14 September 2018 over the following allotments:

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- Lot 92, DP 1050560, No. 837 Paterson Road, Woodville
- Lot 901, DP 1268662, No. 869 Paterson Road, Woodville
- Lot 10, DP 1035937, No. 893 Paterson Road, Woodville.

The key parameters for the DA reflected in the consent conditions were:

- The consent being time limited to five (5) years expiring 15 September 2023
- Guest numbers being limited to 120 persons on the site at any one time
- The ceremonies limited to not more than 52 days in any one calendar year (essentially one wedding ceremony per week).

The proponents applied to have the consent extended for a further five (5) year period via a Section 4.55(1A) modification to the existing consent. This amendment application was approved by Council on 13 January 2023 and permitted the 'Temporary Use of Land – Marriage Ceremonies' to operate from the site for a further five (5) years with the consent lapsing on 15 September 2028. The amended development consent retained the same operational parameters as the original consent.

Port Stephens Council issued the development consent as a temporary, time limited consent under Clause 2.8 of the LEP on the basis that a 'function centre' as defined by the LEP is a 'prohibited use' within the RU1 Primary Production Zone which applies to the land.

There are some limitations to the existing arrangements, including the lack of a high quality reception / function venues for wedding parties and their guests. Wedding parties will often book the Woodville School of Arts Hall located on the opposite side of Paterson Road as a reception venue. Alternatively, they are forced to choose to travel further afield if a larger or higher quality reception venue is required.

The 'wedding ceremony' use of the properties has been conducted for the last five (5) years with no adverse environmental, traffic or amenity impacts at the locality. The successful and harmonious operation of the wedding ceremony use was formative to Council deciding to grant a further 5-year temporary consent over the site.

Development for the purpose of a 'function centre' is not permitted within the current RU1 Primary Production zone under the LEP.

## **SITE**

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The subject site is legally described as Lot 10 in DP 1035397 and is known as 893 Paterson Road, Woodville. The subject site has an area of 10.52ha, a frontage of approximately 158m to Paterson Road on the eastern side, and a depth of approximately 660m. The western boundary of the site is defined by Paterson River. The land is located approximately 11km by road north-east of the Central Maitland Post Office in the locality of Woodville. The site's location is shown in Figure 1.

The subject site contains a substantial dwelling and rural outbuildings occupying around 1.0ha in the centre of the site. The eastern portion of the site (approximately 2.5ha) contains a large constructed lake surrounded by extensive ornamental gardens which provide a backdrop for the wedding ceremonies held within the site. The western portion of the site (around 7.0ha) contains cultivated river flats and

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extensive areas for livestock grazing. The current condition of, and improvements within, the site are shown in Figures 2-5.

Reticulated water and sewer are not available to the site, with rainwater tanks provided for water and on-site sewerage management system provided for the treatment of sewerage. Electricity and telecommunications infrastructure are available to the site. The site has legal frontage to, and access from, Paterson Road, which is a sealed rural road with a speed limit of 60km/hr along the frontage of the site. The Paterson Road frontage is shown in Figure 6.

Parts of the site are flood prone; however, the location of the existing dwelling and proposed function centre are above the 1% AEP and PMF flood planning levels. The whole of the site is bush fire prone land (Vegetation Category 3) and a small section of the rear of the site (along the river) is mapped as containing 'biodiversity values' (BV).

The subject land is zone RU1 Primary Production under the Port Stephens Local Environmental Plan 2013 (the LEP). Figure 7 shows the zoning of the land. The objectives of the RU1 zone are:

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To facilitate a variety of tourist and visitor-orientated land uses that complement and promote a stronger rural sector appropriate for the area.

The subject site is adjoined by rural properties that are used for either cultivation (river flats) or grazing purposes. Lot sizes in the locality are varied with a few larger lots in the range of 40 to 60 hectares but with most in the range of 5 to 20 hectares. There are some rural small holdings lots with areas around 2ha that were created under historical LEP provisions which allowed the excision of 'concessional' allotments from larger rural holdings. A description of each of the sites is included below.

- Immediately to the north – 895 Paterson Road - 33ha farm used for extensive agriculture. Dwelling approximately 300m from location of proposed function centre.
- Immediately to the east –
  - 896 Paterson Road – 16ha farm 'Rosedale' used for extensive agriculture. Dwelling approximately 300m from location of proposed function centre, close to the Paterson Road vehicular entry to the subject site.
  - 876 Paterson Road – small holding used as a hobby farm. Dwelling approximately 500m from location of proposed function centre.
  - 866-866B Paterson Road – small holding used as a hobby farm. Dwelling approximately 400m from location of proposed function centre.
  - 864 Paterson Road – 12ha farm used for extensive agriculture. Dwelling approximately 600m from location of proposed function centre.

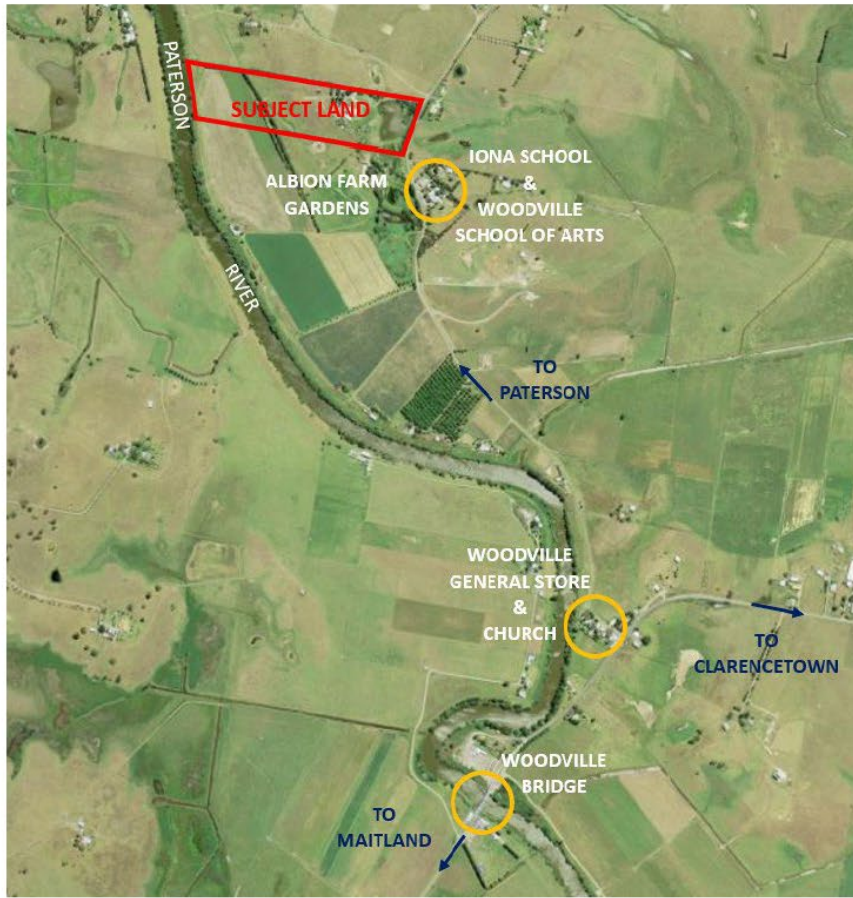
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- 870 Paterson Road - Woodville School of Arts (community) Hall
- 860 Paterson Road - Iona Public School.
  
- Immediately to the south – 837 and 869 Paterson Road – 28ha farm 'Albion Farm' used for extensive agriculture and ornamental gardens. Dwellings approximately 250m and 500m from location of proposed function centre.
  
- Immediately to the west (on the western side of Paterson River) –
  - 532 Tocal Road, Mindaribba – 27ha farm 'Mindaribba House' used for extensive agriculture and tourist and visitor accommodation. Was formally used for wedding ceremonies and receptions. Mindaribba House approximately 650m from location of proposed function centre.
  - 510 Tocal Road, Mindaribba – 12ha farm used for extensive agriculture. No dwelling.
  - 496 Tocal Road, Mindaribba – 2ha small holding used as a hobby farm. Dwelling approximately 1km from location of proposed function centre.
  - 474 Tocal Road, Mindaribba – 16ha farm used for extensive agriculture. Dwelling approximately 1.2km from location of proposed function centre.

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**FIGURE 1 – 893 Paterson Rd, Woodville (land the subject of the planning proposal is shown in red)**



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**FIGURE 2 – Entry driveway and bridge over constructed lake, with main residence behind**

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**FIGURE 3 – Constructed lake at the front of the property, with existing wedding ceremony location and dwelling beyond**

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**FIGURE 4 – Grazing area at the rear of the site**

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**FIGURE 5 – Lower section of the site at the rear, along Paterson River, used for grazing and cultivation**

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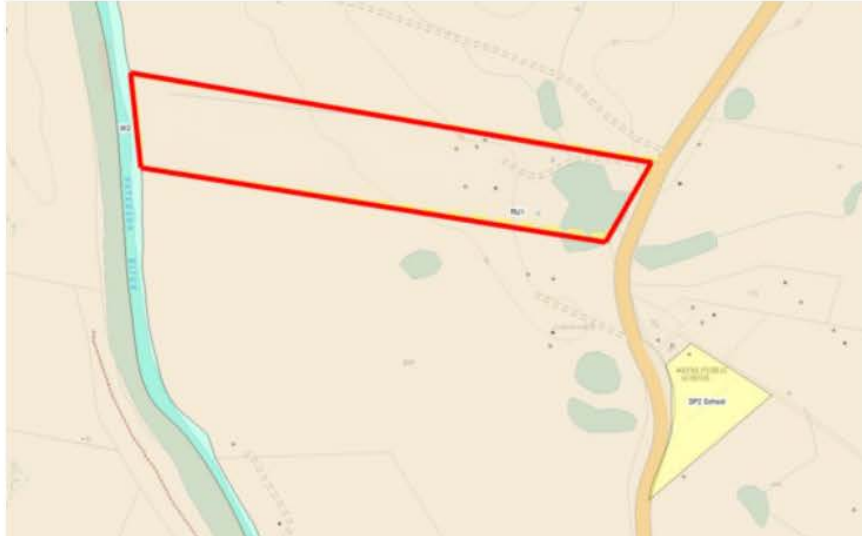
**FIGURE 6 – The Paterson Road frontage of the site, with the existing access to the site to the right of the photo**

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**FIGURE 7 – Zoning extract showing the site in the RU1 zone**



**PART 1 – Objectives or intended outcomes**

The planning proposal seeks to achieve the following outcomes:

- The proposal will allow the site, with consent, to have a function centre.

The intended outcome of this planning proposal is to amend Schedule 1 'Additional Permitted Uses' of the LEP to include an additional permitted use, 'function centre', on Lot 10 DP 1035397, 893 Paterson Road, Woodville.

**PART 2 – Explanation of provisions**

The objectives of the planning proposal will be achieved by the following amendments to the *Port Stephens Local Environmental Plan 2013*:

LEP Provision	Amendment	Explanation
Schedule 1 'Additional Permitted Uses'	<b>Use of certain land at Paterson Road, Woodville</b> (1) This clause applies to land at Paterson Road, Woodville, being Lot 10, DP 1035397. (2) Development for the purpose of a function centre is permitted with development consent.	Permit function centres with development consent on the subject site.

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The Additional Permitted Uses Map	Identify the subject site as a 'function centre' on the Additional Permitted Uses Map.	Identify function centres as being permitted with development consent on the subject site.
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**PART 3 – Justification of strategic merit and site specific merit**

**Section A – Need for the planning proposal**

**Q1. Is the planning proposal a result of an endorsed LSPS, strategic study or report?**

The proposal promotes rural enterprises and diversification of the rural economy, an objective of the Hunter Regional Plan (HRP); and aligns with Priorities 2 and 3 of the Port Stephens Local Strategic Planning Statement (LSPS), theme P1 of the Port Stephens Community Strategic Plan (CSP), and the Economy theme in the Port Stephens Hinterland Place Plan (HPP).

The planning proposal will:

- Enable continuation and augmentation of an existing land use activity that is developing as a 'destination' site within the Woodville locality, which builds upon the existing ornamental gardens (Albion Farm Gardens) established over the last two decades.
- Be situated and operated to minimise land use conflict and integrate effectively in its rural setting without affecting the ability of the land to be used for extensive agriculture.
- Showcase rural enterprises in the locality by promoting local rural produce and/or using this produce in catering at the function centre (paddock to plate).
- Enhance the range of visitor offerings in the Port Stephens hinterland environment consistent with maintaining the dominance of rural enterprises and farming.
- Enhance the biodiversity values of the site through expanded tree planting and landscaping of the site.

**Q2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?**

Port Stephens Council issued Development Consent No. 16-2018-557-1 for 'Temporary Use of Land – Marriage Ceremonies' on 14 September 2018 over the land (and adjoining land). The consent was limited to wedding ceremonies with 120 persons not more than 52 times in a year, and time-limited to 5 years expiring 15 September 2023. A modification was approved for an extension of the temporary use for a further five (5) years, to 15 September 2028.

The owners of the land could continue to apply for extensions to the temporary use DA; however, they wish to make the arrangements to allow a permanent one, and to establish a formal function centre to cater for not only weddings but for a broader range of function types (e.g. corporate training, workshops etc) at other times.

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Amending the LEP to allow an additional permitted use is the only option available to permit the marriage ceremonies on a permanent basis and permit the development for a function centre.

**Section B – Relationship to the strategic planning framework****Q3. Will the planning proposal give effect to the objectives and actions of the Hunter Regional Plan and/or Greater Newcastle Metropolitan Plan (or any exhibited draft plans that have been prepared to replace these)?**

The planning proposal will give effect to the strategies and actions of the applicable objectives and priorities detailed in the HRP 2041, as outlined below.

**Hunter Regional Plan 2041**

The planning proposal is consistent with the Hunter Regional Plan (HRP) 2041.

Part 3 of the HRP “District Planning and Growth Areas” sets out specific projects across the Hunter which are to be a focus over the period of the plan. Of particular relevance is the Hunter’s Hinterland District, which is recognised as being vital to the region.

Part 3, Planning Priority 2 is to promote rural enterprises and diversification. It seeks to promote those types of rural enterprises that have a synergy with agriculture, for example, farm stays, camping or farm gate trails, along with larger visitor economy activities and events.

The proposed ‘function centre’ is the type of development contemplated by the HRP in the promotion of rural enterprises and diversification and is particularly suitable in the Hinterland District.

The planning proposal does not seek to make a ‘function centre’ a permissible use across the entirety of the RU1 Primary Production zone. Rather it proposes a site specific additional permitted use as a ‘function centre’ on a specific lot, which is considered to be well suited for it.

The proposal is appropriate in its local context, for example, the nature and pattern of adjoining land uses, the development consent history of the site, the ability of the proposed development to integrate with and operate harmoniously within its rural setting and the opportunity it provides to grow and support the local economy.

The planning proposal is also consistent with the following Part 2 Objectives as set out in the table below.

<b>HRP Part 2 Objectives</b>	<b>Comment in context of proposal</b>
Objective 6 - Conserve heritage, landscapes, environmentally sensitive	The Biodiversity Development Assessment Report (Appendix B) confirms that the proposed location of the future

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<p>areas, waterways and drinking water catchments.</p>	<p>development will avoid the Biodiversity Values on the site.</p>
<p>Objective 8 - Plan for businesses and services at the heart of healthy, prosperous and innovative communities.</p>	<p>The proposed function centre will attract visitors from outside the Port Stephens Local Government Area (LGA) who will potential seek accommodation and visit other local attractions.</p>
<p>Objective 9 - Sustain and balance productive rural landscapes.</p>	<p>The extensive gardens of 'Gracemere' and Albion Farm have been in a constant state of expansion and revision since the mid-1970's (Albion Farm) and early 2000s (Gracemere). They have been developed alongside extensive agriculture within these sites and the adjoining rural properties over this period with no land management conflict. Additionally, the 'temporary' consent in September 2018 over the properties for the conducting of wedding ceremonies was an opportunity to trial the events to determine whether the operation would be suitable in its local context in terms of intensity of use and its associated impacts. The wedding ceremony use has operated for 5 years with no conflict with adjoining neighbours, which gave the Council sufficient confidence to issue a second 5 year temporary consent in September 2023.</p> <p>The expanded proposal will involve a modest increase in the number of function guests that can be catered for (from 120 up to 180 people) with the function venue itself occupying an area of the property which has been used historically for limited grazing and storage of farm materials and equipment. The proposal will have no impact on the cultivation of the lower flats adjoining the Paterson River. The rural occupation of the land requires the owners to generate additional income via the function centre and off-site sources of income.</p> <p>Additionally, both Dungog LEP and Gloucester LEP (who have large rural land holdings) permit function centres in the RU1 Primary Production zone, indicating that function centres can co-exist with</p>

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	agricultural land uses and any potential conflicts can be appropriately managed.
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**Q4. Is the planning proposal consistent with a council LSPS that has been endorsed by the Planning Secretary or GSC, or another endorsed local strategy or strategic plan?**

The planning proposal is consistent with the LSPS, CSP and HPP as outlined below.

Port Stephens Local Strategic Planning Statement

The LSPS sets out the vision for land use in Port Stephens over the next 20 years. It is a document which closely aligns with the Hunter Regional Plan and demonstrates the strategies and initiatives that the Council will follow in order to meet the objectives and outcomes of the HRP.

The LSPS identifies various planning priorities for the Council and commitments which the Council must undertake within nominated time frames. The parts of the LSPS which have relevance to the planning proposal are listed in the table below:

<b>Port Stephens Local Strategic Planning Statement</b>	
<b>Relevant planning priority</b>	<b>Comment in context of proposal</b>
<b>Priority 2: Make business growth easier</b>	
<ul style="list-style-type: none"> <li>• Council acknowledges that the small business sector will continue to be a major jobs generator, particularly in creative, knowledge and service based, and tourism industries.</li> <li>• Council recognises that by creating an environment where business can thrive, Council can facilitate the growth of innovative and successful enterprise and ensure existing industries can continue to provide jobs and opportunities in our LGA.</li> <li>• Council commits to assessing rezoning requests consistent with local strategies. In this case the Council will need to consider the:                         <ul style="list-style-type: none"> <li>• Port Stephens Community Strategic Plan 2022-2032</li> </ul> </li> </ul>	<p>Albion Farm Gardens and Gracemere have become successful small businesses and are looking to expand their capacity and improve the standard of facilities and level of service they provide. Relocating the business to another location is not a practical or viable alternative as the business has grown around the gardens, which have taken decades to establish. The gardens provide a setting for weddings that is distinct from that of the vineyards district within the Cessnock and Singleton LGAs.</p> <p>The formalisation and expansion of the wedding ceremony operations to full functions on the subject site will provide a source of employment and income for future staff.</p>

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<ul style="list-style-type: none"> <li>• Port Stephens Hinterland Place Plan</li> </ul>	
<b>Priority 3: Support Tourism and Attract Events</b>	
<ul style="list-style-type: none"> <li>• Council recognises the importance of tourism to the local economy and the recent interest and investment in emerging tourist markets.</li> <li>• Council commits to investigating opportunities to facilitate land uses that can support the tourist and visitor economy.</li> </ul>	<p>The existing wedding ceremony venue is evolving into a destination for weddings. While not specifically a tourist development, the proposed function centre will further build upon the success of the activity to date by drawing visitors from out of the area who require local accommodation and would potentially extend their stay to visit other regional drawcards and participate in other local events, attractions and activities.</p> <p>The function centre has the ability to act as a catalyst for tourism more broadly for the region.</p>
<b>Priority 9: Protect and Preserve Productive Agricultural Land</b>	
<ul style="list-style-type: none"> <li>• Council recognises the importance of the agricultural sector to the local economy in terms of its output and also as a source of employment.</li> <li>• There may be opportunities for existing agricultural businesses to capitalise on complementary uses such as artisan food premises, boutique breweries and wedding reception venues which can provide supplementary income for farm-based businesses.</li> <li>• Managing the impacts of new development in some areas requires assessing potential land use conflicts to ensure existing and potential agricultural uses are protected.</li> <li>• The Council commits to review local plans to encourage niche commercial, tourist and recreation activities that complement and promote agricultural industries.</li> </ul>	<p>In 2022, Council undertook an amendment of the LEP to incorporate additional permitted land uses within its rural zones. 'Function centres' were made permissible with consent in the RU2 Rural Landscape zone but not the RU1 Primary Production zone.</p> <p>Notwithstanding, the proposal will facilitate a niche commercial activity that has evolved over time to become not only an accepted operation in the local Woodville community, but which has a history of lawful operation under the 'temporary' consent provisions of the LEP. This has enabled the operators to demonstrate the compatibility of the development with adjoining/nearby land use activities.</p> <p>The proposed function centre would enable the operators the opportunity to promote other local produce and accommodation options as part of the experience and service it provides to function centre guests.</p> <p>A Land Use Conflict Risk Assessment (LUCRA) has been</p>

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	carried out and can be found at Appendix A. This concludes that the proposal 'will be appropriate for the site and is unlikely to result in adverse impacts on surrounding properties or the agricultural use of surrounding land'.
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Port Stephens Community Strategic Plan 2022-2032

The CSP guides the planning and reporting activities of the Council to meet its Integrated Planning and Reporting framework obligations under the NSW Local Government Act.

The CSP involved extensive community consultation and focusses on 4 main themes. These themes assist Council in the development of its Delivery Program and Operational Plans. The themes, which have relevance to the planning proposal, are discussed in the table below.

<b>Port Stephens Community Strategic Plan 2022-2032</b>	
Relevant Theme	Comment in context of proposal
<b>Our Place</b>	
P1 Strong economy, vibrant local businesses, active investment.	<p>"Albion Farm Gardens" has secured itself a place in the local economy as a unique venue for the holding of wedding ceremonies that draws clientele from not only the immediate area but from as far away as the Central Coast, Sydney and Melbourne.</p> <p>The expansion of the operation to provide a fully equipped formal function venue containing function space, kitchen, toilet facilities, car parking, waste-water management facilities and landscaping requires significant expenditure which cannot reasonably be made under the current circumstances where the operation has only a temporary, time limited consent.</p> <p>The business, which is already a success in a temporary sense, is one that warrants support for the employment it will generate and the income it bring to the local economy</p>

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	<p>The formalisation and expansion of the wedding ceremony operations to full functions on the subject site will provide a source of employment and income for future staff.</p> <p>The planning proposal will add to and reinforce the diversity of businesses in the LGA and enable the owners to make the necessary investment to grow this successful and evolving business for the future.</p>
<b>Our Environment</b>	
E3 Environmental resilience	<p>The land is subject to the following risks:</p> <ul style="list-style-type: none"> <li>• Bush Fire Prone Land</li> <li>• Flood Prone Land.</li> </ul> <p>These areas of risk are discussed in greater detail in later sections of the planning proposal. Both can be appropriately mitigated through design and management strategies in the operational phase of the development.</p>

Port Stephens Hinterland Place Plan (HPP)

The HPP was developed in close consultation with the local community to provide finer grained, more targeted strategies and outcomes which build upon the higher-level planning strategies contained in the CSP.

The Hinterland encompasses the agricultural and rural/bushland landscape connecting the Hunter, the Williams and the Paterson Rivers.

The HPP identifies the following key themes to help focus future initiatives. These are discussed in the table below.

<b>Port Stephens Hinterland Place Plan</b>	
Relevant Theme	Comment in context of proposal
<b>Economy: New experiences and distinct business opportunities</b>	
<p>This theme identifies the importance of tourists and visitors to the economy and suggests that "...farm gate experiences, farm stays and low impact events can showcase the Hinterland's history, lifestyle and local produce while increasing vibrancy, community connection and economic outcomes".</p>	<p>A function centre sits outside the RU1 zoning provisions of the LEP; however, the proposed 'function centre' on the subject land, as a one-off additional permitted use under the LEP would not compromise the intent of the HPP to protect and promote the values of the hinterland environment and economy.</p>

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	<p>Based on the findings of the LUCRA (Appendix A), the proposal is classified as something that offers 'low impact events' while at the same time increasing visitors and boosting the local economy.</p> <p>The proposal would allow for the formalisation of the temporary use that has been operating for over five (5) years and which has been granted a temporary consent for a further five (5) years.</p> <p>The use of the land for wedding ceremonies has become an integral and well-embraced element of the Woodville community and beyond. The existing use draws many people to the site for wedding ceremonies and this is expected to increase under the proposal, particularly as the facility will be expanded to cater for other types of functions and events. Visitors to the site from out of the area will book local accommodation and are likely to increase their stay to explore other places of interest and activities in the Port Stephens region.</p> <p>The proposal has the ability to display and support the outputs of other local businesses, for example, the use of locally produced food in the function centre.</p>
<p><b>Environment: Protection and conservation of our environment</b></p>	
<p>This theme identifies that the rural and natural landscape in the Hinterland is important to the community</p>	<p>The planning proposal will have no major impacts on native vegetation, wetlands, riparian corridors. Any impacts on the rural landscape can be assessed during the assessment of a development application and there is considered adequate setbacks from the road and neighbours to mitigate potential impacts.</p>
<p><b>Character: The Hinterland and our unique identity</b></p>	

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<p>The theme identifies the importance of the unique identity of the villages that make the Hinterland.</p>	<p>Gracemere and Albion Farm have established themselves as part of the distinctive character and fabric of Woodville. The planning proposal will facilitate the necessary investment to enable Gracemere to continue to deliver an improved standard of facilities and experience for many in the local community and beyond.</p>
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**Q5. Is the planning proposal consistent with any other applicable State and regional studies or strategies?**

There are no other applicable State or regional studies or strategies.

**Q6. Is the planning proposal consistent with applicable SEPPs?**

An assessment of the relevant applicable SEPPs against the planning proposal is provided in the table below.

**Table 1 – Relevant State Environmental Planning Policies (SEPP)**

<b>SEPP</b>	<b>Consistency and Implications</b>
<b>SEPP (Primary Production) 2021</b>	
<p><b>Chapter 2 Primary production and rural development</b> Aims to support sustainable agriculture and aquaculture by facilitating the orderly, environmentally sustainable, and economic use and development of land for primary production and rural development</p>	<p>The proposal is not inconsistent with the provisions of this SEPP. It will not adversely impact the production potential of the adjoining rural land and any areas of potential conflict have been considered as part of a Land Use Conflict Risk Assessment (LUCRA) Report, which can be found in Appendix A.</p>
<b>SEPP (Resilience and Hazards) 2021</b>	
<p><b>Chapter 2 Coastal Management</b> Promotes an integrated and co-ordinated approach to land use planning in the coastal zone consistent with the objects of the <i>Coastal Management Act 2016</i>.</p>	<p>The planning proposal is consistent with this SEPP. The subject land is located in the upper estuary of the Paterson River as identified under the Hunter Estuary Coastal Zone Management Plan. The proposed development will have no discernible impacts on the estuarine environment with the proposed development footprint to be located approximately 360m east of Paterson River. An on-site wastewater management strategy will be developed at development application stage to ensure that soil quality, water quality and any</p>

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	potential run-off is within relevant environmental thresholds. Any impacts can be assessed during the assessment of a development application.
<p><b>Chapter 4 Remediation of Land</b></p> <p>This SEPP applies to land across NSW and states that land must not be developed if it is unsuitable for a proposed use because of contamination.</p>	<ul style="list-style-type: none"> <li>The planning proposal is consistent with this SEPP. The land is not within an investigation area, is not being used, or has been used for any of the activities listed in Table 1 of Appendix 1 of the guidelines, and the proposed land use is not residential, educational, recreational or childcare purposes, or for the purposes of a hospital. The planning proposal does not involve a change of zone.</li> </ul>
<b>SEPP (Biodiversity and Conservation) 2021</b>	
<p><b>Chapter 3 Koala habitat protection 2020</b> (Applies to land zoned RU1, RU2, or RU3 only) Encourages the conservation and management of natural vegetation areas that provide habitat for koalas to ensure permanent free-living populations will be maintained over their present range.</p>	As outlined within the Biodiversity Development Assessment Report (provided as Appendix B), the planning proposal is not expected to impact on any koala habitat and is therefore consistent with this SEPP.

**Q7. Is the planning proposal consistent with applicable Ministerial Directions (section 9.1 Directions)?**

An assessment of relevant Ministerial Directions against the planning proposal is provided in the table below.

**Table 2 – Relevant Ministerial Directions**

<b>Ministerial Direction</b>	<b>Consistency and Implications</b>
<b>1. PLANNING SYSTEMS</b>	
<p><b>1.1 Implementation of Regional Plans</b> The objective of this direction is to give legal effect to the vision, land use strategy, goals, directions and actions contained in Regional Plans.</p>	The planning proposal is consistent with the Hunter Regional Plan 2041. This is demonstrated in the response to Question 3.
<p><b>1.4 Site Specific Provisions</b> The objective of this direction is to discourage unnecessarily restrictive site specific planning controls.</p>	The planning proposal does not contain any unnecessarily restrictive site-specific planning controls.

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<b>3. BIODIVERSITY AND CONSERVATION</b>	
<p><b>3.1 Conservation Zones</b>                      The objective of this direction is the protection and conservation of environmentally sensitive areas, by ensuring that planning proposals do not reduce the environmental protection standards applying to such land unless it is suitably justified by a relevant strategy or study or is of minor significance.</p>	<p>Direction 3.1 requires a planning proposal to include provisions relating to the protection and conservation of environmentally sensitive areas.</p> <p>As outlined within the Biodiversity Assessment (provided as Appendix B), the part of the site that is BV mapped, is in the same area as the Flood Prone Land. The proposed function centre will be located out of the flood mapping and therefore avoid the BV mapped areas. The planning proposal is therefore considered consistent with this direction.</p>
<p><b>3.2 Heritage Conservation</b>                      The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance.</p>	<p>The site does not contain any heritage items/places listed in the Port Stephens Local Environmental Plan 2013.</p> <p>The site does not contain any known Aboriginal areas, objects, places, or landscapes.</p> <p>The planning proposal is therefore considered consistent with this direction.</p>
<b>4. RESILIENCE AND HAZARDS</b>	
<p><b>4.1 Flooding</b>                      The objectives of this direction are to ensure that development of flood prone land is consistent with the NSW Government's Flood Prone Land Policy and the principles of the Floodplain Development Manual 2005, and that the provisions of an LEP on flood prone land is commensurate with flood hazard and includes consideration of the potential flood impacts both on and off the subject land.</p>	<p>A Flood Impact and Risk Assessment was completed for the site. It determined that the proposed development is compatible with the existing flood hazard and does not result in adverse off-site flood impacts. The proposed function centre would be located above the Flood Planning Level and as such the risk to property is readily managed. There is also adequate flood free area above the PMF level on site so that there would be no major risk to life for occupants.</p> <p>The main flood risk is associated with isolation of the site, as the site access and local roads are cut at events in excess of the 20% AEP event. However, given the available flood warning time (greater than 12-</p>

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	<p>hours), there is a sufficient lead time available to evacuate the site prior to loss of local flood access. Notwithstanding this evacuation opportunity, the availability of early flood warning enables events booked in at the site to be cancelled prior to commencement.</p> <p>The planning proposal is therefore considered consistent with this direction.</p>
<p><b>4.2 Coastal Management</b> The objective of this direction is to protect and manage coastal areas of NSW. This direction applies to land within the coastal zone.</p>	<p>The subject land is located in the upper estuary of the Paterson River as identified under the Hunter Estuary Coastal Zone Management Plan. The proposed development will have no discernible impacts on the estuarine environment with the proposed development footprint to be located approximately 360m east of Paterson River.</p> <p>An assessment of the proposal against the NSW Coastal Design Guidelines 2023 has been provided (Appendix G).</p> <p>The planning proposal is therefore considered consistent with this direction.</p>
<p><b>4.3 Planning for Bushfire Protection</b> The objectives of this direction are to protect life, property and the environment from bush fire hazards, by discouraging the establishment of incompatible land uses in bush fire prone areas, to encourage sound management of bush fire prone areas.</p>	<p>The proposal relates to bushfire prone land. A Bushfire Assessment Report (BAR) has been prepared by MJD Environmental. The BAR concludes that the proposed development 'will be able to meet the performance criteria for acceptable solutions for commercial development, giving due regard to the requirements of Chapter 8 of PBP 2019, specifically Section 8.3.1. A suitable package of BPMs has been developed that is commensurate with the assessed level of risk to the development'.</p> <p>The planning proposal is therefore considered consistent with this direction.</p>

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<p><b>4.4 Remediation of Contaminated Land</b>                  The objective of this direction is to reduce the risk of harm to human health and the environment by ensuring that contamination and remediation are considered by planning proposal authorities.</p>	<p>The land is not within an investigation area, is not being used, or has been used for any of the activities listed in Table 1 of Appendix 1 of the guidelines, and the proposed land use is not residential, educational, recreational or childcare purposes, or for the purposes of a hospital. The planning proposal does not involve a change of zone.</p> <p>The expanded proposal will occupy an area of the property which has been used historically for limited grazing and storage of farm materials and equipment.</p> <p>A preliminary site investigation (PSI) has been prepared by DRB Consulting Engineers (provided as Appendix H). The PSI was limited to limited to a desktop study and site inspection, with no intrusive sampling undertaken. The investigation evaluated the potential for soil or groundwater contamination based on historical and current land use, site observations, and the development of a preliminary Conceptual Site Model (CSM).</p> <p>Key findings of the PSI include:</p> <ul style="list-style-type: none"> <li>• The Site has been used as a rural paddock since at least 1958, primarily for grazing cattle, and historically for small-scale rearing of chickens and pigs.</li> <li>• No evidence of intensive agricultural activities was identified (e.g. pesticide application, cattle dipping, or cropping).</li> <li>• No signs of contamination (e.g. odours, staining, waste, or emissions) were observed during the site inspection.</li> <li>• An observed gravel access path was confirmed to consist of compliant quarried subbase material.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The Site contains well-maintained infrastructure, including animal pens, water facilities, and solar panels, with no signs of environmental degradation.</li> <li>• Although surface water bodies (Paterson River and a nearby creek) are located downgradient of the Site, its elevated topography and absence of contamination sources minimise any risk of impact to these receptors.</li> </ul> <p>The CSM and qualitative risk assessment prepared by DRB identified no complete Source–Pathway–Receptor linkages of concern that would constrain the proposed development.</p> <p>DRB concluded that <i>‘assuming access will be provided via existing tracks, the development area is considered suitable for its proposed use as a Function Centre within a commercial setting, from a contaminated land perspective’</i>.</p> <p>The PSI made the following recommendations to support ongoing environmental management:</p> <ul style="list-style-type: none"> <li>• Implement erosion and sediment control measures during construction.</li> <li>• Adopt an Unexpected Finds Protocol (UFP) during ground disturbance activities to manage unforeseen contamination, if encountered.</li> </ul> <p>The planning proposal is therefore considered consistent with this direction.</p>
<p><b>4.5 Acid Sulfate Soils</b> The objective of this direction is to avoid significant adverse environmental impacts from the use</p>	<p>The subject land is identified under the Port Stephens LEP 2013 as containing the following acid sulphate soil groups:</p> <ul style="list-style-type: none"> <li>• Class 1 – low alluvial flats adjoining Paterson River.</li> </ul>

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<p>of land that has a probability of containing acid sulphate soils.</p>	<ul style="list-style-type: none"> <li>• Class 3 – rising slope from alluvial flats to the high point of the site between RL’s</li> <li>• 2.5m and 7.5m AHD.</li> <li>• Class 5 – All land west of RL 7.5m AHD.</li> </ul> <p>The risk of encountering acid sulphate soils on the site is highest on the river flats and reduces with increasing distance upslope from the river.</p> <p>The proposed function centre is to be located within the Class 5 soil group above RL 7.5m AHD.</p> <p>The proposed wastewater disposal will occupy the area above RL 4.6m and will be located within the Class 3 soil group.</p> <p>It is not anticipated that works on the site will require excavation or exposure of soils greater than 1.0m below natural ground level. The requirement for an ‘acid sulphate soils management plan’ as set out in Clause 7.1 of the Port Stephens LEP is not triggered on the basis that the risk of encountering and exposing these soils is low.</p>
<p><b>9. PRIMARY PRODUCTION</b></p>	
<p><b>9.2 Rural Lands</b> The objective of this direction is to protect the agricultural production value of rural land and facilitate the orderly and economic development of rural lands for rural and related purposes. Applies to planning proposals that will affect an existing or proposed rural or environmental protection zone or changes the existing minimum lot size within a rural or environment protection zone</p>	<p>The subject site has been used historically for limited grazing and cultivation of the lower flats adjoining the Paterson River. These agricultural activities are at a relatively small scale and not economically viable in and of themselves.</p> <p>The HRP seeks to promote those types of rural enterprises that have a synergy with agriculture, things like, farm stays, camping or farm gate trails, along with larger visitor economy activities and events. The proposed ‘function centre’ is type of</p>

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	<p>development contemplated by the HRP in the promotion of rural enterprises and diversification and is particularly suitable in the Hinterland District.</p> <p>The proposal is a good 'fit' in its local context taking into account the circumstances of the case. The nature and pattern of adjoining land uses, the development consent history of the site, the ability of the proposed development to integrate with and operate harmoniously within its rural setting and the opportunity it provides to grow and support the local economy.</p> <p>The LUCRA included with the planning proposal, concludes that the proposal 'will be appropriate for the site and its setting and is unlikely to result in adverse impacts on surrounding properties or the agricultural use of surrounding land'.</p>
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**Section C – Environmental, social and economic impact**

**Q8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?**

A small part of the subject site, along Paterson River, is mapped a 'Biodiversity Values'. The site is also mapped as containing PCT 3083 - Lower Hunter Tuckeroo Riparian Rainforest, which is associated with state listed Threatened Ecological Community (TEC) Lower Hunter Valley Dry Rainforest in the Sydney Basin and NSW North Coast Bioregions, and Lowland Rainforest in the NSW North Coast and Sydney Basin Bioregions, as well as the federally listed Critically Endangered Lowland Rainforest of Subtropical Australia.

MJD Environmental completed a Biodiversity Assessment of the site and proposed location of the function centre. It concluded that the location of the proposed function centre would be situated above Flood Planning Level and as such, avoids areas containing Biodiversity Values mapping. The proposed footprint for the function centre contained a mix of native and exotic ground cover species, however, predominately exotic species were recorded. Canopy species within the lot are planted either as a windbreak or as ornamental individuals. Furthermore, the pasture is poor condition as the paddock is actively grazed by cattle and therefore unlikely to support biodiversity. Due to the level of disturbance on the site and the historical land use practices it is not expected that threatened species listed under either the Biodiversity Conservation Act

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or the Environmental Protection and Biodiversity Conservation Act would be present on the site or affected by the proposal.

**Q9. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?**Flooding

The subject site is located on the left floodplain of the Paterson River, around 3km upstream of Dunmore Bridge at Woodville. The topography of the local floodplain is flat and low-lying, characterised by alluvial deposition and raised flood levee embankments. The western boundary of the site is adjacent the Paterson River and includes a section of the levee embankment on the left bank of the river at a crest level between 7 to 7.5m AHD. A low-lying flood channel east of the levee runs through the site with elevations down to ~1m AHD. The existing residential and farm buildings, and location of the proposed function centre, are on a higher spur of ground in the centre of the site typically above 9m AHD elevation. A small local catchment drains through the eastern portion of the site across the existing access road and bridge structure and through an on-site dam to the crossing of Paterson Road at the south-east corner of the site. The lowest elevation of the access road is ~4.6m AHD.

Torrent Consulting was engaged to prepare a Flood Impact and Risk Assessment (FIRA) (Appendix C). The report notes that the proposed location on the site for a potential function centre location will remain predominantly flood free for major flood events including the 1% AEP event. There is no filling of flood prone land required and a site provides area for a future function centre will have no impact on existing flood conditions.

The FIRA notes that the proposed development is located above the Flood Planning Level and therefore the risk to property is readily managed.

The principal flood risk is associated with isolation of the site as the site access and local roads are cut in events in excess of the 20% AEP event. However, given the available flood warning time (>12-hours via the BoM flood warning network), sufficient lead time is available to evacuate the Site prior to loss of local flood access. Notwithstanding this evacuation opportunity, the availability of early flood warning enables events booked in at the site to be cancelled prior to commencement.

A formal Flood Emergency Response Plan (FERP) will be required as part of a future development application and included in consent conditions.

The FIRA has demonstrated the proposed development is not located in floodway, does not impact on the existing flood conditions, does not provide for additional dwelling density or propose a sensitive land use. The available flood warning provides for a proposed flood emergency response that enables patrons and staff for the proposed function centre to not be on site during an event either by pre-event cancellation or effective evacuation prior to access road inundation. Accordingly, there is no need to provide flood free access to or within the site.

The principal flood response strategy for the site remains the cancellation of events to not have people on site given the available warning for the mainstream river flooding.

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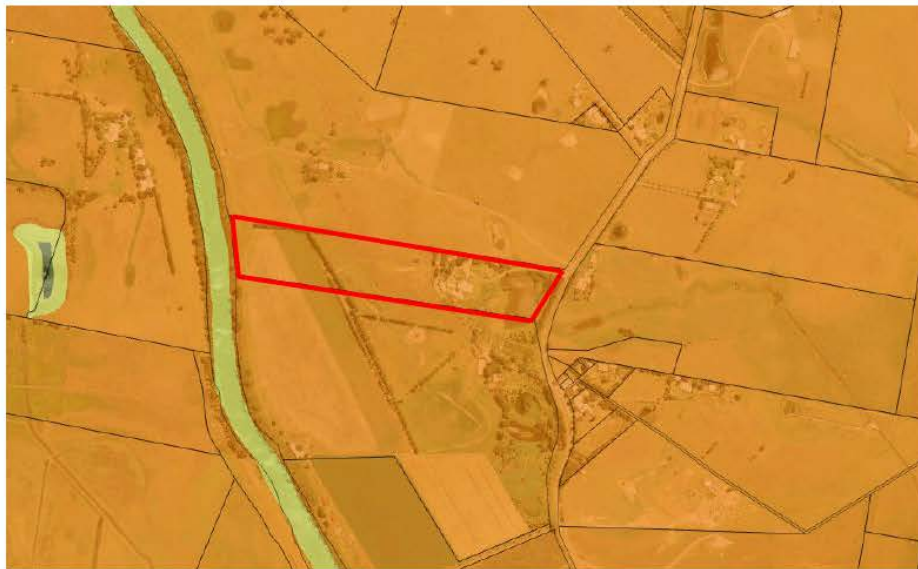
For the flash flooding conditions, critical durations are short given the size of the local catchments such that there is no significant isolation risk, noting the site access road will provide a 1% AEP flood immunity.

Accordingly, the planning proposal is considered to be compatible with the known flood risk.

Bushfire

The subject land is identified under the as being Bushfire Prone Land – Vegetation Category 3, as shown in Figure 8

**FIGURE 8 – Bushfire Prone Land Map Extract**



A Bushfire Assessment Report (BAR) has been prepared by MJD Environmental (Appendix D). The site inspection found that 'historical grazing and current agricultural use of the land has resulted in vegetation within the site predominantly consisting of exotic pasture species as well as an array of planted individuals within the manicured gardens and along wind breaks of the site'. As such, the vegetation classification in all directions is 'Grassland Vegetation'.

The BAR concludes that the proposed development 'will be able to meet the performance criteria for acceptable solutions for commercial development, giving due regard to the requirements of Chapter 8 of PBP 2019, specifically Section 8.3.1. A suitable package of BPMs has been developed that is commensurate with the assessed level of risk to the development'.

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The proposed function centre is also considered likely to trigger the provisions of Section 8.3.11 of PBP relating to Public Assembly buildings with floor space area greater than 500m<sup>2</sup>. The use is not defined as a Special Fire Protection Purpose (SFPP) under the provisions of the Rural Fire Act and its Regulations and does not require a Bush Fire Safety Authority (BFSA) but requires referral to the RFS under Section 4.14 of the Environmental Planning and Assessment Act 1979.

#### Noise

A Noise Impact Assessment (NIA) has been prepared by Reverb Acoustics (Appendix E). The assessment assumes a maximum of 180 guests and function hours of 9am - 11:30, with amplified music ceasing at 10pm.

The NIA concludes that 'the site is suitable for the intended purpose, providing recommendations outlined in this report are incorporated into the design. With these or equivalent measures in place, noise from the site will be either within the criterion or generally below the existing background noise level in the area for the majority of the time'.

The recommendations of the NIA can be incorporated in the future design of the proposed function centre and implemented through conditions of consent associated with a future development application.

#### Riparian Management

MJD Environmental prepared a Biodiversity Assessment (Appendix B). A desktop assessment and site visit were carried out. MJD concluded that 'the function centre is proposed to occur further than 40 m from the Paterson River and the second order stream which runs north to southeast, east of the site and through the man-made dam at the front of the property. Therefore, the proposal will not impact any waterfront land, and no Vegetated Riparian Zones (VRZ) are required to be established in accordance with the provisions of the Water Management Act'.

#### **Q10. Has the planning proposal adequately addressed any social and economic effects?**

The planning proposal will not create any adverse social impacts. It will allow for the formalisation of a temporary land use/business that can operate within the rural area to encourage further investment and promote rural enterprises suitable in the Hinterland District.

The proposal is appropriate for the local context, which includes the nature and pattern of adjoining land uses, the development consent history of the site, the ability of the proposed development to integrate with and operate harmoniously within its rural setting, and the opportunity it provides to grow and support the local economy.

The formalisation and expansion of the wedding ceremony operations and allowance of other functions on the subject site will provide a source of employment and income for future staff.

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The planning proposal provides a balance between the continued economic benefits associated with the wedding / function industry and the protection of the rural amenity.

**Section D – Infrastructure (Local, State and Commonwealth)****Q11. Is there adequate public infrastructure for the planning proposal?**

Electricity and telecommunications infrastructure are available to the site. The site has legal frontage to, and access from, Paterson Road, which is a sealed rural road with a speed limit of 60km/hr along the frontage of the site.

Reticulated water and sewer are not available to the site, with rainwater tanks provided for water and on-site sewerage management system provided for the treatment of sewerage. An on-site waste water disposal report prepared in June 2023 concluded that the site is suitable for an on-site waste water management system. An on-site waste water management strategy will be developed at development application stage to ensure that soil quality, water quality and any potential run-off is within relevant environmental thresholds.

No additional community or social infrastructure is required as a result of the proposal.

**Section E – State and Commonwealth Interests****Q12. What are the views of state and federal public authorities and government agencies consulted in order to inform the Gateway determination?**

The following agencies were consulted with during the scoping phase of this planning proposal:

- Department of Planning, Infrastructure and Housing
- Biodiversity and Conservation Division
- Transport for NSW
- Rural Fire Service
- Department of Primary Industries – Agriculture
- State Emergency Services

No agencies raised any objections to the planning proposal.

The Department of Primary Industries – Agriculture requested that a Land Use Conflict Assessment Report be prepared. It is included in the planning proposal as Appendix A.

In accordance with the Gateway determination, the following agencies were consulted with:

- NSW Rural Fire Service
- NSW State Emergency Service
- Department of Climate Change, Energy, the Environment and Water - Conservation Programs, Heritage & Regulation Group (CPHR)
- Department of Primary Industries – Agriculture and Biodiversity

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No agency raised an objection to the Planning Proposal. However the NSW State Emergency Service provided the following advice:

Council needs to ensure that the planning proposal is consistent with:

- Ministerial Direction 4.1 – Flooding
- NSW Flood Prone Land Policy

It notes that the site is isolated by floodwaters by both riverine flooding events and local catchment flooding. It is noted that the proposed raising of internal access will offer some flood immunity but will still be overtopped in larger events.

It is recommended that the Flood Risk and Impact Assessment (FIRA) be resubmitted in accordance with NSW Government Guidelines to understand the full extent of flood risks to life and property and inform mitigation measures.

SES support the proposed approach to close the site ahead of an event and enacting early evacuation off site if flooding is expected.

The flood response strategy should be updated based on appropriate trigger heights for site closure, informed by an understanding of when site access will get cut. The probability of coincident flooding from two flooding mechanisms should be considered.

It is emphasised that shelter in place is not an appropriate emergency management strategy.

Update the FIRA to reference the Australian Warning System warning levels of: Advice, Watch and Act, and Emergency Warning.

Comment:

The Flood Assessment Report has been updated to address SES comments.

Council's Flood Assessment Review Panel (FARP) has considered SES comments, and the updated report and consider that the proposal is suitable given the nature of flooding on the site, the temporary nature of the proposed use, and the significant warning time to enable evacuation or cancelling of scheduled events.

SES were provided with the updated Flood Assessment Report and notified of the FARP assessment.

**PART 4 – Mapping**

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**PART 5 – Community consultation**

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The planning proposal was placed on public exhibition from 28 November 2025 to 16 January 2025 and no submissions were received. An extended consultation period was undertaken due to the Christmas / New Year the holiday period.

Notice of the public exhibition period was placed in the local newspaper, The Examiner. Neighbouring and adjacent property owners were notified. The exhibition material was on display at the following locations during normal business hours:

- Council's Administration Building, 116 Adelaide Street, Raymond Terrace
- Raymond Terrace Library, Port Stephens Street, Raymond Terrace
- Tomaree Library, Town Centre Circuit, Salamander Bay

The planning proposal was also available on Council's website during the exhibition period.

No submissions were received.

**ITEM 1 - ATTACHMENT 1 PLANNING PROPOSAL - 893 PATERSON ROAD, WOODVILLE.****PART 6 – Project timeline**

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The indicative timeframe for the planning proposal is shown in the table below.

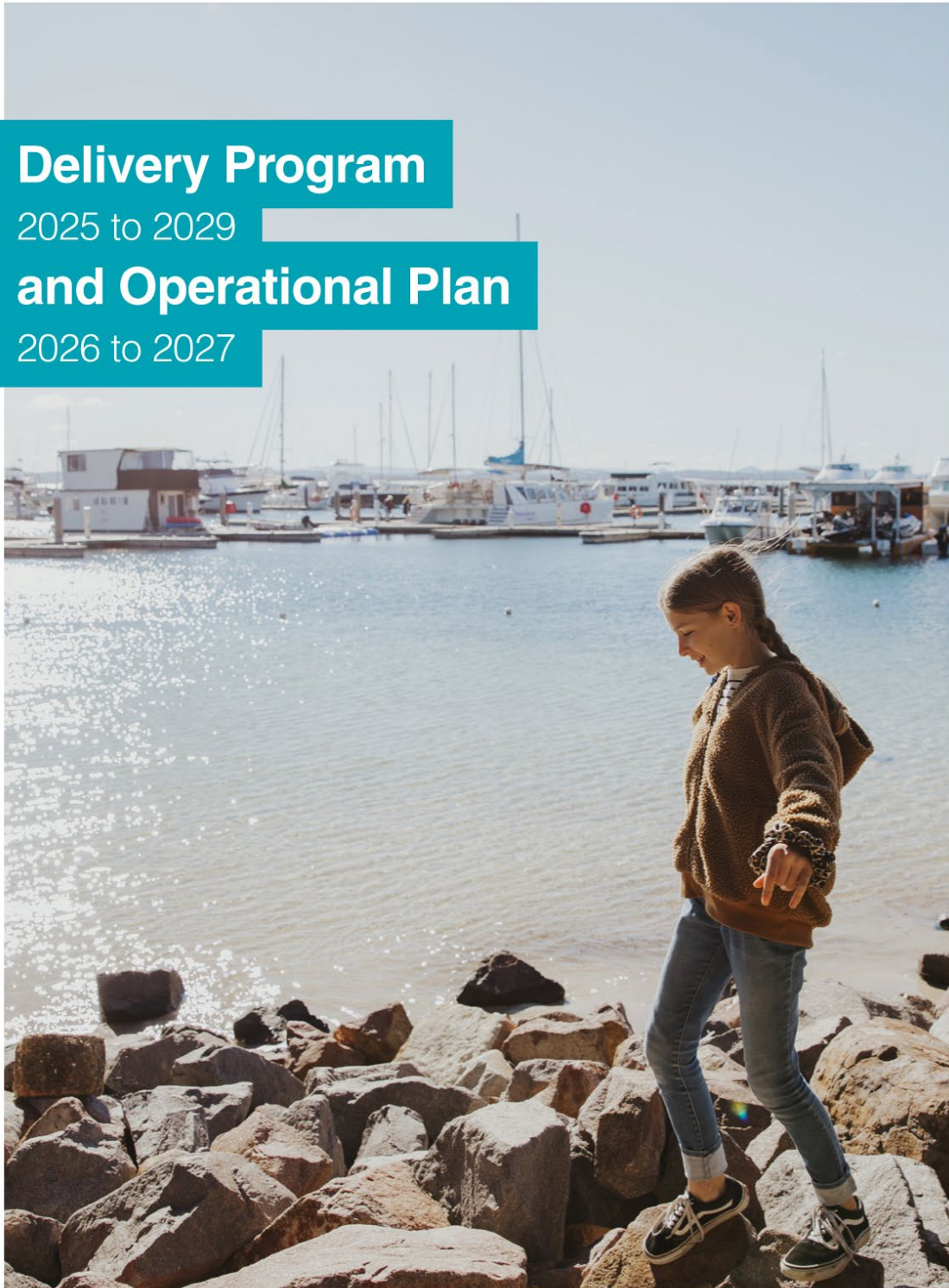
<b>Stage</b>	<b>Timeframe and/or date</b>
Consideration by council	December 2024 - March 2025
Council decision	June 2025
<b>Subject to Council determination</b>	
Gateway referral to the Department	June 2025
Gateway determination	July 2025
Post-Gateway updates	August – November 2025
Commencement and completion of public exhibition period	November 2025 – January 2026
Finalisation of planning proposal	March – April 2026
Gazettal of LEP amendment	April 2026

# Delivery Program

2025 to 2029

# and Operational Plan

2026 to 2027



The Delivery Program sets out the Council's activities for the next 4 years to assist in achieving the Community Strategic Plan. The Operational Plan is an annual action plan to implement the Delivery Program.



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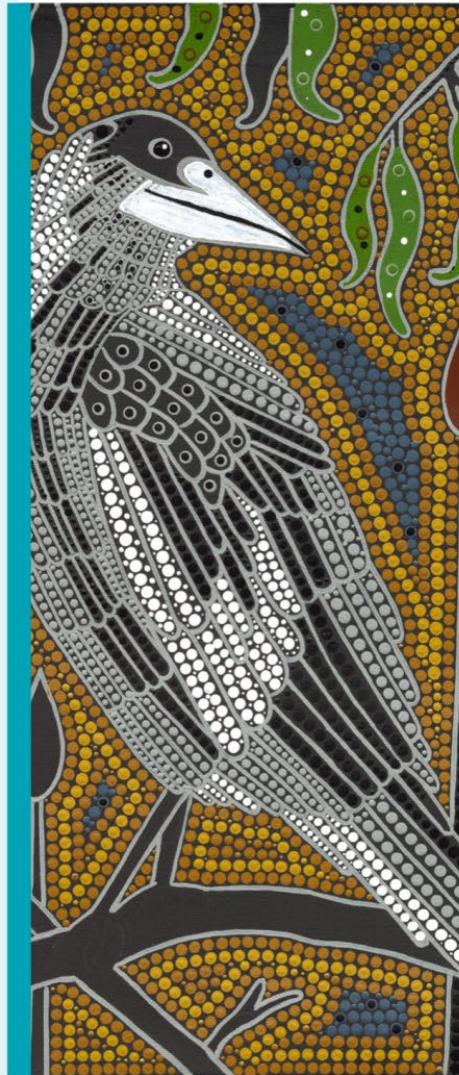
(GOO-JEE IK-KOO)

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 people. 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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## General Manager's message

I am pleased to present the Port Stephens Council Delivery Program 2025 to 2029 and Operational Plan 2026 to 2027. These documents establish the foundations for our future ensuring Port Stephens remains a great place to live, work, visit, and invest.

By listening closely to our community, our shared priorities for the next four years are clear. These include improving roads, drainage, and footpaths; delivering diverse housing; and protecting our valuable environmental assets.

We're investing a record amount in road upgrades and maintenance through our Roads Acceleration Program (RAP), but we know funding alone isn't enough. We're prioritising long term planning by developing a Roads Futures Strategy that will outline our vision for resilient, sustainable road infrastructure in Port Stephens.

We're committed to delivering more diverse and affordable housing. Our actions will make it easier for individuals to build and invest in Port Stephens, while we actively attract investment into our town centres and progress plans to develop new homes on Council-owned land.

As we encourage investment into Port Stephens and attract infill development, we'll continue pushing for critical infrastructure to support our growing community, not only in roads, but also in footpaths and drainage. We know that effective drainage infrastructure is essential for managing stormwater, reducing flood risk, and protecting our homes and environment.

Our coastline remains integral to our lifestyle and environment. We're dedicated to protecting it from hazards, with ongoing actions that prevent erosion, safeguard local marine life and enhance water quality.

To achieve our priorities, we must continue to communicate and engage with the community, keeping everyone informed and actively listening to insights as we make decisions. Financial sustainability will also underpin our ability to deliver on these community priorities. We remain committed to generating non-rate revenue through smart parking, holiday parks, and smart investments, all while growing our Resilience Fund for future strategic projects.

Working with our elected Council and all levels of government we'll continue to advocate for, and deliver services valued by our community in the best possible way.

I encourage you to explore the Port Stephens Council Delivery Program 2025 to 2029 and Operational Plan for 2026 to 2027. These documents outline the projects and initiatives that will shape our community in the years ahead. Together, we can achieve our priorities and ensure Port Stephens continues to thrive.

Tim Crosdale  
General Manager of Port Stephens Council



ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.

## Integrated Planning and Reporting Framework

The Integrated Reporting and Planning (IP&R) framework guides the planning and reporting activities of local councils. The requirements for IP&R are set out in the Local Government Act 1993 (the Act), the Local Government (General) Regulation 2021 (the Regulation) and the NSW Government's IP&R Guidelines and Handbook 2021. The IP&R cycle is aligned with the NSW local government election cycle with each newly elected Council required to review the Community Strategic Plan (CSP) and develop a Delivery Program and Operational Plan outlining how Council will respond to the community's priorities.

At Port Stephens Council, the Integrated Plans are the Community Strategic Plan, Delivery Program and Operational Plan.



## What is the purpose of the Delivery Program and Operational Plan?

### Delivery Program

Each newly elected Council in New South Wales must develop a 4-year Delivery Program to outline how it will contribute to achieving the key directions/ goals of the Community Strategic Plan. The Delivery Program is generally reviewed on a 4-year cycle, in line with the local government election timetable.

At Port Stephens Council, the Community Strategic Plan, Delivery Program and Operational Plans are all founded on a basis of Quadruple Bottom Line (QBL) - social, economic, environmental and governance factors through 4 Focus Areas: 'Our Community, Our Place, Our Environment and Our Council'.

These Focus Areas provide a structure for all the plans and highlight the key priorities, enabling Council to meet the community's vision of 'A great lifestyle in a treasured environment'.

To deliver on the community's vision, organisationally our vision is that 'We have a deep respect for the Port Stephens community and work to grow trust, confidence and pride in the outcomes we deliver. We foster an inclusive and supportive culture that encourages both professional and personal growth.

We know that every one of us is responsible for the sustainable management of our resources. Through a collective effort, we will create a thriving and vibrant place for generations to come.

This aligns with the overall purpose of our organisation that 'We deliver outcomes valued by our community in the best possible way'. To help deliver on all aspects of the community's aspirations and priorities, our Council forms partnerships with many other government departments, agencies, and private enterprises.

### Operational Plan

The Operational Plan is Council's annual action plan which contributes to the 4-year Delivery Program.

It outlines what we propose to deliver for that year, and which area of Council is responsible. The Operational Plan is implemented with a supporting annual budget to fund necessary work. Our detailed budget is included in the Long-Term Financial Plan which is part of the Resourcing Strategy and should be read in conjunction with the Operational Plan and Delivery Program.



## How will we resource it?

### Resourcing Strategy

The Resourcing Strategy is Council's long-term strategy for how the Integrated Plans will be resourced.

The Resourcing Strategy consists of 3 inter-related documents, the Long Term Financial Plan, Strategic Asset Management Plan and the Workforce Management Strategy which provide more detail on the financial, workforce and asset matters that Council is responsible for.

## How will we know we have succeeded?

### Monitoring performance

At Council, we have several measures and indicators to measure performance and effectiveness.

#### Community and service indicators

These indicators are outlined in the Community Strategic Plan, which over time show whether the community is better off as a result of the work that Council, state government, government agencies and other partners have undertaken.

#### Council key result measures

6 key result measures are critical to underpinning everything that we do. Appendix 1 provides a further outline of these measures.

#### 1. Service delivery

Target: >95% Integrated Plans delivered on time

#### 2. Community satisfaction

Target: Better than baseline of 3.01 out of 5 (baseline data from 2025 Community Satisfaction Survey)

#### 3. Employee wellbeing

Target: >80% employee engagement

#### 4. Risk management

Target: >85% risk management maturity score

#### 5. Asset management

Target: ≥ 100% asset maintenance ratio

#### 6. Financial sustainability

Target: underlying financial result better than budget

By balancing these 6 key result measures, Council ensures that:

- the community is satisfied with the level of service provided
- Council has an appropriate risk maturity
- Council is financially sustainable
- Council has engaged employees who deliver on what we say we're going to do
- Council's assets are maintained within an acceptable standard.

#### Delivery Program measures

Indicate the progress / performance of the Delivery Plan actions. Read more under each focus area from pages 22 to 51.

#### Operational Plan effectiveness measures

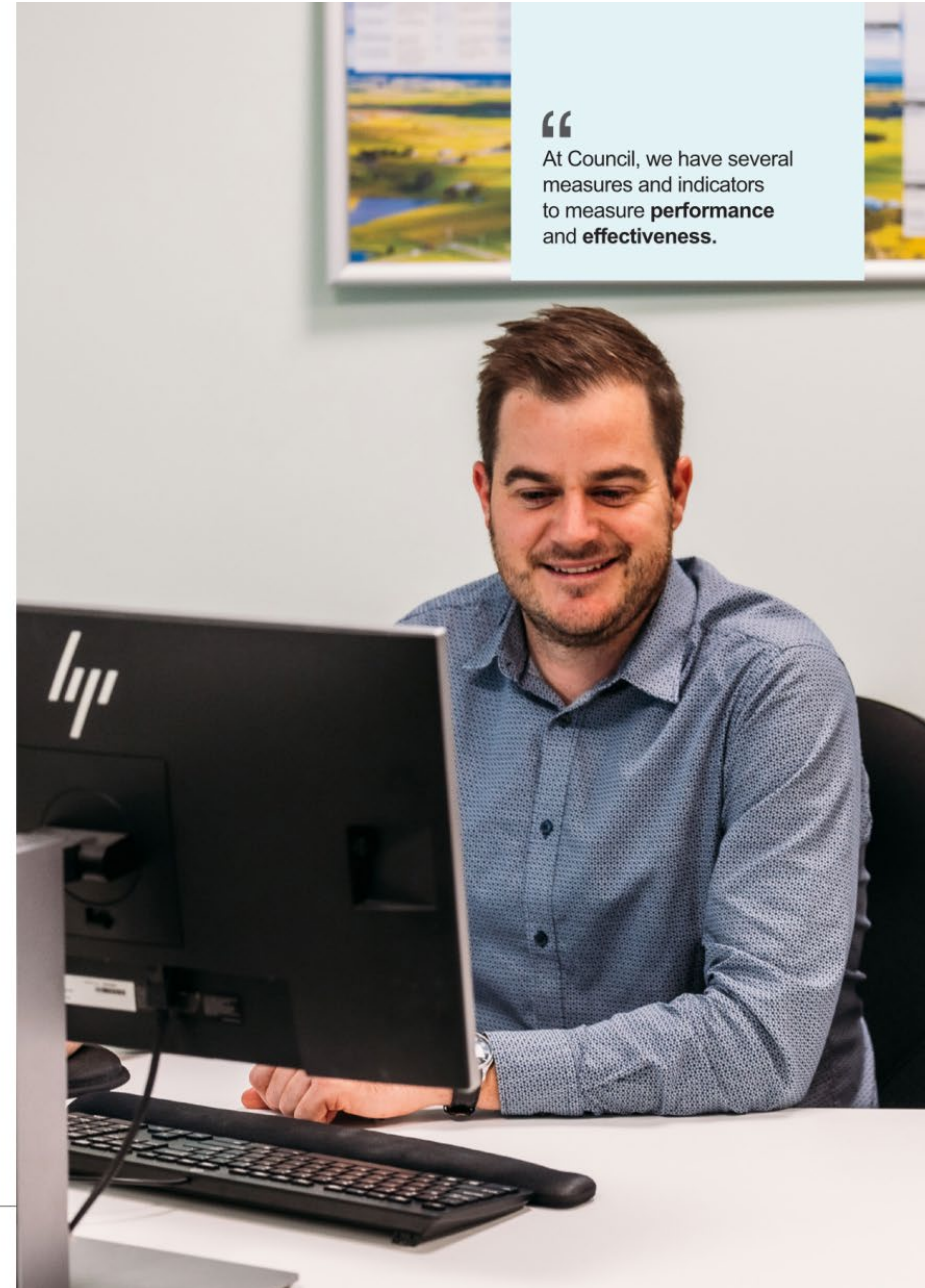
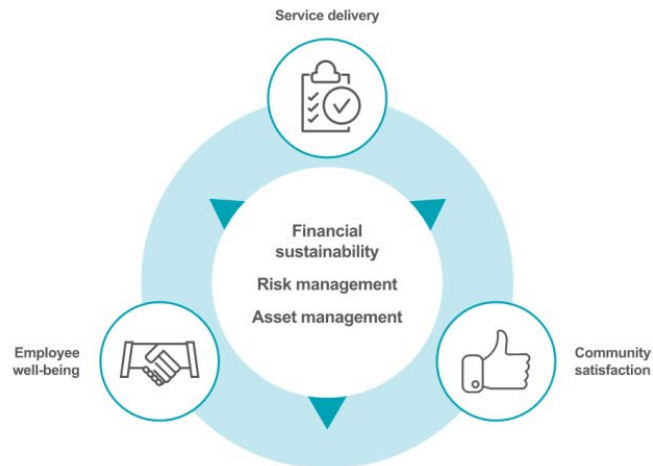
Indicate the progress / performance of the Operational Plan actions. For each focus area (Our Community, Our Place, Our Environment, Our Council) and under each Operational Plan action we have a series of measures called our effectiveness measures.

These measures are reviewed each year in accordance with the Operational Plan actions and the relevant program of work to be delivered.

## Reporting on performance

We regularly report on Council's performance to ensure the community is informed of how we are tracking towards meeting the community's priorities. We report through:

- Our Port Stephens Report (The End of Term Report)
- Annual Report
- Six Month Progress Reports
- Quarterly Financial Budget Review Statement



SECTION 2  
Context



- 13 | Our partners and stakeholders
- 14 | Our challenges, opportunities and priorities
- 15 | Our Council's services
- 16 | Continuous improvement
- 16 | Service Review Program

Our partners and stakeholders

We work with a diverse range of stakeholders in delivering projects and services for our community. Understanding why each stakeholder is important and our importance to them is vital in working together to shape our place.

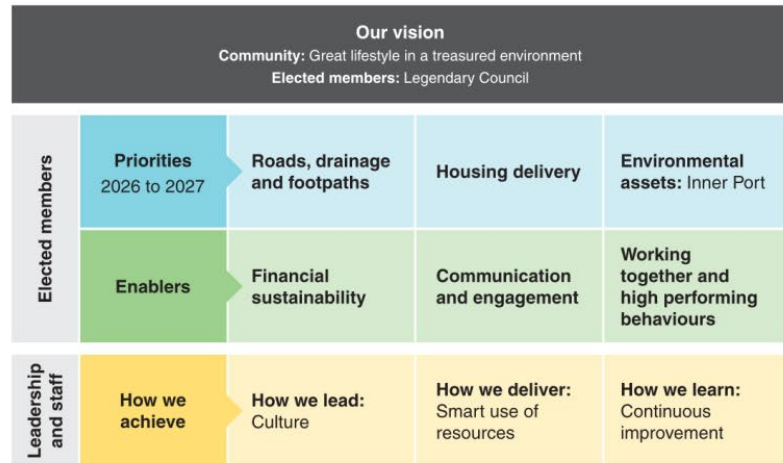
We use a range of methods to communicate and engage with our stakeholders. Methods differ across stakeholder groups depending on the level of influence they may have. This is outlined in our Communication and Engagement Strategy which is available on our website – [portstephens.nsw.gov.au/communication-and-engagement-strategy](http://portstephens.nsw.gov.au/communication-and-engagement-strategy)



**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

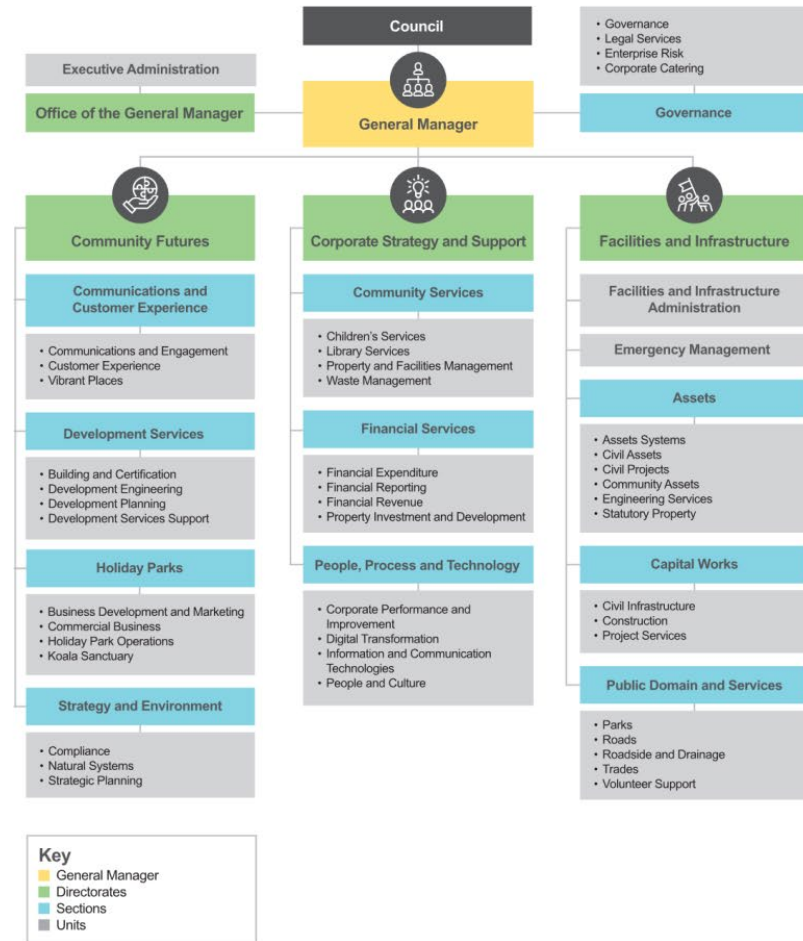
Our challenges, opportunities and priorities

Throughout 2024 and 2025 we heard from our community about the challenges and opportunities for our Council. This feedback has helped shape our priorities.



Our Council's services

Organisation structure as at November 2025



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Continuous improvement

Our approach to continuous improvement is built on the foundations of the Australian Business Excellence Framework (ABEF), ensuring that we deliver services valued by our community in the best possible way. It's about doing the right thing in the best way.

The ABEF is based on a set of 9 universal principles which describe how to continuously improve our systems, processes and relationships, as well as measure our results to achieve sustainability by focusing on:

- having clear direction and knowing how we all contribute to the big picture
- understanding what our customers value
- sustainable performance
- implementing best practice
- doing our best every single day.

Our continuous improvement philosophy underpins everything we do — it's how we do things at Port Stephens Council.

We're committed to continuous improvement and providing cost effective and efficient services through Council's Service Review Program, Continuous Improvement Ideas and our Process Improvement Opportunity Program, which utilises methodologies including PDSA (Plan Do Study Act) ADRI (Approach, Deployment, Results, Improvements) and RADAR (Results, Approach, Deploy, Assess and Refine) Learning Cycles.

By applying the Business Excellence philosophy to everything that we do, we enhance our performance and create a better future for the organisation and our community.

Service Review Program

Our organisation has a history of providing quality services to our customers. We strive to do this using the principles of Best Value. Council's Service Review Program involves analysing our services so that we are clear about the services we offer and that we deliver them in the best possible way.

The purpose of our Service Reviews is to ensure that our services reflect the local community's needs and expectations, both in terms of quality and cost whilst ensuring sustainability.

Through ongoing Service Reviews, our organisation will continuously improve the way it works. Specifically, Council takes into account:

- financial resources and sustainability
- reviewing services against the best on offer in both the public and private sector
- assessing value for money in service delivery
- community expectations and values
- legislative requirements
- balancing affordability and accessibility to the community
- value of partnerships within councils, state and federal government
- potential environmental advantages for the community.

Our Service Review Program, which commenced in 2011, has a rolling schedule where all 60 service delivery business units (Units) receive a full-service review over a 4-year period with a condensed mid-point (progress review) completed 2 years following a Service Review, as required.

Our scheduled program is reviewed and approved annually by the Executive Team, where amendments are made to meet any community hot topics or trends that are impacting service delivery.

The Service Review Program is conducted in-house, facilitated by our Corporate Performance and Improvement Team and supported by cross-functional team representatives from Human Resources, Finance, Risk, Digital Transformation and Governance to ensure a level of rigour, with external peer review and benchmarking sought to support our recommendations.

All reviews follow an in-depth process, which allows for consultation and communication with our employees and a thorough approval process prior to any decision being implemented. The Service Review Process is constantly reviewed and benchmarked against other Councils to ensure best practice.



“ We employ more than 590\* full-time equivalent positions and are responsible for providing services and facilities to more than 79,000 people. \*As at June 30 2025

**SECTION 3**  
Our 4-year program and 1-year plan

19 | How to read this document  
22 | Our community  
30 | Our place  
40 | Our environment  
44 | Our Council



How to read this document

The Delivery Program (DP) outlines how it will contribute to achieving the key directions/goals of the Community Strategic Plan (CSP). The Operational Plan (OP) is Council's annual action plan which contributes to the 4-year Delivery Program.

- Focus area** – The DP and OP are broken up into 4 simple themes shown as focus areas with a corresponding statement. These focus areas provide a structure to categorise the key directions and actions of the CSP.
- Community Strategic Plan key directions/goals** – are the community's long term goals and priorities to achieve the vision.
- Community Strategic Plan actions** – are the high level actions that Council and its partners will work together on to achieve key directions/goals.
- Delivery Program actions** – set out Council's commitment over the 4-year period to assist in meeting the CSP key directions/goals.
- Delivery Program measures** – indicate the progress / performance of the Delivery Program actions.
- Responsibility** – indicates which area of Council is responsible for delivering the Delivery Program.
- Operational Plan actions** – set out the annual actions that Council will undertake in that year to implement its Delivery Program.
- What we deliver** – provides further details of programs, projects and activities associated with Operational Plan actions.
- Effectiveness measures (EM)** – indicate the progress / performance of the Operational Plan actions.
- Effectiveness measure target** – indicates the target to be achieved.
- Delivery Responsibility** – sets out which area of the Council is responsible for implementing each action and what we deliver.

1 Our community	Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	4 How will we measure our performance? Delivery Program measures	5	6 Responsibility Directorate
2	C1 Community wellbeing - Our community feels connected, included, supported and has access to services and facilities to support their wellbeing				
3	C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	C1.1.1 Implement the Community Wellbeing Strategy (CWS) to provide services and support for our diverse community	Progress in implementing the Operational Plan Action	5	Community Futures Directorate
		C1.1.2 Develop and Implement the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and accessible	Progress in implementing the Operational Plan Action		Community Futures Directorate

**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

Operational Plan 2026 to 2027			
Delivery Program Action	Operational Plan 2026 to 2027		
	7 Action	8 What we deliver	
2 C1 Community wellbeing – Our community feels connected, included, supported and has access to services and facilities to support their wellbeing			
4 C1.1.1 Implement the Community Wellbeing Strategy (CWS) to provide services and support for our diverse community	C1.1.1.1 Implement the actions of the Community Wellbeing Strategy	Implement the actions from the Community Wellbeing Strategy (including the Disability Inclusion Action Plan)	
Operational Plan 2026 to 2027 (cont.)		11 Delivery responsibility	
9 Effectiveness measures (EM)	10 EM target	Section	Units
C1 Community wellbeing – Our community feels connected, included, supported and has access to services and facilities to support their wellbeing			
Progress scheduling and implementing actions from the Community Wellbeing Strategy	Completed as scheduled	Communications and Customer Experience	Vibrant Places
Progress scheduling and implementing actions from the Disability Inclusion Action Plan	Completed as scheduled		

This document should be read in conjunction with the Community Strategic Plan and the Resourcing Strategy. Council's Fees and Charges 2026 to 2027 also forms part of the annual budget and is set out in a separate document. These documents are available on our website – [portstephens.nsw.gov.au/integrated-plans](http://portstephens.nsw.gov.au/integrated-plans).





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Delivery Program 2025 to 2029



\$59 million projected spend on our community over four year delivery program

Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	How will we measure our performance? Delivery Program measures	Responsibility Directorate
<b>C1 Community wellbeing</b> - Our community feels connected, included, supported and has access to services and facilities to support their wellbeing			
C1.1 Support wellbeing, inclusivity, accessibility and making all feel welcome	C1.1.1 Implement the Community Wellbeing Strategy (CWS) to provide services and support for a diverse community	Progress in implementing the Operational Plan Action	Community Futures Directorate
	C1.1.2 Develop and implement the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and accessible	Progress in implementing the Operational Plan Action	Community Futures Directorate
	C1.1.3 Provide the Community Financial Assistance Program	Progress in implementing the Operational Plan Action	Office of the General Manager and Community Futures Directorate
C1.2 Provide facilities and learning options for children and families	C1.2.1 Deliver a program of education and care services for families and carers of children	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
C1.3 Provide equitable and safe access to sports, recreational, cultural and leisure activities	C1.3.1 Deliver and manage community recreational, leisure and community facilities	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
C1.4 Provide vibrant, inclusive, accessible community spaces to support lifelong learning and community connection	C1.4.1 Deliver a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
C1.5 Support volunteers to deliver appropriate community services	C1.5.1 Refer to C1.4.1 and E1.1.1		

Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	How will we measure our performance? Delivery Program measures	Responsibility Directorate
<b>C2 Traditions &amp; culture</b> - Our community supports the richness of its traditions and culture			
C2.1 Recognise, respect and support the values and priorities of local Aboriginal and Torres Strait Islander People	C2.1.1 Deliver the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	Progress in implementing the Operational Plan Action	Community Futures Directorate
C2.2 Support and promote local cultural activities and heritage	C2.2.1 Implement the Events, Arts and Culture Strategy	Progress in implementing the Operational Plan Action	Community Futures Directorate
<b>C3 Connecting with community</b> - Our Council is committed to enabling an engaged and informed community			
C3.1 Continue to enhance the focus on customer experience	C3.1.1 Deliver the 4-year Customer Experience Roadmap and Action plan	Progress in implementing the Operational Plan Action	Community Futures Directorate
C3.2 Inform the community and provide opportunities to actively participate in council decision making	C3.2.1 Implement the Communication and Engagement Strategy	Progress in implementing the Operational Plan Action	Community Futures Directorate

ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.



Operational Plan 2026 to 2027



Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units
<b>C1 Community wellbeing</b> – Our community feels connected, included, supported and has access to services and			facilities to support their wellbeing			
<b>C1.1.1</b> Implement the Community Wellbeing Strategy (CWS) to provide services and support for our diverse community	<b>C1.1.1.1</b> Implement the actions of the Community Wellbeing Strategy	Implement the actions from the Community Wellbeing Strategy (including the Disability Inclusion Action Plan)	Progress scheduling and implementing actions from the Community Wellbeing Strategy	Completed as scheduled	Communications and Customer Experience	Vibrant Places
			Progress scheduling and implementing actions from the Disability Inclusion Action Plan	Completed as scheduled		
<b>C1.1.2</b> Develop and implement the Disability Inclusion Action Plan to encourage Port Stephens to be inclusive and accessible	Refer <b>C1.1.1.1</b>	Refer <b>C1.1.1.1</b>	Refer <b>C1.1.1.1</b>	Refer <b>C1.1.1.1</b>	Refer <b>C1.1.1.1</b>	Refer <b>C1.1.1.1</b>
<b>C1.1.3</b> Provide the Community Financial Assistance Program	<b>C1.1.3.1</b> Provide financial assistance for the community	Administer: • Mayoral Funds • Wards Funds • Community Funding Program • Other sponsorship programs	Provide an annual community financial assistance program	95%	Office of the General Manager, Communications and Customer Experience	Executive Administration, Vibrant Places
<b>C1.2.1</b> Deliver a program of education and care services for families and carers of children	<b>C1.2.1.1</b> Deliver early education and care for children	Provide the following services in compliance with the Education and Care Services National Regulations and the National Quality Standards: • Family daycare services • Mobile preschool service • Outside school hours care services	Customer satisfaction with Thrive Kids	≥ 90%	Community Services	Children's Services
			Annual accreditation	Compliant		
			Progress implementing scheduled actions of the Child Safe Roadmap	Completed as scheduled		
<b>C1.3.1</b> Deliver and manage community recreational, leisure and community facilities	<b>C1.3.1.1</b> Initiate and manage recreational, leisure and community services	Manage: • Aquatic Centre Management Contract • Surf Life Saving Life Guard Contract • Leases and licences for the community, not for profit and commercial operators on public land • Community facilities	Progress implementing actions identified in the Aquatic Strategy	Completed as scheduled	Community Services	Property and Facilities Management
			Maintain a score above NSW 3-year average in the Royal Life Safety Assessment Audit	> 3 year average		

**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery Responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units
<b>C1.4.1</b> Deliver a program for public libraries as contemporary, accessible, vibrant and welcoming community spaces	<b>C1.4.1.1</b> Deliver public library services, programs and resources	Provide the following to implement projects identified in the Annual Library Strategic Plan: <ul style="list-style-type: none"> <li>• A range of programs, activities and events to meet lifelong learning needs of all ages</li> <li>• Services, resources and programs to bridge the digital divide including connectivity for the public via the Internet and Wi-Fi</li> <li>• Active community spaces</li> <li>• Outreach and Home Delivery Services</li> <li>• Mobile Library and branch facilities</li> <li>• Current and relevant Library collection with a diverse and balanced range of resources (digital and hard copy)</li> </ul>	Progress implementing projects identified in the Annual Library Strategic Plan	Completed as scheduled	Community Services	Library Services
<b>C2 Traditions &amp; culture</b> – Our community supports the richness of its traditions and culture						
<b>C2.1.1</b> Deliver the Yabang Gumba-Gu Agreement to recognise and support local Aboriginal and Torres Strait Islander people	<b>C2.1.1.1</b> Implement actions of the Yabang Gumba-Gu Agreement	Implement actions from the Yabang Gumba-Gu agreement	Progress scheduling and implementing actions from the Yabang Gumba-Gu Agreement	Completed as scheduled	Communications & Customer Experience	Vibrant Places
			Award grants within the budgeted Aboriginal projects fund	Award within budget		
			Endorsed reviewed Yabang Gumba Gu agreement for 2024 – 2026	Endorsed		
<b>C2.2.1</b> Implement the Events, Arts and Culture Strategy	<b>C2.2.1.1</b> Implement actions of the Events, Arts and Culture Strategy	Implement actions from the Events, Arts and Culture Strategy	Progress implementing scheduled actions of the Events, Arts and Culture Strategy	Completed as scheduled	Communications & Customer Experience	Vibrant Places
<b>C3 Connecting with community</b> – Our Council is committed to enabling an engaged and informed community						
<b>C3.1.1</b> Deliver the 4-year Customer Experience Roadmap and Action plan	<b>C3.1.1.1</b> Develop, implement and monitor Council's Customer Experience Roadmap and Action Plan	Implement the Customer Experience Road Map and Action Plan	Progress implementing scheduled actions of the Customer Experience Road Map and Action Plan	Completed as scheduled	Communications & Customer Experience	Customer Experience
<b>C3.2.1</b> Implement the Communication and Engagement Strategy	<b>C3.2.1.2</b> 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	Implement the Communication and Engagement Strategy	Progress implementing scheduled actions from the Communications & Engagement Strategy	Completed as scheduled	Communications & Customer Experience	Communications & Engagement

FOCUS AREA  
Our place



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



ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.



Delivery Program 2025 to 2029



\$325 million projected spend on our place over four year delivery program

Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	How will we measure our performance? Delivery Program measures	Responsibility Directorate
<b>P1 Housing, tourism &amp; economy</b> - Our community has adaptable, sustainable and diverse housing, tourism and economy			
P1.1 Support sustainable local business development, employment, tourism, visitation and events	P1.1.1 Implement the Economic Development Strategy, including ongoing support for sustainable tourism	Progress in implementing the Operational Plan Action	Community Futures Directorate
	P1.1.2 Develop and implement Beachside Holiday Parks and Koala Sanctuary Business Plans	Progress in implementing the Operational Plan Action	Community Futures Directorate
P1.2 Provide land use plans, tools and advice that sustainably support housing and employment for the community	P1.2.1 Develop and implement Council's key planning documents	Progress in implementing the Operational Plan Action	Community Futures Directorate
	P1.2.2 Implement the Local Housing Strategy, focusing on housing diversity, affordability and supply for our community	Progress in implementing the Operational Plan Action	Community Futures Directorate
P1.3 Enhance liveability through the use of Council's strategic and statutory planning services	P1.3.1 Develop an annual program for Council to provide development services to enhance liveability	Progress in implementing the Operational Plan Action	Community Futures Directorate
P1.4 Investment in Newcastle Airport to achieve international routes and significant industrial development	P1.4.1 Develop shareholder value through an effective partnership with Newcastle Airport	Progress in implementing the Operational Plan Action	Office of the General Manager

Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	How will we measure our performance? Delivery Program measures	Responsibility Directorate
<b>P2 Infrastructure, facilities &amp; connections</b> - Our community's infrastructure, facilities and connections are safe, convenient, reliable and adequately resourced			
P2.1 Deliver and maintain sustainable, safe community infrastructure to connect the community	P2.1.1 Deliver, manage and maintain community and property assets in accordance with the Strategic Asset Management Plan 2026-2036 (SAMP)	Progress in implementing the Operational Plan Action	Facilities and Infrastructure Directorate
	P2.1.2 Deliver asset and engineering services	Progress in implementing the Operational Plan Action	Facilities and Infrastructure Directorate
	P2.1.3 Deliver the 4-year Public Infrastructure Program	Progress in implementing the Operational Plan Action	Facilities and Infrastructure Directorate
	P2.1.4 Deliver the program for maintenance of Council's assets	Progress in implementing the Operational Plan Action	Facilities and Infrastructure Directorate
P2.2 Create useable links, pathways and connections within towns and centres	Refer to P2.1.1 and P2.1.3		
<b>P3 Community safety</b> - Our community feels safe and resilient			
P3.1 Enhance public safety through the use of Council's regulatory controls and services	P3.1.1 Develop an annual program for Council to provide compliance services to enhance public safety and health	Progress in implementing the Operational Plan Action	Community Futures Directorate
P3.2 Prioritise emergency services, disaster preparedness and the protection of community assets from natural disasters	P3.2.1 Deliver an emergency management framework that supports emergency services, other agencies and our community	Progress in implementing the Operational Plan Action	Facilities and Infrastructure Directorate

ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.



Operational Plan 2026 to 2027



Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units
<b>P1 Housing, tourism &amp; economy</b> – Our community has adaptable, sustainable and diverse housing, tourism and economy						
<b>P1.1.1</b> Implement the Economic Development Strategy, including ongoing support for sustainable tourism	<b>P1.1.1.1</b> Implement actions of the Economic Development Strategy	Implement the actions of the Economic Development Strategy	Progress implementing scheduled actions of the Economic Development Strategy	Completed as scheduled	Communications & Customer Experience	Vibrant Places
<b>P1.1.2</b> Develop and implement Beachside Holiday Parks and Koala Sanctuary Business Plan	<b>P1.1.2.1</b> Implement the annual actions of the Beachside Holiday Parks and Koala Sanctuary Operational Plans	<ul style="list-style-type: none"> <li>Implement Plans of Management for Crown Beachside Holiday Parks</li> <li>Develop and implement Beachside Holiday Parks and Koala Sanctuary Capital Works Programs (refer to SAMP 2026-2036)</li> <li>Provide a range of quality accommodation and visitor experiences across Council's owned and managed holiday parks</li> <li>Provide support services for Council's Holiday Parks and Koala Sanctuary</li> </ul>	Maintain Net Promoter Score (NPS)  Implement scheduled actions under the Beachside Holiday Parks and Koala Sanctuary Operational Plans	Maintained  Completed as scheduled	Holiday Parks	Holiday Park Business Development and Marketing, Holiday Park Commercial Business, Holiday Park Operations, Koala Sanctuary
<b>P1.2.1</b> Develop and implement Council's key planning documents	<b>P1.2.1.1</b> Develop, implement and monitor land use plans and strategies	<ul style="list-style-type: none"> <li>Local Strategic Planning Statement (LSPS)</li> <li>Raymond Terrace Sub-precincts Masterplan</li> <li>Raymond Terrace Strategy Review</li> <li>Local Infrastructure Contribution (LIC) review</li> <li>Planning administrative functions including:                             <ul style="list-style-type: none"> <li>Planning Certificates</li> <li>LIC referrals</li> <li>Development Contributions Analysis Team</li> </ul> </li> </ul>	Progress implementing scheduled actions in the LSPS and Place Plans  Planning Proposals assessed within timeframes as per Department of Planning and Environment, Port Stephens Local Environmental Plan Making Guideline (Sept 2022)	Completed as scheduled  Compliant	Strategy & Environment	Strategic Planning
<b>P1.2.2</b> Implement the Local Housing Strategy, focusing on housing diversity, affordability and supply for our community	<b>P1.2.2.1</b> Implement the actions of the Local Housing Strategy	Implement the actions of the Local Housing Strategy	Progress implementing scheduled actions of the Local Housing Strategy	Completed as scheduled	Strategy & Environment	Strategic Planning

**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units
<b>P1.3.1</b> Develop an annual program for Council to provide development services to enhance liveability	<b>P1.3.1.1</b> Deliver the annual program of development services	<ul style="list-style-type: none"> <li>Development application assessments</li> <li>Information and advice relating to development applications and development proposals</li> <li>Building certification</li> <li>Fire safety program</li> <li>Subdivision certification</li> </ul>	Median net determination time for Development Applications	≤ 40 days	Development & Compliance	Development Planning, Building & Certification Services
<b>P1.4.1</b> Develop shareholder value through an effective partnership with Newcastle Airport	<b>P1.4.1.1</b> Develop shareholder value through an effective partnership with Newcastle Airport	Support commercial aviation business through participation in the boards of Newcastle Airport Pty Ltd (NAPL); Newcastle Airport Partnership; Greater Newcastle Aerotropolis Pty Ltd (GNAPL); Greater Newcastle Aerotropolis Partnership	Participation in Board meetings	Maintain participation	Office of the General Manager	Office of the General Manager
<b>P2 Infrastructure, facilities &amp; connections</b> – Our community's infrastructure, facilities and connections are safe,			convenient, reliable and adequately resourced			
<b>P2.1.1</b> Deliver, manage and maintain community and property assets in accordance with the Strategic Asset Management Plan 2026-2036 (SAMP)	<b>P2.1.1.1</b> Deliver, manage and maintain community and property assets in accordance with the SAMP 2026-2036	<ul style="list-style-type: none"> <li>Review the SAMP for 2027-2037</li> <li>Develop and initiate Capital Works Program - Community assets (Civil &amp; Community assets)</li> <li>Manage, model and report on Council's Community assets (Civil &amp; Community assets)</li> <li>Plan and develop maintenance programs</li> <li>Property Assets</li> </ul>	Progress completion of civil, community and corporate asset program inspections	>85%	Assets	Civil Assets, Community Assets, Civil Projects, Property Assets
<b>P2.1.2</b> Deliver asset and engineering services to meet customer demand	<b>P2.1.2.1</b> Deliver asset and engineering services	<ul style="list-style-type: none"> <li>Provide corporate data management and systems to support asset modelling and long term financial forecasts</li> <li>Provide specialist technical assessment, investigation and planning services:                             <ul style="list-style-type: none"> <li>- in drainage and flooding</li> <li>- in traffic engineering and road safety</li> </ul> </li> <li>Provide fleet asset management services.</li> </ul>	Engineering development, flooding and drainage development application referrals are completed to the agreed service standards	≥ 90%	Assets	Asset Systems, Engineering Services, Civil Assets (Fleet)
<b>P2.1.3</b> Deliver the 4-year Public Infrastructure Program	<b>P2.1.3.1</b> Implement Council's adopted annual capital works program	Provide the following to implement projects identified in the annual capital works program: <ul style="list-style-type: none"> <li>Project management, survey, design and construction services for internally and externally delivered civil infrastructure</li> <li>Project management, contract management and architectural services for externally delivered community infrastructure</li> <li>Project estimation and quality control</li> <li>Civil infrastructure including roads, bridges, stormwater drainage, public transport and pedestrian / shared path facilities</li> <li>Community infrastructure including playgrounds and park furniture, public amenities, boat ramps and wharfs, sport and recreation facilities, public space improvements and community buildings</li> </ul>	Projects completed on time and within budget	> 95%	Capital Works	Construction, Project Services, Civil Infrastructure

**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units
P2.1.4 Deliver the program for maintenance of Council's assets	P2.1.4.1 Maintain Council's civil and community infrastructure	<ul style="list-style-type: none"> <li>Maintain Council controlled:                             <ul style="list-style-type: none"> <li>roads and road reserves</li> <li>drains, buildings and associated infrastructure</li> <li>parks, reserves, foreshores, cemeteries and other Council assets</li> </ul> </li> <li>Prepare sites for events</li> <li>Provide mechanical &amp; fabrication services</li> <li>Provide regular cleaning services for Administration Building and Depots</li> </ul>	Road defects fixed within intervention timeframes	90%	Public Domain & Services	Roads
			Priority roadside & drainage and maintenance defects fixed within intervention timeframes	90%		Roadside and Drainage
			Open spaces and foreshore maintenance service carried out within service level agreement	90%		Parks
			Priority actions for Building Trades fixed within intervention timeframes	90%		Trades
P3 Community safety - Our community feels safe and resilient						
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	<ul style="list-style-type: none"> <li>Investigate and resolve unauthorised developments and signage</li> <li>Swimming pool safety program</li> <li>Provide ranger services including parking surveillance, animal management, waste compliance and environmental regulation</li> <li>Inspections and audits</li> <li>Environmental regulation</li> <li>Food, commercial premises and public health surveillance</li> <li>Onsite Sewage Management Program</li> </ul>	Compliance related customer requests closed as a proportion of number received	≥ 95%	Strategy & Environment	Compliance
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	<ul style="list-style-type: none"> <li>A coordinated response to emergencies</li> <li>Scheduled maintenance of Asset Protection Zones (APZ) and fire trails on council land</li> <li>Development, implementation and review of emergency management plans and strategies for Council and the community</li> </ul>	Completion of objectives identified in the Emergency Management Program of Work	90%	Office of the Director of Facilities and Infrastructure	Emergency Management


FOCUS AREA

# Our environment





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



## Delivery Program 2025 to 2029

 **\$121 million projected spend on our environment** over four year delivery program

Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	How will we measure our performance? Delivery Program measures	Responsibility Directorate
<b>E1 Environmental balance</b> - Our community's natural and built environment supports biodiversity conservation, and is sustainably balanced and resilient to environmental risks, natural hazards and climate change			
<b>E1.1</b> Protect and enhance our local natural and built environment	<b>E1.1.1</b> Develop and implement a program for Council to deliver technical environmental advice, strategies and policies	Progress in implementing the Operational Plan Action	Community Futures Directorate
<b>E1.2</b> Plan for measures that improve community resilience to climate change including coastal and waterway hazards	<b>E1.2.1</b> Develop and implement a program for Council to mitigate environmental risks associated with climate change and natural hazards	Progress in implementing the Operational Plan Action	Facilities and Infrastructure Directorate
<b>E2 Environmental sustainability</b> - Our community uses resources sustainably, efficiently and equitably			
<b>E2.1</b> Deliver actions that support renewable energy and alternative fuel use	<b>E2.1.1</b> Develop and implement a program for Council to lead the way to a sustainable and climate positive future	Progress in implementing the Operational Plan Action	Community Futures Directorate
<b>E2.2</b> Support programs that improve resource recycling and reduction of waste	<b>E2.2.1</b> Deliver a waste program to support the reduction of the community's environmental footprint whilst providing efficient services	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate

ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.



Operational Plan 2026 to 2027

Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units
<p><b>E1 Environmental balance</b> - Our community's natural and built environment supports biodiversity conservation, and is sustainably balanced and resilient to environmental risks, natural hazards and climate change</p>						
<p><b>E1.1.1</b> Develop and implement a program for Council to deliver technical environmental advice, strategies and policies</p>	<p><b>E1.1.1.1</b> Develop and monitor environmental policies and strategies</p>	<ul style="list-style-type: none"> <li>Commence planning for an Environmental Strategy to deal with environmental matters</li> <li>Revise koala habitat mapping</li> <li>Programs which educate the community about our environment and include urban greening</li> </ul>	<p>Progress developing and implementing Council's environmental policies and strategies</p>	<p>Completed as scheduled</p>	<p>Strategy &amp; Environment</p>	<p>Natural Systems</p>
	<p><b>E1.1.1.2</b> Deliver technical environmental advice, and impact assessment services</p>	<ul style="list-style-type: none"> <li>Provide ecological and planning advice</li> <li>Ecological and environmental planning referrals for development applications, planning proposals and Review of Environmental Factors</li> <li>Tree Assessments</li> <li>Develop Environmental Volunteer Action Plans</li> <li>Deliver Biosecurity and Rehabilitation Program</li> </ul>	<p>Council's development services are provided with technical environmental advice</p>	<p>Completed as scheduled</p>	<p>Strategy &amp; Environment</p>	<p>Natural Systems</p>
<p><b>E1.2.1</b> Develop and implement a program for Council to mitigate environmental risks associated with climate change and natural hazards</p>	<p><b>E1.2.1.1</b> Implement actions in the Port Stephens Coastal Management Program (CMP)</p>	<p>Port Stephens CMP actions</p>	<p>Progress implementing scheduled actions in the Port Stephens Coastal Management Program (CMP)</p>	<p>Completed as scheduled</p>	<p>Assets</p>	<p>Civil Assets, Community Assets, Civil Projects</p>
			<p>Port Stephens CMP actions implemented</p>	<p>Completed as scheduled</p>	<p>Assets</p>	<p>Civil Assets, Community Assets, Civil Projects</p>
<p><b>E2 Environmental sustainability</b> - Our community uses resources sustainably, efficiently and equitably</p>						
<p><b>E2.1.1</b> Develop and implement a program for Council to lead the way to a sustainable and climate positive future</p>	<p><b>E2.1.1.1</b> Implement actions in the Emissions Reduction Action Plan</p>	<p>Emissions Reduction Action Plan actions</p>	<p>Progress implementing scheduled actions in the Emissions Reduction Action Plan</p>	<p>Completed as scheduled</p>	<p>Strategy &amp; Environment</p>	<p>Natural Systems</p>
<p><b>E2.2.1</b> Deliver a Waste program to support the reduction of the community's environmental footprint whilst providing efficient services</p>	<p><b>E2.2.1.1</b> Implement the Waste Management Strategy 2021-2031</p>	<ul style="list-style-type: none"> <li>Provide a range of waste collection, recycling and disposal services</li> <li>Operate the Salamander Bay Waste Transfer Station</li> <li>Provide waste education programs</li> <li>Provide public place cleaning to the CBD areas of Council</li> </ul>	<p>Progress implementing scheduled actions in the Waste Management Strategy</p>	<p>Completed as scheduled</p>	<p>Community Services</p>	<p>Waste Management</p>

FOCUS AREA  
Our  
Council



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



Delivery Program 2025 to 2029



\$237 million projected spend on our Council over four year delivery program

Community Strategic Plan Action	Delivery Program 2025 to 2029 Action	How will we measure our performance? Delivery Program measures	Responsibility Directorate
<b>L1 Resources and finance</b> - Our Council is resourced, financially sustainable and advocates to meet community needs			
<b>L1.1</b> Develop and encourage the capabilities and aspirations of Council's workforce	<b>L1.1.1</b> Deliver the 4-year Workforce Management Strategy	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
<b>L1.2</b> Provide strong leadership, advocacy role and government relations	<b>L1.2.1</b> Develop and implement strategic direction and governance of Council	Progress in implementing the Operational Plan Action	Office of the General Manager
<b>L1.3</b> Provide a strong ethical governance structure and systems for Council	<b>L1.3.1</b> Deliver Governance Services and internal audit program	Progress in implementing the Operational Plan Action	Office of the General Manager
	<b>L1.3.2</b> Deliver the Integrated Planning and Reporting program	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
	<b>L1.3.3</b> Deliver the 4-year program for Service Reviews and Continuous Improvement Strategy	Progress in implementing the Operational Plan Action	
<b>L1.4</b> Invest in digital technologies to improve Council performance and support to customers	<b>L1.4.1</b> Implement the 3-year Digital Strategy and Roadmap	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
<b>L1.5</b> Maintain financial sustainability and resilience	<b>L1.5.1</b> Implement the Long-Term Financial Plan 2026 to 2036	Progress in implementing the Operational Plan Action	Corporate Strategy and Support Directorate
	<b>L1.5.2</b> Implement the Property Investment Strategy	Progress in implementing the Operational Plan Action	

ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.



Operational Plan 2026 to 2027



Delivery Program Action	Operational Plan 2026 to 2027		Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units

**L1 Resources and finance** - Our Council is resourced, financially sustainable and advocates to meet community needs

L1.1.1 Deliver the 4-year Workforce Management Strategy	L1.1.1.1 Implement the Workforce Management Strategy	Deliver the Workforce Management Strategy strategic objectives: <ul style="list-style-type: none"> <li>Recruit: Promote Port Stephens Council as a Best Employer to attract top talent</li> <li>Retain: Support our people to be healthy, resilient and engaged</li> <li>Develop: Empower our people to grow and develop through lifelong learning</li> <li>Inspire: Inspire a culture of excellence through continuous improvement and healthy relationships</li> </ul>	Progress implementing scheduled actions of the Workforce Management Strategy	Completed as scheduled	People, Process and Technology Section	People and Culture
L1.2.1 Develop and implement strategic direction and governance of Council	L1.2.1.1 Coordinate and deliver Councillor and executive support services	<ul style="list-style-type: none"> <li>Support the Mayor, Councillors and General Manager</li> <li>Host citizenship ceremonies</li> </ul>	Councillor satisfaction	Maintain	Office of the General Manager	Executive Administration
	L1.2.1.2 Advocate for community priorities and work with other levels of government and stakeholders	<ul style="list-style-type: none"> <li>Liaise with federal, state and local governments and other government agencies on regulatory and governance matters and other community issues</li> <li>Support the community through advocacy at relevant forums</li> </ul>	Participation in consultation/ advocacy activities with other levels of government or agencies	Maintain participation	Office of the General Manager	Office of the General Manager
	L1.2.1.3 Work with Hunter Councils to enhance the Hunter Region	Manage strategic and operational matters for: <ul style="list-style-type: none"> <li>Hunter Joint Organisation</li> <li>Arrow Collaborative Services Ltd</li> <li>Local Government Legal Services Ltd</li> </ul>	Participation in Hunter Joint Organisation meetings	Maintain participation	Office of the General Manager	Office of the General Manager

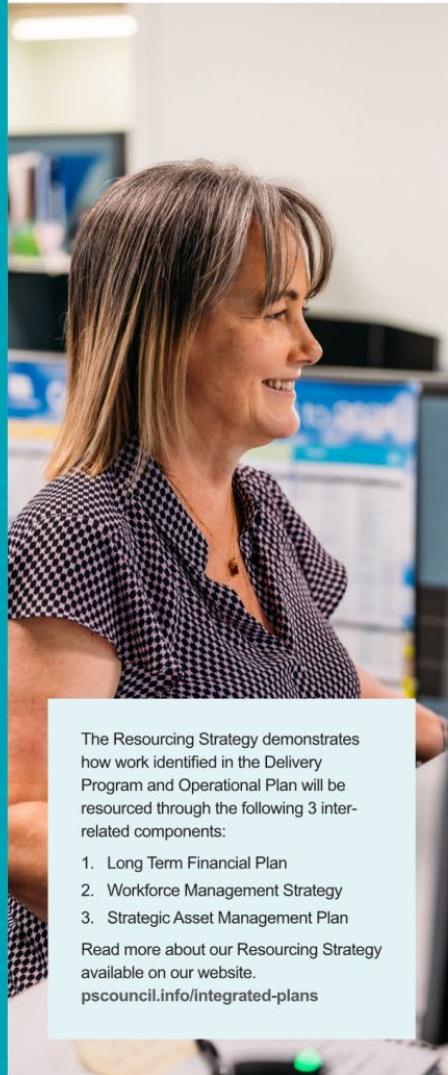


**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

Delivery Program Action	Operational Plan 2026 to 2027			Operational Plan 2026 to 2027 (cont.)		Delivery responsibility	
	Action	What we deliver	Effectiveness measures (EM)	EM Target	Section	Units	
L1.4.1 Implement the 3 year Digital Strategy and Roadmap	L1.4.1.1 Implement annual actions from the Digital Strategy and Roadmap	Deliver the Digital Strategy and Roadmap strategic goals: Goal 1 – Deliver modern digital services Goal 2 – Information is accurate, accessible, and secure Goal 3 – Optimise the value of our digital investments Goal 4 – Digital Governance supports Transparency, Accountability, and Innovation	Progress implementing scheduled actions of the ICT & Digital Transformation Strategy	Completed as scheduled	People Process Technology	Digital Transformation, ICT	
L1.5.1 Implement the Long-Term Financial Plan 2026-2036	L1.5.1.1 Implement Council's Long Term Financial Plan 2026 to 2036 and Annual Budget for 2026 to 2027 including Financial Sustainability Strategy and Roadmap	Implement: • Long Term Financial Plan (2026-2036) • Fees and Charges (2026-2027) Develop: • Long Term Financial Plan (2027-2037) • Fees and Charges (2027-2028) • Cash & Investments Policy • Procurement Policy • Budget Control and Financial Reserves Policy • Financial Reserves Policy • Statutory reporting • Administer rates and charges	Underlying financial result is better than the budget	Underlying financial result is better than the budget	Financial Services	Finance Reporting, Finance Expenditure, Finance Revenue	
L1.5.2 Implement the Property Investment Strategy	L1.5.2.1 Implement actions and projects in the Property Investment Strategy	Manage the property investment and development portfolio, commercial investment buildings, bio-banking sites and other key strategic investment opportunities	Progress implementing scheduled actions and projects in accordance with the Property Investment Strategy	Completed as scheduled	Financial Services	Property Investment and Development	



SECTION 4  
Our  
Resourcing  
Strategy



The Resourcing Strategy demonstrates how work identified in the Delivery Program and Operational Plan will be resourced through the following 3 inter-related components:

1. Long Term Financial Plan
2. Workforce Management Strategy
3. Strategic Asset Management Plan

Read more about our Resourcing Strategy available on our website. [psccouncil.info/integrated-plans](https://psccouncil.info/integrated-plans)

- 53 | Long Term Financial Plan
- 55 | Workforce Management Strategy
- 55 | Strategic Asset Management Plan

Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a critical part of Council's future planning. It is a 10-year rolling plan that informs decision-making and the implementation of Council's Community Strategic Plan, Delivery Program and Operational Plans. It is a tool used by Council to guide future action and aid priority setting and problem solving. The LTFP contains a set of 10-year financial projections based on a set

of assumptions, it is then reviewed and rolled over annually.

Grounded in the principles of sound financial management, as outlined in Section 8B of the Local Government Act 1993, the LTFP has its own financial objectives for the organisation in addition to acting as a resource plan.

LTFP objectives

- 

**Annual operating surplus**  
Strong budget management and governance that achieves a positive operating result before capital grants and contributions build to an underlying 1% surplus over the life of the LTFP.
- 

**Cash backed reserves**  
Shockproof cash position to meet unknown impacts as they arise.
- 

**Sustainable ability to maintain assets and undertake capital works projects**  
Safeguard funding allocations to prioritise rehabilitation and identify sources of funding for new infrastructure that accounts for full-life asset management and depreciation.
- 

**Sustainable ability to recruit, retain, develop and inspire talent**  
Support a balanced approach to workforce planning to ensure a high-performing organisation.
- 

**Overall financial sustainability**  
Legacy decisions that promote intergenerational equity and achieve community aspirations through consistent prudent and responsible financial management including the Resilience Fund.
- 

**Special Rate Variation (SRV) enhanced services**  
Through an established cash reserve Council will expend SRV funding on enhanced services important to the community.

ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.



Income	Assumptions
Rates	4.1% 2027 3% 2028 onwards
Annual charges	3.7% 2027 2.7% 2028 onwards
User fees and charges	3.7% 2027 2.7% 2028 onwards
Operating grants and contributions	3.7% 2027 2.7% 2028 onwards
Interest and investment revenue*	4.25% 2027 2.5% 2028 onwards
Rental income	3.7% 2027 2.7% 2028 onwards
Expense	Assumptions
Materials and contracts	3.7% 2027 2.7% 2028 onwards
Water charges**	7.5% 2027 6.5% 2028 to 2030 2.5% 2031 onwards
Other expenses	3.7% 2027 2.7% 2028 onwards
Employee benefits and oncosts	As per increases under the Local Government (State) Award 2023 (NSW).

\*Interest and investment revenue assumption decreases from 2028 onwards, reaching 2.5% in 2032.

\*\*Water charges for the period 2027 to 2030 per IPART ruling.

Forecasting over a ten-year period has its challenges and some assumptions are outside of Council's control. The LTFP is based on a number of assumptions with the key assumptions detailed in the table.

Council's underlying result as modelled in the LTFP is summarised below.

Financial year	Underlying result \$'000
2026 to 2027	1,553
2027 to 2028	2,446
2028 to 2029	1,620
2029 to 2030	2,051
2030 to 2031	1,345
2031 to 2032	1,286
2032 to 2033	1,646
2033 to 2034	457
2034 to 2035	1,595
2035 to 2036	1,334

### Workforce Management Strategy

The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

Port Stephens Council's Workforce Management Strategy 2025 to 2029 sets out what type of organisation we need to be and how we plan to get there.

In partnership with Council's Long Term Financial Plan and Strategic Asset Management Plans, the Workforce Management Strategy ensures that there are sufficient resources available in the right place, at the right time, with the right skills to deliver on the community's vision and aspirations for their place.

### Strategic Asset Management Plan

The management of Council's assets is documented through the suite of asset management documents - Asset Management Policy, Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMP).

The purpose of the SAMP is to establish the structure for detailed planning and improvements, processes and structures, which will support long-term asset management well into the future.

The AMP details information for each of Council's asset classes in accordance with the documented framework in the Asset Management Policy. The SAMP is a summary of the information collated from the AMP.

Council is the custodian of infrastructure totalling over \$1.7 billion of noncurrent assets such as roads, footpaths, buildings, drainage, seawalls, surf clubs, jetties fleet, holiday parks, information technology and so on.

The SAMP 2026 to 2036 will be used to achieve Council's actions documented in the Community Strategic Plan primarily under Focus Area – Our Place.

SECTION 5  
Appendices

56 | Appendix 1: Key result measures

57 | Appendix 2: Statement of revenue policy

Appendix 1: Key result measures

Council deploys 6 key measures to record its performance against targets. The measures are:

**1. Service delivery**

While the Community Strategic Plan lays out the general priorities for the community, the Delivery Program and Operational Plan detail how Council will deliver these priorities through activities and actions.

Council reports against actions and budgets, detailed in the Delivery Program and the annual Operational Plan through its Annual and Six Month Progress Reports.

For Council to be successful in this measure:  
*Target: >95% integrated plans delivered on time* (which includes delivery of the actions set out in the annual Operational Plan).

**2. Community satisfaction**

Council's Community Satisfaction Survey provides the community with an opportunity to have their say on how Council is performing and their level of satisfaction with Council's facilities and services.

For Council to be successful in this measure:  
*Target: Better than baseline of 3.01 out of 5* (baseline data from the Community Satisfaction Survey 2025).

**3. Employee wellbeing**

Council's annual employee engagement survey measures an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

Research continues to find that organisations with higher engagement levels also have better talent, operational, customer and financial outcomes.

For Council to be successful in this measure:  
*Target: >80% employee engagement.*

**4. Risk management maturity score**

Council's Enterprise Risk Management Framework assists the Council to understand the broad spectrum of risks facing it in delivering a complex range of services to the community. The Framework provides tools to ensure that risk is appropriately managed.

For Council to be successful in this measure:  
*Target: >85% risk management maturity score.*

**5. Financial sustainability**

Council aims to achieve an underlying financial result that is better than the budget to enable it to be financially sustainable.

For Council to be successful in this measure:  
*Target: underlying financial result better than budget.*

**6. Asset management**

Expenditure on asset maintenance is essential to ensuring assets continue to meet their service delivery requirements. If actual maintenance expenditure is less than the estimated required annual maintenance, a council may not be investing enough funds within the year to stop its infrastructure backlog from growing.

For Council to be successful in this measure:  
*Target: ≥100% asset maintenance ratio.*

$$\text{Asset maintenance ratio} = \frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$$

Appendix 2: Statement of revenue policy

**Rating structure**

The following rates are proposed for 2026-2027, and key elements of Council's proposed rating policy are:

- Use the latest land values with 1 July 2025 base date for rating purposes.
- Increase ordinary rate income by the Interdependent Pricing and Regulatory Tribunal approved rate pegging limit of 4.1%.
- Retain sub-categories in the residential and farmland categories aligned with the Williamstown Management Area.
- Continue to make the farmland rate the same as the residential rate.
- Retain 35% base amounts in the main residential rate category and business rate category.

**Rating of strata lots**

Each lot in a strata plan is rated separately but Council will include lots in identical ownership on one rate notice where one lot consists of either a residential unit or residential unit and garage and the other lots consist of either a garage or utility room. A maximum of three separate strata lots can be included on one rate notice where only one lot must contain a residential unit. All lots must be within the same strata plan (or strata complex at Council's discretion). Council will not allow aggregation in any other circumstances including multiple residential units, multiple garages, multiple industrial bays, multiple retail premises and multiple marina berths.

Council will allow aggregation of land values where new land values are received and amalgamation or consolidation of parcels owned by the same ratepayer is to occur, and the Valuer-General has confirmed that amalgamation will be approved.

Council will also allow aggregation of land values with other land in identical names where land is subject to a license or enclosure permit and the Valuer-General has confirmed that amalgamation will be approved. The date of effect of aggregation approval

**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

is the date the application was received by Council. The date of effect may be backdated at Council's discretion to the start of the current financial year, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. Aggregation will not be backdated for prior years.

**Categorisation of land**

All land is placed within one of four mandatory categories for rating purposes according to the dominant use of the land: residential, farmland, business and mining. A fifth land category of environmental land has recently been included in the Local Government Act 1993. This land category has not yet commenced and is awaiting proclamation. The land category is printed on the rate notice. Ratepayers may apply for their land category to be reviewed and applications are determined within 40 days. Where a ratepayer applies for their land category to be reviewed and this is approved, the date of effect for rating purposes is the date the application was received by Council. The date of effect may be backdated at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. Where Council initiates the review of a land category the date of effect shall be no earlier than the date the declaration is posted to the ratepayer.

**Exemption from rates**

All land is rateable unless it is exempt under section 555 or section 556 of the Local Government Act 1993. Eligible organisations (generally public charities) may apply for their land to be made exempt if they believe it to be exempt. Where a ratepayer applies for their land to be made exempt and this is approved, the date of effect for rating purposes is the date the application was received by Council. The date of effect may be backdated, at Council's discretion, if there are exceptional circumstances that prevented the ratepayer from making an earlier application.

**Exemption from or adjustment to charges**

Where a ratepayer applies for annual charges to be reviewed and this is approved, the date of effect for charging purposes is the date the application was received by Council. The date of effect may be backdated at Council's discretion to the start of the current financial year, if there are exceptional circumstances that prevented the ratepayer from making an earlier application. As Council uses contractors for waste collection it is not possible to backdate waste service annual charge removal for prior years where a service was not received or utilised as the contractor costs have already been expended. Where Council initiates the application of annual charges the date of effect shall be no earlier than the date an occupation certificate was issued, or bins delivered, or if the property was omitted from being charged in prior years, the start of the current financial year.

**Hunter Local Land Services**

Council includes on its rate notice a catchment contribution collected on behalf of the Hunter Local Land Services. The Local Land Services sets the rate in the dollar around June each year after receiving Ministerial approval. Catchment contributions are collected by Council under the Local Land Services Act 2013 and are passed on to the Service. All rateable land with a land value exceeding \$300 within a defined river catchment area is subject to the contribution.



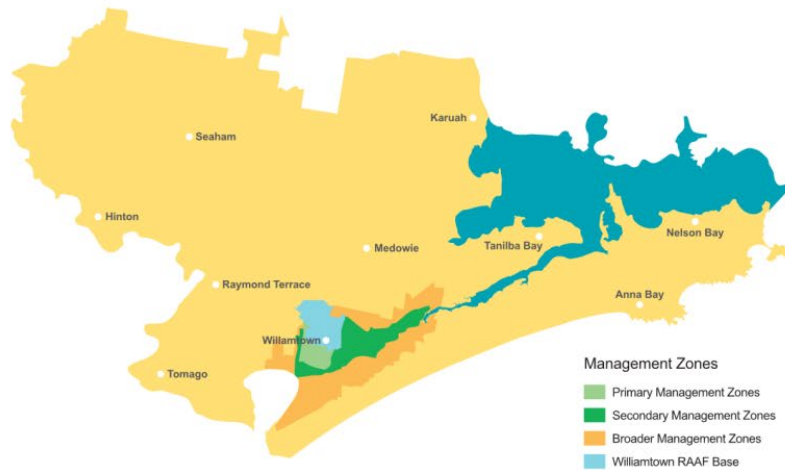
**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

Category	Sub-category	Ad valorem rate in \$	Base amount \$	Base amount yield %	Estimated rate yield '000s
Residential	n/a	0.2079	549	35	\$51,420
Residential	Williamstown Primary Zone	0.1386	366	32	\$32
Residential	Williamstown Secondary Zone	0.1559	411	38	\$173
Residential	Williamstown Broader Zone	0.1871	494	37	\$334
Farmland	n/a	0.2079	549	19	\$1,119
Farmland	Williamstown Primary Zone	0.1386	366	27	\$7
Farmland	Williamstown Secondary Zone	0.1559	411	22	\$31
Farmland	Williamstown Broader Zone	0.1871	494	24	\$33
Business	n/a	0.4728	2,281	35	\$13,744
Mining	n/a	0.4728	0	n/a	Nil
<b>Total</b>					<b>\$63,893</b>

Residential, farmland, business and mining rates



Ordinary rate sub-categories: Williamstown management area



Hunter Local Land Services



**ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029 OPERATIONAL PLAN 2026 TO 2027.**

**Charges**

**Fees and Charges**

Council's Fees and Charges are set out in a separate document and follow Council's Pricing Policy for its pricing methodology. Further details on fees and charges as well as proposed borrowings can be found in Council's Long Term Financial Plan.

In accordance with our 4-year Delivery Program, Council proposes a two-level waste charge. This charge is reviewed annually in accordance with the Operational Plan. Proposed charges are shown in the table below.

For 2026 to 2027:

**Waste management charge**

A base waste management charge of \$135 will be applied to all rateable properties under sections 496 and 501 of the Local Government Act 1993.

This charge contributes toward the management of waste services not delivered to the kerbside such as the waste transfer station; the rehabilitation and environmental monitoring of decommissioned landfill sites and the provision of ancillary waste services including scheduled garden waste, electronic waste, household chemicals, mattresses, dry recycling and tyre drop off events as well as the management of other public place waste services. In the case of properties categorised as farmland, if there is more than one property in the same ownership and run as a single undertaking then the full base charge will be applied to the first property plus a \$1 base charge against each subsequent property.

**Waste service charge**

As required by section 496 of the Local Government Act 1993, a domestic waste service charge of \$595 will be applied to all developed residential properties, whether occupied or unoccupied, including land categorised as 'residential' and 'farmland'.

This charge will entitle the ratepayer to the weekly collection of residual waste using a 240-litre wheelie bin (red bin), fortnightly collection of material for recycling using a 240-litre wheelie bin (yellow bin),

fortnightly collection of material for green waste using a 240-litre wheelie bin (green bin) and two on-call bulk/garden waste clean-up services.

A non-domestic waste service charge of \$595 will be applied to each commercial and business property, whether occupied or unoccupied, as authorised by section 501 of the Local Government Act 1993.

This charge will entitle the ratepayer to the weekly collection of residual waste using a 240-litre wheelie bin (red bin) and fortnightly collection of materials for recycling using a 240-litre wheelie bin (yellow bin).

To apply a domestic or non-domestic waste service charge and/or waste management charge, 'property' means any residence, business premises or commercial premises used or capable of being used as a separate premise whether situated on the same or separate rateable parcels of land, and whether occupied or unoccupied.




Type	Charge 2026-2027
Waste management charge	\$135 (yield \$20,704,930)
Waste service charge	\$595 (yield \$6,255,921)

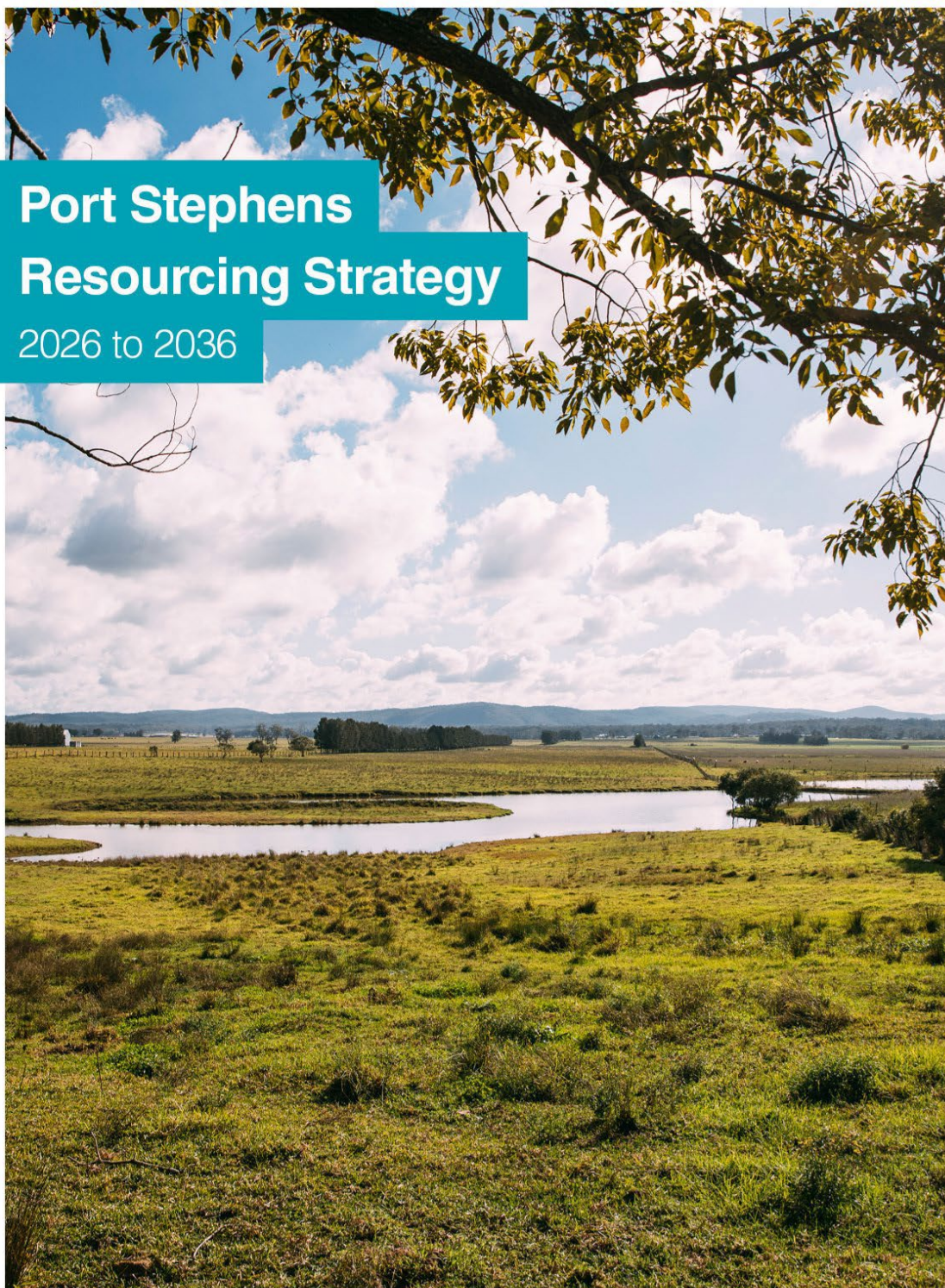


ITEM 5 - ATTACHMENT 1 DELIVERY PROGRAM 2025 TO 2029  
OPERATIONAL PLAN 2026 TO 2027.



PORT STEPHENS  
COUNCIL

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# Port Stephens Resourcing Strategy

2026 to 2036

The Resourcing strategy outlines how Council will resource the community's long-term vision and aspirations. It's Council's commitment to delivering quality services and infrastructure to our community.



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## General Manager’s message

The Integrated Plans (Community Strategic Plan, Delivery Program and Operational Plan) can only happen with appropriate and dedicated resources. True integrated planning involves translating community vision, needs and priorities into a tangible and workable program within our resource capacity – it’s a fine balance of managing sustainable assets, finance and workforce.

We formulated the 2025 to 2029 Delivery Program and 2026 to 2027 Operational Plan, based on what is realistic and affordable. Our long-term planning goes beyond the Council term. The decisions we make having long-lasting implications and safeguard our future.

As part of our review of the suite of the Integrated Planning and Reporting documents (IP&R) we have also reviewed our Resourcing Strategy 2026 to 2036 (which includes the Long Term Financial Plan 2026 to 2036, Workforce Management Strategy 2025 to 2029 and Strategic Asset Management Plan 2026 to 2036.) These documents are based on our current levels of service.

At Port Stephens Council we’re dedicated to meeting the present and future needs of our community in a cost effective, accountable and collaborative way.



**Tim Crosdale**  
General Manager of Port Stephens Council

**Resourcing Strategy Attachments**

Attachment A – Workforce Management Strategy



IP&R Framework  
**Workforce Management Strategy**  
2025 to 2029

The Workforce Management Strategy is a component of the Resourcing Strategy, which outlines how Council will resource its workforce.



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## Introduction

The Workforce Management Strategy assists Council to plan its human resource requirements for the duration of the Delivery Program and beyond, and planning what needs to occur to ensure the necessary staff resources are in place when they are needed. The right workforce is a critical element to delivering each of Council's plans, outlined in the IP&R documents.

This strategy is based on Port Stephens Council delivering on 4 strategic objectives.



## Working at Port Stephens Council

### Snapshot of current workforce

Port Stephens Council's structure comprises of 590.92 full-time equivalents (FTE) positions (as at 30 June 2025) across three Directorates and the General Manager's Office with a focus on ensuring we have the right people in the right places with the right skills doing the right jobs. In addition, we have volunteers across a variety of Council services who complement our workforce.

The number of Generation Y employees surpasses our Generation X employees. Together these two generations make up the majority of our workforce at 72.2%. The increase in the younger workforce demographic is slightly higher than the local government average, generally showing a positive trend.

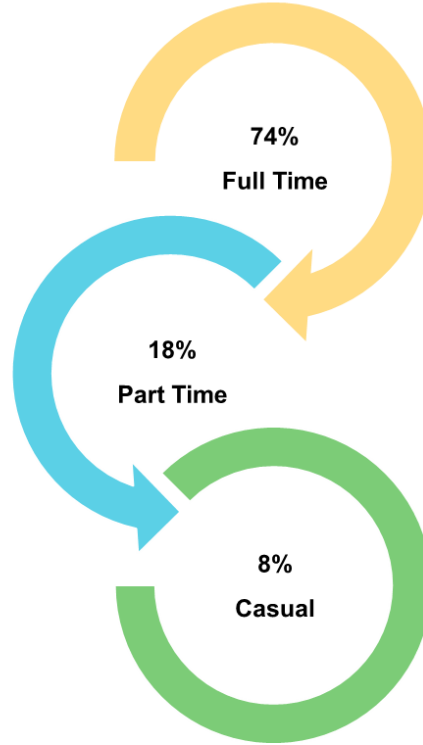
Council's voluntary turnover sits at 14.72%, which is slightly higher than the Local Government NSW average of 13.99%. Council's voluntary turnover is still within a healthy range.

Exit interviews are offered to all staff with the three most common reasons employees have left Council in the past 12 months being:

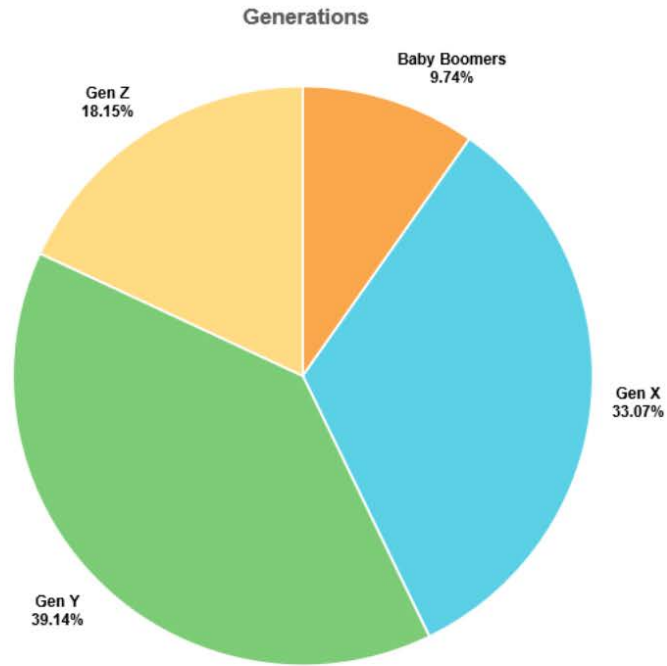
- Career growth/progression.
- Retirement.
- To secure permanent employment.

These reasons indicate that employees are leaving Council due to different phases within the employee lifecycle.

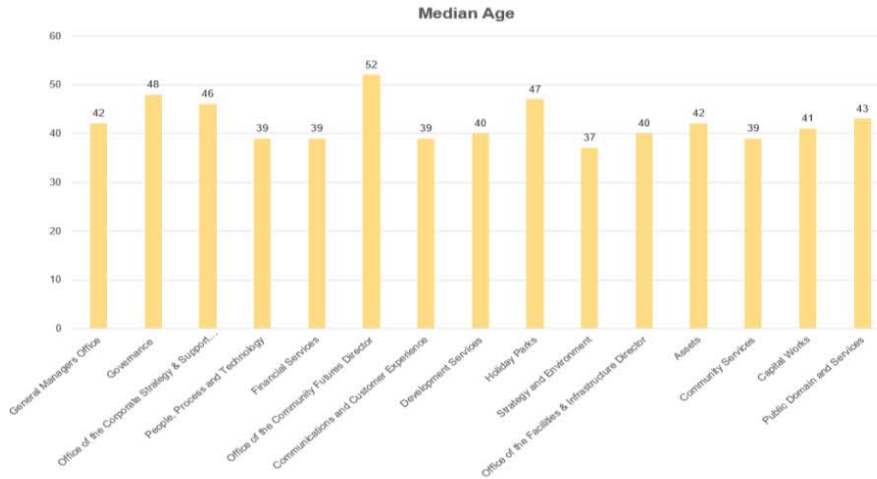
\* All figures listed in 1.1 are as of 30 June 2025.



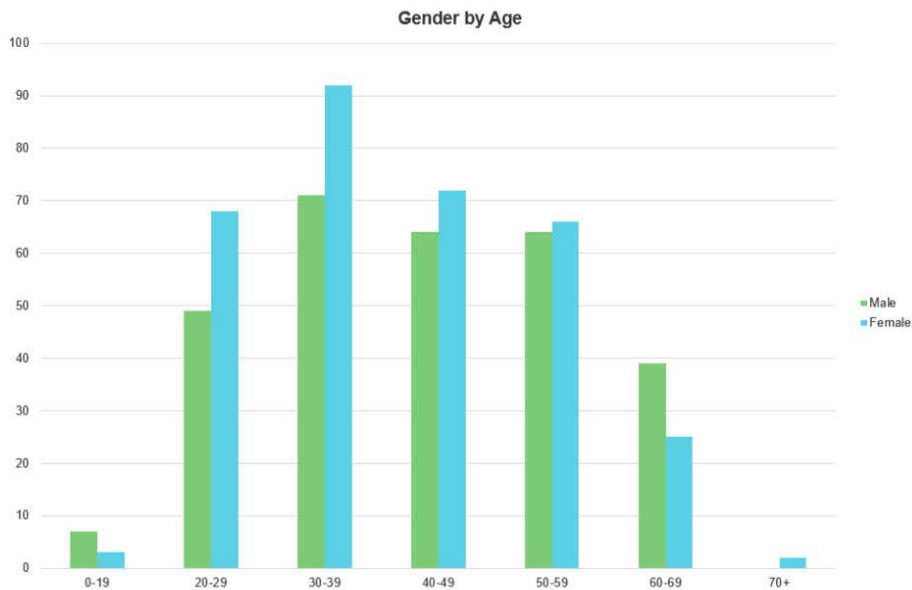
**ITEM 5 - ATTACHMENT 2      RESOURCING STRATEGY 2026 TO 2036.**



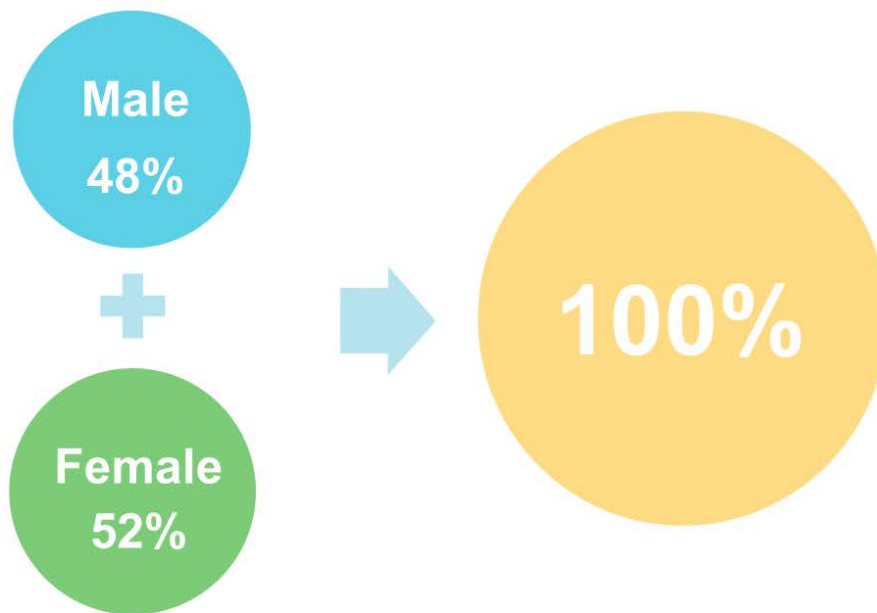
The current median age of employees at Port Stephens Council is 42 years old.



**ITEM 5 - ATTACHMENT 2      RESOURCING STRATEGY 2026 TO 2036.**

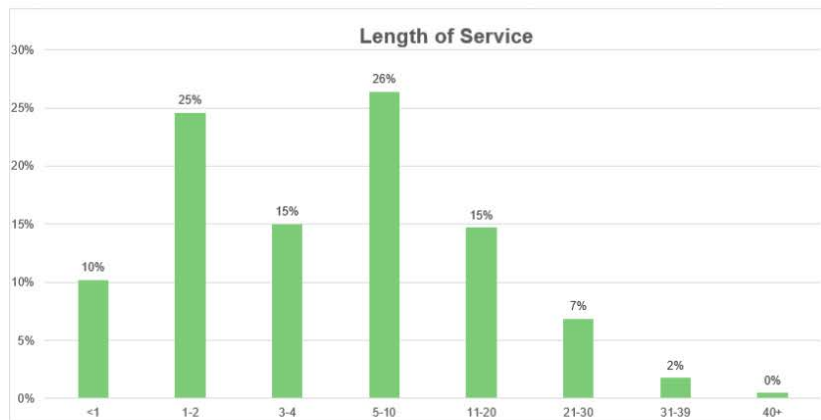


Port Stephens Council has a closely balanced gender profile across the organisation, with 52% of its employees being women, which is higher than the average for NSW Councils.



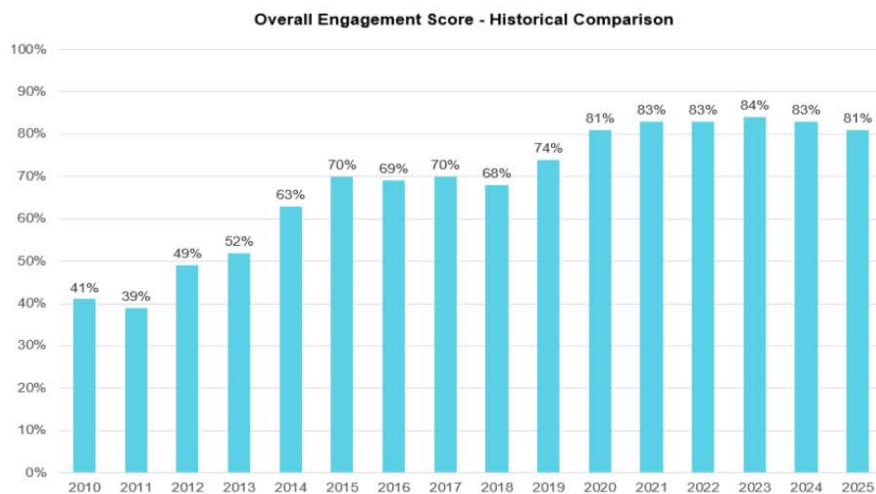
**ITEM 5 - ATTACHMENT 2      RESOURCING STRATEGY 2026 TO 2036.**

The average length of service with Port Stephens Council, across all employee demographics, is 7.41 years.



Employee engagement is about an employee's energy and passion, their level of connection to the organisation and their willingness to apply discretionary effort to improve individual and business performance.

At Port Stephens Council, we have been working to improve the engagement of our workforce for some time. We have achieved great results that make us part of the upper quartile of highly engaged organisations in the Australian workforce.



The Workforce Management Strategy is critical in ensuring that we continue to have a contemporary and considered approach to recruiting, retaining, developing and inspiring our staff to meet both current and future needs.

### Organisation structure



**Key**  
 ■ General Manager  
 ■ Directorates  
 ■ Sections  
 ■ Units

## Vision, Purpose and Values

**Council's Purpose** is 'to deliver services valued by our community in the best possible way'.

**Council's Vision** is that we have a deep respect for the Port Stephens community and work to grow trust, confidence and pride in the outcomes we deliver.

We foster an inclusive and supportive culture that encourages both professional and personal growth. We know that each and every one of us is responsible for the sustainable management of our resources. Through a collective effort, we will create a thriving and vibrant place for generations to come.

**Organisational values** are shared beliefs about what is desirable and worthy in our work life. The values are personally demonstrated by each of us in how we conduct ourselves every day.

	<b>RESPECT</b> Creating a unique, open and trusting environment in which each individual is valued and heard.	<b>Expected Behaviours</b> <ul style="list-style-type: none"> <li>• Being fair and courteous to each other.</li> <li>• Acknowledging individual contributions and differences.</li> <li>• Listening to our customers and keeping them involved.</li> <li>• Embracing the complexities of local government.</li> </ul>	<b>Unacceptable Behaviours</b> <ul style="list-style-type: none"> <li>• Making promises we know we can't keep.</li> <li>• Tolerating a blame culture.</li> <li>• Gossiping.</li> <li>• Disregarding the differing views of the community.</li> </ul>
	<b>INTEGRITY</b> Being honest and inspiring trust by being consistent, matching behaviours to words and taking responsibility for our actions.	<b>Expected Behaviours</b> <ul style="list-style-type: none"> <li>• Doing what we say we are going to do.</li> <li>• Leading by example and setting a positive direction.</li> <li>• Making the right choices, not just the easy ones.</li> <li>• Being present and actively listening.</li> </ul>	<b>Unacceptable Behaviours</b> <ul style="list-style-type: none"> <li>• Making excuses for not delivering what is expected of us.</li> <li>• Doing the bare minimum just to get by.</li> <li>• Allowing personal interest to affect our judgement.</li> <li>• Giving different messages to different people.</li> </ul>
	<b>TEAMWORK</b> Working together as one Council, supporting each other to achieve better results for everyone.	<b>Expected Behaviours</b> <ul style="list-style-type: none"> <li>• Tapping into the knowledge and experience of our people.</li> <li>• Helping each other and provide support to a workmate in need.</li> <li>• Communicating clearly and often.</li> <li>• Acknowledging and celebrate work well done.</li> </ul>	<b>Unacceptable Behaviours</b> <ul style="list-style-type: none"> <li>• Working in isolation or pursuing personal agendas.</li> <li>• Taking credit for the work of others.</li> <li>• Being negative about our workmates behind their back.</li> <li>• Acting in a way that impacts negatively on others.</li> </ul>
	<b>EXCELLENCE</b> Improving the way we work, to meet the challenges of the future.	<b>Expected Behaviours</b> <ul style="list-style-type: none"> <li>• Working according to the business excellence principles.</li> <li>• Basing all decisions on data and experience.</li> <li>• Seeking feedback to continuously improve what we do.</li> <li>• Encouraging ideas and suggestions and empowering people to develop new approaches.</li> </ul>	<b>Unacceptable Behaviours</b> <ul style="list-style-type: none"> <li>• Resisting change because 'we have always done it this way'.</li> <li>• Taking unnecessary risks when trying new things.</li> <li>• Avoiding responsibility for negative outcomes.</li> <li>• Using jargon over plain English.</li> </ul>
	<b>SAFETY</b> Providing a safety focused workplace culture to ensure the wellbeing of staff, their families and the community.	<b>Expected Behaviours</b> <ul style="list-style-type: none"> <li>• Working safely at all times.</li> <li>• Taking responsibility for the safety of others as well as ourselves.</li> <li>• Speaking up and reporting unsafe acts.</li> <li>• Using our risk management system to create an even safer workplace.</li> </ul>	<b>Unacceptable Behaviours</b> <ul style="list-style-type: none"> <li>• Continuing with a job or task if we feel unsafe.</li> <li>• Using equipment that we aren't trained to use.</li> <li>• Taking short cuts because we are busy, or pressed to do so.</li> <li>• Taking risks that compromise the safety and welfare of staff, volunteers, contractors and/or members of the public.</li> </ul>

The values and behaviours reflect our organisation's operating norms. It is important that these values be embraced by all staff in our daily work and dealings with each other as well as our stakeholders. Building strong relationships at all levels is fundamental to 'how we do things around here'.

## Employer Value Proposition

Council is committed to an Employer Value Proposition, which allows us to attract, engage and retain our employees.

At PSC staff **are**:

- Celebrated by their team and our leaders
- Making a difference to the lives of our community
- Fully resourced with everything they need to get the job done
- Trusted and given autonomy to do their role because we know they have the capability

Staff apply for a job at PSC because they **need**:

- Flexibility – hybrid work options and flexible hours
- Great colleagues – working as a team, having fun and being part of the family
- Growth opportunities – learn on the job and advance their career
- To be themselves – their personal life is important, and they need to bring their whole self to work.

While working at PSC they **feel**:

- Supported by their team and our leaders
- Encouraged to do their best, look for growth opportunities and improve
- Respected by our leaders, our community and their team
- Cared for by our PSCare program and support services



Council's goal is to maintain a high performing organisation that has a strong culture of 'working together doing the right things the best way'. Our organisation is doing this by pursuing the philosophy within the **Australian Business Excellence Framework**.

Business Excellence is how Council ensures it continually measures and improves our organisational results for the community. It is about:

- Having clear direction and knowing how everyone all contributes to the big picture
- Having a focus on our customers
- Implementing best practice
- Doing our best every single day.

The **Port Stephens Council Enterprise Agreement (2025-2028)** governs our industrial relations legislation and the conditions of employment for our employees. Based on the principles of Business Excellence, the focus of the Enterprise Agreement is to build and maintain a fair, balanced and cooperative relationship between Council, its employees and other stakeholders.

Council has a clearly articulated and corresponding **Digital Strategy and Roadmap**. This ensures that we manage technology improvements in a considered manner, synergising technology requirements with workforce management strategies.

## **Financial sustainability**

Council is committed to being financially sustainable. This requires Council to take a holistic approach to balance its resources and part of that is our workforce.

When considering employee terms and conditions, Council's commitment to financial sustainability is also carefully considered as employment costs are a large proportion of Council's expenditure. Council understands that having an appropriate workforce is a critical element in successfully delivering each of Council's plans.

The Workforce Management Strategy works in partnership with the Long-Term Financial Plan and Strategic Asset Management Plans to ensure that Council can continue to develop a high-performing organisation and offer employment to the Port Stephens community.



## **Consultation**

The Workforce Management Strategy has been developed in consultation with the Executive Team and Consultative Committee.

Council's Consultative Committee is comprised of 13 members representing Council's workforce, management and unions. The Consultative Committee was established under the provisions of the Port Stephens Council Enterprise Agreement and provides an opportunity for staff to have a voice in decisions that affect them.

Consulting staff on the Workforce Management Strategy was an important part of this process, as they were able to provide feedback and contribute to Council's approach to managing our workforce.



## Strategic direction

The strategic objectives describe the foundational direction adopted by the organisation so that Port Stephens Council is well positioned to meet present and future workforce needs.

It is important to understand that they are interrelated and complementary.

**Strategic Objective 1: Recruit**

'Promote Port Stephens Council's Employer Value Proposition to attract top talent'.

**Strategic Objective 2: Retain**

'Support our people to be healthy, resilient and engaged'.

**Strategic Objective 3: Develop**

'Empower our people to grow and develop through lifelong learning'.

**Strategic Objective 4: Inspire**

'Inspire a culture of excellence through continuous improvement and healthy relationships'.





### Strategic Priority One – Recruit

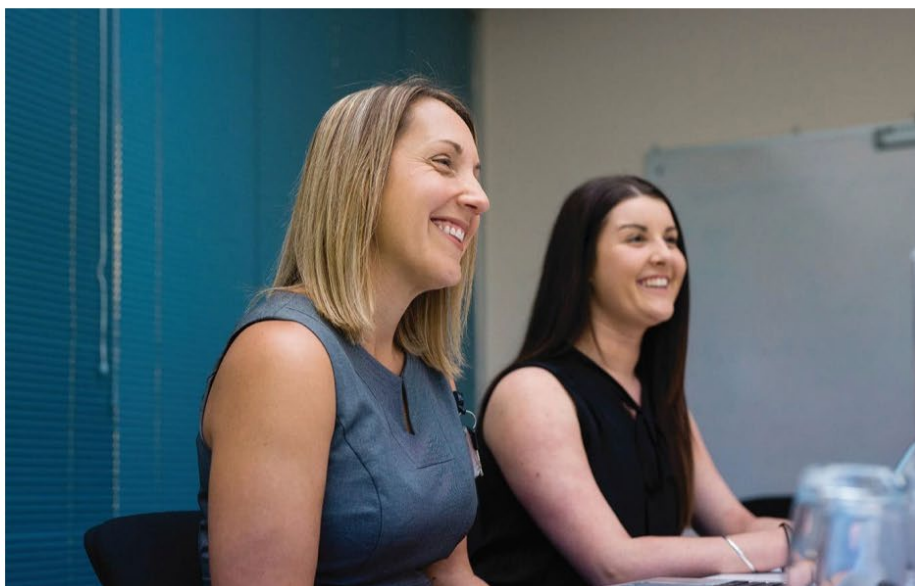
Promote Port Stephens Council's Employer Value Proposition to attract top talent.

#### Strategic Intent

Our goal is to attract and retain an agile, engaged and highly performing workforce. Where employees are celebrated and are proud to be making a difference to the lives of our community.

#### Actions

- Continue to embed our Employer Value Proposition, which includes promotion of why Port Stephens Council is a great place to work.
- Continue to improve our Talent Acquisition function through best practice principles.
- Continue to provide professional HR advice on workforce capabilities and Human Resource Information System capacity.
- Promote the recruitment of apprentices, cadets and trainees.
- Ensure Enterprise Agreement salary increases are balanced between market conditions and fiscal responsibilities.





**Strategic Priority Two – Retain**

**Support our people to be healthy, resilient and engaged.**

**Strategic Intent**

Port Stephens Council is committed to supporting our people to maintain their well-being through innovative programs and support services. Engaging staff every day is part of our culture based on our Values. Our performance management processes and career development services are best practices.

**Actions**

- Promote career development and mentoring services.
- Promote and implement well-being programs through PSCare Program.
- Promote psychological safety initiatives.
- Enhance the workforce and succession planning processes to ensure that gaps are identified and future needs are met.
- Review our Employee Recognition Scheme to ensure it is relevant, contemporary and that its purpose is still to develop and promote the organisational culture and Values.



♥ Mind	♥ Body	♥ Culture
<ul style="list-style-type: none"> <li>• Worker's Health Initiative</li> <li>• Employee skin cancer checks</li> <li>• Ergonomic assessments</li> <li>• Flu shots</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Assistance Program (EAP)</li> <li>• R U OK? Day</li> <li>• Mental health contact officers</li> </ul>	<ul style="list-style-type: none"> <li>• RITES</li> <li>• EDI Committee</li> <li>• EAP financial coaching</li> <li>• One on ones</li> <li>• Leadership training</li> </ul>



**Strategic Priority Three – Develop**

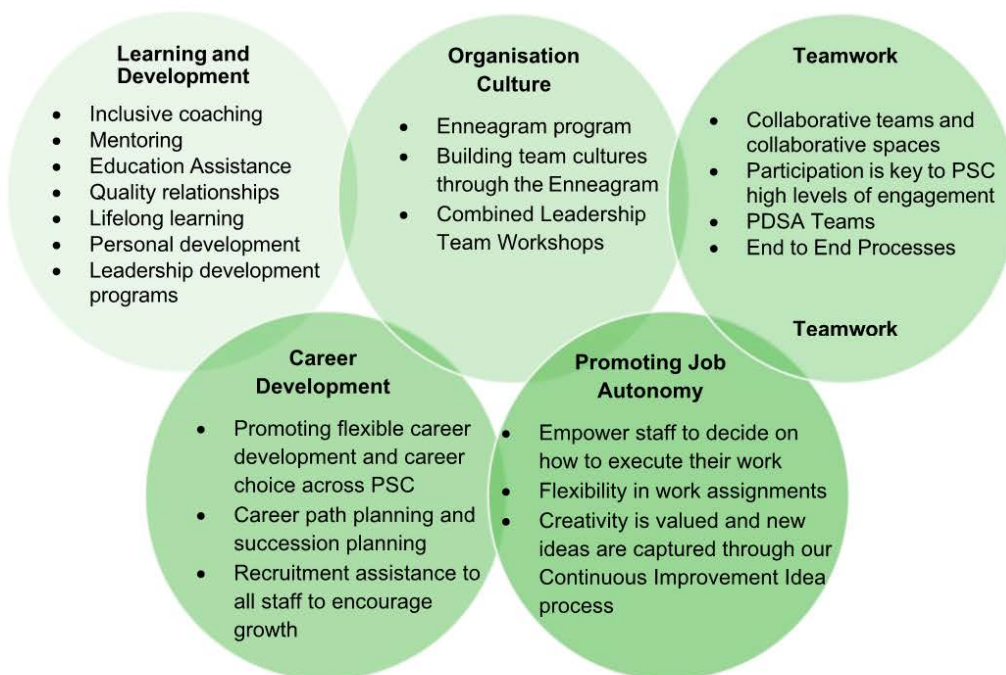
**Empower our people to grow and develop through lifelong learning.**

**Strategic Intent**

Our strategic intent is to engage with our staff to commit to lifelong learning through our supportive coaching leadership philosophy. We encourage our staff to participate in ongoing learning and development initiatives and innovative projects, through the PSCheck-in process.

**Actions**

- Grow leaders through innovative leadership programs.
- Promote and deliver programs that improve culture, self-mastery and relationships.
- Design bespoke Learning and Development programs to meet specific business needs and promote embedding this learning in the workplace.
- Provide opportunities for staff to engage in continuous learning and skills development.





**Strategic Priority Four – Inspire**

**Inspire a culture of excellence through continuous improvement and healthy relationships.**

**Strategic Intent**

We embrace our Continuous Improvement culture and train all staff in our processes to achieve this journey. Our staff are engaged in an inclusive culture, which is measured through our Employee Engagement Surveys.

**Actions**

- Continue to evolve Continuous Improvement programs, including Service Reviews and Process Improvement Reviews.
- Conduct and promote the Employee Engagement Surveys to measure against the Best Employer principles.
- Continue to collaborate with employees to understand their experiences at work through the Journey Mapping process and implement improvements as identified.
- Maintain good working relationships and open and transparent communication with external stakeholders, including but not limited to Unions, training providers, schools, Employee Assistance Program provider and employment agencies.
- Promote Equity, Diversity and Inclusion initiatives, which ensures all staff are welcomed and valued as part of PSC. These are detailed below.

**Promote Inclusion and Diversity:**

- Continue to attract and retain people from diverse backgrounds and cultures
- Flexible work practices
- Transition to retirement
- Part time work
- Recognising International Women’s Day, Harmony Day and International Day of People with Disability

**Embrace our Culture and Heritage:**

- Cultural Awareness training
- Celebrate NAIDOC Week
- Promote Apprentices, Cadets and trainees to Indigenous networks
- Promote a harassment free culture across PSC

**Encourage wellbeing and accessibility:**

- Promote an inclusive culture through our RITES
- PSC Programs are acted upon and promoted across PSC
- Implement the ageing workforce initiatives



## Measuring and monitoring

With an integrated 'one Council' approach to workforce management, the success of the Workforce Management Strategy is measured through the annual corporate targets and result measures. By having 'the right people in the right roles at the right time with the right skills, the organisation can meet and exceed these organisation-wide targets.

### CORPORATE RESULT MEASURES (LAG INDICATORS)

1. Asset Management
2. Community Satisfaction
3. Employee Wellbeing
4. Risk Management
5. Asset Management
6. Financial Sustainability

### CORPORATE TARGETS – 2025-2026

1. Integrated Plans delivered on time: >95%
2. Community satisfaction score: Better than baseline of 3.01 out of 5
3. Employee engagement: >80%
4. Risk management maturity score: >85%
5. Asset Maintenance Ratio: ≥100%
6. Underlying financial result is better than budget

Additionally, there are a number of workforce-related lead indicators that are measured on a scheduled basis throughout the year. These include, but are not limited to:

- Annual leave hours
- Average workforce tenure
- Base salary costs
- Engagement – based on check-in and engagement surveys
- Excessive Leave – Annual Leave and Long Service Leave
- First-year turnover
- Full-time equivalent staff
- Spread of generations
- Headcount
- Internal vs external recruitment
- Learning and Development programs
- Leave in lieu
- Low vs high turnover
- Overtime hours and cost
- Internal promotion rate
- Retention rate
- Staff approaching retirement age
- Succession Planning and top talent
- Time to start recruitment (from open date to fill position)
- Total number of applicants/positions filled
- Total separations
- Unplanned leave taken
- Vacancy rate
- Voluntary and involuntary terminations

## **Port Stephens Council's supporting documents**

- Port Stephens Council Enterprise Agreement 2025-2028
- Recruitment, Selection and Employment Guide
- Apprentice, Trainee and Cadet Guide
- Port Stephens Council Business Operating System
- Digital Strategy and Roadmap
- PSCheck-in Guide
- Equity, Diversity and Inclusion Guide
- Integrated Risk Management Framework
- Learning and Development Guide
- Long Term Financial Plan
- Delivery Program and Operational Plans
- Knowledge Exchange Guide
- Strategic Asset Management Plan
- Organisation Structure 2025

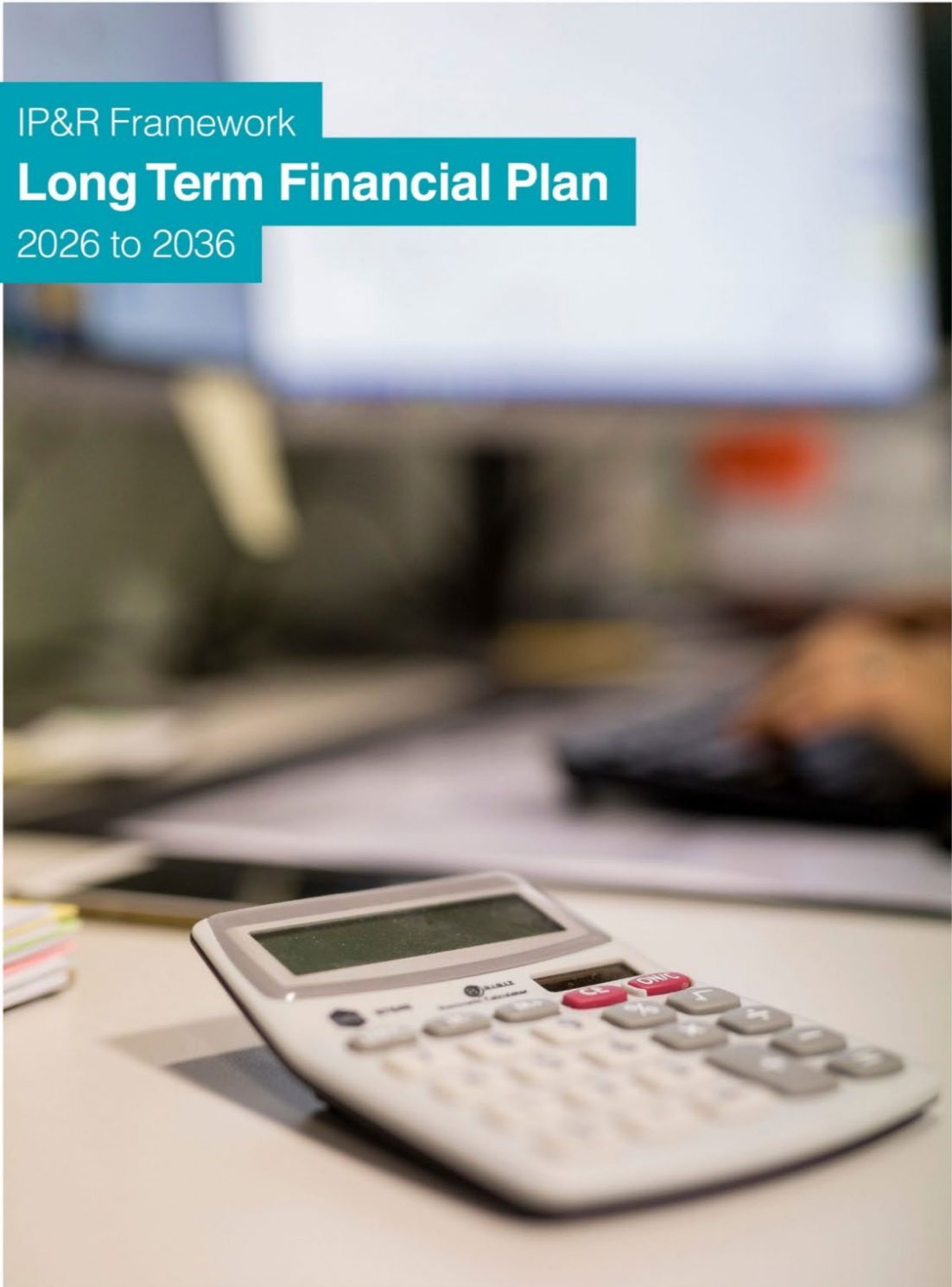
**Resourcing Strategy Attachments**

Attachment B – Long Term Financial Plan

IP&R Framework

# Long Term Financial Plan

2026 to 2036



The Long Term Financial Plan is a component of the Resourcing Strategy, which outlines how Council will resource its finances.



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## Introduction

The Long Term Financial Plan (LTFP) is a critical part of Council’s future planning. It is a ten-year rolling plan that informs decision making and demonstrates the resourcing and funding of the Community Strategic Plan (CSP) objectives as well as the Delivery Program (DP) and Operational Plan (OP) commitments. It is a tool used by Council to guide future action and aid priority setting and problem solving.

A detailed budget based on current data is the starting base of the LTFP. Forward estimates and a set of assumptions are then utilised to produce a ten-year forecast. The LTFP includes the implications of asset management and workforce planning, and outlines Council’s ability to deliver services valued by the community in the best possible way.



A review of the LTFP is undertaken annually as well as in line with the development of the CSP. This review allows Council to ensure estimates and assumptions remain appropriate with respect to the strategic direction of Port Stephens and a changing economy both locally and globally.

The purpose of this plan is not to provide specific detail about individual works or services. It does however provide different scenarios of financial forecasts based on various assumptions, sensitivity analysis and methods of financial performance monitoring. This results in a full set of financial statements and long-range trends to aid in decision-making and priority setting.

The LTFP is a critical document that aims to balance the community aspirations and goals against financial realities.

## Key objectives

Grounded in the principles of sound financial management as outlined in Section 8B of the Local Government Act 1993, the LTFP in addition to acting as a resource plan has its own financial objectives for the organisation.

### LTFP Objectives

---

#### Annual operating surplus

Strong budget management and governance that achieves a positive operating result before capital grants and contributions and an underlying 1% surplus

---

#### Cash backed reserves

Shockproof cash position to meet unknown impacts if they arise

---

#### Sustainable ability to maintain assets and undertake capital works projects

Safeguard funding allocations to prioritise renewal of existing assets and identify sources of funding for new infrastructure that accounts for full-life asset management and depreciation

---

#### Sustainable ability to recruit, retain, develop and inspire talent

Support a balanced approach to workforce planning to ensure a high-performing organisation

---

#### Overall financial sustainability

Legacy decisions that promote intergenerational equity and achieve community aspirations through consistent prudent and responsible financial management including the Resilience Fund

---

## Strategic alignment with other resourcing strategies

The Resourcing Strategy integrates Council’s finances, assets and workforce planning to clearly articulate how Council will resource and implement the visions set out in the Community Strategic Plan, Delivery Program and the annual Operational Plan.

The LTFP is dependent on information provided in the IP&R suite of documents as well as supporting strategies as a whole in order to develop long-term financial plans. These plans support funding allocation that effectively manage Council’s assets and people into the future so they can deliver services valued by our community.

With Council being responsible for a large and diverse workforce and asset bases that accounts for a large portion of Council’s expenditure, the Strategic Asset Management Plan (SAMP) and the Workforce Management Strategy (WMS) are major contributors to the LTFP.



## Financial sustainability key directions

Financial sustainability has always been a priority of Council. It is critical that we manage our resources in a responsible and sustainable way so we can continue to deliver services, maintain our infrastructure and invest in our community.

We focus on doing more with less – we look for opportunities to optimise our income, minimise our expenditure and diversify our revenue streams.

Our Financial Sustainability Strategy provides a roadmap for the long term management of our financial resources. The strategy creates a framework for decision making and will ensure we continue to invest our resources in projects, services and activities that benefit our community now and into the future.

The success of this strategy is based on delivering 6 inter-related strategic objectives, actions and outcomes outlined below.

	Objectives	Outcomes
1	<b>Avoid shocks</b> <ul style="list-style-type: none"> <li>Reserve management</li> <li>Cash flow forecasting</li> </ul>	A financially strong and resilient Council
2	<b>Attain underlying surplus</b> <ul style="list-style-type: none"> <li>Operational efficiencies</li> <li>Reinvestment</li> </ul>	A better than break even budget result annually, building to a 1% underlying target.
3	<b>Funding significant infrastructure and projects</b> <ul style="list-style-type: none"> <li>Resilience fund</li> <li>Smart parking rollout</li> <li>Dividend return from non-rate revenue sources</li> </ul>	Significant projects delivered that align to significant strategic objectives of Council.
4	<b>Increase income</b> <ul style="list-style-type: none"> <li>Statutory rates process</li> <li>User fees and charges reviews</li> <li>Non-rate revenue performance</li> <li>Grants</li> </ul>	Service delivery and asset maintenance supported by sufficient and sustainable income.
5	<b>Review and adjust services</b> <ul style="list-style-type: none"> <li>Continue discipline on savings/operational efficiencies</li> <li>Move to attainment of growth in value for community</li> </ul>	Services valued by the community delivered in the best possible way.
6	<b>Advocacy and partnerships</b> <ul style="list-style-type: none"> <li>Avoid, minimise and mitigate external impacts</li> </ul>	Relationships that achieve the best possible outcomes for the community.

## **Resilience Fund**

Further to our continued focus on ensuring financial stability of the organisation to deliver for the Community, Council has also resolved to establish a Resilience Fund Reserve. As a key project under our Financial Sustainability Strategy, the basic premise of the Resilience Fund is to ensure that a fund is available for Council to invest in significant strategic projects across the Local Government Area (LGA). This may include significant infrastructure, service or non-rate revenue investments, aligned to Council's strategic plans and priorities. In accordance with Council's resolution the Resilience Fund will be funded from surplus non-rate revenue sources of income.

## **Digital transformation**

Council's current corporate systems are primarily hosted on premise and reaching end-of-life. New versions and future roadmaps for these solutions are all cloud based and offer new capabilities to support service delivery to the community, but transition to these new services will require significant planning, investment and resources.

A Digital Strategy and Roadmap has been developed that defines a program of work to improve and modernise Council's digital services and capabilities which will support and enable components of Council's key strategic plans. The outcomes of the transformation will enhance customer service and enable business innovation.

## **Roads Acceleration Program**

Council has established a Roads Acceleration Program (RAP) to fast-track improvements to the local road network across the LGA. The RAP is focused on improving the overall condition of roads across the LGA and will be supported by the development of a comprehensive Roads Strategy. Projects under the RAP will be incorporated into the budget once funding has been confirmed, with each funding source aligned to specific works to ensure clarity, accountability and the timely delivery of road improvements for the community. This approach will help guide investment decisions, prioritise works based on need and condition, and ensure a coordinated, long-term program of road improvements that delivers better outcomes for the community.

## **Housing Supply**

Council recognises the significant challenges posed by the current housing crisis and is committed to playing an active role in supporting increased housing supply across the LGA. This will be achieved through a combination of policy leadership and advocacy, including setting planning and housing policies that enable appropriate development. Council will also actively pursue grant opportunities to unlock essential infrastructure and will work in partnership with community housing providers to incorporate a mix of housing supply, including affordable housing, within Council-led property developments where appropriate.

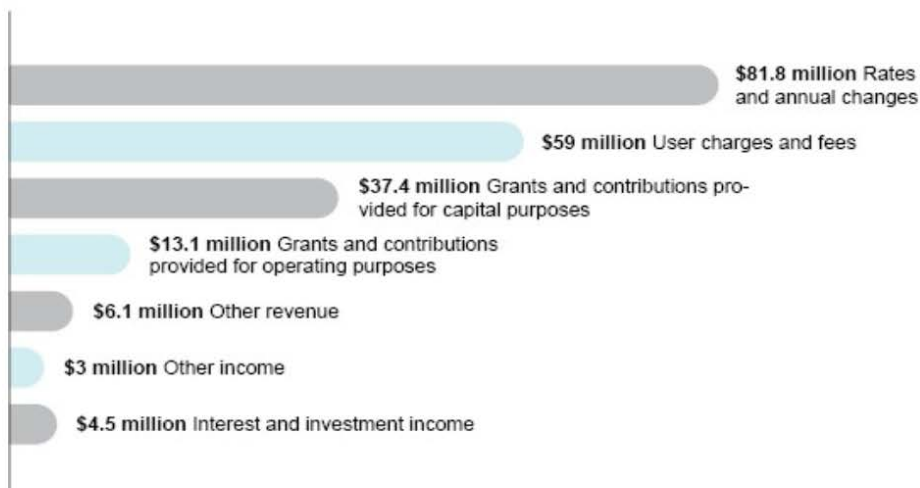
## Financial snapshot – 2024/2025

Each year Council prepares a set of annual financial statements in accordance with the Australian Accounting Standards and the Local Government Accounting Code. The financial statements undergo an external audit, are adopted and available on Council’s website.

### Our revenue – where the money came from

We received \$205.2 million in revenue in the 2024-25 financial year. The largest income sources were rates and annual charges, which totalled \$81.8 million, and user charges and fees which totalled \$59 million. These were also our largest sources of income in 2023-24.

Rates and annual charges such as domestic waste management service charges are crucial income sources for Council. User charges and fees such as holiday park fees and Transport for NSW work charges are also important sources of income.



**Our expenses – where the money was spent**

We spent \$266 million during the year - \$168.9 million on operations and \$97.1 million on capital projects.

Major Infrastructure spending included:


-  Roads, bridges, footpaths and carparks \$9 million
-  Drainage \$2 million
-  Buildings \$2.1 million
-  Other open space or recreational assets \$2.6 million

The above figures include assets that have been dedicated to Council.

The total value of assets dedicated to Council in 2024-25 is \$8.4 million.

**Total equity**

What we own, minus what we owe

-  Port Stephens Council community equity (defined as our net worth) was \$1.8 billion at 30 June 2025.

**Our assets – what we own**

Our infrastructure, property, plant and equipment was valued at \$1.7 billion and our investment property assets were valued at \$42.6 million at 30 June 2025. The value of our infrastructure includes:

-  Plant and equipment \$13.8 million
-  Office equipment, furniture and fittings \$2.7 million
-  Land \$372.8 million
-  Land improvements \$7.8 million
-  Roads, bridges, footpaths and carparks \$686.5 million
-  Buildings \$180.4 million
-  Drainage \$298.2 million
-  Other infrastructure \$60 million
-  Other assets \$1.8 million

## Financial risks & challenges

The challenge of financial sustainability is one faced by the majority of NSW councils; Port Stephens Council is not immune from this issue.

### Rate capping

The Independent Pricing and Regulatory Tribunal (IPART) caps Council's rates income. Each year, IPART sets the percentage councils can increase their rate income by for the following year, known as the rate peg. In recent years, the rate peg has been significantly lower than our increase in costs. This imbalance of income and expenses drives a financial gap for the organisation.

### Cost shifting and legislation

Council does more than it ever has before. The transfer of responsibilities and increased compliance imposed on local government by the State Government hinders Council's ability to deliver expanding services against limited resources. In addition, Council has strict rules on how it can receive and spend its money. This means Council has different buckets for different mandated purposes.

### Reliance and risk of commercial revenue

As reported in the Independent Analysis conducted in 2022, state-mandated lockdowns severely affected Council's commercial income-generating sections. The report highlighted the reliance on such revenue streams and their associated risks. Council resolved to redirect the airport dividend from daily operations into the Resilience Fund to fund significant projects and initiatives.

### Grant funding

The majority of grants require funds to be spent on capital expenditure and therefore are not normally used to fund the day-to-day operations of Council. Obtaining grant funding is a competitive process and, in most cases, grants require Council to provide a financial co-contribution. To mitigate this Council resolved to establish the Grants Co-Contribution reserve. While Council has received an increase in stimulus grants connected to the Covid-19 pandemic response, it is not expected such trends will continue and in contrast reduce below previous levels.

### Increasing costs

Council has seen significant increases in our internal costs over the years with respect to insurances, utility prices and construction materials. With current rates of high inflation, Council has done well to implement short-term strategies to contain costs and balance its budget. However long periods of high inflation significantly affect Council's ability to remain financially sustainable while maintaining services to the community at existing levels.

### Natural Disasters

Based on recent experience we expect to see an increase in natural disasters and significant weather events. While Council is able to claim some of the damage bill back from State Government, not everything is covered and the timing of reimbursement places pressure on our cash holdings. To mitigate this Council resolved to establish the Natural Disaster reserve.

## Planning assumptions

Income	Assumption
Rates	4.10% 2027
	3.00% 2028 onwards
Annual Charges	3.70% 2027
	2.70% 2028 onwards
User Charges & Fees	3.70% 2027
	2.70% 2028 onwards
Operating grants & contributions	3.70% 2027
	2.70% 2028 onwards
Interest & Investment Revenue*	4.25% 2027
	2.50% 2028 onwards
Rental Income	3.70% 2027
	2.70% 2028 onwards

Expense	Assumption
Materials & Contracts	3.70% 2027
	2.70% 2028 onwards
Water charges**	7.50% 2027
	6.50% 2028-2030
	2.50% 2031 onwards
Other expenses	3.70% 2027
	2.70% 2028 onwards
Employee benefits & oncosts	As per increases under the Local Government (State) Award 2023 (NSW)

\*Interest & investment revenue assumption decreases from 2028 onwards, reaching 2.5% in 2032

\*\*Water charges for the period 2027-2030 per IPART ruling

### **Rates**

Council is subject to an annual rate-capping regime to be determined by The Independent Pricing and Regulatory Tribunal (IPART) each year.

### **Comparison with other councils**

The Office of Local Government (OLG) publishes annual comparative information, which is categorised into groups of similar councils based on size and character. Council is in OLG's Group 5. The data published by the OLG indicates Councils ordinary rates are low compared with other Hunter Councils and other Group 5 Councils.

### **User Fees & Charges**

Council reviews its fees and charges each year under its Pricing Policy. Statutory pricing restricts a vast number of Council fees and charges, meaning the amount of the fee is determined by legislation and not by Council. Where Council is able to set the amount, it aims to use market pricing to ensure full cost recovery is achieved at a minimum.

### **Domestic Waste Charges**

Council's Domestic Waste Management Program is self-funded by way of an externally restricted reserve. The Local Government Act 1993 (NSW) limits annual domestic waste management charges to an amount sufficient to recover the costs of providing the service. As such, revenue from Council's annual domestic waste charges included in this LTFP is based on the projected full cost to provide the waste service over the next ten years.

The projected increases in the domestic waste charges reflect increasing cost pressures within the waste services industry as well as projected increases in the Section 88 Waste and Environment Levy imposed on Council by NSW Government.

### **Operating Grants & Contributions**

Operating grants are unpredictable, meaning that if a grant has been received in one year, there is no guarantee that it will be received again in the following year. Even though the modelling of future operating grants is contained in this plan, if a significant number of operating grants are no longer received then the levels of service provided may need to be decreased.

The NSW Government's Financial Assistance Grant program for financial year 2026 was paid (50%) in advance by 30 June 2025. It is unknown if the payment schedule will revert to being paid within the financial year that it relates. Due to the level of support received from the Financial Assistance Grant program, any reduction in the overall available funds for distribution is likely to result in a diminished allocation to Council.

The only capital grants or contributions that have been modelled in the LTFP are those grants confirmed for the immediate financial year, Section 7.11 Developer Contributions and dedicated subdivisions. Any un-forecasted capital grants or contributions that are received would be applied to the Capital Works Plus Program attached to the SAMP and associated budget adjustments made in the Quarterly Budget Review.

### **Cash Investment Returns**

The level of investment and interest income is dependent on the forecasted cash levels in conjunction with an estimated rate of return. The rate of return has been linked to the expected rate of inflation and current interest rate trends.

### **Other Income**

This income stream is less reliant on inflation therefore a more conservative increase has been used in comparison to CPI increases. Land sales are not included due to the uncertainty of market expectations. If these transactions do occur, they are adjusted for via the QBR process or in the baseline year of the LTFP

### **Rental Income**

Council manages a diverse property investment portfolio. Rental income assumptions are based on balancing CPI and rental return.

### **Employee Costs**

#### **Enterprise Agreement**

The Port Stephens Council Enterprise Agreement (EA) is negotiated on a rolling cycle and applies to all employees of Port Stephens Council. Any known increases at the time of development are applied to those financial years based on the current staff establishment.

#### **Superannuation**

Council is required to pay Superannuation at the statutory limit set by the Federal Government as well as partakes in the Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme), both of which have been factored into the LTFP.

#### **Workers Compensation**

Workers Compensation premiums have been modelled off known levels, increasing with inflation. Any increases in the premium that occurs due to claims history will adversely affect Council's operating budget.

**Leave entitlements**

Council's main provisions relate to accrued employee leave entitlements such as annual leave, vested sick leave and long service leave. The leave accruals are governed by legislation and Council's EA. A provision is included as a liability in the balance sheet in the LTFP and as part of the Workforce Management Strategy, Council has policies in place to ensure employees cannot accrue excessive amounts of leave in certain leave types and encourages balances to be kept within reasonable limits.

**Materials and Services**

These assumptions are based on current economic factors, Consumer Price Index (CPI) from official Australian sources such as the Reserve Bank of Australia; Australian Bureau of Statistics; and specific increases and one-off expenditure where known.

If any of the assumptions in relation to the projected expenditure vary, then Council has the opportunity to modify service provision and asset management practices where possible to recover any negative impacts.

**Other Expenses**

These types of expenses are less reliant on inflation; therefore, a more conservative increase has been used in comparison to CPI increases.

**Depreciation**

Council infrastructure, property, plant, and equipment are depreciated using various methods that are specific to the asset category. These methods include condition based, consumption based, straight line and diminishing value.

**Infrastructure, Property, Plant and Equipment**

The LTFP does not factor in any revaluations (occurs at a minimum of every five years per class of asset) and associated accounting treatments in any of the asset categories because of the difficulty in quantifying.

Revaluations generally reflect the changes in market conditions or construction costs.

No new major capital works are undertaken in the next ten years other than those funded by Contribution Plans, Voluntary Planning Agreements and/or Reserves. For new major works to be undertaken, existing planned asset renewal funding would need to be reallocated to those works or appropriate grant funding for the works be obtained.

### **Borrowing Strategies**

Council recognises that loan borrowings for capital works where long-term assets are constructed, or proposed expenditure will result in future revenue streams, are an important funding source for local government.

Council regularly reviews its loan portfolio for refinancing options where favourable outcomes are possible. It also benchmarks the performance of its loans portfolio against the Reserve Bank of Australia's national average lending rate for large business.

### **Population Growth and Demographic Changes**

The LTFP is based on the existing Local Government Area (LGA) boundaries and Council's projected population movement over the next ten years. Projections indicate that an increasingly older population will place increased pressure on existing infrastructure and services.

### **Services Levels Review**

Council undertakes an extensive review of its individual service packages each year within its four-year rolling Service Review Program. The purpose of the Service Review Program is to ensure that Council's services reflect the local community needs and expectations, both in terms of quality and cost while ensuring sustainability.

Any changes in service levels and savings are captured throughout the year in the Quarterly Budget Review process. After which, the adjusted budget is used as the starting point to prepare the LTFP each year.

### **Cash and Investments**

Maintaining adequate cash levels and cash flow is vital in ensuring Council maintains financial sustainability. Council has policies in place to ensure its portfolio is managed appropriately however there are challenges with such restrictions.

A large part of Council's cash restrictions is to fund future capital work projects.

### **Property Development**

Development costs will be included in the LTFP when it is certain that the development will go ahead. A reasonable estimate of the costs will be included based on quantity surveying estimates.

The net proceeds are restricted in accordance with Council policy to fund further strategic initiatives.

### Sensitivity analysis

Long-term financial plans are inherently uncertain given the ten-year period and the utilisation of assumptions. As such, the longer the planning horizon, the more general the plan will be in the later years.

The data underpinning these assumptions reflect informed estimates based on a range of reasonably reliable sources at the time of development. While some assumptions have a relatively limited impact when the reality is not what was assumed, others can have a major impact. These impacts will have a cumulative effect over the horizon of the plan and presents risks.



Council is exposed to a range of external impacts, with many of these external impacts fluctuating over time as they are influenced by a variety of circumstances, such as prevailing economic conditions, decisions by other levels of government and changing community expectations. If any of the assumptions in relation to the projected income or expenditure vary, then Council has the opportunity to modify service provision and asset management practices in order to recover any negative impacts.

Every effort is made to include the most current estimates and project scopes in this plan. Quarterly Budget Review statements provide the ability to regularly monitor the LTFP forecasts against actual activity and make adjustments in order to re-align the budget where needed. By considering these risks, we can ensure our balanced budget is both strong and sustainable.

The sensitivity analysis below shows the impact of a 1% increase or decrease on major income and expenses items.

Impact of +/- 1% \$'000	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Level of control	Impact rating
<b>Major Income Items</b>												
Rates and annual charges	933	960	987	1,014	1,041	1,067	1,095	1,123	1,152	1,181	Low	High
Fees and charges	397	408	418	428	439	450	461	473	485	497	Medium	Medium
Interest and investment revenue	38	36	52	58	73	82	82	81	82	85	Low	Low
Operating grants and contributions	154	159	164	168	173	178	184	189	194	200	Low	High
<b>Major Expense Items</b>												
Employee benefits and on-costs	665	687	709	731	752	772	793	814	835	858	Medium	High
Materials & contracts	604	614	624	628	642	658	685	692	709	727	Medium	High
Depreciation and Amortisation	195	205	214	225	236	242	250	257	264	272	Medium	High
Other expenses	85	86	88	91	93	95	98	100	102	105	Medium	Medium
<b>Surplus Impact</b>	<b>(27)</b>	<b>(29)</b>	<b>(16)</b>	<b>(6)</b>	<b>3</b>	<b>9</b>	<b>(3)</b>	<b>4</b>	<b>1</b>	<b>2</b>		

## Scenario modelling

Scenario modelling is a critical component of a robust Long Term Financial Plan because it enables Council to understand the financial consequences of different strategic choices and external risks before they occur. By testing variables, scenario modelling provides visibility over how decisions impact liquidity, sustainability ratios, asset renewal capacity, and service levels over time. It supports informed decision-making, strengthens transparency with stakeholders, and ensures Council can proactively respond to economic volatility or policy changes while maintaining financial sustainability.

The LTFP has been developed with consideration of alternative scenarios as follows:

### Planned Scenario (Section 12)

The Planned scenario represents Council's baseline position and reflects the key assumptions outlined in this Long-Term Financial Plan. It has been developed as the central reference point for decision-making and is grounded in prudent financial governance, a strategic focus on diversifying Port Stephens Council's reliance on rates revenue, and ensuring spending remains financially sustainable over the 10-year horizon.

This scenario balances service delivery, asset renewal, and capital investment within realistic funding parameters, providing a stable and responsible pathway to long-term financial sustainability.

### Capital Scenario (Appendix 2)

The Capital Scenario reflects a single material change to the baseline assumptions, being an additional \$10 million per annum investment in the road's capital works program over the next 10 years, with no corresponding increase in revenue streams to support this uplift.

Importantly, this program would comprise a mixture of renewal and new works, as road projects typically incorporate upgrade elements to improve safety, capacity and resilience rather than like-for-like replacement. While this approach would accelerate road improvements and deliver enhanced community outcomes, the absence of additional funding places significant strain on Council's financial position.

Under this scenario, both the Unrestricted Current Ratio and Cash Expense Ratio fall below benchmark levels, indicating reduced liquidity and diminished capacity to meet short-term obligations. To sustain this level of expenditure, Council would need to draw down reserves, reallocate funding from other services, defer non-road capital projects, or reduce operating expenditure, which would inevitably impact service delivery and Council's broader asset base

### **Maintenance Scenario (Appendix 3)**

The Maintenance Scenario reflects a single variation from the Planned Scenario, being an additional \$2 million per annum allocated to asset maintenance across the forecast period. While this increased investment strengthens asset condition outcomes and may reduce long-term renewal pressures, it places immediate pressure on Council's operating position.

The additional recurrent expenditure adversely impacts the Operating Performance Ratio and the underlying operating result and results in both the Cash Expense Ratio and Unrestricted Current Ratio falling below benchmark levels in the first three years of the forecast due to reduced liquidity.

In the absence of new revenue streams, accommodating this uplift would require reprioritisation within existing budgets, resulting in reduced service levels or deferred initiatives across other operational areas in the early years of the plan.

The modelling indicates Incremental increases over time to maintenance and capital budgets over time is a more sustainable practice without materially compromising key financial sustainability benchmarks.

Both the Capital and Maintenance Scenarios highlight Council's commitment to strengthening asset renewal and maintenance outcomes, while also demonstrating the financial trade-offs required in the absence of additional revenue. Council is actively exploring alternative pathways to increase investment in infrastructure without further increasing rates, including strong advocacy for additional grant funding, strategic use of the Resilience Fund where appropriate, driving organisational efficiencies through its digital transformation program, improving financial returns on assets (such as road reserve closures to help fund capital works), and leveraging property development opportunities. While these initiatives may create capacity to support enhanced asset investment, they each carry inherent financial, operational and community risks, and would require careful planning, governance oversight and appropriate community consultation before implementation.

## Performance monitoring

Performance monitoring and budget control is paramount for Council achieving the LTFFP objectives. Since 2012, Council has operated under the treasury model to strengthen financial management and improve organisation-wide budgetary controls. This model involves the Executive Team setting budget parameters and Financial Services ensuring control towards these parameters. This budgeting approach encourages business units within Council to coordinate and collaborate with each other so that resources are optimally pooled and programs appropriately targeted to inclusively service the community.

Budgets are monitored internally on an ongoing basis with monthly financial reports and the Quarterly Budget Review report being presented to Council to inform on the progress against the adopted budgets.

### Underlying result and Office of Local Government ratios

The underlying result is a key measure of Council's true operating result. The calculation involves subtracting income and expenditure transactions that are one off anomalies, timing differences, or allocations into the Resilience Fund. Council aims for a modest 1% underlying surplus target each year. Council also uses key performance ratios and benchmarks set by the Office of Local Government within the LTFFP and in its annual financial statements to monitor and review financial performance and overall sustainability.

Indicator	Calculation	What is being measured?	Benchmarks
<b>Operating performance ratio</b>	Operating revenue excluding capital grants and contributions <b>less</b> operating expenses <b>divided by</b> operating revenue excluding capital grants and contribution.	Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	<b>&gt;0%</b>
<b>Own source operating revenue ratio</b>	Rates, utilities and charge <b>divided by</b> total operating revenue (inclusive of capital grants and contributions).	Measures council's fiscal flexibility and is the degree of reliance on external funding sources, e.g. operating grants and contributions.	<b>&gt;60%</b>
<b>Unrestricted current ratio</b>	Current assets <b>less</b> all external restrictions <b>divided by</b> current liabilities <b>less</b> specific purpose liabilities.	Specific to local government and designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of council.	<b>&gt;1.5</b>

ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.

<b>Debt service cover ratio</b>	Operating results before interest and depreciation (EBITDA) <b>divided by</b> principal repayments <b>plus</b> borrowing interest costs.	Measures availability of operating cash to service debt including interest, principal and lease payments.	<b>&gt;2</b>
<b>Outstanding rates and annual charges</b>	Rates and annual charges outstanding <b>divided by</b> rates and annual charges collectable.	Used to assess impacts of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	<b>&lt;10%</b>
<b>Cash expense cover ratio</b>	Current year's cash and cash equivalents <b>divided by</b> total expenses <b>less</b> depreciation <b>less</b> interest costs.	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	<b>&gt;3 months</b>

### Financial modelling

Projected result – scenario summary (planned)

Financial Year	Underlying Result \$'000
2026-2027	1,553
2027-2028	2,146
2028-2029	1,620
2029-2030	2,051
2030-2031	1,345
2031-2032	1,268
2032-2033	1,046
2033-2034	1,057
2034-2035	1,595
2035-2036	1,334

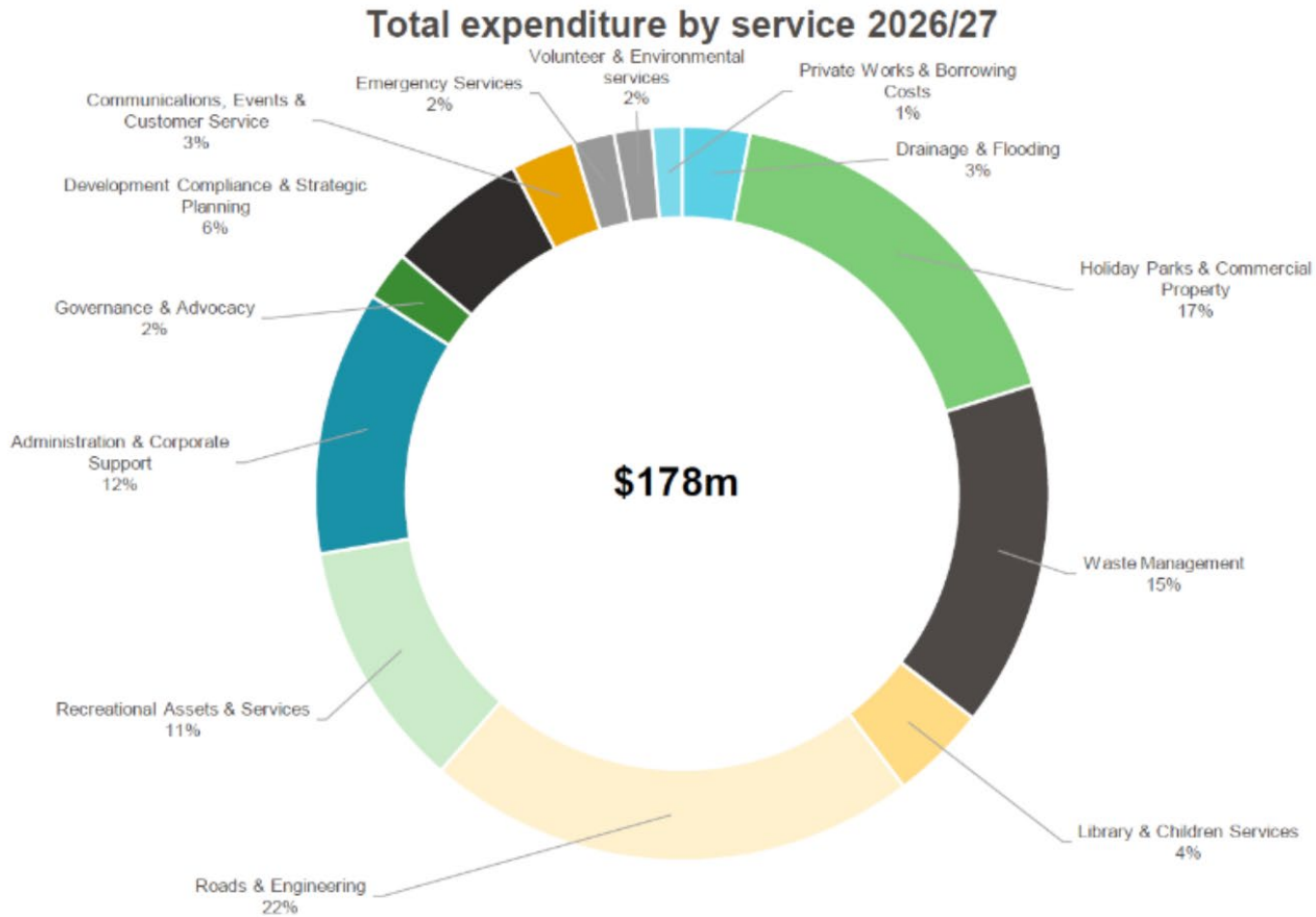
## Financial statements

Budgeted income and expenditure (planned – General Fund)

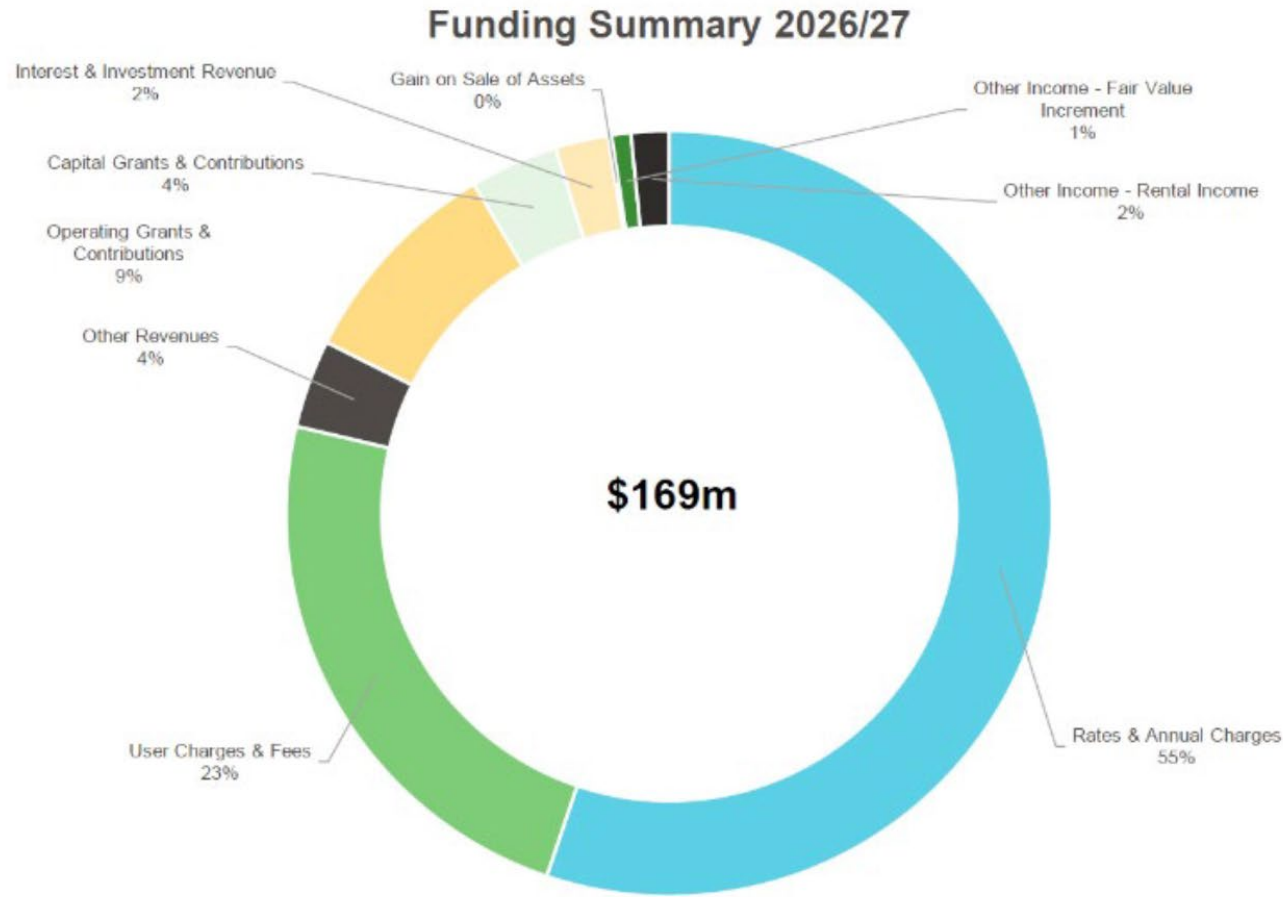
Functions	Expenses from continuing operations		Total expenditure	Income from continuing operations		Net (Cost) / Surplus of Service
	Non-capital	Capital		Specific Purpose Grants & Contributions	Specific Purpose Revenue	
Drainage & Flooding	3,598,621	1,679,091	5,277,712	-	-	(5,277,712)
Holiday Parks & Commercial Property	14,809,324	15,820,000	30,629,324	-	22,402,579	(8,226,745)
Waste Management	26,931,455	200,000	27,131,455	-	29,172,535	2,041,080
Library & Children Services	7,273,207	250,000	7,523,207	835,962	4,204,055	(2,483,190)
Roads & Engineering	18,550,995	20,035,425	38,586,420	3,954,680	7,648,728	(26,983,012)
Recreational Assets & Services	18,350,209	1,135,000	19,485,209	-	3,348,022	(16,137,187)
Administration & Corporate Support	19,846,028	870,000	20,716,028	130,000	6,424,315	(14,161,712)
Governance & Advocacy	3,851,414		3,851,414	-	32,812	(3,818,602)
Development Compliance & Strategic Planning	10,996,529		10,996,529	-	6,820,665	(4,175,863)
Communications, Events & Customer Service	5,030,354		5,030,354	18,293	200,567	(4,811,494)
Emergency Services	3,216,101		3,216,101	1,276,200	-	(1,939,900)
Volunteer & Environmental services	2,961,701		2,961,701	18,167	-	(2,943,534)
Private Works & Borrowing Costs	489,320	1,847,176	2,336,496	-	485,048	(1,851,448)
<b>Totals - Functions net (cost) / surplus</b>	<b>135,905,257</b>	<b>41,836,692</b>	<b>177,741,949</b>	<b>6,233,302</b>	<b>80,739,327</b>	<b>(90,769,320)</b>
Rates						66,644,404
General Purpose Grants & Contributions						15,449,259
<b>Operating result including capital</b>						<b>(8,675,657)</b>
Add back: Capital expense						41,836,692
Add back: Local election costs (net)						(250,000)
Less: Capital works income & fair value adjustments						(11,835,214)
Less: Depreciation & Amortisation						(19,523,271)
<b>Underlying Operating Result</b>						<b>1,552,550</b>

Note: Data displayed above is exclusive of Newcastle Airport

ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.



ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.



ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.

Port Stephens Council										
10 Year Financial Plan for the Years ending 30 June 2036										
INCOME STATEMENT - GENERAL FUND										
Scenario: Base Scenario	2026/27	2027/28	2028/29	2029/30	Projected Years		2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	39,705	40,777	41,796	42,841	43,912	45,010	46,135	47,289	48,471	49,683
Other Revenues	6,290	6,460	6,621	3,794	3,888	3,986	4,085	4,187	4,292	4,399
Grants & Contributions provided for Operating Purposes	15,405	15,883	16,355	16,840	17,329	17,834	18,353	18,889	19,440	20,009
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	3,782	3,629	5,175	5,838	7,320	8,193	8,152	8,120	8,163	8,489
<b>Other Income:</b>										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
<b>Total Income from Continuing Operations</b>	<b>169,066</b>	<b>174,298</b>	<b>180,519</b>	<b>182,921</b>	<b>189,100</b>	<b>194,722</b>	<b>199,555</b>	<b>204,526</b>	<b>209,705</b>	<b>215,302</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	66,514	68,704	70,947	73,120	75,212	77,212	79,266	81,375	83,542	85,767
Borrowing Costs	522	500	432	355	308	244	280	237	166	103
Materials & Contracts	60,391	61,439	62,359	62,841	64,238	65,844	68,491	69,180	70,910	72,684
Depreciation & Amortisation	19,523	20,461	21,446	22,479	23,565	24,249	24,953	25,679	26,426	27,196
Other Expenses	8,479	8,621	8,836	9,057	9,284	9,516	9,754	9,997	10,247	10,504
<b>Total Expenses from Continuing Operations</b>	<b>155,429</b>	<b>159,725</b>	<b>164,020</b>	<b>167,853</b>	<b>172,606</b>	<b>177,065</b>	<b>182,744</b>	<b>186,468</b>	<b>191,292</b>	<b>196,254</b>
<b>Net Operating Result for the Year</b>	<b>13,638</b>	<b>14,574</b>	<b>16,500</b>	<b>15,068</b>	<b>16,494</b>	<b>17,657</b>	<b>16,811</b>	<b>18,058</b>	<b>18,413</b>	<b>19,048</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>7,360</b>	<b>8,076</b>	<b>9,781</b>	<b>8,121</b>	<b>9,318</b>	<b>10,244</b>	<b>9,153</b>	<b>10,148</b>	<b>10,241</b>	<b>10,607</b>
<b>Adjustments for Underlying Result</b>										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
<b>Underlying Result</b>	<b>1,553</b>	<b>2,146</b>	<b>1,620</b>	<b>2,051</b>	<b>1,345</b>	<b>1,268</b>	<b>1,046</b>	<b>1,057</b>	<b>1,595</b>	<b>1,334</b>

**ORDINARY COUNCIL - 24 MARCH 2026 - ATTACHMENTS**

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036  
BALANCE SHEET - GENERAL FUND

Scenario: Base Scenario

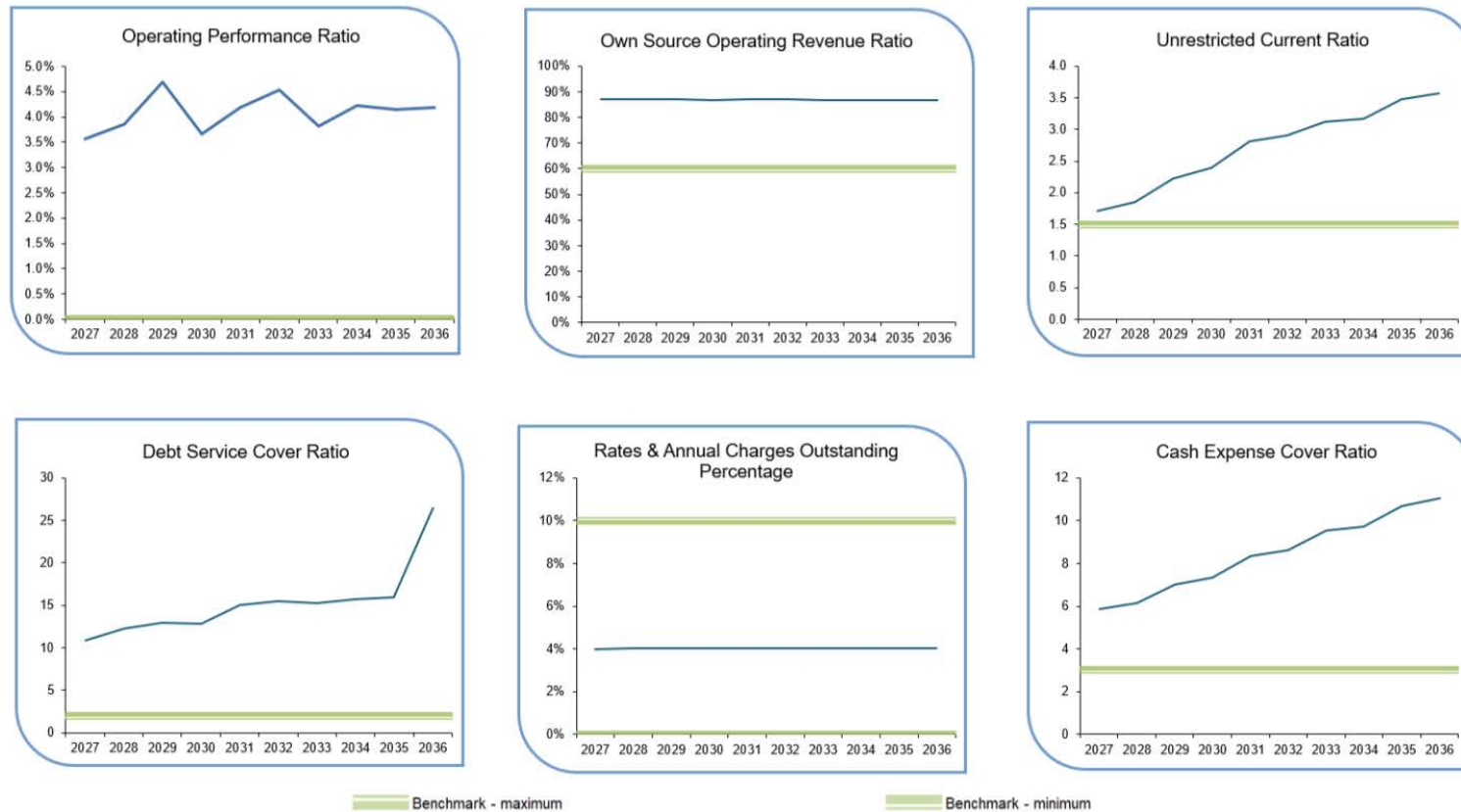
	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	2,959	2,164	2,825	2,919	3,264	3,653	2,862	3,232	3,205	3,629
Investments	40,618	44,447	51,468	55,298	64,233	68,063	78,275	81,466	91,678	96,784
Receivables	10,618	10,985	11,452	11,646	12,170	12,544	13,089	13,458	14,031	14,469
Inventories	210	215	218	219	224	228	236	238	243	249
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	1,687	1,716	1,744	1,761	1,801	1,846	1,917	1,940	1,988	2,038
<b>Total Current Assets</b>	<b>57,963</b>	<b>61,492</b>	<b>69,770</b>	<b>74,010</b>	<b>83,966</b>	<b>88,722</b>	<b>98,886</b>	<b>102,967</b>	<b>113,910</b>	<b>120,722</b>
<b>Non-Current Assets</b>										
Investments	23,021	25,192	29,171	31,341	36,406	38,576	44,364	46,173	51,961	54,855
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,628,685	1,674,943	1,716,865	1,763,584	1,803,834	1,853,741	1,894,477	1,946,538	1,988,727	2,040,528
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	2,659	2,808	2,105	1,402	1,647	4,184	3,482	3,833	3,131	2,428
Other	39	40	41	41	42	43	45	45	46	47
<b>Total Non-Current Assets</b>	<b>1,722,132</b>	<b>1,772,057</b>	<b>1,818,644</b>	<b>1,868,186</b>	<b>1,915,221</b>	<b>1,971,359</b>	<b>2,018,750</b>	<b>2,074,590</b>	<b>2,123,534</b>	<b>2,179,248</b>
<b>TOTAL ASSETS</b>	<b>1,780,096</b>	<b>1,833,549</b>	<b>1,888,415</b>	<b>1,942,196</b>	<b>1,999,187</b>	<b>2,060,081</b>	<b>2,117,636</b>	<b>2,177,557</b>	<b>2,237,444</b>	<b>2,299,320</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	20,482	20,870	21,244	21,531	21,993	22,494	23,203	23,535	24,075	24,628
Contract liabilities	5,483	5,648	5,811	5,978	6,146	6,320	6,499	6,684	6,873	7,068
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
<b>Total Current Liabilities</b>	<b>43,549</b>	<b>45,251</b>	<b>46,686</b>	<b>47,630</b>	<b>49,503</b>	<b>51,160</b>	<b>52,878</b>	<b>54,830</b>	<b>55,919</b>	<b>57,603</b>
<b>Non-Current Liabilities</b>										
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	7,889	6,932	5,968	5,137	4,238	3,302	2,325	1,291	1,066	831
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
<b>Total Non-Current Liabilities</b>	<b>11,422</b>	<b>10,230</b>	<b>8,349</b>	<b>6,865</b>	<b>5,778</b>	<b>7,188</b>	<b>5,587</b>	<b>4,416</b>	<b>3,231</b>	<b>2,301</b>
<b>TOTAL LIABILITIES</b>	<b>54,970</b>	<b>55,481</b>	<b>55,035</b>	<b>54,494</b>	<b>55,281</b>	<b>58,348</b>	<b>58,465</b>	<b>59,246</b>	<b>59,150</b>	<b>59,904</b>
<b>Net Assets</b>	<b>1,725,126</b>	<b>1,778,067</b>	<b>1,833,380</b>	<b>1,887,702</b>	<b>1,943,906</b>	<b>2,001,733</b>	<b>2,059,171</b>	<b>2,118,311</b>	<b>2,178,294</b>	<b>2,239,416</b>
<b>EQUITY</b>										
Retained Earnings	825,626	840,200	856,699	871,768	888,262	905,919	922,730	940,788	959,201	978,249
Revaluation Reserves	899,500	937,868	976,680	1,015,934	1,055,644	1,095,814	1,136,441	1,177,523	1,219,093	1,261,167
<b>Total Equity</b>	<b>1,725,126</b>	<b>1,778,067</b>	<b>1,833,380</b>	<b>1,887,702</b>	<b>1,943,906</b>	<b>2,001,733</b>	<b>2,059,171</b>	<b>2,118,311</b>	<b>2,178,294</b>	<b>2,239,416</b>

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - GENERAL FUND										
Scenario: Base Scenario										
	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	39,695	40,769	41,789	42,834	43,904	45,002	46,127	47,280	48,462	49,674
Investment & Interest Revenue Received	3,995	3,516	4,952	5,723	7,043	8,069	7,864	8,014	7,860	8,327
Grants & Contributions	18,633	22,398	23,086	23,797	24,512	25,251	26,013	26,799	27,610	28,445
Other	9,040	9,749	9,998	7,502	7,443	7,629	7,820	8,015	8,215	8,421
<b>Payments:</b>										
Employee Benefits & On-Costs	(65,704)	(67,855)	(70,054)	(72,183)	(74,228)	(76,179)	(78,181)	(80,236)	(82,346)	(84,511)
Materials & Contracts	(59,954)	(61,287)	(62,216)	(62,752)	(64,033)	(65,613)	(68,129)	(69,062)	(70,661)	(72,429)
Borrowing Costs	(522)	(500)	(432)	(355)	(308)	(244)	(280)	(237)	(166)	(103)
Other	(8,276)	(8,488)	(8,705)	(8,946)	(9,138)	(9,364)	(9,557)	(9,880)	(10,084)	(10,336)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>30,140</b>	<b>34,281</b>	<b>37,072</b>	<b>36,952</b>	<b>39,206</b>	<b>41,238</b>	<b>41,107</b>	<b>42,938</b>	<b>44,020</b>	<b>45,579</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	12,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	(6,000)	(11,000)	(6,000)	(14,000)	(6,000)	(16,000)	(5,000)	(16,000)	(8,000)
Purchase of Infrastructure, Property, Plant & Equipment	(26,670)	(27,332)	(23,536)	(28,926)	(23,086)	(32,967)	(24,043)	(35,639)	(26,026)	(35,904)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(27,990)</b>	<b>(33,332)</b>	<b>(34,536)</b>	<b>(34,926)</b>	<b>(37,086)</b>	<b>(38,967)</b>	<b>(40,043)</b>	<b>(40,639)</b>	<b>(42,026)</b>	<b>(43,904)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Payments:</b>										
Repayment of Borrowings & Advances	(913)	(919)	(957)	(964)	(832)	(898)	(936)	(977)	(1,034)	(225)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,847)</b>	<b>(1,744)</b>	<b>(1,875)</b>	<b>(1,931)</b>	<b>(1,776)</b>	<b>(1,881)</b>	<b>(1,855)</b>	<b>(1,929)</b>	<b>(2,021)</b>	<b>(1,251)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>303</b>	<b>(795)</b>	<b>661</b>	<b>94</b>	<b>344</b>	<b>389</b>	<b>(791)</b>	<b>371</b>	<b>(27)</b>	<b>424</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>2,656</b>	<b>2,959</b>	<b>2,164</b>	<b>2,825</b>	<b>2,919</b>	<b>3,264</b>	<b>3,653</b>	<b>2,862</b>	<b>3,232</b>	<b>3,205</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,959</b>	<b>2,164</b>	<b>2,825</b>	<b>2,919</b>	<b>3,264</b>	<b>3,653</b>	<b>2,862</b>	<b>3,232</b>	<b>3,205</b>	<b>3,629</b>
<hr/>										
Cash & Cash Equivalents - end of the year	2,959	2,164	2,825	2,919	3,264	3,653	2,862	3,232	3,205	3,629
Investments - end of the year	63,639	69,639	80,639	86,639	100,639	106,639	122,639	127,639	143,639	151,639
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>66,598</b>	<b>71,803</b>	<b>83,464</b>	<b>89,558</b>	<b>103,903</b>	<b>110,292</b>	<b>125,501</b>	<b>130,871</b>	<b>146,844</b>	<b>155,268</b>

ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.

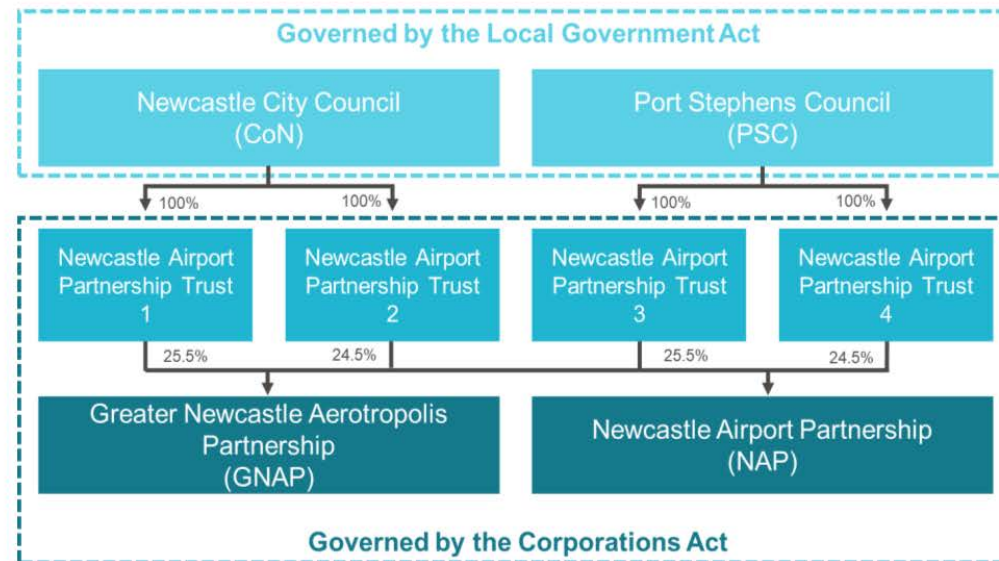
Key Performance Ratios – General Fund



## Newcastle Airport

Newcastle Airport Pty Ltd is jointly owned by City of Newcastle and Port Stephens Council. It is governed by a Board of Directors comprising both independent and shareholder nominated directors. The structure makes it the largest Australian airport remaining in public ownership, with all distribution returned to the communities which it serves.

Under the Australian Accounting Standards, Council is required to consolidate and report on its 50% proportionate ownership of the Newcastle Airport, including the Airports loan portfolio. Council is obligated under the Accounting Standards to consolidate its financial interests, as a shareholder. As a corporate shareholder Council is not liable for any debts owed by the Newcastle Airport. In addition the Airport functions under its own corporate structure and is governed by the Corporations Act 2001. As a result, the operations of the airport facility are removed from Council’s direct control.



## Appendix 1 – Consolidated financial statements

### Impact statement

The below consolidated financial statements take into account the operations undertaken by the Newcastle Airport as required by the Accounting Standards.

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036  
FINANCIAL PERFORMANCE INDICATORS  
Scenario: Base Scenario

	OLG Benchmark	2026/27	2027/28	2028/29	2029/30	Projected Years					2035/36
						2030/31	2031/32	2032/33	2033/34	2034/35	
<b>Key Performance Indicator</b>											
Underlying Result (\$'000)	N/A	1,553	2,146	1,620	2,051	1,345	1,268	1,046	1,057	1,595	1,334
Operating Performance Ratio	> 0%	3%	4%	5%	5%	5%	5%	4%	5%	4%	4%
Own Source Operating Revenue Ratio	> 60%	89%	90%	90%	90%	90%	89%	89%	89%	89%	89%
Unrestricted Current Ratio	> 1.5 months	1.9	2.1	2.5	2.7	3.1	3.2	3.5	3.5	3.8	4.0
Debt Service Cover Ratio	> 2	4.2	3.5	3.0	4.0	3.3	3.4	3.4	3.4	3.9	4.2
Rates & Annual Charges Outstanding Percentage	< 10%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Cash Expense Cover Ratio	> 3 months	5.3	5.8	6.2	6.6	7.3	7.6	8.4	8.5	9.5	10.0

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

**Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036**

**INCOME STATEMENT - CONSOLIDATED**

Scenario: Base Scenario

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	72,527	82,519	87,806	91,791	94,288	96,473	98,346	100,443	102,668	105,505
Other Revenues	6,433	6,642	6,822	4,008	4,109	4,211	4,314	4,420	4,529	4,644
Grants & Contributions provided for Operating Purposes	15,405	15,883	16,355	16,840	17,329	17,834	18,353	18,889	19,440	20,009
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	4,191	3,850	3,999	3,949	3,798	3,885	3,903	4,233	4,539	4,756
<b>Other Income:</b>										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
<b>Total Income from Continuing Operations</b>	<b>202,441</b>	<b>216,443</b>	<b>225,554</b>	<b>230,196</b>	<b>236,175</b>	<b>242,102</b>	<b>247,745</b>	<b>254,026</b>	<b>260,515</b>	<b>267,636</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	72,886	75,268	77,707	80,083	82,385	84,599	86,875	89,212	91,614	94,082
Borrowing Costs	7,217	10,655	10,752	10,550	10,388	10,024	9,640	9,247	9,281	9,218
Materials & Contracts	71,273	72,775	74,123	75,513	77,265	79,202	82,157	83,167	85,228	87,431
Depreciation & Amortisation	26,773	28,241	32,011	33,364	34,920	37,014	39,098	41,039	43,471	44,752
Other Expenses	11,349	13,071	12,556	11,167	10,259	10,016	10,254	10,497	10,747	11,004
<b>Total Expenses from Continuing Operations</b>	<b>189,499</b>	<b>200,010</b>	<b>207,150</b>	<b>210,678</b>	<b>215,216</b>	<b>220,855</b>	<b>228,024</b>	<b>233,163</b>	<b>240,342</b>	<b>246,487</b>
<b>Net Operating Result for the Year</b>	<b>12,943</b>	<b>16,434</b>	<b>18,405</b>	<b>19,518</b>	<b>20,959</b>	<b>21,247</b>	<b>19,721</b>	<b>20,863</b>	<b>20,173</b>	<b>21,149</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>6,665</b>	<b>9,936</b>	<b>11,686</b>	<b>12,571</b>	<b>13,783</b>	<b>13,834</b>	<b>12,063</b>	<b>12,953</b>	<b>12,001</b>	<b>12,708</b>
<b>Adjustments for Underlying Result</b>										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Consolidated Entities (*) (**)	695	(1,860)	(1,905)	(4,450)	(4,465)	(3,590)	(2,910)	(2,805)	(1,760)	(2,101)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
<b>Underlying Result</b>	<b>1,553</b>	<b>2,146</b>	<b>1,620</b>	<b>2,051</b>	<b>1,345</b>	<b>1,268</b>	<b>1,046</b>	<b>1,057</b>	<b>1,595</b>	<b>1,334</b>

(\*) All income & expenditure (inc loans and borrowing costs) includes Council's consolidated portion of the Newcastle Airport. The consolidation is required by Australian Accounting Standards to represent Council's financial interests as a result of its 50% shareholding. As a corporate shareholder Council is entitled to financial returns however is not liable for the debts owed by Newcastle Airport.

(\*\*) The operating result is before capital grants and contributions

**ORDINARY COUNCIL - 24 MARCH 2026 - ATTACHMENTS**

**ITEM 5 - ATTACHMENT 2      RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036  
BALANCE SHEET - CONSOLIDATED

Scenario: Base Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	7,959	8,364	11,075	10,969	11,914	13,153	13,162	14,232	14,905	19,479
Investments	40,618	44,447	51,468	55,298	64,233	68,063	78,275	81,466	91,678	96,784
Receivables	13,318	13,535	14,002	14,246	14,770	15,194	15,739	16,158	16,731	17,169
Inventories	210	215	218	219	224	228	236	238	243	249
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	2,087	2,116	2,144	2,161	2,201	2,246	2,317	2,340	2,388	2,438
<b>Total Current Assets</b>	<b>66,063</b>	<b>70,642</b>	<b>80,970</b>	<b>85,060</b>	<b>95,616</b>	<b>101,272</b>	<b>112,236</b>	<b>117,067</b>	<b>128,710</b>	<b>139,022</b>
<b>Non-Current Assets</b>										
Investments	23,021	25,192	29,171	31,341	36,406	38,576	44,364	46,173	51,961	54,855
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,943,498	1,992,257	2,031,864	2,085,105	2,127,266	2,177,775	2,218,058	2,268,713	2,311,247	2,360,040
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	3,009	3,158	2,455	1,752	1,997	4,534	3,832	4,183	3,481	2,778
Other	5,189	4,540	3,941	3,541	3,292	3,043	2,845	2,695	2,496	2,247
<b>Total Non-Current Assets</b>	<b>2,042,446</b>	<b>2,094,221</b>	<b>2,137,893</b>	<b>2,193,557</b>	<b>2,242,253</b>	<b>2,298,743</b>	<b>2,345,481</b>	<b>2,399,765</b>	<b>2,448,854</b>	<b>2,501,310</b>
<b>TOTAL ASSETS</b>	<b>2,108,509</b>	<b>2,164,863</b>	<b>2,218,864</b>	<b>2,278,617</b>	<b>2,337,868</b>	<b>2,400,014</b>	<b>2,457,717</b>	<b>2,516,832</b>	<b>2,577,564</b>	<b>2,640,331</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	27,516	27,454	27,428	27,515	27,977	28,428	29,137	29,469	30,426	30,843
Contract liabilities	6,583	6,748	6,911	7,078	7,246	7,420	7,599	7,784	7,973	8,168
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
<b>Total Current Liabilities</b>	<b>51,683</b>	<b>52,935</b>	<b>53,970</b>	<b>54,714</b>	<b>56,587</b>	<b>58,194</b>	<b>59,912</b>	<b>61,864</b>	<b>63,370</b>	<b>64,917</b>
<b>Non-Current Liabilities</b>										
Payables	2,362	2,302	2,297	2,297	2,282	2,342	2,332	2,377	2,350	2,479
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	165,389	163,182	156,968	154,887	148,738	142,302	135,325	127,291	122,316	117,331
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
<b>Total Non-Current Liabilities</b>	<b>171,284</b>	<b>168,782</b>	<b>161,646</b>	<b>158,912</b>	<b>152,560</b>	<b>148,530</b>	<b>140,919</b>	<b>132,793</b>	<b>126,831</b>	<b>121,280</b>
<b>TOTAL LIABILITIES</b>	<b>222,966</b>	<b>221,717</b>	<b>215,616</b>	<b>213,625</b>	<b>209,147</b>	<b>206,724</b>	<b>200,831</b>	<b>194,657</b>	<b>190,201</b>	<b>186,197</b>
<b>Net Assets</b>	<b>1,885,543</b>	<b>1,943,146</b>	<b>2,003,248</b>	<b>2,064,992</b>	<b>2,128,721</b>	<b>2,193,291</b>	<b>2,256,886</b>	<b>2,322,175</b>	<b>2,387,363</b>	<b>2,454,134</b>
<b>EQUITY</b>										
Retained Earnings	892,680	909,114	927,518	947,037	967,996	989,243	1,008,964	1,029,827	1,050,000	1,071,149
Revaluation Reserves	992,863	1,034,032	1,075,729	1,117,955	1,160,726	1,204,048	1,247,922	1,292,348	1,337,363	1,382,985
<b>Total Equity</b>	<b>1,885,543</b>	<b>1,943,146</b>	<b>2,003,248</b>	<b>2,064,992</b>	<b>2,128,721</b>	<b>2,193,291</b>	<b>2,256,886</b>	<b>2,322,175</b>	<b>2,387,363</b>	<b>2,454,134</b>

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036

**CASH FLOW STATEMENT - CONSOLIDATED**

Scenario: Base Scenario

	2026/27	2027/28	2028/29	2029/30	Projected Years		2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	70,764	72,032	85,389	90,494	93,656	96,130	98,022	100,060	101,822	104,144
Investment & Interest Revenue Received	4,404	3,737	3,776	3,834	3,522	3,761	3,615	4,127	4,236	4,594
Grants & Contributions	18,633	22,398	23,086	23,797	24,512	25,251	26,013	26,799	27,610	28,445
Other	9,184	9,932	10,200	7,716	7,663	7,854	8,048	8,248	8,453	8,665
<b>Payments:</b>										
Employee Benefits & On-Costs	(72,077)	(74,418)	(76,815)	(79,146)	(81,401)	(83,566)	(85,790)	(88,073)	(90,418)	(92,826)
Materials & Contracts	(71,203)	(66,039)	(74,830)	(76,024)	(77,261)	(79,021)	(81,845)	(83,050)	(84,562)	(86,895)
Borrowing Costs	(7,622)	(10,250)	(10,332)	(10,305)	(10,308)	(9,944)	(9,630)	(9,237)	(8,766)	(8,403)
Other	(8,276)	(8,488)	(8,705)	(8,946)	(9,138)	(9,364)	(9,557)	(9,880)	(10,084)	(10,336)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>37,040</b>	<b>44,881</b>	<b>50,422</b>	<b>52,752</b>	<b>55,256</b>	<b>57,788</b>	<b>58,307</b>	<b>61,238</b>	<b>63,420</b>	<b>65,479</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	12,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	(6,000)	(11,000)	(6,000)	(14,000)	(6,000)	(16,000)	(5,000)	(16,000)	(8,000)
Purchase of Infrastructure, Property, Plant & Equipment	(69,720)	(35,482)	(29,586)	(43,676)	(33,286)	(43,167)	(34,443)	(46,239)	(39,976)	(46,904)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(71,040)</b>	<b>(41,482)</b>	<b>(40,586)</b>	<b>(49,676)</b>	<b>(47,286)</b>	<b>(49,167)</b>	<b>(50,443)</b>	<b>(51,239)</b>	<b>(55,976)</b>	<b>(54,904)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	35,200	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(1,213)	(2,169)	(6,207)	(2,214)	(6,082)	(6,398)	(6,936)	(7,977)	(5,784)	(4,975)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>33,053</b>	<b>(2,994)</b>	<b>(7,125)</b>	<b>(3,181)</b>	<b>(7,026)</b>	<b>(7,381)</b>	<b>(7,855)</b>	<b>(8,929)</b>	<b>(6,771)</b>	<b>(6,001)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(947)</b>	<b>405</b>	<b>2,711</b>	<b>(106)</b>	<b>944</b>	<b>1,239</b>	<b>9</b>	<b>1,071</b>	<b>673</b>	<b>4,574</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>8,906</b>	<b>7,959</b>	<b>8,364</b>	<b>11,075</b>	<b>10,969</b>	<b>11,914</b>	<b>13,153</b>	<b>13,162</b>	<b>14,232</b>	<b>14,905</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>7,959</b>	<b>8,364</b>	<b>11,075</b>	<b>10,969</b>	<b>11,914</b>	<b>13,153</b>	<b>13,162</b>	<b>14,232</b>	<b>14,905</b>	<b>19,479</b>
Cash & Cash Equivalents - end of the year	7,959	8,364	11,075	10,969	11,914	13,153	13,162	14,232	14,905	19,479
Investments - end of the year	63,639	69,639	80,639	86,639	100,639	106,639	122,639	127,639	143,639	151,639
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>71,598</b>	<b>78,003</b>	<b>91,714</b>	<b>97,608</b>	<b>112,553</b>	<b>119,792</b>	<b>135,801</b>	<b>141,871</b>	<b>158,544</b>	<b>171,118</b>

## Appendix 2 – Capital Scenario

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036  
INCOME STATEMENT - GENERAL FUND

Scenario: Capital Scenario	2026/27	2027/28	2028/29	2029/30	Projected Years		2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	39,705	40,777	41,796	42,841	43,912	45,010	46,135	47,289	48,471	49,683
Other Revenues	6,290	6,460	6,621	3,794	3,888	3,986	4,085	4,187	4,292	4,399
Grants & Contributions provided for Operating Purposes	15,422	15,829	16,217	16,612	17,016	17,431	17,856	18,292	18,738	19,196
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	3,782	3,629	5,175	5,838	7,320	8,193	8,152	8,120	8,163	8,489
<b>Other Income:</b>										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
<b>Total Income from Continuing Operations</b>	<b>169,084</b>	<b>174,244</b>	<b>180,381</b>	<b>182,693</b>	<b>188,787</b>	<b>194,319</b>	<b>199,058</b>	<b>203,929</b>	<b>209,003</b>	<b>214,489</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	66,764	68,963	71,215	73,396	75,497	77,504	79,566	81,684	83,859	86,093
Borrowing Costs	522	500	432	355	308	244	280	237	166	103
Materials & Contracts	60,391	61,439	62,359	62,841	64,238	65,844	68,491	69,180	70,910	72,684
Depreciation & Amortisation	20,023	20,986	21,997	23,058	24,173	24,875	25,598	26,343	27,110	27,900
Other Expenses	8,479	8,621	8,836	9,057	9,284	9,516	9,754	9,997	10,247	10,504
<b>Total Expenses from Continuing Operations</b>	<b>156,179</b>	<b>160,508</b>	<b>164,839</b>	<b>168,708</b>	<b>173,499</b>	<b>177,984</b>	<b>183,690</b>	<b>187,441</b>	<b>192,293</b>	<b>197,284</b>
<b>Net Operating Result for the Year</b>	<b>12,905</b>	<b>13,736</b>	<b>15,542</b>	<b>13,985</b>	<b>15,288</b>	<b>16,336</b>	<b>15,368</b>	<b>16,488</b>	<b>16,709</b>	<b>17,204</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>6,627</b>	<b>7,238</b>	<b>8,824</b>	<b>7,038</b>	<b>8,112</b>	<b>8,923</b>	<b>7,711</b>	<b>8,578</b>	<b>8,538</b>	<b>8,763</b>
<b>Adjustments for Underlying Result</b>										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
<b>Underlying Result</b>	<b>820</b>	<b>1,308</b>	<b>663</b>	<b>967</b>	<b>140</b>	<b>(54)</b>	<b>(397)</b>	<b>(513)</b>	<b>(108)</b>	<b>(510)</b>

**ORDINARY COUNCIL - 24 MARCH 2026 - ATTACHMENTS**

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council  
 10 Year Financial Plan for the Years ending 30 June 2036  
 BALANCE SHEET - GENERAL FUND  
 Scenario: Capital Scenario

	2026/27	2027/28	2028/29	2029/30	Projected Years		2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	2,922	2,721	3,630	1,616	4,497	2,054	2,051	2,817	3,781	2,778
Investments	34,235	31,044	31,044	29,129	29,129	27,214	29,129	24,023	25,300	22,747
Receivables	10,435	10,613	10,887	10,880	11,197	11,357	11,682	11,823	12,161	12,358
Inventories	210	215	218	219	224	228	236	238	243	249
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	1,687	1,716	1,744	1,761	1,801	1,846	1,917	1,940	1,988	2,038
<b>Total Current Assets</b>	<b>51,360</b>	<b>48,274</b>	<b>49,586</b>	<b>45,773</b>	<b>49,122</b>	<b>45,088</b>	<b>47,522</b>	<b>43,474</b>	<b>46,238</b>	<b>43,071</b>
<b>Non-Current Assets</b>										
Investments	19,404	17,595	17,595	16,510	16,510	15,425	16,510	13,616	14,339	12,892
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,638,185	1,694,188	1,746,085	1,803,016	1,853,718	1,914,335	1,966,045	2,029,352	2,083,065	2,146,675
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	2,659	2,808	2,105	1,402	1,647	4,184	3,482	3,833	3,131	2,428
Other	39	40	41	41	42	43	45	45	46	47
<b>Total Non-Current Assets</b>	<b>1,728,015</b>	<b>1,783,705</b>	<b>1,836,289</b>	<b>1,892,786</b>	<b>1,945,209</b>	<b>2,008,801</b>	<b>2,062,464</b>	<b>2,124,847</b>	<b>2,180,250</b>	<b>2,243,432</b>
<b>TOTAL ASSETS</b>	<b>1,779,375</b>	<b>1,831,980</b>	<b>1,885,875</b>	<b>1,938,559</b>	<b>1,994,331</b>	<b>2,053,889</b>	<b>2,109,986</b>	<b>2,168,322</b>	<b>2,226,488</b>	<b>2,286,503</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	20,491	20,880	21,254	21,541	22,004	22,505	23,214	23,546	24,087	24,641
Contract liabilities	5,485	5,640	5,788	5,941	6,096	6,256	6,419	6,588	6,760	6,937
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
<b>Total Current Liabilities</b>	<b>43,561</b>	<b>45,252</b>	<b>46,674</b>	<b>47,603</b>	<b>49,463</b>	<b>51,106</b>	<b>52,809</b>	<b>54,746</b>	<b>55,818</b>	<b>57,484</b>
<b>Non-Current Liabilities</b>										
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	7,889	6,932	5,968	5,137	4,238	3,302	2,325	1,291	1,066	831
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
<b>Total Non-Current Liabilities</b>	<b>11,422</b>	<b>10,230</b>	<b>8,349</b>	<b>6,865</b>	<b>5,778</b>	<b>7,188</b>	<b>5,587</b>	<b>4,416</b>	<b>3,231</b>	<b>2,301</b>
<b>TOTAL LIABILITIES</b>	<b>54,982</b>	<b>55,482</b>	<b>55,023</b>	<b>54,468</b>	<b>55,241</b>	<b>58,294</b>	<b>58,396</b>	<b>59,162</b>	<b>59,049</b>	<b>59,785</b>
<b>Net Assets</b>	<b>1,724,393</b>	<b>1,776,497</b>	<b>1,830,852</b>	<b>1,884,091</b>	<b>1,939,089</b>	<b>1,995,595</b>	<b>2,051,590</b>	<b>2,109,160</b>	<b>2,167,439</b>	<b>2,226,718</b>
<b>EQUITY</b>										
Retained Earnings	824,893	838,629	854,172	868,157	883,445	899,780	915,149	931,637	948,346	965,551
Revaluation Reserves	899,500	937,868	976,680	1,015,934	1,055,644	1,095,814	1,136,441	1,177,523	1,219,093	1,261,167
<b>Total Equity</b>	<b>1,724,393</b>	<b>1,776,497</b>	<b>1,830,852</b>	<b>1,884,091</b>	<b>1,939,089</b>	<b>1,995,595</b>	<b>2,051,590</b>	<b>2,109,160</b>	<b>2,167,439</b>	<b>2,226,718</b>

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - GENERAL FUND										
Scenario: Capital Scenario										
	2026/27	2027/28	2028/29	2029/30	Projected Years		2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	39,695	40,769	41,789	42,834	43,904	45,002	46,127	47,280	48,462	49,674
Investment & Interest Revenue Received	4,179	3,703	5,145	5,923	7,249	8,282	8,083	8,241	8,094	8,569
Grants & Contributions	18,653	22,333	22,934	23,555	24,185	24,834	25,501	26,186	26,891	27,615
Other	9,040	9,750	9,999	7,503	7,444	7,630	7,820	8,016	8,216	8,422
<b>Payments:</b>										
Employee Benefits & On-Costs	(65,954)	(68,113)	(70,322)	(72,460)	(74,513)	(76,471)	(78,482)	(80,545)	(82,663)	(84,838)
Materials & Contracts	(59,954)	(61,287)	(62,216)	(62,752)	(64,033)	(65,613)	(68,129)	(69,062)	(70,661)	(72,429)
Borrowing Costs	(522)	(500)	(432)	(355)	(308)	(244)	(280)	(237)	(166)	(103)
Other	(8,267)	(8,488)	(8,704)	(8,946)	(9,137)	(9,364)	(9,557)	(9,879)	(10,084)	(10,336)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>30,103</b>	<b>34,145</b>	<b>36,847</b>	<b>36,633</b>	<b>38,802</b>	<b>40,742</b>	<b>40,514</b>	<b>42,244</b>	<b>43,219</b>	<b>44,665</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	22,000	5,000	-	3,000	-	3,000	-	8,000	-	4,000
<b>Payments:</b>										
Purchase of Investment Securities	-	-	-	-	-	-	(3,000)	-	(2,000)	-
Purchase of Infrastructure, Property, Plant & Equipment	(36,670)	(37,602)	(34,063)	(39,716)	(34,146)	(44,303)	(35,663)	(47,549)	(38,234)	(48,417)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(27,990)</b>	<b>(32,602)</b>	<b>(34,063)</b>	<b>(36,716)</b>	<b>(34,146)</b>	<b>(41,303)</b>	<b>(38,663)</b>	<b>(39,549)</b>	<b>(40,234)</b>	<b>(44,417)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Payments:</b>										
Repayment of Borrowings & Advances	(913)	(919)	(957)	(964)	(832)	(898)	(936)	(977)	(1,034)	(225)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,847)</b>	<b>(1,744)</b>	<b>(1,875)</b>	<b>(1,931)</b>	<b>(1,776)</b>	<b>(1,881)</b>	<b>(1,855)</b>	<b>(1,929)</b>	<b>(2,021)</b>	<b>(1,251)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>266</b>	<b>(201)</b>	<b>909</b>	<b>(2,014)</b>	<b>2,880</b>	<b>(2,443)</b>	<b>(3)</b>	<b>767</b>	<b>964</b>	<b>(1,003)</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>2,656</b>	<b>2,922</b>	<b>2,721</b>	<b>3,630</b>	<b>1,616</b>	<b>4,497</b>	<b>2,054</b>	<b>2,051</b>	<b>2,817</b>	<b>3,781</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,922</b>	<b>2,721</b>	<b>3,630</b>	<b>1,616</b>	<b>4,497</b>	<b>2,054</b>	<b>2,051</b>	<b>2,817</b>	<b>3,781</b>	<b>2,778</b>
Cash & Cash Equivalents - end of the year	2,922	2,721	3,630	1,616	4,497	2,054	2,051	2,817	3,781	2,778
Investments - end of the year	53,639	48,639	48,639	45,639	45,639	42,639	45,639	37,639	39,639	35,639
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>56,561</b>	<b>51,360</b>	<b>52,269</b>	<b>47,255</b>	<b>50,136</b>	<b>44,693</b>	<b>47,690</b>	<b>40,456</b>	<b>43,420</b>	<b>38,417</b>

## Appendix 3 – Maintenance Scenario

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036

INCOME STATEMENT - GENERAL FUND

Scenario: Maintenance Scenario

	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	93,293	96,025	98,699	101,377	104,057	106,732	109,477	112,292	115,179	118,141
User Charges & Fees	39,705	40,777	41,796	42,841	43,912	45,010	46,135	47,289	48,471	49,683
Other Revenues	6,290	6,460	6,621	3,794	3,888	3,986	4,085	4,187	4,292	4,399
Grants & Contributions provided for Operating Purposes	15,422	15,829	16,217	16,612	17,016	17,431	17,856	18,292	18,738	19,196
Grants & Contributions provided for Capital Purposes	6,278	6,498	6,719	6,947	7,176	7,413	7,658	7,910	8,172	8,441
Interest & Investment Revenue	3,782	3,629	5,175	5,838	7,320	8,193	8,152	8,120	8,163	8,489
<b>Other Income:</b>										
Net Gains from the Disposal of Assets	250	250	250	250	250	250	250	250	250	250
Fair value increment on investment properties	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682	1,732	1,784
Other Income	2,697	3,369	3,454	3,540	3,629	3,719	3,812	3,908	4,005	4,105
<b>Total Income from Continuing Operations</b>	<b>169,084</b>	<b>174,244</b>	<b>180,381</b>	<b>182,693</b>	<b>188,787</b>	<b>194,319</b>	<b>199,058</b>	<b>203,929</b>	<b>209,003</b>	<b>214,489</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	66,514	68,704	70,947	73,120	75,212	77,212	79,266	81,375	83,542	85,767
Borrowing Costs	522	500	432	355	308	244	280	237	166	103
Materials & Contracts	62,391	63,493	64,464	64,999	66,450	68,112	70,815	71,562	73,352	75,187
Depreciation & Amortisation	19,523	20,461	21,446	22,479	23,565	24,249	24,953	25,679	26,426	27,196
Other Expenses	8,479	8,621	8,836	9,057	9,284	9,516	9,754	9,997	10,247	10,504
<b>Total Expenses from Continuing Operations</b>	<b>167,429</b>	<b>161,779</b>	<b>166,126</b>	<b>170,011</b>	<b>174,818</b>	<b>179,332</b>	<b>186,068</b>	<b>188,850</b>	<b>193,733</b>	<b>198,766</b>
<b>Net Operating Result for the Year</b>	<b>11,655</b>	<b>12,466</b>	<b>14,256</b>	<b>12,682</b>	<b>13,969</b>	<b>14,987</b>	<b>13,990</b>	<b>15,079</b>	<b>15,269</b>	<b>15,733</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>5,377</b>	<b>5,968</b>	<b>7,537</b>	<b>5,735</b>	<b>6,793</b>	<b>7,574</b>	<b>6,332</b>	<b>7,169</b>	<b>7,098</b>	<b>7,291</b>
<b>Adjustments for Underlying Result</b>										
Less: Non Cash items & Capital works income	(5,899)	(5,822)	(7,011)	(3,320)	(3,572)	(3,776)	(3,957)	(4,290)	(4,096)	(4,723)
Less: Local Election allocation	(250)	(250)	600	(250)	(250)	(250)	750	(250)	(250)	(250)
Less: Resilience fund allocation	-	(300)	(1,750)	(2,500)	(4,150)	(4,950)	(4,900)	(4,550)	(4,300)	(4,300)
Add: Digital Transformation costs	342	442	-	-	-	-	-	-	-	-
<b>Underlying Result</b>	<b>(430)</b>	<b>38</b>	<b>(624)</b>	<b>(335)</b>	<b>(1,180)</b>	<b>(1,402)</b>	<b>(1,775)</b>	<b>(1,922)</b>	<b>(1,548)</b>	<b>(1,982)</b>

**ORDINARY COUNCIL - 24 MARCH 2026 - ATTACHMENTS**

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council  
10 Year Financial Plan for the Years ending 30 June 2036  
BALANCE SHEET - GENERAL FUND

Scenario: Maintenance Scenario	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	2,342	2,474	1,927	3,673	2,533	3,295	3,727	2,167	2,045	2,206
Investments	39,979	41,894	48,277	49,553	57,851	59,765	67,424	69,977	78,275	81,466
Receivables	10,589	10,917	11,344	11,495	11,973	12,299	12,794	13,109	13,625	14,004
Inventories	216	221	224	226	230	235	243	245	250	256
Contract assets and contract cost assets	1,871	1,965	2,063	2,166	2,274	2,388	2,507	2,633	2,764	2,903
Other	1,736	1,767	1,796	1,814	1,855	1,902	1,974	1,998	2,048	2,099
<b>Total Current Assets</b>	<b>56,733</b>	<b>59,238</b>	<b>65,631</b>	<b>68,927</b>	<b>76,716</b>	<b>79,884</b>	<b>88,670</b>	<b>90,129</b>	<b>99,008</b>	<b>102,934</b>
<b>Non-Current Assets</b>										
Investments	22,660	23,745	27,362	28,086	32,788	33,874	38,215	39,662	44,364	46,173
Receivables	163	168	172	99	101	104	106	109	112	114
Inventories	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796	15,796
Infrastructure, Property, Plant & Equipment	1,628,685	1,674,943	1,716,865	1,763,584	1,803,834	1,853,741	1,894,477	1,946,538	1,988,727	2,040,528
Investment Property	46,942	48,350	49,801	51,295	52,833	54,418	56,051	57,733	59,464	61,248
Intangible Assets	4,827	4,761	4,694	4,628	4,562	4,496	4,429	4,363	4,297	4,231
Right of use assets	2,659	2,808	2,105	1,402	1,647	4,184	3,482	3,833	3,131	2,428
Other	40	41	42	42	43	44	46	47	48	49
<b>Total Non-Current Assets</b>	<b>1,721,772</b>	<b>1,770,611</b>	<b>1,816,837</b>	<b>1,864,932</b>	<b>1,911,605</b>	<b>1,966,657</b>	<b>2,012,602</b>	<b>2,068,080</b>	<b>2,115,939</b>	<b>2,170,568</b>
<b>TOTAL ASSETS</b>	<b>1,778,505</b>	<b>1,829,849</b>	<b>1,882,468</b>	<b>1,933,859</b>	<b>1,988,322</b>	<b>2,046,542</b>	<b>2,101,272</b>	<b>2,158,209</b>	<b>2,214,947</b>	<b>2,273,501</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	20,871	21,270	21,653	21,950	22,424	22,935	23,655	23,998	24,550	25,115
Contract liabilities	5,485	5,640	5,788	5,941	6,096	6,256	6,419	6,588	6,760	6,937
Lease liabilities	611	918	967	704	950	918	684	987	1,026	764
Borrowings	919	957	964	832	898	936	977	1,034	225	235
Employee benefit provisions	16,055	16,858	17,700	18,585	19,515	20,491	21,515	22,591	23,720	24,906
<b>Total Current Liabilities</b>	<b>43,940</b>	<b>45,642</b>	<b>47,074</b>	<b>48,013</b>	<b>49,883</b>	<b>51,536</b>	<b>53,250</b>	<b>55,198</b>	<b>56,281</b>	<b>57,959</b>
<b>Non-Current Liabilities</b>										
Lease liabilities	2,590	2,309	1,341	637	394	2,683	1,999	1,798	772	8
Borrowings	7,889	6,932	5,968	5,137	4,238	3,302	2,325	1,291	1,066	831
Employee benefit provisions	943	990	1,039	1,091	1,146	1,203	1,263	1,326	1,393	1,462
<b>Total Non-Current Liabilities</b>	<b>11,422</b>	<b>10,230</b>	<b>8,349</b>	<b>6,865</b>	<b>5,778</b>	<b>7,188</b>	<b>5,587</b>	<b>4,416</b>	<b>3,231</b>	<b>2,301</b>
<b>TOTAL LIABILITIES</b>	<b>55,362</b>	<b>55,872</b>	<b>55,422</b>	<b>54,877</b>	<b>55,661</b>	<b>58,724</b>	<b>58,837</b>	<b>59,613</b>	<b>59,512</b>	<b>60,260</b>
<b>Net Assets</b>	<b>1,723,143</b>	<b>1,773,977</b>	<b>1,827,045</b>	<b>1,878,982</b>	<b>1,932,661</b>	<b>1,987,817</b>	<b>2,042,434</b>	<b>2,098,595</b>	<b>2,155,435</b>	<b>2,213,241</b>
<b>EQUITY</b>										
Retained Earnings	823,643	836,109	850,365	863,047	877,016	892,003	905,993	921,072	936,342	952,074
Revaluation Reserves	899,500	937,868	976,680	1,015,934	1,055,644	1,136,441	1,136,441	1,177,523	1,219,093	1,261,167
<b>Total Equity</b>	<b>1,723,143</b>	<b>1,773,977</b>	<b>1,827,045</b>	<b>1,878,982</b>	<b>1,932,661</b>	<b>1,987,817</b>	<b>2,042,434</b>	<b>2,098,595</b>	<b>2,155,435</b>	<b>2,213,241</b>

**ITEM 5 - ATTACHMENT 2 RESOURCING STRATEGY 2026 TO 2036.**

Port Stephens Council										
10 Year Financial Plan for the Years ending 30 June 2036										
CASH FLOW STATEMENT - GENERAL FUND										
Scenario: Maintenance Scenario										
	2026/27	2027/28	2028/29	2029/30	Projected Years		2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	93,234	95,978	98,654	101,332	104,011	106,687	109,430	112,244	115,131	118,091
User Charges & Fees	39,695	40,769	41,789	42,834	43,904	45,002	46,127	47,280	48,462	49,674
Investment & Interest Revenue Received	4,025	3,553	4,992	5,765	7,088	8,116	7,914	8,067	7,915	8,386
Grants & Contributions	18,653	22,333	22,934	23,555	24,185	24,834	25,501	26,186	26,891	27,615
Other	9,040	9,750	9,999	7,503	7,444	7,630	7,820	8,016	8,216	8,422
<b>Payments:</b>										
Employee Benefits & On-Costs	(65,704)	(67,855)	(70,054)	(72,183)	(74,228)	(76,179)	(78,181)	(80,236)	(82,346)	(84,511)
Materials & Contracts	(61,703)	(63,334)	(64,315)	(64,904)	(66,239)	(67,873)	(70,446)	(71,437)	(73,095)	(74,924)
Borrowing Costs	(522)	(500)	(432)	(355)	(308)	(244)	(280)	(237)	(166)	(103)
Other	(8,194)	(8,486)	(8,703)	(8,944)	(9,136)	(9,362)	(9,555)	(9,877)	(10,082)	(10,334)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>28,523</b>	<b>32,209</b>	<b>34,864</b>	<b>34,603</b>	<b>36,722</b>	<b>38,611</b>	<b>38,330</b>	<b>40,007</b>	<b>40,926</b>	<b>42,315</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	13,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	(3,000)	(10,000)	(2,000)	(13,000)	(3,000)	(12,000)	(4,000)	(13,000)	(5,000)
Purchase of Infrastructure, Property, Plant & Equipment	(26,670)	(27,332)	(23,536)	(28,926)	(23,086)	(32,967)	(24,043)	(35,639)	(26,026)	(35,904)
Purchase of Real Estate Assets	(13,320)	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(26,990)</b>	<b>(30,332)</b>	<b>(33,536)</b>	<b>(30,926)</b>	<b>(36,086)</b>	<b>(35,967)</b>	<b>(36,043)</b>	<b>(39,639)</b>	<b>(39,026)</b>	<b>(40,904)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Payments:</b>										
Repayment of Borrowings & Advances	(913)	(919)	(957)	(964)	(832)	(898)	(936)	(977)	(1,034)	(225)
Repayment of lease liabilities (principal repayments)	(934)	(826)	(918)	(967)	(944)	(983)	(918)	(952)	(987)	(1,026)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,847)</b>	<b>(1,744)</b>	<b>(1,875)</b>	<b>(1,931)</b>	<b>(1,776)</b>	<b>(1,881)</b>	<b>(1,855)</b>	<b>(1,929)</b>	<b>(2,021)</b>	<b>(1,251)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(314)</b>	<b>132</b>	<b>(547)</b>	<b>1,745</b>	<b>(1,140)</b>	<b>762</b>	<b>433</b>	<b>(1,561)</b>	<b>(121)</b>	<b>160</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>2,656</b>	<b>2,342</b>	<b>2,474</b>	<b>1,927</b>	<b>3,673</b>	<b>2,533</b>	<b>3,295</b>	<b>3,727</b>	<b>2,167</b>	<b>2,045</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,342</b>	<b>2,474</b>	<b>1,927</b>	<b>3,673</b>	<b>2,533</b>	<b>3,295</b>	<b>3,727</b>	<b>2,167</b>	<b>2,045</b>	<b>2,206</b>
Cash & Cash Equivalents - end of the year	2,342	2,474	1,927	3,673	2,533	3,295	3,727	2,167	2,045	2,206
Investments - end of the year	62,639	65,639	75,639	77,639	90,639	93,639	105,639	109,639	122,639	127,639
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>64,981</b>	<b>68,113</b>	<b>77,566</b>	<b>81,312</b>	<b>93,172</b>	<b>96,934</b>	<b>109,366</b>	<b>111,806</b>	<b>124,684</b>	<b>129,845</b>

**Resourcing Strategy Attachments**

Attachment C – Strategic Asset Management Plan