

# Long-term Financial Plan

2023-2033

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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### INTRODUCTION

The Central Coast Council Long-term Financial Plan 2023-2033 (LTFP) is a “high-level” planning document governed by a series of financial strategies and performance indicators that the Council considers and adopts. It establishes the financial framework within which sound financial decisions are made.

The Plan shows that Council is currently in a strong financial position with strong liquidity and cash flow, and an ability to satisfactorily fund its asset renewal requirements. Council’s operating position is also sustainable with its recurrent expenses able to be fully met by its recurrent revenue streams.

It is essential that each generation is responsible for the costs of services and use of assets. This way, future generations will not have to bear the burden of fixing worn out infrastructure. For the Council to have long-term financial stability, it must be carefully managed, or else service levels can suffer. Good strategic decision-making can help ensure that service levels will not affect long-term financial security.

The LTFP is a framework that assesses the financial requirements to achieve our strategic objectives. It further examines the impact that decisions made today may have on the Council’s long-term financial sustainability. The LTFP demonstrates the Council’s obligation to sound financial planning to ensure the future prosperity of the community.

The document is a moving document and will be updated annually on an ongoing ten-year rolling basis. The Plan does not include any future provision for new unplanned and unfunded initiatives, strategic projects or expansion of existing services. As these matters arise and are considered by the Council, the LTFP will be updated to incorporate any future impact of the Council decisions on policy, priorities, new initiatives or strategic direction.

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### LEGISLATIVE REQUIREMENTS

It is compulsory for Tasmanian Councils to maintain a long-term financial management plan and Strategy. The following sections set out the requirements under the Act: -

#### **70. Long-term financial management plans**

- (1) *A council is to prepare a long-term financial management plan for the municipal area.*
- (2) *A long-term financial management plan is to be in respect of at least a ten-year period.*
- (3) *A long-term financial management plan for a municipal area is to –*
  - (a) *be consistent with the strategic plan for the municipal area; and*
  - (b) *refer to the long-term strategic asset management plan for the municipal area; and*
  - (c) *contain at least the matters that are specified in an order made under section 70F as required to be included in a long-term financial management plan.*

#### **70A. Financial management strategies**

- (1) *A council is to prepare a financial management strategy for the municipal area.*
- (2) *A financial management strategy for a municipal area is to –*
  - (a) *be consistent with the strategic plan for the municipal area; and*
  - (b) *contain at least the matters that are specified in an order made under section 70F as required to be included in a financial management strategy.*

The Local Government (Content of Plans and Strategies) Order 2014, dealing with Long Term Financial Management Plans, was issued in 2014 under Section 70F of the Local Government Act 1993. This Plan has been drawn up to be compliant with the provisions of the Orders.

### RELATIONSHIP WITH ASSET MANAGEMENT

The term “Asset Management” is used to describe the process by which the Council manages physical assets with a net value estimated to be \$508m as at 30 June 2023.

The Council determines the policy framework within which existing assets are managed and new assets acquired and the overall program for maintenance and disposal of assets.

It is important that current ratepayers should pay for the current cost of services and assets used. This is to ensure that each generation pays for their own use. Without this happening, future generations will have to pay for the lifestyle and services enjoyed by today’s residents.

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There is a direct link between the development and implementation of the Council's Infrastructure Asset Management Plans (IAMPs) and the LTFP. The Council expends considerable funds managing and constructing assets. It will be exposed to financial risk over the longer term if budget processes have little regard for ongoing costs associated with the maintenance and renewal of these assets beyond the current budget period. It is incumbent on the Council to carefully consider information about the stock of infrastructure and other assets and the contribution that current ratepayers are making to their consumption.

The Council needs to maintain appropriate practices in asset management to ensure it will be leaving a healthy financial legacy to future Councils and the community. Council faces challenges in managing infrastructure and other assets as a result of issues such as increasing community expectations, population growth, replacement of ageing infrastructure, new legislative requirements and the growing demands of an ageing population.

The Council has developed and maintains detailed asset management plans for the infrastructure assets controlled by the Council. The LTFP incorporates the financial aspects of these plans to ensure the timing and extent of funding is adequate to meet the Council's obligations. There is therefore no difference between the infrastructure asset management plans and the financial aspects of the asset management plan in the LTFP.

### OBJECTIVES

The overall goal of the LTFP 2023-2033 is to ensure that the Central Coast Council remains financially sustainable in the long-term.

It is intended that the plan be based on the following guidelines:

- . The achievement of a prudent balance between maintaining the existing range and level of service provision and developing the capacity to grow and add new services while remaining financially sustainable for future generations.
- . Maintain a strong cash position, ensuring the Council remains financially sustainable in the long term.
- . Achieve underlying surpluses which excludes non-operational items such as granted assets, capital income and expenditures.
- . Maintain debt levels below prudential guidelines.
- . Continue to pursue recurrent grant funding for strategic capital funds from the State and Federal Governments.
- . Provide for rate increases that are not excessive and can be justified in a positive and transparent way; and
- . Maintain the ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning.

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### DESIRED OUTCOMES

The primary outcome desired from the LTFP is to quantify the existing service requirements and the associated long term cash flow implications to maintain those service levels. This includes capital expenditure on renewals and upgrades being given priority over capital expenditure on new assets. Any funding gaps identified in this process will be addressed over the forecast period.

Secondary to this is that any expansion of existing services and investment in new assets is properly planned for and funded over the life of the asset or service provided. Consideration must be given to the impact on the underlying surplus, whole of life costs including depreciation, borrowings and impacts on existing service levels.

A further outcome is to develop the financial strategic direction for the Council by establishing its desired financial status in each of the next 10 financial years. This will ensure the Council has the financial resources to meet its future obligations. A council's finances are sustainable in the long term only if they are strong enough to allow the council to manage likely developments and unexpected financial shocks over the long-term financial planning period without having to introduce substantial or disruptive revenue (or expenditure) adjustments during that period.

The process also critically reviews the Council's current financial status with a view to identifying those areas that are strengths or weaknesses, opportunities or threats. Actions to address the any significant matters identified can then be implemented. Community expectations are the major external influence on the Council's service provision.

The major threat to the Council in this regard is that those expectations outstrip the funding available to the Council and create a resultant negative perception. There is an opportunity in this for Council to increase community understanding of the link between financial capacity and service levels.

The preparation of the LTFP will assist in identifying, and the subsequent management of, the Council's financial risks. The risks and strategies to manage those risks are dealt with later in this document.

### LONG-TERM FINANCIAL PLAN FRAMEWORK

The document is a moving document and will be updated annually on an ongoing ten-year rolling basis. The Plan does not include any future provision for new unplanned and unfunded initiatives, strategic projects or expansion of existing services. As these matters arise and are considered by the Council, the LTFP will be updated to incorporate any future impact of the Council decisions on policy, priorities, new initiatives or strategic direction.

The LTFP has been drafted within the following framework:

- To remain consistent with the Council's current Strategic and Annual Plans.
- To maintain current Council services within each service activity at their existing service levels.

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- To maintain the Council's position as a modest rating council without compromising its sustainability or the viability of its asset base and service delivery.
- Reserves where possible are to be maintained to allow for the orderly replacement of critical assets.
- Replacement of plant and equipment to be undertaken when economically viable and funded from reserves.
- To provide for an asset renewal works program over the ten-year period to maintain the Council's infrastructure at acceptable service standards as measured by the management indicators themselves, with no large backlog of required unfunded works.
- To externally borrow monies to fund new and upgraded assets, provided that whole of life costing has been done and the underlying surplus can be maintained in servicing any borrowing costs. However, the Council's treasury management practice will be to always utilise the Council's cash flow to reduce net borrowing costs over the Plan period.

### GENERAL ASSUMPTIONS

The LTFP 2023-2033 has been developed applying the following general assumptions:

- Current service levels will be maintained.
- The most common measure of this is the Consumer Price Index (CPI). The effect of the CPI over the forecast period is ignored. Any increases in values in excess of the CPI are explained below.
- No change in the level of subsidisation that existing services receive from general revenue.
- Any increase in output or service levels will come as a result of efficiency gains from the Council's continual improvement program.
- Capital renewal gap will be eliminated over the forecast period.
- Debt levels will vary depending on the funding needs for new assets.

A key assumption in the preparation of the LTFP is that future expenditure is dependent on the income streams that the Council can rely upon with a great degree of certainty. It cannot assume that all desired projects will automatically be funded by a combination of either grants, loans or by general rate increases. Projects are only included in the LTFP when funding is reasonably assured. This will create a picture of what the Council can currently afford and what it can deliver with reasonable certainty over the forecast period. Since the document is updated annually, as and when funding is secured for desired projects, the Plan is amended to include the changing circumstances and changing priorities. The LTFP therefore is not about determining what and when Council will spend on new projects. The modelling guides Council in how much it is likely to have at its discretion to allocate in future years.

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### LONG-TERM FINANCIAL STRATEGIES

The Long-Term Financial Strategies are intended as a set of business rules or tools to be used in developing and managing annual estimates and LTFPs. These need to be reviewed on an annual basis to ensure they meet changing circumstances that the Council may face. The purpose of the Long-Term Financial Strategies is to:

- . Ensure that the Council establishes and maintains control of its financial destiny in a manner consistent with the current financial management processes of the Council.
- . Ensure that the Council's financial resources are applied towards achieving the desired outcomes, strategies and initiatives articulated in the LTFP.
- . Ensure that the Council balances its expenditure on services and capital works with its revenue raising capacity.
- . Ensure the proposed financial strategies are enabling guidelines that will support both the ongoing viability of the Council and its ability to achieve the objectives and vision in its Strategic Plan.

The general financial principles used in determining the strategies are as follows:

- . Achieve long-term income and expenditure neutrality while keeping rates growth in line with the CPI.
- . Achieve long-term cash flow neutrality while keeping rates growth in line with the CPI.
- . Maintain reserves at levels that are adequate to provide a buffer for large or unexpected short-term cash flow fluctuations.
- . Ensure that the Council's long-term capital program fully funds asset renewal requirements.
- . Significant or material shifts in the allocation of Council expenditure are directly linked to policy changes, changes in service levels or conscious Council decisions that are supported by Council resolutions.

The Orders require councils to include strategies related to revenue, investments, borrowings and capital expenditure. They also require councils to make specific reference to strategies to make an operating surplus, a funded renewal capital program and an appropriate cash position.

The Long-term Financial Strategies are:

- 1 Target consistent underlying surpluses that provide sufficient funds for both recurrent service level and asset renewal and upgrade requirements. The forecast income statement, balance sheet, cash flow statement and capital works programs must be prepared to achieve consistent underlying surpluses, funded capital renewal programs and cash balances sufficient to implement these strategies.

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- 2 Target the Balance Sheet having at least a 1.25 to 1 working capital ratio in the LTFP.
- 3 Transfers to the Aged Persons Home Units, Child Care and Ganesway reserves need to reflect the operating results for the period.
- 4 Material favourable budget variations realised at year's end in a given financial year will be quarantined and form part of the accumulated surplus reserve (unless required to finance projects deemed as 'unavoidable') that can be used as a funding source for future one off, unexpected or unavoidable costs. Positive capital works budget variations relating to ongoing capital works will be carried over to the following financial year.
- 5 Annual transfers to the Asset Replacement, Fire Service, Garbage Collection and Special Projects Reserves must be backed by cash on hand. The LTFP must ensure that over the forecast period sufficient funds are retained to eliminate any funding deficit.
- 6 Annual transfers equivalent to the average interest earned on investments during the financial year be made to Asset Replacement Reserves and to Special Project Reserves as directed by the General Manager.
- 7 Budgeted cash at the end of each year shall be measured by referencing it against the working capital ratio in the LTFP.
- 8 Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps).
- 9 Services impacted by the climate change must identify cost impacts and incorporate cost implications (both expenditure and revenue streams) into the LTFP.
- 10 A series of key financial performance indicators, with appropriate threshold targets will be utilised to strategically analyse the financial integrity of the Plan. These include:
  - . Operating Margin – positive
  - . Operating Margin Ratio – greater than 1
  - . Net Financial Liabilities Ratio – between 0% and -50%
  - . Asset Sustainability Ratio – greater than 100%
  - . Asset Renewal Funding Ratio – between 90% and 100%
  - . Current Ratio – greater than 1.25
  - . Debt Service Ratio – less than 2%.
- 11 Capital expenditure on asset renewal and upgrade projects be given priority over capital expenditure on new assets (extensions) where the sustainability index (Capital renewal and upgrade expenditure as a percentage of depreciation) falls below the benchmark of 100%.

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- 12 Any new capital work (capital extension) proposals must be preceded by a business justification case which includes a whole of life cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact.
- 13 Capital income must only be utilised as a funding source for capital expenditure requirements.
- 14 The Council considers borrowing for new capital projects only when consistent underlying operating surplus results are being achieved. Borrowings are considered for other capital projects where such expenditure will generate significant future savings for the Council in renewal, maintenance or operating costs. Borrowings will not be considered to fund ongoing operations.
- 15 For borrowings to be considered, projects must have had a full whole of life cost analysis undertaken, proving that future cash inflows will exceed the cash outlays, or alternatively where there is no financial return that the additional capital and operating costs are quantified in the LTFP, and the integrity of the financial strategies is not compromised.
- 16 Where reasonably possible, fees and charges are increased by the same general rates increase until full cost recovery is achieved for direct service provision. Any fees that are not increased in line with the planned rate rise be clearly identified and documented for the Council's consideration.
- 17 The Council considers the most appropriate rating strategy to provide adequate funds to:
  - . achieve sustainable underlying surpluses.
  - . achieve sustainable cash flows; and
  - . fund capital renewal projects.in both the annual Estimates and LTFP.
- 18 Investments, other than Council investments in TasWater and the Dulverton Waste Management Authority, are to comply with the Investment Policy adopted by the Council.

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### KEY FINANCIAL INDICATORS

The following pages provide a summary of the targets and whether or not the financial modelling achieves each of Councils identified financial targets.

#### Underlying Surplus/Deficit

*Calculation: Operating Revenue (excluding Capital Revenue)/Operating Expenses*

*Benchmark: Positive Result*

Underlying surplus or deficit is the amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year.

The intent of the underlying result is to show the outcome of a council’s normal or usual day-to-day operations. It is intended to remove extraneous factors that could create volatility.

Modelling Outcome	Target Achieved																																				
<p>The underlying surplus is positive over the projected ten-year period indicating Council’s ability to fund its recurrent expenditure from recurrent income. When such a result is achieved, sufficient funds are generated to support operating activities and fund depreciation which is essential for asset renewal.</p> <div><div>Indicator – Underlying Surplus / (Deficit)</div><table><caption>Indicator – Underlying Surplus / (Deficit) Data</caption><tr><th>Year</th><th>Underlying Surplus</th><th>Benchmark – Break-even</th></tr><tr><td>2022-2023 Budget</td><td>600,000</td><td>0</td></tr><tr><td>2023-2024</td><td>100,000</td><td>0</td></tr><tr><td>2024-2025</td><td>200,000</td><td>0</td></tr><tr><td>2025-2026</td><td>300,000</td><td>0</td></tr><tr><td>2026-2027</td><td>200,000</td><td>0</td></tr><tr><td>2027-2028</td><td>400,000</td><td>0</td></tr><tr><td>2028-2029</td><td>600,000</td><td>0</td></tr><tr><td>2029-2030</td><td>800,000</td><td>0</td></tr><tr><td>2030-2031</td><td>1,000,000</td><td>0</td></tr><tr><td>2031-2032</td><td>1,200,000</td><td>0</td></tr><tr><td>2032-2033</td><td>1,500,000</td><td>0</td></tr></table></div>	Year	Underlying Surplus	Benchmark – Break-even	2022-2023 Budget	600,000	0	2023-2024	100,000	0	2024-2025	200,000	0	2025-2026	300,000	0	2026-2027	200,000	0	2027-2028	400,000	0	2028-2029	600,000	0	2029-2030	800,000	0	2030-2031	1,000,000	0	2031-2032	1,200,000	0	2032-2033	1,500,000	0	✓
Year	Underlying Surplus	Benchmark – Break-even																																			
2022-2023 Budget	600,000	0																																			
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### Operating Margin Ratio

Calculation: *Operating Revenue (excluding Capital Revenue)/Operating Expenses*

Benchmark: *Greater than 1*

This ratio also serves as an overall measure of underlying operating effectiveness. By calculating the ratio, comparisons as to the quality of the operating surplus can be measured over a period of time.

Increasing surpluses may look good superficially, but if the ratio of income to expenses is declining then it indicates the quality of those earnings is in decline and action is necessary. As with many ratios there is no absolute correct number, it is the trend that is important. An increasing trend, while good, may mean that not enough funds are being spent on assets and services and so cash flow neutrality between generations of rate payers is not being achieved. A stable ratio over a period of time, adjusting for special circumstances where necessary, is the aim of the Council.

Modelling Outcome		Target Achieved																																				
The underlying surplus ratio is met in each of the 10-year period covered by the Plan.		✓																																				
<div><div>Indicator – Operating Margin Ratio</div><table><thead><tr><th>Period</th><th>Benchmark</th><th>Operating Margin</th></tr></thead><tbody><tr><td>2022-2023 Budget</td><td>1.00</td><td>1.02</td></tr><tr><td>2023-2024</td><td>1.00</td><td>1.00</td></tr><tr><td>2024-2025</td><td>1.00</td><td>1.00</td></tr><tr><td>2025-2026</td><td>1.00</td><td>1.00</td></tr><tr><td>2026-2027</td><td>1.00</td><td>1.00</td></tr><tr><td>2027-2028</td><td>1.00</td><td>1.00</td></tr><tr><td>2028-2029</td><td>1.00</td><td>1.00</td></tr><tr><td>2029-2030</td><td>1.00</td><td>1.00</td></tr><tr><td>2030-2031</td><td>1.00</td><td>1.00</td></tr><tr><td>2031-2032</td><td>1.00</td><td>1.00</td></tr><tr><td>2032-2033</td><td>1.00</td><td>1.00</td></tr></tbody></table></div>			Period	Benchmark	Operating Margin	2022-2023 Budget	1.00	1.02	2023-2024	1.00	1.00	2024-2025	1.00	1.00	2025-2026	1.00	1.00	2026-2027	1.00	1.00	2027-2028	1.00	1.00	2028-2029	1.00	1.00	2029-2030	1.00	1.00	2030-2031	1.00	1.00	2031-2032	1.00	1.00	2032-2033	1.00	1.00
Period	Benchmark	Operating Margin																																				
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### Net Financial Liabilities

Calculation: Total Liabilities less Financial Assets

This indicator demonstrates the capacity of the Council to meet its financial obligations from operating revenue. A reducing trend indicates that the Council’s capacity to meet its financial obligations from operating revenue is increasing.

As with all financial indicators associated with measuring indebtedness and its associated costs there is no right or wrong amount. A council simply needs to manage net debt within a range acceptable to it, having regard to long-term financial sustainability and its suite of strategic management plans and financial management policies.

A council’s indebtedness should be managed to ensure its liabilities and associated costs can be met comfortably.

Modelling Outcome	Target Achieved																						
<p>Relative to the asset base and earnings of the Council, debt levels are modest over the forecast period. Liabilities and associated costs can be met comfortably from operating revenues without risk to services and the need for significant rate increases.</p> <div> <div> <div>Net Financial Liabilities</div> <table border="1"> <caption>Net Financial Liabilities Data</caption> <thead> <tr> <th>Period</th> <th>Net Financial Liabilities</th> </tr> </thead> <tbody> <tr> <td>2023-2024</td> <td>2,500,000</td> </tr> <tr> <td>2024-2025</td> <td>11,500,000</td> </tr> <tr> <td>2025-2026</td> <td>8,500,000</td> </tr> <tr> <td>2026-2027</td> <td>5,500,000</td> </tr> <tr> <td>2027-2028</td> <td>5,500,000</td> </tr> <tr> <td>2028-2029</td> <td>3,500,000</td> </tr> <tr> <td>2029-2030</td> <td>3,000,000</td> </tr> <tr> <td>2030-2031</td> <td>0</td> </tr> <tr> <td>2031-2032</td> <td>(5,000,000)</td> </tr> <tr> <td>2032-2033</td> <td>(16,500,000)</td> </tr> </tbody> </table> </div> </div>	Period	Net Financial Liabilities	2023-2024	2,500,000	2024-2025	11,500,000	2025-2026	8,500,000	2026-2027	5,500,000	2027-2028	5,500,000	2028-2029	3,500,000	2029-2030	3,000,000	2030-2031	0	2031-2032	(5,000,000)	2032-2033	(16,500,000)	<p>✓</p>
Period	Net Financial Liabilities																						
2023-2024	2,500,000																						
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2028-2029	3,500,000																						
2029-2030	3,000,000																						
2030-2031	0																						
2031-2032	(5,000,000)																						
2032-2033	(16,500,000)																						

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### Net Financial Liabilities Ratio

Calculation: *Total Liabilities less Financial Assets / Operating Revenue*

Benchmark: *Between 0% and -50%*

As with Indicator 3 above this ratio also demonstrates the capacity of the Council to meet its financial obligations from operating revenue. Similarly, a reducing trend indicates that the Council’s capacity to meet its financial obligations from operating revenue is increasing. The Council merely needs to manage the ratio between the desired parameters as discussed above.

Modelling Outcome	Target Achieved																																												
<p>The benchmark for this ratio is to manage the debt level to be between 0% and -50%. The Council remains committed to maintaining debt levels within its own prudential guidelines. The debt levels indicate a ratio of -45% at the beginning of the forecast period reflecting the additional long-term borrowings for the Coastal Pathways. This ratio then reduces over the forecast period to the benchmark by 2032-2033. This indicates that the Council does not rely heavily on debt, nor does it foresee a situation in the future where this will change to any material extent.</p> <div><div>Indicator – Net Financial Liabilities Ratio</div><table><caption>Indicator – Net Financial Liabilities Ratio Data</caption><tr><th>Year</th><th>Net financial Liabilities Ratio</th><th>Benchmark - upper</th><th>Benchmark - lower</th></tr><tr><td>2023-2024</td><td>-0.2</td><td>0</td><td>-0.5</td></tr><tr><td>2024-2025</td><td>-0.1</td><td>0</td><td>-0.5</td></tr><tr><td>2025-2026</td><td>0.1</td><td>0</td><td>-0.5</td></tr><tr><td>2026-2027</td><td>0.2</td><td>0</td><td>-0.5</td></tr><tr><td>2027-2028</td><td>0.3</td><td>0</td><td>-0.5</td></tr><tr><td>2028-2029</td><td>0.35</td><td>0</td><td>-0.5</td></tr><tr><td>2029-2030</td><td>0.5</td><td>0</td><td>-0.5</td></tr><tr><td>2030-2031</td><td>0.65</td><td>0</td><td>-0.5</td></tr><tr><td>2031-2032</td><td>0.8</td><td>0</td><td>-0.5</td></tr><tr><td>2032-2033</td><td>0.95</td><td>0</td><td>-0.5</td></tr></table></div>	Year	Net financial Liabilities Ratio	Benchmark - upper	Benchmark - lower	2023-2024	-0.2	0	-0.5	2024-2025	-0.1	0	-0.5	2025-2026	0.1	0	-0.5	2026-2027	0.2	0	-0.5	2027-2028	0.3	0	-0.5	2028-2029	0.35	0	-0.5	2029-2030	0.5	0	-0.5	2030-2031	0.65	0	-0.5	2031-2032	0.8	0	-0.5	2032-2033	0.95	0	-0.5	<div>✓</div>
Year	Net financial Liabilities Ratio	Benchmark - upper	Benchmark - lower																																										
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# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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### Asset Sustainability Ratio

*Calculation: Renewal and Replacement Expenditure/Depreciation*

*Benchmark: 100%*

This ratio indicates whether the Council has been maintaining existing assets at a consistent rate. A result of greater than one indicates that spending on existing assets is greater than the depreciation rate thereby improving the asset base. This ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the recorded rate of depreciation of assets for the same period.

If capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time, then a council is ensuring the value of its existing stock of physical assets is maintained. If capital expenditure on existing assets is less than depreciation then, unless a council's overall asset stock is relatively new, it is likely that it is underspending on renewal and replacement. This will progressively undermine its financial sustainability as it is likely that additional maintenance costs associated with assets that have exceeded their economic life will be in excess of costs associated with renewal or replacement. Eventually the council will be confronted with failed assets, and significant renewal and replacement expenditure needs that cannot be accommodated without sudden large rate increases.

The infrastructure and asset management plans include estimates of capital expenditure and maintenance required to responsibly manage asset stocks and are based on appropriate expert technical considerations. Work associated with preparing, and in future updating, such plans, may reveal that a council needs, on average over the period, to spend more (e.g., there is a significant backlog) or less (e.g., assets overall are relatively new) on asset renewal and replacement compared with aggregate depreciation of its total asset stock for the period.

Where a council already has a soundly based IAMP, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement (or proposed in the budget or long-term financial plan) with the optimal level identified in the IAMP.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

Modelling Outcome	Target Achieved																																	
<p>The ratio is not met in all years however Council does have a strategy to prioritise renewal needs. Council will therefore be spending at a level that will sustainably spend sufficient to cover what is needed to maintain existing capacity in existing infrastructure assets.</p> <div><div>Indicator – Asset Sustainability Ratio</div><table><tr><th>Year</th><th>Benchmark</th><th>Asset Sustainability Ratio</th></tr><tr><td>2023-2024</td><td>90%</td><td>105%</td></tr><tr><td>2024-2025</td><td>90%</td><td>125%</td></tr><tr><td>2025-2026</td><td>90%</td><td>75%</td></tr><tr><td>2026-2027</td><td>90%</td><td>95%</td></tr><tr><td>2027-2028</td><td>90%</td><td>75%</td></tr><tr><td>2028-2029</td><td>90%</td><td>75%</td></tr><tr><td>2029-2030</td><td>90%</td><td>75%</td></tr><tr><td>2030-2031</td><td>90%</td><td>75%</td></tr><tr><td>2031-2032</td><td>90%</td><td>70%</td></tr><tr><td>2032-2033</td><td>90%</td><td>65%</td></tr></table></div>	Year	Benchmark	Asset Sustainability Ratio	2023-2024	90%	105%	2024-2025	90%	125%	2025-2026	90%	75%	2026-2027	90%	95%	2027-2028	90%	75%	2028-2029	90%	75%	2029-2030	90%	75%	2030-2031	90%	75%	2031-2032	90%	70%	2032-2033	90%	65%	<div>✓</div>
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# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

### Asset Renewal Funding Ratio

*Calculation: NPV of funded asset renewal expenditure per LTFP/ NPV of projected asset renewal expenditure per asset management plans*

*Benchmark: 90% – 100%*

This ratio measures the Council's ability to fund asset renewals and replacements when they fall due. An inability to fund the asset renewals and replacements will result in one of revenue, expense or debt consequences or a reduction in service levels. The ratio may vary from year to year depending on cash flows in any given year. However, the trend over the forecast period should ensure that on average the funds made available for asset renewals and replacements fall within the benchmark range.

Modelling Outcome	Target Achieved																						
<p>The desired range for this ratio is between 90% and 100%. Since there is no difference between the data contained in the IAMPs and the LTFP this ratio is constant at 100%. This is what the benchmark range wants to achieve. The Council is in the process of preparing a new Asset Management Strategy at the time this LTFP was compiled. The actions arising out this plan will be incorporated into future LTFPs.</p> <div> <div> Indicator – Asset Renewal Funding Ratio </div> <table border="1"> <caption>Asset Renewal Funding Ratio - Annual Data</caption> <thead> <tr> <th>Year</th> <th>Asset Renewal Funding Ratio - Annual</th> </tr> </thead> <tbody> <tr><td>2023-2024</td><td>100%</td></tr> <tr><td>2024-2025</td><td>100%</td></tr> <tr><td>2025-2026</td><td>100%</td></tr> <tr><td>2026-2027</td><td>100%</td></tr> <tr><td>2027-2028</td><td>100%</td></tr> <tr><td>2028-2029</td><td>100%</td></tr> <tr><td>2029-2030</td><td>100%</td></tr> <tr><td>2030-2031</td><td>100%</td></tr> <tr><td>2031-2032</td><td>100%</td></tr> <tr><td>2032-2033</td><td>100%</td></tr> </tbody> </table> </div>	Year	Asset Renewal Funding Ratio - Annual	2023-2024	100%	2024-2025	100%	2025-2026	100%	2026-2027	100%	2027-2028	100%	2028-2029	100%	2029-2030	100%	2030-2031	100%	2031-2032	100%	2032-2033	100%	<div> <div>✓</div> </div>
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# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

### Current Ratio

Calculation: *Current Assets/Current Liabilities*

Benchmark: *Greater than 1.25*

Current assets should exceed current liabilities by a ‘considerable’ margin. It is a measure of liquidity that shows an entity’s ability to pay its short-term debts. A ratio of one or more means there is more cash and liquid assets than short-term liabilities.

The relationship between current assets and current liabilities is used to assess the Council’s capability to meet is current commitments.

It is strategically important to maintain a positive working capital ratio at all times. When the long-term financial plan is prepared, one would not want to see the ratio fall below one at any point.

The Council, by the nature of its business has a very consistent, predictable and reliable income stream. This permits some flexibility in terms of strategically managing its working capital ratio. This means that the ratio can in fact be allowed to trend up or down within a controlled range, depending on what stage of the strategic financial planning cycle the organisation is currently in.

Modelling Outcome	Target Achieved																																				
<p>The Council current ratio target is 1.25, and the current plan indicates the Council will come in just below this in 2023-24. The ratio of 1.1 in 2023-24 is however sufficient to cover Council’s financial obligations comfortably with current assets still exceeding the value of current liabilities.</p> <div><div>Indicator – Asset Current Ratio</div><table><caption>Indicator – Asset Current Ratio Data</caption><tr><th>Year</th><th>Benchmark</th><th>Current Ratio</th></tr><tr><td>2022-2023 Budget</td><td>1.25</td><td>1.0</td></tr><tr><td>2023-2024</td><td>1.25</td><td>1.6</td></tr><tr><td>2024-2025</td><td>1.25</td><td>1.0</td></tr><tr><td>2025-2026</td><td>1.25</td><td>1.2</td></tr><tr><td>2026-2027</td><td>1.25</td><td>1.4</td></tr><tr><td>2027-2028</td><td>1.25</td><td>1.3</td></tr><tr><td>2028-2029</td><td>1.25</td><td>1.5</td></tr><tr><td>2029-2030</td><td>1.25</td><td>1.4</td></tr><tr><td>2030-2031</td><td>1.25</td><td>1.8</td></tr><tr><td>2031-2032</td><td>1.25</td><td>2.1</td></tr><tr><td>2032-2033</td><td>1.25</td><td>2.4</td></tr></table></div>	Year	Benchmark	Current Ratio	2022-2023 Budget	1.25	1.0	2023-2024	1.25	1.6	2024-2025	1.25	1.0	2025-2026	1.25	1.2	2026-2027	1.25	1.4	2027-2028	1.25	1.3	2028-2029	1.25	1.5	2029-2030	1.25	1.4	2030-2031	1.25	1.8	2031-2032	1.25	2.1	2032-2033	1.25	2.4	<div>✓</div>
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# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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### FINANCIAL STATEMENTS

The financial statements included in the LTFP portray the projected long-term financial position and performance of Council over the next ten years.

The statements are prepared on current knowledge and will no doubt be affected by various events that will occur in future years. It is important that the long-term financial projections in this LTFP be revisited and updated on an annual basis.

The LTFP provides financial and non-financial measures to assess the Council's performance in achieving its objectives. It consists of an income statement, balance sheet, cash flow statement, statement of changes in equity, capital works programs and the forward programs for capital works covering the ten-year forecast period. It further includes the management indicators that Council is required to report on in the Annual Report.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

### Comprehensive Income Statement

	2022-2023 Budget	2023-2024 Budget	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033
<b>Operating Revenue</b>											
Rates and Charges	18,012,000	18,878,000	19,795,471	20,757,531	21,766,347	22,824,191	23,933,447	25,096,612	26,316,308	27,595,280	28,936,411
Fees and Charges	4,225,500	4,391,550	4,561,064	4,737,121	4,919,974	5,109,885	5,307,126	5,511,981	5,724,744	5,945,719	6,175,224
Interest	190,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Contributions and Operating Grants	2,256,700	2,554,700	2,653,312	2,755,730	2,862,101	2,972,578	3,087,319	3,206,490	3,330,260	3,458,809	3,592,319
Commonwealth Financial Assistance Grants	4,612,000	5,112,000	5,309,323	5,514,263	5,727,114	5,948,180	6,177,780	6,416,242	6,663,909	6,921,136	7,188,292
TasWater Receipts	954,000	1,145,000	1,145,000	1,145,000	916,000	916,000	916,000	916,000	916,000	916,000	916,000
Dulverton Receipts	688,000	484,000	484,000	484,000	484,000	484,000	484,000	484,000	484,000	484,000	484,000
Share of Profit/(Losses) of Associates	546,000	760,000	760,000	760,000	760,000	760,000	760,000	760,000	760,000	760,000	760,000
Other Revenue	584,276	666,259	691,977	718,687	746,428	775,240	805,165	836,244	868,523	902,048	936,867
<b>Total Operating Revenues</b>	<b>32,068,476</b>	<b>34,541,509</b>	<b>35,950,146</b>	<b>37,422,331</b>	<b>38,731,963</b>	<b>40,340,074</b>	<b>42,020,837</b>	<b>43,777,570</b>	<b>45,613,744</b>	<b>47,532,992</b>	<b>49,539,112</b>
<b>Operating Expenses</b>											
Employee Costs	13,480,106	14,553,652	15,115,423	15,698,878	16,304,855	16,934,222	17,587,883	18,266,776	18,971,873	19,704,188	20,464,769
Materials & Contracts	9,992,894	10,616,948	11,013,597	11,425,065	11,851,906	12,294,693	12,754,022	13,230,513	13,724,805	14,237,563	14,769,479
Borrowing Costs	249,600	300,909	358,959	340,513	343,445	325,593	307,215	279,461	260,890	243,234	224,902
Depreciation	7,276,900	8,574,800	8,895,155	9,227,478	9,572,216	9,929,834	10,300,813	10,685,651	11,084,867	11,498,998	11,928,600
Amortisation	43,000	43,000	42,700	43,000	42,700	43,000	42,700	43,000	42,700	43,000	42,700
Other Expenses	369,500	400,000	415,440	431,476	448,131	465,429	483,394	502,053	521,433	541,560	562,464
<b>Total Operating Expenses</b>	<b>31,412,000</b>	<b>34,489,309</b>	<b>35,841,274</b>	<b>37,166,410</b>	<b>38,563,253</b>	<b>39,992,771</b>	<b>41,476,028</b>	<b>43,007,454</b>	<b>44,606,567</b>	<b>46,268,543</b>	<b>47,992,914</b>
<b>Operating Surplus/(Deficit) before Capital Items</b>	<b>656,476</b>	<b>52,200</b>	<b>108,873</b>	<b>255,922</b>	<b>168,710</b>	<b>347,303</b>	<b>544,809</b>	<b>770,116</b>	<b>1,007,177</b>	<b>1,264,449</b>	<b>1,546,198</b>
<b>Capital/Other Revenue</b>											
Capital Contributions/Grants	11,179,000	13,704,154	7,803,000	4,531,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000
Profit/(Loss) on Disposal of Plant	356,500	-	-	-	-	-	-	-	-	-	-
Profit/(Loss) on Disposal	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus/(Deficit)</b>	<b>12,191,976</b>	<b>13,756,354</b>	<b>7,911,873</b>	<b>4,786,922</b>	<b>939,710</b>	<b>1,118,303</b>	<b>1,315,809</b>	<b>1,541,116</b>	<b>1,778,177</b>	<b>2,035,449</b>	<b>2,317,198</b>

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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The projected Comprehensive Income Statement shows the expected operating result over the next ten-year period reflecting Councils known recurrent income and recurrent expenditure.

Key points to note regarding the forecast period are:

### Operating Revenue

- 1 The Council forecasts an operating surplus in each of the years of the forecast period.
- 2 Rates and Charges are an important source of revenue for Council and is expected to represent 55% of total revenue in 2023-24. The Plan identifies the importance of increasing rate revenue in line with rising costs to be financially sustainable. Increases have been allowed for in line with CPI. In practice, as has been the case in the past, Council will balance service levels and capacity to pay in setting its rates and charges each year in accordance with its Rates and Charges Policy.
- 3 The Plan includes an allowance for 1% natural growth in rate revenue each year which is consistent with the historical trend.
- 4 Overall, Fees and Charges revenue is assumed to increase by CPI in each year. Council considers the level of fees and charges when setting its budget each year and is guided by its Fees and Charges Policy.
- 5 Interest on investments is based on current estimates of investment income. Market indications are that interest rates will remain consistent in the short to medium term of the forecast period. This will be reviewed annually.
- 6 Councils utilises the cash provided by the Commonwealth general purpose and road funding grants to the Capital works program. An allowance has been made for this income to increase each year in lien with CPI.
- 7 Share of profit or losses of associates refers to the Council's investment in Dulverton Regional Waste Management Authority. The return is made up of two parts. The first part is the recognition of the change in value of the investment and the second part is a cash return from holding the investment.
- 8 The investment in TasWater is expected to continue paying an annual dividend. The anticipated dividend income, and guarantee fees over the forecast period is estimated to be \$954,000 in each of the years consistent with the figures outlined in the TasWater 2022-2026 Corporate Plan. TasWater have also signalled an intent to pay special dividends over the period between 2021-2025 subject to profitability targets being achieved. This has been allowed for in the modelling.
- 9 Other revenue includes reimbursements and private works charges. It is assumed that increases will not be more than CPI.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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### Operating Expenses

- 10 Staff levels are to be maintained at the current operating levels in 2023-2024. The modelling allows for increases in line with CPI.
- 11 Materials and Contracts have two parts – operational expenditure and asset maintenance. The labour component of operational expenditure is assumed to increase by CPI. Asset maintenance expenditure is generated from the asset management process. The labour component of this expenditure is similarly assumed to increase by CPI. The Council is also taking on new assets over the forecast period which will necessitate increased maintenance and operational costs. The Materials and Contracts expenditure is therefore increased to compensate for the factors above.
- 12 Borrowing Costs from loan finance are determined from repayment schedules for current loan finance over the forecast period. Any estimated future loan finance is calculated using current estimates of interest charges and will be structured on a principal and interest basis.
- 13 The depreciation expense is determined by reference to the carrying value of the asset category and the estimated average useful life of that category. The carrying value of the assets is affected by the extent of the capital works program and the periodic revaluation cycle.
- 14 Other expenses include councillor allowances and audit fees. It is assumed that increases will not be more than CPI.

### Capital/Other Revenue

- 15 The current “Roads to Recovery” funding is expected to continue. The Government has announced that a new program will commence, that extends the program from 1 July 2024 to 30 June 2029. The approach for the Plan has been to assume that funding levels will remain constant at existing levels over the forecast period either under an extension of the existing program or a new program with similar benefits.
- 16 Other capital funding has also been included for the upgrade of the Ironcliffe Road and LRCI funding.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

### Statement of Financial Position

	2022-2023 Budget	2023-2024 Budget	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033
<b>Assets</b>											
<b>Current Assets</b>											
Cash and Cash Equivalents	8,760,466	9,924,950	12,411,778	14,807,672	14,706,911	16,496,519	16,728,533	19,910,546	23,982,266	28,366,107	34,325,007
Receivables	730,000	907,736	942,775	979,166	1,016,962	1,056,217	1,096,987	1,139,330	1,183,308	1,228,984	1,276,423
Assets Held for Sale	66,000	-	-	-	-	-	-	-	-	-	-
Other Assets	191,226	320,927	333,315	346,181	359,544	373,422	387,836	402,807	418,355	434,504	451,275
<b>Total Current Assets</b>	<b>9,747,692</b>	<b>11,153,614</b>	<b>13,687,868</b>	<b>16133019.79</b>	<b>16083417</b>	<b>17926157.65</b>	<b>18213356.2</b>	<b>21452682.81</b>	<b>25583929.2</b>	<b>30029595.15</b>	<b>36052704.89</b>
<b>Non-current Assets</b>											
Investment in Associates	8,637,025	14,587,432	15,537,612	15,936,192	16,531,568	17,149,188	17,789,881	18,454,511	19,143,972	19,859,190	20,601,130
Investment in TasWater	72,186,159	74,161,000	74,161,000	74,161,000	74,161,000	74,161,000	74,161,000	74,161,000	74,161,000	74,161,000	74,161,000
Right of Use Assets	177,822	109,000	57,000	45,000	16,000	6,000	-	-	-	-	-
Property, Plant and Infrastructu	495,829,535	544,203,419	565,575,580	584,532,451	602,784,109	619,300,768	637,849,431	654,431,584	671,019,672	688,041,198	704,265,672
<b>Total Non-Current Assets</b>	<b>576,830,542</b>	<b>633,060,852</b>	<b>655,331,192</b>	<b>674,674,643</b>	<b>693,492,677</b>	<b>710,616,956</b>	<b>729,800,312</b>	<b>747,047,095</b>	<b>764,324,644</b>	<b>782,061,389</b>	<b>799,027,801</b>
<b>Total Assets</b>	<b>586,578,234</b>	<b>644,214,466</b>	<b>669,019,060</b>	<b>690,807,663</b>	<b>709,576,094</b>	<b>728,543,114</b>	<b>748,013,669</b>	<b>768,499,778</b>	<b>789,908,573</b>	<b>812,090,984</b>	<b>835,080,506</b>
<b>Liabilities</b>											
<b>Current Liabilities</b>											
Payables	1,615,000	3,960,640	4,108,610	4,262,108	4,421,340	4,586,521	4,757,874	4,935,628	5,120,023	5,311,307	5,509,737
Employee Provisions	5,075,974	1,486,643	1,544,027	1,603,627	1,665,527	1,729,816	1,796,587	1,865,935	1,937,960	2,012,765	2,090,458
Other Provisions	-	3,258,000	3,258,000	3,258,000	3,258,000	3,258,000	3,258,000	3,258,000	3,258,000	3,258,000	3,258,000
Lease Liabilities	-	58,000	54,000	14,000	11,000	11,000	11,000	10,000	6,000	-	-
Financial Liabilities	578,978	564,976	626,435	580,344	565,827	583,679	859,313	599,233	503,920	521,575	539,908
Contract Liabilities	-	357,278	371,069	385,393	400,269	415,719	431,766	448,432	465,742	483,719	502,391
Trust funds and Deposits	1,519,319	460,100	477,860	496,305	515,462	535,359	556,024	577,487	599,778	622,929	646,974
<b>Total Current Liabilities</b>	<b>8,789,271</b>	<b>10,145,637</b>	<b>10,440,001</b>	<b>10,599,776</b>	<b>10,837,424</b>	<b>11,120,095</b>	<b>11,670,564</b>	<b>11,694,715</b>	<b>11,891,422</b>	<b>12,210,296</b>	<b>12,547,469</b>
<b>Non-current Liabilities</b>											
Employee Provisions	2,187,185	1,837,283	1,908,203	1,981,859	2,058,359	2,137,812	2,220,331	2,306,036	2,395,049	2,487,498	2,583,515
Other Provisions	-	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Financial Liabilities	9,671,231	10,661,173	9,973,279	9,439,026	8,887,716	8,286,185	7,151,237	6,812,084	6,403,477	5,864,247	5,306,006
<b>Total Non-Current Liabilities</b>	<b>11,858,416</b>	<b>12,498,456</b>	<b>11,881,482</b>	<b>11,420,885</b>	<b>10,946,075</b>	<b>10,423,996</b>	<b>9,371,568</b>	<b>9,118,119</b>	<b>8,798,526</b>	<b>8,351,744</b>	<b>7,889,521</b>
<b>Total Liabilities</b>	<b>20,647,687</b>	<b>22,644,093</b>	<b>22,321,482</b>	<b>22,020,661</b>	<b>21,783,500</b>	<b>21,544,091</b>	<b>21,042,132</b>	<b>20,812,834</b>	<b>20,689,948</b>	<b>20,562,040</b>	<b>20,436,989</b>
<b>Net Assets</b>	<b>565,930,547</b>	<b>621,570,373</b>	<b>646,697,577</b>	<b>668,787,002</b>	<b>687,792,594</b>	<b>706,999,023</b>	<b>726,971,537</b>	<b>747,686,944</b>	<b>769,218,625</b>	<b>791,528,944</b>	<b>814,643,517</b>
<b>Equity</b>											
Accumulated Surplus	291,524,883	295,173,894	303,085,766	307,872,688	308,812,398	309,930,701	311,246,510	312,787,626	314,565,803	316,601,252	318,918,450
Asset Reserves	274,405,664	326,396,479	343,611,811	360,914,314	378,980,196	397,068,321	415,725,026	434,899,318	454,652,822	474,927,692	495,725,067
<b>Total Equity</b>	<b>565,930,547</b>	<b>621,570,373</b>	<b>646,697,577</b>	<b>668,787,002</b>	<b>687,792,594</b>	<b>706,999,023</b>	<b>726,971,537</b>	<b>747,686,944</b>	<b>769,218,625</b>	<b>791,528,944</b>	<b>814,643,517</b>

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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The projected statement of financial position shows the expected net current asset, net non-current asset and net asset positions over the next ten-year period.

Significant items to note are:

- 1 Cash balances remain relatively consistent during the forecast period. This is consistent with what is expected as the Council has used the cash it anticipates receiving in the forecast period to produce a fully funded capital works program, maintain operating surpluses and maintain sufficient cash to back its cash reserves.
- 2 Increases in line with CPI have been allowed for receivables, other assets, payable, and provisions.
- 3 Investment in Associates represents the Council's share of the increase in the fair value of the asset. While it is a noncash item it has been included in the Plan.
- 4 The movement in the property, plant and infrastructure includes asset value is based on the additions from the capital works program and revaluation increments less the write down for depreciation. The capital works program is extracted from the asset management program developed by the Infrastructure Services Department of the Council. The replacement/refurbishment of existing assets will be maintained at current levels.
- 5 Financial liabilities are based on current borrowings and that allowed for in the 2023-2024 budget estimates using cost profiles based on current rate estimates.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

### Statement of Cash Flows

	2022-2023 Budget	2023-2024 Budget	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033
<b>Cash Flows from Operating Activities</b>											
<b>Receipts</b>											
Rates and Charges	18,012,000	18,844,264	19,760,432	20,721,140	21,728,551	22,784,936	23,892,677	25,054,269	26,272,330	27,549,605	28,888,972
Fees and Charges	4,289,500	4,391,550	4,561,064	4,737,121	4,919,974	5,109,885	5,307,126	5,511,981	5,724,744	5,945,719	6,175,224
Interest	190,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Contributions and Operating Grants	6,804,700	7,666,700	7,962,635	8,269,993	8,589,214	8,920,758	9,265,099	9,622,732	9,994,170	10,379,945	10,780,611
TasWater receipts	954,000	1,145,000	1,145,000	1,145,000	916,000	916,000	916,000	916,000	916,000	916,000	916,000
Dulverton receipts	688,000	1,244,000	1,244,000	1,244,000	1,244,000	1,244,000	1,244,000	1,244,000	1,244,000	1,244,000	1,244,000
Other revenue	584,276	680,259	691,977	718,687	746,428	775,240	805,165	836,244	868,523	902,048	936,867
<b>Payments</b>											
Employee costs	(13,469,106)	(14,430,117)	(14,987,119)	(15,565,622)	(16,166,455)	(16,790,481)	(17,438,593)	(18,111,723)	(18,810,835)	(19,536,933)	(20,291,059)
Materials & Contracts	(10,003,894)	(10,653,357)	(10,850,465)	(11,291,665)	(11,675,002)	(12,108,043)	(12,560,372)	(13,030,600)	(13,520,357)	(14,027,299)	(14,545,104)
Other expenses	(369,500)	(400,000)	(415,440)	(431,476)	(448,131)	(465,429)	(483,394)	(502,053)	(521,433)	(541,560)	(562,464)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>7,679,976</b>	<b>9,038,299</b>	<b>9,662,084</b>	<b>10,097,177</b>	<b>10,404,579</b>	<b>10,936,868</b>	<b>11,497,707</b>	<b>12,090,850</b>	<b>12,717,141</b>	<b>13,381,524</b>	<b>14,093,047</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts</b>											
Proceeds from sale of assets	356,500	-	-	-	-	-	-	-	-	-	-
Capital Grants	11,179,000	13,704,154	7,803,000	4,531,000	771,000	771,000	771,000	771,000	771,000	771,000	771,000
<b>Payments</b>											
Payments for property, plant and equipment	(24,693,000)	(29,044,528)	(13,992,862)	(11,311,425)	(10,367,068)	(9,008,988)	(10,870,164)	(8,801,143)	(8,651,611)	(9,003,872)	(8,140,338)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(13,157,500)</b>	<b>(15,340,374)</b>	<b>(6,189,862)</b>	<b>(6,780,425)</b>	<b>(9,596,068)</b>	<b>(8,237,988)</b>	<b>(10,099,164)</b>	<b>(8,030,143)</b>	<b>(7,880,611)</b>	<b>(8,232,872)</b>	<b>(7,369,338)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts</b>											
New loans	2,700,000	2,000,000	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Loan repayments	(578,978)	(564,975)	(626,435)	(580,344)	(565,827)	(583,679)	(859,313)	(599,233)	(503,920)	(521,575)	(539,908)
Borrowing costs	(249,810)	(300,909)	(358,959)	(340,513)	(343,445)	(325,593)	(307,215)	(279,461)	(260,890)	(243,234)	(224,902)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>1,871,212</b>	<b>1,134,116</b>	<b>(985,394)</b>	<b>(920,857)</b>	<b>(909,272)</b>	<b>(909,272)</b>	<b>(1,166,529)</b>	<b>(878,695)</b>	<b>(764,810)</b>	<b>(764,810)</b>	<b>(764,810)</b>
Net Increase/(Decrease) in cash held	(3,606,312)	(5,167,959)	2,486,828	2,395,895	(100,761)	1,789,608	232,014	3,182,012	4,071,720	4,383,842	5,958,899
Opening cash and cash equivalents	12,366,778	15,092,909	9,924,950	12,411,777	14,807,673	14,706,912	16,496,519	16,728,534	19,910,546	23,982,266	28,366,108
<b>Closing Cash and cash equivalents</b>	<b>8,760,466</b>	<b>9,924,950</b>	<b>12,411,777</b>	<b>14,807,673</b>	<b>14,706,912</b>	<b>16,496,519</b>	<b>16,728,534</b>	<b>19,910,546</b>	<b>23,982,266</b>	<b>28,366,108</b>	<b>34,325,007</b>

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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The projected cash flow statement shows the expected net cash inflows and outflows over the next ten-year period.

Significant items to note are:

- 1 Cash balances remain relatively consistent in the earlier years of the forecast period reflecting the higher level of capital investment in line with the 10-year capital works plan. This is expected as the Council has used the cash it anticipates receiving in to fully fund its capital works program, maintain operating surpluses and maintain sufficient cash to back its cash reserves.
- 2 Financial liabilities are based on actual loan agreements and anticipated loan agreements using cost profiles based on current rate estimates. The 2023-2024 Capital Program is supported by \$2,000,000 in new borrowings.
- 3 The Council limits its borrowings to those services/projects which are long-term investments and single high-cost developments which peak within the Capital Program. Council's debt remains at a manageable level and will reduce in line with over the forecast period. There have been no new additional borrowings identified beyond 2023-2024 in this forecast period.
- 4 The capital works program is backed by detailed ten-year forward plans that are included in the document.
- 5 The emphasis in the program is toward the renewals and upgrades before new assets are constructed.
- 6 The main assets to be constructed in the forecast period is the completion of the Coastal Shared Pathway, and Upgrade of Ironcliffe Road, Penguin.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

### Statement of Changes in Equity

	2023-2024 Budget	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033
<b>Accumulated Surplus</b>										
Opening Balance	281,417,540	295,173,894	303,085,766	307,872,688	308,812,398	309,930,701	311,246,510	312,787,626	314,565,803	316,601,252
Surplus/(Deficit) for the Year	13,756,354	7,911,873	4,786,922	939,710	1,118,303	1,315,809	1,541,116	1,778,177	2,035,449	2,317,198
<b>Accumulated Surplus Total</b>	<b>295,173,894</b>	<b>303,085,766</b>	<b>307,872,688</b>	<b>308,812,398</b>	<b>309,930,701</b>	<b>311,246,510</b>	<b>312,787,626</b>	<b>314,565,803</b>	<b>316,601,252</b>	<b>318,918,450</b>
<b>Reserves</b>										
<b>Asset Revaluation Reserve</b>										
Opening Balance	291,384,871	306,578,047	322,843,199	339,747,122	357,217,628	374,688,134	392,704,145	411,213,807	430,277,850	449,837,502
Increment/Decrement	15,193,177	16,265,152	16,903,923	17,470,506	17,470,506	18,016,011	18,509,661	19,064,044	19,559,651	20,055,436
<b>Total Asset Revaluation Reserve</b>	<b>306,578,047</b>	<b>322,843,199</b>	<b>339,747,122</b>	<b>357,217,628</b>	<b>374,688,134</b>	<b>392,704,145</b>	<b>411,213,807</b>	<b>430,277,850</b>	<b>449,837,502</b>	<b>469,892,938</b>
<b>Equity Investment Reserve</b>										
Opening Balance	7,670,678	7,670,678	7,670,678	7,670,678	7,670,678	7,670,678	7,670,678	7,670,678	7,670,678	7,670,678
Increment/Decrement	-	-	-	-	-	-	-	-	-	-
<b>Total Equity Investment Reserve</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>	<b>7,670,678</b>
<b>Other Reserves</b>										
Opening Balance	7,081,322	12,147,754	13,097,934	13,496,514	14,091,890	14,709,510	15,350,203	16,014,833	16,704,294	17,419,512
Increment/Decrement	5,066,432	950,180	398,580	595,376	617,619	640,694	664,630	689,461	715,219	741,939
<b>Total Other Reserves</b>	<b>12,147,754</b>	<b>13,097,934</b>	<b>13,496,514</b>	<b>14,091,890</b>	<b>14,709,510</b>	<b>15,350,203</b>	<b>16,014,833</b>	<b>16,704,294</b>	<b>17,419,512</b>	<b>18,161,452</b>
<b>Asset Reserves Total</b>	<b>326,396,479</b>	<b>343,611,811</b>	<b>360,914,314</b>	<b>378,980,196</b>	<b>397,068,321</b>	<b>415,725,026</b>	<b>434,899,318</b>	<b>454,652,822</b>	<b>474,927,692</b>	<b>495,725,067</b>
<b>Total Equity at End of Reporting Period</b>	<b>621,570,373</b>	<b>646,697,577</b>	<b>668,787,002</b>	<b>687,792,594</b>	<b>706,999,023</b>	<b>726,971,537</b>	<b>747,686,944</b>	<b>769,218,625</b>	<b>791,528,944</b>	<b>814,643,517</b>

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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The projected Statement of Changes in Equity shows the expected net worth of Council to the Community over the next ten-year period.

Significant items to note are:

- 1 Equity represents the total net worth of Council to the Community, and it is the value of total assets less total liabilities. Equity will increase over time in line with Council's operating results, capital grants and new capital investment.
- 2 The accumulated surplus represents the total cumulative amount of surplus/(deficit) that Council has retained and reinvested in its operations.
- 3 Equity includes assets revaluations reserves which represent the difference between what Council paid for non-current infrastructure assets held at fair value and their current valuations.
- 4 The movement in and out of reserves have been integrated into the Plan. The net surplus for the year has been adjusted for movements in and out of the ash reserves before being merged into accumulated surplus. Cash reserves are underwritten by cash on hand in each year over the forecast period.

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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### UNFUNDED PROJECTS

The planning process has determined that there are many more projects that could be done if the finance was available. However, as discussed in the assumptions we have only included revenue on which we can reasonably rely, so we can therefore only include those capital works and strategic projects that we have existing funding for. As and when funding comes available for these projects they will be incorporated in the main part of the ten-year plan.

In the detailed asset management plans, there is a “Future” column. This column contains those capital works and strategic projects that could be introduced into the ten-year window were the funds available. Detailed below is a list of the Strategic projects that are on hold pending an appropriate level of grant funding.

#### Strategic Projects

##### Emergency Services

Forth River erosion control	\$140,000
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##### Urban Roads

Industrial Drive extension	\$1,250,000
Main Road - East Penguin Street lighting underground	\$500,000
Main Road, Penguin - CBD streetscape	\$500,000
Main Road, Penguin - underground power	\$500,000
Maskells Road/Industrial Drive/Bass Highway intersection	\$1,250,000
Reibey Street, Ulverstone - CBD streetscape	\$2,000,000

##### Rural Roads

Castra Road (30km widen)	\$7,800,000
Cuprona Road (River Avenue to Albert Road widen)	\$2,600,000
Forth Road (Turners Beach to Forth Road widen 3km)	\$2,600,000
Preston Road (18km widen)	\$4,680,000
Loongana/Cradle Mountain Link Road	\$26,000,000
Loyetee/Loongana Link Road	\$13,000,000

##### Footpaths

Forth to Turners Beach Shared Pathway	\$1,700,000
Gables Park	\$110,000
Penguin Road, Lonah	\$30,000,000
Penguin to Lonah	\$1,500,000
Preservation Drive - 1 Lyle Street to Hogarth Road	\$100,000

# LONG-TERM FINANCIAL PLAN

## CENTRAL COAST COUNCIL

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### Parking

Commuter parking	\$60,000
Multi-storey car park	\$3,000,000
North Motton Recreation Ground	\$40,000
Off street car parking, Penguin	\$300,000
Parking Control Systems	\$500,000
River Park	\$100,000
Strategic Land Purchases	\$1,000,000
Sulphur Creek	\$100,000
CBD Upgrades/Rearrangements	\$500,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN STRATEGIC PROJECTS											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Coastal Pathway	1,035,000										
Turners Beach - Leith Shared Pathway	952,654										
Mountain Bike Track Stage 2B	300,000										
Slipstream Circus											
Reibey Street Upgrade Design Work											
Reibey Street Upgrade	200,000										
LRCI Funded Projects		1,000,000	1,000,000								
Penguin Recreation Ground											
Park Avenue - Penguin Depot											
East Ulverstone Industrial Estate - Stage 2											
Ulverstone Precinct Science Dome	68,000										
Penguin Foreshore											
Purchase of Strategic Properties	1,000,000										
Montgomery Road - new eco toilet block including carpark facilities	630,000										
Penguin CBD redevelopment											
RV Dump Stations	30,000										
Tobruk Park Pond Rectification	500,000										
10 Year TOTALS	\$ 4,715,654	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
DEPOTS											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Office building external refurbishment											
Perimeter fencing (completion)											
Training/Meeting Room (Locker Room conversion)											
Truck shed floor											
Washdown bay		10,000									
Works Office Assistant Office (window)											
Master Plan implementation	80,000										
Office upgrade											
Depot window lintels/brickwork											
Box Gutter and Overflow											
Depot shed facade renewal											
Office roof renewal											
Cribroom renewal											
General painting program		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Shed roof renewal											
Roller Door renewal											
Seal Depot Yard		40,000									
Two-way Radio Upgrade											100,000
Construction Supervisor (heat pump)											
Security System Upgrade (Depot and Dog Pound)			50,000								
Trevor Street Wall - Repair											
Penguin Depot decommissioning											
Minor plant and equipment - new	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Minor plant and equipment - replace	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	600,000
10 Year TOTALS	\$ 125,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 850,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN EMERGENCY SERVICES											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
SES Building upgrade	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	250,000
Furniture and Equipment Upgrade		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Gunns Plains Road Landslip	2,000,000										
Leven River Bridge Loongana Road	2,200,000										
Lowana Road Landslip	250,000										
Forth River erosion control											150,000
10 Year TOTALS	\$ 4,465,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 500,000

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**URBAN ROADS**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>RENEWAL</b>											
Asset Management Renewal (roadworks reconstruction)	80,000	200,000	200,000	400,000	650,000	650,000	650,000	650,000	650,000	650,000	6,500,000
Braddon Street, Penguin (Eastern side)		140,000									
Braddon Street, Penguin (Western side)		100,000									
Clarke Street			100,000								
Cluan Crescent											
Coroneagh Street											
Eastland Drive Pavement											
Gollan Street - east side		100,000						0			
Hamilton Street			80,000								
Hampson Street											200,000
King Edward Street - Penguin		80,000									
Kings Parade (Bridge roundabout to Jermyn Street)											
Main Road	65,000										
Main Street											800,000
Mary Street											
Mission Hill embankment											90,000
Reibey Street (Drainage)											
Risby Street	250,000										750,000
Seaside Crescent											
Sports Complex Avenue											200,000
Street resealing	200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Trevor Street - kerb and channel	190,000										
William Street			150,000								
Wongi Lane Bus Shelter Improvement											
<b>SAFETY IMPROVEMENTS</b>											
Blackburn Drive											30,000
Carpark Lane improvements	30,000										
CBD Bollards (Event Safety)											
Clerke Street/Main Road intersection improvements											50,000
Crescent Street/Reibey Street/Kings Parade intersection											
Crossover kerb ramp improvements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Eastland Drive/Main Street corner											200,000
Esplanade, Turners Beach	350,000										
Forth Road delineation			50,000								
Grove Street/James Street/Gollan Street (ALGCP Repayment*)											
James Street - Investigation	5,000										400,000
Josephine Street and South Road intersection improvement		100,000									
Kings Parade Queen's Gardens											
Main Road - Crescent Street East		200,000									
Main Road - Crescent Street West		70,000									
Preston Road/Top Gawler Road				100,000							
Railway crossings	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Safe cycling routes	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Safety improvements			200,000	200,000	200,000	400,000	400,000	400,000	400,000	400,000	3,000,000
Traffic management safety improvements	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Lovett Street/Trevor Street intersection											300,000

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**URBAN ROADS**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>CONSTRUCTION</b>											
Beach Road - kerb and channel											130,000
Cann Street			100,000								
Dial Road - kerb and channel											100,000
Dysons Lane Parking											
Esplanade, Turners Beach - kerb and channel	100,000										
Esplanade, Ulverstone - kerb and channel											40,000
Hearps Road - kerb and channel											35,000
Henry Street - kerb and channel											160,000
Henslowes Road											80,000
Ironcliffe Road - kerb and channel		100,000									
James Street - kerb and channel			170,000								
King Edward Street, Ulverstone - kerb and channel											
Knights Road - kerb and channel					170,000						
Merinda Drive											60,000
Overall Street - kerb and channel											120,000
Peppermint Drive											100,000
Preservation Drive, Sulphur Creek											470,000
Queen Street laneway											90,000
River Avenue - kerb and channel Haig to Spring west side											200,000
River Avenue - kerb and channel west of boathouse											200,000
River Road - kerb and channel											100,000
Riverside Avenue - kerb and channel											100,000
Russell Avenue crossing	30,000										
Trevor Street - Walker to James											300,000
Trevor Street - kerb and channel											70,000
Victoria Street				100,000							
Water Street				100,000							
Westella Drive (Development)											
Wrights Road - kerb and channel											80,000
<b>STRATEGIC PROJECTS - FUTURE</b>											
Industrial Drive extension											1,000,000
Main Road - East Penguin street lighting underground											300,000
Main Road, Penguin - CBD streetscape											300,000
Main Road, Penguin - underground power											300,000
Maskells Road/Industrial Drive/Bass Highway intersection											1,000,000
Reibey Street, Ulverstone - CBD streetscape											500,000
<b>10 Year TOTALS</b>	<b>\$ 1,380,000</b>	<b>\$ 1,395,000</b>	<b>\$ 1,355,000</b>	<b>\$ 1,345,000</b>	<b>\$ 1,325,000</b>	<b>\$ 1,355,000</b>	<b>\$ 1,355,000</b>	<b>\$ 1,355,000</b>	<b>\$ 1,355,000</b>	<b>\$ 1,355,000</b>	<b>\$ 10,165,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN  
RURAL ROADS**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>RENEWAL</b>											
George Street, Forth											
Isandula Road Landslip											
Penguin Road - Lonah Landslip	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Pine Road Rehabilitation (Bonneys to Copes)	100,000	150,000									
Raymond Road - landslip	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	250,000
Reseal program	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	9,000,000
Shoulder Program	150,000										
Rehabilitation of rural roads	175,000	200,000	200,000	450,000	250,000	250,000	350,000	350,000	350,000	350,000	3,500,000
<b>SAFETY IMPROVEMENTS</b>											
Albert Road											90,000
Browns Lane		50,000									
Creamery Road	140,000										
Guidepost Installation program											
Gunns Plains Road					200,000	200,000					200,000
Intersection improvements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Ironcliffe Road	5,490,000	3,760,000									60,000
Isandula Road											60,000
Kindred Road/Old Kindred Road	300,000										
Loongana Road guardrail											
Nine Mile Road											
Pine Road/Copes Road intersection											
Pine Road/Kergers Road intersection			100,000								
Pine Road Guardrail replacement		100,000									
Safety improvements			150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
South Nietta/Loongana intersection						100,000					
Stubbs Road		80,000									
Swamp Road safet improvements											
Traffic management improvements	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Westella Drive	80,000										
<b>CONSTRUCTION AND SEAL</b>											
Allison Road											330,000
Dial Road											500,000
Harveys Road (500-860)											90,000
Haywoods Road											130,000
Ironcliffe Road											40,000
Purtons Road											290,000
Saltmarsh Road											140,000
<b>UNSEALED ROADS - RURAL</b>											
Perrys Road											10,000
<b>STRATEGIC/FUTURE PROJECTS</b>											
Castra Road (30km widen)											6,000,000
Cuprona Road (River Avenue to Albert Road widen)											2,000,000
Forth Road (Turners Beach to Forth Road widen 3km)											2,000,000
Preston Road (18km widen)											3,600,000
Loongana/Cradle Mountain Link Road											20,000,000
Loyetee/Loongana Link Road											10,000,000
<b>10 Year TOTALS</b>	<b>\$ 7,420,000</b>	<b>\$ 5,325,000</b>	<b>\$ 1,435,000</b>	<b>\$ 1,585,000</b>	<b>\$ 1,685,000</b>	<b>\$ 1,785,000</b>	<b>\$ 1,585,000</b>	<b>\$ 1,585,000</b>	<b>\$ 1,585,000</b>	<b>\$ 1,585,000</b>	<b>\$ 60,790,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**FOOTPATHS**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>RENEWAL</b>											
<i>Ulverstone</i>											
Mary Street											
Other renewals		130,000	130,000	130,000	130,000	130,000	300,000	300,000	300,000	300,000	3,000,000
James Street (UHS)											
Walker Street (UHS)											
<i>Penguin</i>											
Other renewals	84,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	800,000
<i>Turners Beach, Leith and Forth</i>											
Other renewals		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>Preservation Bay to Heybridge</i>											
Other renewals		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>Recreational Pathways</i>											
Anzac Park pathway											1,600,000
Hiscutt Park 6											50,000
Hiscutt Park 8											10,000
Tobruk Park											190,000
Westshore pathway rail crossing											20,000
Westshore paved pathway											540,000
Other renewals											500,000
<b>UPGRADE</b>											
Queen Street Bertha Street Crossing											
Main Street - Victoria Street Crosisng											
Quadrant Lane footpath and seal	160,000										
<b>NEW</b>											
<i>Ulverstone</i>											
Adaihi Street						350,000					
Alice Street											35,000
Amy Street - 2 Highfield Crescent North											35,000
Amy Street - 3 Upper Maud Street to Cheryl Court											60,000
Amy Street - 4 No. 9											25,000
Amy Street - 5											45,000
Beach Road											
Bishop Street											25,000
Boon Street											35,000
Braddon Street											
Braddon Street - Moore Street to Maud Street											85,000
Braddon Street - Alice Street to Maud Street											65,000
Chamberlain Street - East											90,000
Clara Street - Alice Street to South Road											80,000
Clara Street - River Road to South Road	100,000										
Clarke Street											100,000
Dial Street											90,000
Eastland Drive											70,000
Gawler Road (Gawler)											150,000
Gawler Road (Ulverstone)			300,000								
Hearps Road											120,000
Helen Street											100,000
Henslowes Road							180,000				
Locket Street											95,000
Main Street - 1 Eastland Drive to Heathcote Street											90,000

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**FOOTPATHS**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Main Street - 2 Heathcote Street/Whitelaw Street											90,000
Main Street - 3 Whitelaw Street to Production Drive (North)											160,000
Main Street - 4 Parsons Street to Production Drive (South)											115,000
Main Street - King Edward to Victoria (North)											
Marion Street											45,000
Mason Street											80,000
Maud Street											80,000
Penguin Road - 43 to Westland Drive											30,000
Queen Street - Bertha Street to Moore Street											105,000
Queen Street - Moore Street to Maud Street											85,000
River Road - 1 Maxwell Street to Jesamel Place											
River Road - 2 Clara Street to Margaret Place											
River Road - 3 Jesamel Place to Clara Street		100,000									
River Road - 4 Amherst Street to Queen Street	100,000										
Riverside Avenue											45,000
Short Street											35,000
Trevor Street											170,000
Upper Maud Street - Hearps Road to Westfield Court											90,000
Upper Maud Street - Vista Court to Amy Street											110,000
Walker Street											70,000
Whitelaw Street											180,000
<i>Penguin</i>											
Cann Street - 2											30,000
Deviation Road - 1											500,000
Deviation Road - 2											550,000
Dial Road - 1											110,000
Hampson Street											20,000
Kyema Court											20,000
Main Road - 2											130,000
Mission Hill Road - 1											70,000
Mission Hill Road - 2											80,000
Mission Hill Road - 3											160,000
Pine Road											
Pine Road - Bass Highway to Browns Lane											200,000
Pine Road - Browns Lane to end of kerb											230,000
South Road - 1											70,000
South Road - 2											110,000
South Road - 3											45,000
South Road - 4											70,000
Walton Street											60,000
<i>Turners Beach</i>											
Boyes Street - South											
Boyes Street - North		180,000									
Albert Street											50,000
Albert Street - North 2											20,000
Lukin Street - South											110,000
Manley Street											100,000
Stubbs Road				250,000							
Susan Street - 1			300,000								
Susan Street - 2											60,000
Turners Avenue											
Westella Drive - Turners Beach Road to Forth Road					300,000						
<i>Forth</i>											
Forth Road											90,000
George Street											100,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
FOOTPATHS											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Grove Street											30,000
Leith Road											40,000
William Street - 2											140,000
Wilmot Road											150,000
<i>Preservation Bay</i>											
Hogarth Road											80,000
Overall Street											30,000
Lyle Street - Glenburn Crescent											115,000
<i>Heybridge</i>											
River Avenue											
River Avenue - 2 Anne Street to 12 River Avenue											120,000
River Avenue - 3 Cuprona Road to Anne Street											80,000
River Avenue - 4											170,000
<i>Recreational Pathways</i>											
Blackburn Drive											600,000
Esplanade to Blackburn Drive											160,000
Forth Recreation Ground											15,000
Forth Shop to recreation area											20,000
Haywoods Reserve											45,000
Hiscutt Park - 1											25,000
Hiscutt Park - 2											70,000
River Park development											160,000
<b>STRATEGIC PROJECTS</b>											
<i>Coastal Pathway Plan</i>											
Beach Road, Ulverstone											700,000
Esplanade, Turners Beach											90,000
Forth River to Leith underpass											700,000
Forth to Turners Beach Shared Pathway											1,700,000
Gables Park											110,000
Robertsons Road to Queen Street											2,800,000
Leith underpass to railway underpass											400,000
Penguin Road, Lonah											20,000,000
Penguin to Lonah											1,000,000
Preservation Drive - 1 Lyle Street to Hogarth Road											100,000
Preservation Drive - 2 Hogarth to Overall (3m wide+K&C&D)											720,000
Preservation Drive - 3 Overall Street to Creamery Road (3m wide)											400,000
Preservation Drive - 4 Creamery Road to Midway Point (3m wide)											310,000
Preservation Drive - Midway Point to Surf Club (3m wide)											1,000,000
Preservation Drive - Surf Club to Main Road, Penguin (3m wide)											1,200,000
Plant - Shared Pathway Maintenance	60,000										
<b>10 Year TOTALS</b>	<b>\$ 504,000</b>	<b>\$ 530,000</b>	<b>\$ 850,000</b>	<b>\$ 500,000</b>	<b>\$ 550,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 420,000</b>	<b>\$ 420,000</b>	<b>\$ 420,000</b>	<b>\$ 46,260,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**BRIDGES**

			1	2	3	4	5	6	7	8	9	10	
			Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description			23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
253	Forth River	Forth Road	90,000										
	Gawler River	Preston Road											
1726	Laurel Creek	Loyetee Road											
5411	Preston Creek	McPhersons Road	330,000										
5410	Preston Creek	Raymond Road				250,000							
292	Leven River	South Riana Road					500,000	500,000					
2965	Pine Creek	South Riana Road							400,000				
2340	Jean Brook River	Loongana Road								540,000			
2130	Adams Creek	Camena Road									300,000		
2559	Sulphur Creek	West Pine Road									150,000		
2987	Buttons Creek	Picketts Road											200,000
4085	McBrides Creek	Ironcliffe Road											200,000
3200	Buttons Creek	Castra Main Road											400,000
91	Leven River flood o'flow	South Riana Road											300,000
1291	Leven River	Loongana Road											2,200,000
1533	Buttons Creek	Castra Road											400,000
3519	Leven River tributary	Lobster Creek Road											200,000
	Leven River	Leven River Bridge - flags	20,000										
	Leven River	Leven River Bridge - lighting	10,000										100,000
10 Year TOTALS			\$ 450,000	\$ -	\$ -	\$ 250,000	\$ 500,000	\$ 500,000	\$ 400,000	\$ 540,000	\$ 450,000	\$ -	\$ 4,000,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
CAR PARKS											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>RENEW/RESEALING</b>											
Athletic Track car park		40,000									
Beach Road Lookout car park			35,000								
Bicentennial Park car park			55,000								
Forth Community car park											
Haywoods Reserve car park		100,000									
Hiscutt Park				50,000							
Leven Canyon Lookout car park				50,000							
Other reseals		150,000			100,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Penguin Sports Centre carpark	40,000										
Quadrant car park North					160,000						
Ulverstone Recreation Ground (North)		30,000									
Ulverstone Showground South			170,000								
Ulverstone Showground West											
Yacht Club car park				40,000							
<b>UPGRADE</b>											
Anglican Church car park											
Church of England - lighting				80,000							
Leith Road					80,000						
North Reibey Street		10,000									
Parking Plan - strategic implementation											
<b>NEW</b>											
Alternating Current Electrical Vehicle Charge Station	15,000										
Main Road, Penguin				160,000							
<b>STRATEGIC PROJECTS - FUTURE</b>											
Commuter parking											60,000
Multi-storey car park											3,000,000
North Motton Recreation Ground											40,000
Off street car parking, Penguin											300,000
Paid parking systems											500,000
River Park											100,000
Strategic purchases											600,000
Sulphur Creek											100,000
Upgrades/rearrangements											300,000
<b>10 Year TOTALS</b>	<b>\$ 55,000</b>	<b>\$ 330,000</b>	<b>\$ 260,000</b>	<b>\$ 380,000</b>	<b>\$ 340,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 5,000,000</b>

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
DRAINAGE											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>RENEW</b>											
Manhole/side entry pit replacements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Capacity Upgrades		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
<b>UPGRADE - INCLUDING FLOOD/RISK RELATED</b>											
Ashwater Crescent, Penguin		60,000									
Bass Highway - Preservation Bay & Sulphur Creek		40,000	40,000	40,000	40,000	40,000	40,000	40,000			
Bertha Street Outfall, Ulverstone	1,200,000										100,000
Fieldings way upgrade (flooding)	20,000										150,000
Ellis Creek Outfall, Sulphur Creek		50,000									
Esplanade, Turners Beach (OC Ling caravan park flooding)											
Fenton Street											
Ironcliffe Road - contribution											
Leith drainage											150,000
Mason Street											
Miscellaneous drainage	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Mission Hill Road/Deviation Road, Penguin		50,000									
Mortimer Road, Penguin											
Outfall Improvements			40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Penguin Creek relocation											250,000
Preservation Drive (No322)		100,000									
Queen Street (Alice Street to South Road), Ulverstone											100,000
River Avenue, Heybridge											50,000
Sice Avenue Outfall											
South Road-Ellis Street, West Ulverstone											600,000
Stormwater Management Plan outcomes, inc. climate change impact			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Victoria Street Outfall											
264 Westella Drive, Turners Beach											
<b>NEW CONSTRUCTION</b>											
Buttons Creek Wetlands Investigation											60,000
Bass Highway (300 Bass Highway), Sulphur Creek		30,000									
Bridge Street (No. 17) , Leith			20,000								
Browns Lane, Penguin			20,000								
Creamery Road (East), Sulphur Creek											30,000
Creamery Road (West), Sulphur Creek											30,000
Forth Road, Forth				30,000							150,000
Heybridge drainage - South side											100,000
Hull Street, Leith - Stage 1											40,000
Hull Street, Leith - Stage 2											50,000
James Street (No. 8) , Forth											30,000
Josephine Street/South Road, Ulverstone			50,000								
Jowett Street/Richardson Street, Ulverstone				40,000							
Jowett Street, Ulverstone				30,000							
Knights Road, Ulverstone											20,000
Main Road/Cann Street, Penguin			30,000								
Olivers Road extension, Ulverstone			50,000								
Penguin Road, Ulverstone											200,000
Penstone drainage, Ulverstone											50,000
Stanley/Vincent Streets, Ulverstone					60,000						
Sulphur Creek											400,000
West Ulverstone extension											150,000
Westridge Road, Penguin contribution											50,000
<b>10 Year TOTALS</b>	<b>\$ 1,270,000</b>	<b>\$ 440,000</b>	<b>\$ 460,000</b>	<b>\$ 390,000</b>	<b>\$ 350,000</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 4,860,000</b>

TEN YEAR FORWARD PLAN											
WASTE MANAGEMENT	1	2	3	4	5	6	7	8	9	10	
	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Description											
<b>GENERAL</b>											
- Public Area Bin Upgrade	90,000										
- Public Place Recycling											
- Waste Levy Compliance and Site Design	500,000										
<b>PENGUIN RDS</b>											
- Site rehabilitation	25,000										400,000
<b>CENTRAL COAST RESOURCE RECOVERY CENTRE</b>											
- Access Road Reseal		30,000									
- Boom Gates											
- Carpark Seal		30,000									
- Drainage											100,000
- Entrance roofing											100,000
- Landscaping		30,000		30,000	30,000						
- Leachate improvements		50,000	50,000		50,000						250,000
- Rehabilitation		50,000	70,000	50,000							1,500,000
- Security											
- Signage	5,000										
- Site development	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000
- Stormwater Lagoon											
- Tip Shop building											100,000
- Plant purchase - water cart (2000lt)	30,000										
- Waste bins roofing		50,000	50,000								
- Wetlands											500,000
- Weighbridge											
<b>COUNTRY WASTE FACILITIES</b>											
General											
- Audit	25,000										
- Recycling											
Castra Transfer Station											
- Site development and rehabilitation		20,000	20,000			20,000			20,000		
Preston Transfer Station											
- Site development and rehabilitation		20,000		20,000			20,000				
South Riana Transfer Station											
- Site development and rehabilitation		20,000			20,000			20,000			
<b>RIVER ROAD</b>											
- Site rehabilitation		20,000	30,000								
<b>10 Year TOTALS</b>	<b>\$ 695,000</b>	<b>\$ 340,000</b>	<b>\$ 240,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 20,000</b>	<b>\$ 3,200,000</b>

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
PARKS (incl. Playgrounds)											
	1	2	3	4	5	6	7	8	9	10	
Decsription	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Beach access upgrades	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		
Beach Road (East) - Access/gate/weed control											
Beach Road (coastline expansion)											
Park asset renewals	80,000	80,000	50,000	40,000	50,000	20,000	35,000	100,000	100,000	100,000	1,000,000
Penguin Road - West Ulverstone beach access											
Penguin Skate Park											300,000
Playground renewals - identified	60,000	80,000	60,000	70,000	90,000	75,000	80,000	160,000	140,000	190,000	500,000
Robins Roost - Playground upgrade											100,000
Tobruk Park BBQ (Fig Tree) - refit		20,000									
Hiscutt Park Pond - siltation investigation/cleanout											100,000
Perry-Ling Gardens	20,000										
Penguin Foreshore shared pathway (LRCI 3)	70,000										
Penguin Foreshore Playground and landscape (LRCI 3)	139,000										
Watcombe Beach Pedestrian Rail Crossingss (LRCI 3)											
GENERAL											
Physical activity equipment	20,000	20,000	20,000	50,000			50,000		10,000	10,000	
Hiscutt Park BBQ - refit						20,000					
Fairway Park - Beach Road			20,000		30,000						
Fairway Park - Master Plan											
Park signage upgrade	10,000					15,000			12,000	12,000	
Amy/Josephine Street beach steps											25,000
Anzac Park slide - shade sail		30,000		30,000	30,000		30,000				
Anzac Park step refurbishment	20,000										
Anzac Park - Pathway to playground		20,000									
Beach Road coastal expansion/treeline			10,000		10,000		10,000				
Beach Road limited mobility viewing platform	35,000		35,000	35,000							30,000
Public Showers											
Beach/Camp shower											
Bicentennial Park - Services (Power and Water)											
Braddons Lookout - solar light & security camera											
Dial Park - rubber soft fall											
Fishpond coast restoration		5,000	5,000								
Industrial Estate Greenbelt		5,000									
Leven Canyon Track handrails (steep sections) + track to toilets	30,000										
Leven Canyon - path track resurfacing											
Leven River Foreshore _ Reid Street Reserve Wildlife Corridor											
Penguin foreshore - shade sail											
Penguin Skate Park - fence renewal						10,000					
Penguin Skate Park - hotmix renewal (concrete)			35,000								
Penguin Skate Park - shade sail											
Preston Falls - view platforms and track development											
Robins Roost footpath											
Shade sail program		55,000	15,000	15,000							60,000
Shropshire/Yacht Club fence renewal						10,000					
Ulverstone Skate Park upgrade		0									
Upper Preston Falls track			35,000								
Buttons Creek - Caravan Park - Foreshore rehabilitation											
Hiscutt Park - bridge refurbishment											
Dial Park - Revegetation											
Tobruk Park Pond rectification											
Anzac Park - bank re-planting						100,000					
River Park Closeout		15,000									
Hiscutt Park Wall Repair	40,000	20,000									1,300,000
Turners Beach Boardwalk											
Natural Resource Management Strategy - Turners Beach	30,000										
Lighting Pathways			40,000	40,000	20,000						200,000
Picnic Point Shared Pathway											
Tobruk Park Shared Pathway											
Beach Road Shared Pathway											
Midway Point - rehabilitation	15,000										
Country Park Track Upgrades	10,000										
Greening Central Coast Strategy - shared pathway canopy	30,000										
LOCAL OPEN SPACE											
Hall Point - Rehabilitation											

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
PARKS (incl. Playgrounds)											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
<b>NEW LOCAL OPEN SPACE</b>											
Ironcliffe Road											
Markm Court				60,000							
Mission Hill Road/Deviation Road/Crisling Place					60,000						50,000
Seabreeze Avenue/Creamery Road											50,000
Southwood Avenue											50,000
<b>EQUESTRIAN CENTRE/BATTEN PARK</b>											
Batten Park Master Plan and site development					100,000						5,000,000
Investigate relocation of North Motton Equestrian Centre to Batten Park											
<b>BIKE DIRT AND PUMP TRACK</b>											
Bike dirt jump and pump track - seating etc.											100,000
<b>OPEN SPACE AND RECREATION PLAN</b>											
Review of Open Space and Recreation Plan											
Completion of Wharf to Buttons Creek Master Plan		20,000									
Johnsons Beach BBQ and hut											
<b>ULVERSTONE URBAN DESIGN GUIDELINES</b>											
Anzac Park Master Plan											500,000
<b>FORTH URBAN DESIGN GUIDELINES</b>											
Forth Recreation Ground entry gates			20,000			20,000					
Forth Recreation Ground play/fitness facilities - climbing net			30,000				30,000				
Forth Recreation Ground riverbank fencing				50,000							
Forth Recreation Ground tree planting		10,000									
River bank regeneration					50,000						
<b>TURNERS BEACH URBAN DESIGN GUIDELINES</b>											
Turners Beach Recreation Precinct - park shelter											
Turners Beach Recreation Precinct - playground and seating							30,000				
Turners Beach Recreation Precinct - beach vegetation plan											
Turners Beach Urban Design Guidelines - Boardwalk											
Turners Beach Pathway - Land Purchase East Ulverstone											
<b>10 Year TOTALS</b>	<b>\$ 649,000</b>	<b>\$ 420,000</b>	<b>\$ 415,000</b>	<b>\$ 430,000</b>	<b>\$ 480,000</b>	<b>\$ 310,000</b>	<b>\$ 305,000</b>	<b>\$ 300,000</b>	<b>\$ 302,000</b>	<b>\$ 312,000</b>	<b>\$ 9,365,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**PUBLIC AMENITIES**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Bus shelters - renewals	0	10,000		10,000		10,000		10,000		10,000	100,000
Bus stop upgrade and removals											
Central Coast Memorial Park - toilet renewal		90,000									
Coles toilet renewal						15,000					
General public toilet refurbishment	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	300,000
General public toilet renewal						100,000	200,000	200,000	200,000	200,000	300,000
Nicholsons Point Boat Ramp											
Anzac Park toilet renewal						10,000					
Picnic Point toilets renewal					100,000						
Blythe Heads Toilet renewal				120,000							
Apex Park Shelter											
Apex Park - Electronic sign upgrade											100,000
"Big Penguin" refurbishment			30,000								10,000
Drinking water stations	10,000	6,000		6,000	6,000	6,000	4,000	4,000	4,000	4,000	50,000
Apex Park shelter - refurbishment											
Bus shelters - new			15,000			15,000					100,000
Flagpole Review											
Gunns Plains Hall - toilets			100,000								
Leven River walls - refurbishment		50,000									100,000
Leven River walls assessment											
Location signage improvements					50,000						
Merv Wright Memorial Fountain refurbishment	20,000			100,000							
Montgomery RoadECO Toilet Facility (Grant)											
Preservation Drive Bus Stop											
Public toilet - minor works	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Public toilet lighting upgrade						15,000					
Security Cameras	4,000										
Toilet furniture upgrade						15,000					
Ulverstone Shrine of Remembrance - refurbishment				150,000							
Ulverstone Wharf - pontoon											1,000,000
Wharf replacement											2,000,000
West Ulverstone Pontoon - upgrade							150,000				
10 Year TOTALS	\$ 59,000	\$ 181,000	\$ 170,000	\$ 411,000	\$ 181,000	\$ 211,000	\$ 379,000	\$ 239,000	\$ 229,000	\$ 239,000	\$ 4,060,000

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**CEMETERIES**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Cemetery renewals											
Grave shorting equipment											
<b>CENTRAL COAST MEMORIAL PARK</b>											
Memorial Park - Plinth existing section	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
Memorial Park - Tree planting program	10,000		10,000		10,000		10,000		10,000		
Memorial Park - Allen Road relocation		10,000									200,000
Memorial Park - Amenities No. 2			150,000								
Memorial Park - Area D development											200,000
Memorial Park - Area F pre-development	10,000	10,000		10,000							10,000
Memorial Park - Area G pre-development				10,000							10,000
Memorial Park - Area H pre-development					10,000						
Memorial Park - Area I pre-development					10,000						
Memorial Park - Area J pre-development						10,000	10,000				
Memorial Park - Area K pre-development						10,000	10,000				
Memorial Park - Ash Garden	25,000										
Memorial Park - car park No. 2 redevelopment - Area F				100,000		50,000					50,000
Memorial Park - car park No. 3 - Area F											
Memorial Park - car park No. 4											20,000
Memorial Park - drainage	20,000										
Memorial Park - entry refurbishment											
Memorial Park - grave location system	10,000										
Memorial Park - grave shoring equipment											
Memorial Park - Water storage tank and irrigation	25,000										
Memorial Park - master Plan											
Memorial Park - memorial gardens	25,000	25,000	25,000								150,000
Memorial Park - pathways - Area F/G											
Memorial Park - pathways - Area G/H											
Memorial Park - plinths	35,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
Memorial Park - road extension - Area G			250,000	200,000							150,000
Memorial Park - road extension - Area H											50,000
Memorial Park - road extension - Area I											
Memorial Park - road extension - Area J											
Memorial Park - road extension - Area K											
Memorial Park - seating	5,000		5,000								
Memorial Park - utility shed											
Memorial Park - watering system		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Memorial Park - work site/storage development											
Memorial Park - Path System E/F		10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Lowering Device			10,000								
<b>PENGUIN GENERAL CEMETERY</b>											
Penguin General Cemetery - frontage upgrade		35,000									20,000
Penguin General Cemetery - garden reconstruction											
Penguin General Cemetery - road reseal											
Penguin General Cemetery - signage upgrade											
Penguin General Cemetery - settlement rectification											
<b>ULVERSTONE GENERAL CEMETERY</b>											
Ulverstone General Cemetery - car barriers											
Ulverstone General Cemetery - hut installation											
Ulverstone General Cemetery - seating											
Ulverstone General Cemetery - Trevor Street entrance and fencing											20,000
Ulverstone General Cemetery - Signage											
<b>10 Year TOTALS</b>	<b>\$ 200,000</b>	<b>\$ 150,000</b>	<b>\$ 510,000</b>	<b>\$ 390,000</b>	<b>\$ 100,000</b>	<b>\$ 140,000</b>	<b>\$ 100,000</b>	<b>\$ 70,000</b>	<b>\$ 80,000</b>	<b>\$ 70,000</b>	<b>\$ 1,180,000</b>

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
ADMINISTRATION CENTRE											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Administration Building - carpet replacement	25,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Administration Building - painting		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Administration Building - security upgrade						25,000					
Administration Building - first floor refurbishment											
Administration Building - Heat pump renewals	15,000	15,000	25,000	15,000		15,000	15,000	15,000	15,000	15,000	
Administration Building - Chair renewals (Chambers)											
Administration Building - Sit to stand workstations											
Administration Building - GM office acoustics											
Administration Building - electrical upgrade		50,000									100,000
Administration Building - Engineering office											
Administration Building - office furniture											
Administration Building - ground floor customer service counter											
Administration Building - lighting upgrade	1,000	10,000		10,000	10,000			10,000	10,000	10,000	
Administration Building - master plan			50,000								2,000,000
Administration Building - Guttering replacement											
Administration Building - roof renewal				50,000							
Administration Building - Switchboard and Wiring Upgrade											
10 Year TOTALS	\$ 41,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 30,000	\$ 60,000	\$ 35,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 2,300,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
CARAVAN PARKS											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Amenities refurbishment		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Ulverstone Caravan Park Toilet Block	500,000										
Electrical upgrade - Stage 3	10,000										
Sewerage reticulation renewals											
Water reticulation renewals											
10 Year TOTALS	\$ 510,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 100,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN  CORPORATE SUPPORT	1	2	3	4	5	6	7	8	9	10
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Computer Replacement Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Enterprise Management (Payroll)										
Enterprise Management (Finance Module)	50,000									
Desktop to laptop replacement										
Infringements New module										
Website Upgrade	30,000									
<b>Regulatory Services</b>										
Dog Park Facilities										
<b>10 Year TOTALS</b>	<b>\$ 180,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
CHILD CARE											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Penguin Play Centre - internal painting	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Ulverstone Child Care - internal/external painting		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Ulverstone Child Care - refurbishment											
<b>ULVERSTONE CHILD CARE CENTRE</b>											
Ulverstone Child Care - Fire Panel replacement	5,000										
Ulverstone Child Care - gutter upgrade											
Ulverstone Child Care - heating upgrade											
Ulverstone Child Care - installation of shade sail						10,000	10,000				
Ulverstone Child Care - large sandpit											
Ulverstone Child Care - pantry shelf											
Ulverstone Child Care - roof replacement and asbestos removal											
Ulverstone Child Care - sliding door				30,000							
Ulverstone Child Care - toddler area food preparation											
Ulverstone Child Care - water main replacement											
Ulverstone Child Care - Young Endeavour's fence											
Ulverstone Child Care - Car Park						20,000	20,000				
Ulverstone Child Care - Play Structure			20,000		30,000						
<b>PENGUIN PLAY CENTRE</b>											
Penguin Play Centre - roof renewal		20,000									20,000
Penguin Play Centre - spouting renewal		20,000									20,000
<b>10 Year TOTALS</b>	<b>\$ 9,000</b>	<b>\$ 55,000</b>	<b>\$ 35,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 140,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**CULTURAL ACTIVITIES**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Art Gallery - acquisition	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000	5,000	50,000
Ulverstone Band - instrument acquisition fund	70,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	130,000
Ulverstone Band - roof renewal	50,000										
Maskells Road mini-precinct (relocated museum structures)	400,000										60,000
Community shed - upgrade											
Reibey Street - curation											
Garage replacement											
Festive Decorations	10,000	10,000		10,000		10,000			10,000		
Revolving stage storage											
Local History Building refurbishment (LRCI 3)	48,000										
<b>10 Year TOTALS</b>	<b>\$ 583,000</b>	<b>\$ 28,000</b>	<b>\$ 18,000</b>	<b>\$ 28,000</b>	<b>\$ 18,000</b>	<b>\$ 28,000</b>	<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 73,000</b>	<b>\$ 18,000</b>	<b>\$ 240,000</b>

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
HOUSING											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Aged Persons Units - electrical replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Aged Persons Units - hot water cylinder renewals	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Aged Persons Units - fencing/surrounds renewal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Ganesway Trade Waste compliance											
Aged Persons Units - external rehabilitation	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	
Aged Persons Units - internal rehabilitation	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Ganesway - internal rehabilitation	20,000	21,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
10 Year TOTALS	\$ 173,000	\$ 174,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ -

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
CULTURAL AMENITIES											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Civic Centre - carpet replacement	30,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000
Civic Centre - painting program	10,000			10,000	10,000						50,000
Civic Centre - replace oven/refurbishment											
Civic Centre - seating renewal											
Civic Centre - stage/dancefloor refurbishment						20,000	20,000				
Civic Centre - Theatre curtain replacement						40,000	40,000				
Civic Centre - whiteboard upgrade											
Wharf Building - paving renewal											
Wharf Building - audio/visual reconfiguration											
Civic Centre - Isandula room refurbishment											
Civic Centre/Wharf - audiovisual											
Civic Centre - Lock entry control system	8,500										
Civic Centre - electrical upgrade					30,000						
Civic Centre - Gawler Room - plaster/paint											
Civic Centre - kitchen upgrade											
Civic Centre - Theatre lighting											
Civic Centre - lighting upgrade											300,000
Civic Centre - fire panel replacement	4,500										
Civic Centre - shelving (cleaners room)											
Civic Centre - entrance/internal design											
Civic Centre - winches											
Civic Centre - airlock											
Wharf safety - bollards		20,000		20,000							
Wharf Precinct - Lock entry control system	8,000										
Montgomery Room - Lock/Entry Control System	1,500										
Wharf Precinct - Farmers market signage											
Wharf storage building											
Wharf Building - deck replacement	30,000										
Wharf Precinct - directinal signage											
Wharf Precinct - fire panel replacement	4,500										
Wharf Building - tables and chairs											
Wharf Building - renewals			50,000	50,000							
Wharf Building - Storage door											
Wharf Building - deck refurbishment											
Wharf Building - operable door repairs					10,000						
Wharf Building - roof recladding											
Wharf Building - western wall blinds											
Wharf Building - waste fence											
Wharf Building - Precinct Master Plan											
Wharf Building - deck seating											
Sustainability assessment (Climate Action Plan)											
10 Year TOTALS	\$ 97,000	\$ 50,000	\$ 60,000	\$ 90,000	\$ 60,000	\$ 70,000	\$ 70,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 500,000

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**PUBLIC HALLS AND BUILDINGS**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Municipal Tea Rooms - Trade Waste compliance	15,000										50,000
Outdoor Entertainment Centre - internal roof painting	15,000										20,000
Penguin Memorial Library - roof replacement											
Penguin Railway Station - external refurbishment	30,000										
Penguin Railway Station - gaol painting											
Public Halls and Buildings - surrounds/fencing renewals	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Riana Recreation Ground Grandstand - assessment											
Sprent Community Centre - Electrical upgrades											
Sulphur Creek Hall - toilet upgrade	10,000										
Sulphur Creek Hall - roof											35,000
Sulphur Creek Hall - refurbishment											25,000
Turners Beach Hall - roof											
Ulverstone Surf Club - external paint	55,000										55,000
Ulverstone Surf Club - roof replacement						50,000	50,000				
Ulverstone Surf Club - hot water cylinder											
Ulverstone Surf Club - lift											
Penguin Meals on Wheels refurbishment		10,000			10,000						
Penguin Railway Station - Container											
Penguin Surf Club - Amenities (Prelims)		1,500,000	1,500,000								35,000
Riana Community Centre - Toilet/Changeroom Refurbishment											
Ulverstone Wharf - refurbish kitchen											
Forth Hall - refurbishment											
Maskells land development - Historical Machinery Club											500,000
North Motton Hall - internal refurbishment				15,000							
Penguin Medical Centre - lift											100,000
Penguin Memorial Library - external refurbishment		30,000			10,000						30,000
Penguin Railway Station - development											1,000,000
Penguin Senior Citizens - refurbishment			30,000								
Penguin Senior Citizens - servery	12,000										
Penguin Senior Citizens - carpark		20,000									
Riana Community Centre - security system incl. WiFi											
Riana Recreation Ground Grandstand - improvements	50,000										
Turners Beach Hall - external refurbishment	5,000			20,000							
Ulverstone Surf Club - balcony structure			125,000								
Ulverstone Surf Club Steps						1,500,000					
Ulverstone Senior Citizens - Gutter replacement				20,000							
Beach Hut - external refurbishment	15,000	15,000									
Hall window replacement program		10,000	10,000	10,000	10,000	10,000					
<b>10 Year TOTALS</b>	<b>\$ 217,000</b>	<b>\$ 1,595,000</b>	<b>\$ 1,675,000</b>	<b>\$ 75,000</b>	<b>\$ 40,000</b>	<b>\$ 1,570,000</b>	<b>\$ 60,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 1,950,000</b>

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
SWIMMING POOL AND WATERSLIDE											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Waterslide - pump renewal		25,000									25,000
Waterslide - heat pump renewal						15,000					
Painting Program											
Chlorinator upgrade		10,000			10,000			10,000			10,000
Fencing/surrounds											30,000
Slide repairs	70,000	80,000		10,000		10,000		10,000		10,000	
Slide replacement											100,000
10 Year TOTALS	\$ 70,000	\$ 115,000	\$ -	\$ 10,000	\$ 10,000	\$ 25,000	\$ -	\$ 20,000	\$ -	\$ 10,000	\$ 140,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
ACTIVE RECREATION											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Netball court upgrade (Plexipave and two new courts)		10,000									365,000
Recreation asset renewals											
Recreation facilities - cricket wicket renewals	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Recreation facilities - goal post replacements		15,000		15,000		15,000	15,000				75,000
Soccer goal replacements											10,000
Sports ground surface - refurbishment	50,000		150,000								
Forth Recreation Ground - refurbishment											
Poultry pavillion - renewal											
River Park Recreation Ground - ground refurbishment	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	100,000
Recreation facilities - changeroom upgrades	20,000	20,000	20,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	
Turners Beach Recreation Ground - change room upgrade											
Penguin Recreation Ground -- relocate ball fence											
Penguin and Ulverstone- dog exercise area gates	20,000										
Heybridge Recreation Ground Clubrooms	1,363,000										
<b>DIAL REGIONAL SPORTS COMPLEX</b>											
Dial Park - fertigation System											
Dial Park - Kitchen											
Dial Park - Changeroom Seating											
Dial Park cricket net security gates											
Dial Park Landscaping	10,000										
Dial Park Perimeter seating											500,000
Dial Park land purchase adjoining bowls club				150,000							
Dial Park Solar energy											50,000
Dial Park Additional Water Tank											
Dial Park Carpark and overflow design											
<b>PENGUIN URBAN DESIGN GUIDELINES</b>											
Penguin Recreation Ground Master Plan											
Relocation of Cuprona Football Club											
<b>ULVERSTONE SHOWGROUND, SPORTS AND LEISURE CENTRE</b>											
Alice Street car park											
Alice Street signage	20,000										
Cattle pavilion refurbishment - floor											270,000
Changeroom/toilet facility female players											
Showgrounds - old secretary's office											40,000
Community Precinct car park											
Grey water collection											
Ground lighting - Stage 4											150,000
Mens Shed - water/sewer connection											
Netball court upgrade - seating and fencing											
Overflow car parking and motorhomes											250,000
Perimeter fencing at dog precinct											
Railway fencing renewal	19,000										
Relocation/upgrade underground power - Sideshow Alley		25,000									100,000
Soccer pitch - all weather pitch											150,000
Works storage											
Overflow parking access											
Fencing railway perimeter	40,000										
Solar Panels											
Ulverstone Showground Precinct Changerooms and Amenities	499,000										
Ulverstone Showground Social Room - Heating & Lighting											
Showgrounds - Cattle ramp/water											
Showgrounds - automated irrigation system	190,000										250,000
Showgrounds - Universal Toilet Facility (near community shed)											50,000

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**ACTIVE RECREATION**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>OTHER RECREATION FACILITIES</b>											
Batten Park - Fencing Upgrade											
Batten Park - electrical upgrade	35,000										
Electrical upgrades			30,000	30,000	50,000						20,000
Forth Recreation Ground - lighting Stage 2											200,000
Forth Recreation Ground - Irrigation System											
Forth Recreation Ground - social room upgrade	80,000										
Forth Recreation Ground - female changeroom upgrade	60,000										
Forth Recreation Ground - Box Gutter											
Haywoods Reserve - visitor changerooms extensions											4,000,000
Haywoods Reserve - ground lighting upgrade											100,000
Haywoods Reserve - Irrigation system					150,000						
Haywoods Reserve - carpark upgrade	40,000										
Haywoods Reserve -social room upgrade											80,000
Haywoods Reserve - cricket wicket upgrade											
Heybridge Recreation Ground - electrical safety											
Heybridge Recreation Ground - lighting upgrade			130,000								
Penguin Athletic Track - "Place of Assembly" Disabled Toilet											50,000
North Motton - ceiling replacement		20,000									50,000
Penguin Athletic Track - Carpark		100,000									
Penguin Athletic Track - line marking and equipment											50,000
Penguin Athletic Track - 5 Bay Storage Shed Contribution	150,000										
Penguin Athletic Track - Hammer Cage Renewal											150,000
Penguin Athletic Track - Security and Access Control Upgrade	15,000										
Penguin Athletic Track - Lighting Upgrades	30,000										
Penguin Athletic Track renewal				1,000,000							1,000,000
Penguin Athletic Track - Social room extension											300,000
Penguin Athletic Track - Shower/Changeroom upgrade			80,000								
Penguin Athletic Track - power upgrade		30,000									
Penguin Recreation Ground - disabled toilets											
Recreation grounds - lighting upgrades	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Penguin Chopping Arena - toilets and amenities	52,000										
River Park Recreation Ground - multi-purpose facility investigations											750,000
River Park Recreation Ground - Ground re-shape											100,000
River Park Recreation Ground - upgrade changerooms/toilets	180,000										
Turners Beach Recreation Ground - lighting upgrade			50,000								
Turners Beach Recreation Ground - upgrade changerooms/toilets											
Turners Beach Recreation Ground - Irrigation System				180,000							
Turners Beach Recreation Ground - kitchen & social room upgrade						60,000					
Turners Beach Recreation Ground - repainting interior & exterior	35,000										
Turners Beach Recreation Ground - dog exercise area	30,000										
Ulverstone Recreation Ground - fencing upgrade	15,000										
Ulverstone Recreation Ground - lighting upgrade					40,000						70,000
Ulverstone Recreation Ground - playing surface fencing upgrade				75,000							
Ulverstone Recreation Ground - boundary fencing renewal			40,000								
Ulverstone Recreation Ground (Water Street) - nets for northern goals	15,000										
Ulverstone Recreation Ground - Social Room & Kitchen Upgrade											80,000
West Ulverstone Recreation Ground - disabled toilet	40,000		50,000								
West Ulverstone Recreation Ground - upgrade changeroom/toilets	50,000										80,000
West Ulverstone Recreation Ground - Irrigation System						150,000					
West Ulverstone Recreation Ground - scoreboard upgrade											
West Ulverstone Recreation Ground - outdoor and BBQ area											25,000
West Ulverstone Recreation Ground - social room upgrade					50,000						
West Ulverstone Recreation Ground - lighting upgrade			120,000								150,000
Penguin Chopping Arena - Toilets and Amenities											

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
ACTIVE RECREATION											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33	Future
Ulverstone Tennis Club - Crown Land rehabilitation											
Recreation Ground Water Connections	40,000										
Heybridge Recreation Ground - lighting upgrade											
Heybridge Recreation Ground - Ball Fence											
Trade Waste compliance	10,000										
Ulverstone Recreation Ground - underground irrigation											
Penguin Miniature Railway - Track Upgrade											
Goal Post Replacements		10,000	10,000								30,000
Seating Replacement program		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
STRATEGIC											
Batten Park Master Plan and site development											1,500,000
10 Year TOTALS	\$ 3,163,000	\$ 315,000	\$ 765,000	\$ 1,555,000	\$ 405,000	\$ 340,000	\$ 130,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 11,545,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
RECREATION CENTRES											
	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
<b>ULVERSTONE SPORTS AND LEISURE CENTRE</b>											
Audiovisual equipment				20,000							
Community Precint - upgrade kitchen for softball accomodation											
Plant and Equipment Upgrade		20,000					20,000	10,000			
Electronic backboard winch	120,000					5,000					
Lion Nathan contract - beer equipment						15,000					
External painting		20,000							30,000		
Equipment replacement											
Roof Upgrade											
Carpet Renewal					30,000						
Office upgrade	80,000										
Community Rooms											
Security upgrade	30,000					15,000					
Squash court lighting upgrade											30,000
Judo relocation to training facility with existing squash courts											1,000,000
Upstairs social facility											500,000
Solar Energy Conversion											
Security/wifi											
Stadium 3 - Roof Replacement			100,000								
Stadium 2 - Roof Replacement									100,000		200,000
Stadium No. 1 - Lighting upgrade											
Stadium No. 2 - Lighting upgrade											
Stadium No. 3 - Lighting upgrade											
Stadium No. 2 - guttering and external renewal		30,000									75,000
<b>PENGUIN SPORTS CENTRE</b>											
Alteration to squash court doors											
Changeroom flooring			15,000								
Electrical upgrade											
Floor scrubber replacement					18,000						
Installation of wall linings				30,000							
Lighting upgrade to LED											
Roof replacement			100,000	25,000	25,000				50,000		
Security upgrade and access door control	10,000					20,000					
Upgrade fire hose water supply											
Upgrade to scoreboard											
Window replacement and external refurbishment											
Penguin Stadium - PA upgrade											
Penguin Stadium - Switchboard upgrade											
Seating and stair compliance study											
Seating upgrade compliance		150,000									
Squash court lighting upgrade				10,000							
Penguin Stadium - backboards											
Solar Energy Conversion									100,000		
Penguin Sports Centre - Stadium floor - complete replacement program							60,000				
Penguin Sports Centre - external refurbishment					30,000						
<b>GENERAL</b>											
Suatainability Assessment											
Sports and Leisure Centre - Risk Outcomes											
<b>10 Year TOTALS</b>	<b>\$ 240,000</b>	<b>\$ 220,000</b>	<b>\$ 215,000</b>	<b>\$ 85,000</b>	<b>\$ 103,000</b>	<b>\$ 55,000</b>	<b>\$ 80,000</b>	<b>\$ 10,000</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ 1,805,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN**

**ARTS & CULTURE**

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Penguin Visitor Centre - new reception/joinery	20,000										
Ulverstone Visitor Information Centre - roof replacement											
Penguin Digital Sign											
HIVE: Offices and circulation spaces	15,000					15,000					
HIVE: Outdoor furniture - café and main entrance				25,000							
HIVE: Signage							15,000				
HIVE: equipment to support room hire	10,000										
HIVE: Solar PV Installation	60,000										
HIVE: Reibey Street Wall Art	20,000										
HIVE: Additional disability parking space	10,000										
Ulverstone Visitor Centre - Front entrance											
Ulverstone Visitor Centre - Panels											
Penguin Visitor Information Centre \admin new reception											
Penguin Visitor Information Centre - Upgrade				500,000							
Ulverstone Visitor Information Centre relocation											
Ulverstone Visitor Information Centre - window glazing film											
10 Year TOTALS	\$ 135,000	\$ -	\$ -	\$ 525,000	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN  
PLANT REPLACEMENT PROGRAM**

			1	2	3	4	5	6	7	8	9	10
Fleet Number	Vehicle	Department	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33
100	Small SUV	Community	21,000			18000				18,000		
101	Sedan	Planning			17,000				17,000			
102	Wagon SUV	Environmental Health				18,000				18,000		
103	Wagon SUV	Works Depot				18,000				18,000		
104	Hatch	Environmental Health										
105	Dualcab 4x4	Plumbing	18,000				19,000					19,000
106	Wagon SUV	Engineering				18,000				18,000		
107	Sedan	General Management		20,000			20,000			20,000		
108	Sedan	Building	18,000				18,000				18,000	
109	Wagon/AWD	Works Depot	18,000				18000				18,000	
110	Dualcab 4x4	Engineering	18,000				20,000					20,000
111	Dualcab 4x4	Engineering					21,000					21,000
112	Sedan	Planning					30000					
113	Sedan	Building	17,000			18,000				18,000		
114	Wagon/AWD	Environmental Health				18,000				18,000		
115	SUV	Community	17,000			18,000				18,000		
116	No Asset											
117	Sedan	Community			19,000				19,000			
118	Wagon/AWD	Engineering				19,000				19,000		
119	Sedan	Mayor	18,000			18,000				18,000		
120	Wagon	Engineering				19,000				19,000		
121	Wagon/AWD	Engineering			18,000				18,000			
122	Wagon/AWD	Works Depot			18,000				18,000			
<b>Sub Total (Cars)</b>			<b>\$145,000</b>	<b>\$20,000</b>	<b>\$72,000</b>	<b>\$182,000</b>	<b>\$146,000</b>	<b>\$0</b>	<b>\$72,000</b>	<b>\$202,000</b>	<b>\$36,000</b>	<b>\$60,000</b>
200	No Asset											
201	Utility	Works Depot			22,000					22,000		
202	Utility FT	Active Recreation				22,000					22,000	
203	Utility FT	Drainage				22,000						22,000
204	Utility FT	Roads - Urban			22,000					22,000		
205	No asset											
206	Utility	Animal Control				22,000					22,000	
207	Van	Works Depot				22,000						22,000
208	Van	Public Conveniences	22,000					22,000				
209	Van	Works Depot					22,000					22,000
210	No asset											
211	No asset											
212	Utility	Animal Control		18,000					18,000			
213	Utility FT 4WD	Roads - Rural			22,000					22,000		
214	Utility SES 4WD	Emergency Services										
215	No asset											
216	Van	Passive Recreation	22,000					22,000				
217	No asset											
218	Utility FT	Works Depot				22,000					22,000	

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN  
PLANT REPLACEMENT PROGRAM**

			1	2	3	4	5	6	7	8	9	10
Fleet Number	Vehicle	Department	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33
219	No asset											
220	No asset											
221	Utility FT	Passive Recreation	22,000					22,000				
222	Light Truck SES	Emergency Services										
223	No Asset											
224	Utility	Animal Control	24,000					24,000				
225	Utility FT 4WD	Memorial Park	22,000					22,000				
226	Utility	Active Recreation			22,000					22,000		
227	Utility	Works Depot					18,000					18,000
228	Commuter bus	Community										
230	Van	Child Care										
231	Ute					18,000					18,000	
<b>Sub Total (vans and utilities)</b>			<b>\$112,000</b>	<b>\$18,000</b>	<b>\$88,000</b>	<b>\$128,000</b>	<b>\$40,000</b>	<b>\$112,000</b>	<b>\$18,000</b>	<b>\$88,000</b>	<b>\$84,000</b>	<b>\$84,000</b>
300	Light Truck	Waste Management				55,000						
301	Light Truck	Passive Recreation							55,000			
302	No asset											
303	No asset											
304	Light Truck	Waste Management	73,550						75,000			
305	Light Truck	Passive Recreation			55,000							55,000
306	Light Truck	Roads - Urban					72,000					
307	Light Truck	Roads - Rural					72,000					
308	Light Truck	Roads - Rural	63,500						72,000			
309	Light Truck	Passive Recreation			55,000							55,000
400	Medium Truck	Roads - Rural		110,000								
401	No asset											
402	Medium Truck	Roads - Urban					100,000					
403	Medium Truck	Roads - Rural Unsealed							100,000			
410	Medium Truck	Roads - Rural		100,000								
405	Medium Truck	Roads - Urban								100,000		
406	Medium Truck	Roads - Rural		115,000								
407	No asset											
408	Medium Truck	Drainage					100,000					
409	Medium Truck	Roads - Rural		100,000								100,000
500	No asset											
501	No asset											
502	Heavy Truck	Roads - Rural	170,000								170,000	
<b>Sub Total (trucks)</b>			<b>\$ 307,050</b>	<b>\$ 425,000</b>	<b>\$ 110,000</b>	<b>\$ 55,000</b>	<b>\$ 344,000</b>	<b>\$ -</b>	<b>\$ 302,000</b>	<b>\$ 100,000</b>	<b>\$ 170,000</b>	<b>\$ 210,000</b>
601	Sweeper	Waste Management						275,000				
602	No asset											
603	Flocon	Roads - Rural								290,000		
<b>Sub Total (sweeper)</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$290,000</b>	<b>\$0</b>	<b>\$0</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN  
PLANT REPLACEMENT PROGRAM**

			1	2	3	4	5	6	7	8	9	10
Fleet Number	Vehicle	Department	Budget 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Planned 32/33
700	Tractor	Roads - Rural							100,000			
702	Tractor	Active Recreation		85,000								85,000
703	Tractor	Passive Recreation									100,000	
704	Wide Area Mower	Passive Recreation						135,000				
706	Cemetery Mower	Passive Recreation		14,000						14,000		
800	Out Mower	Passive Recreation					30,000					30,000
801	Sweeper	Roads-Urban										
803	No asset											
804	Out Mower	Passive Recreation			60,000						60,000	
805	Small Tractor	Memorial Park						25,000				
806	No asset											
807	Trim Mower	Active Recreation				62,000						62,000
808	5 Gang Mower	Passive Recreation		58,000						58,000		
<b>Sub Total (tractors/mowers)</b>			<b>\$0</b>	<b>\$157,000</b>	<b>\$60,000</b>	<b>\$62,000</b>	<b>\$30,000</b>	<b>\$160,000</b>	<b>\$100,000</b>	<b>\$72,000</b>	<b>\$160,000</b>	<b>\$177,000</b>
900	Backhoe	Roads - Urban							160,000			
901	Backhoe	Drainage	160,000								160,000	
902	Backhoe	Roads - Urban						160,000				
903	Grader	Roads - Rural Unsealed			300,000							
904	No asset											
905	Small Roller	Roads - Urban			52,000							
906	Excavator	Waste Management				175,000						
907	Excavator	Roads - Rural					115,000					
908	Backhoe	Roads - Rural				160,000						
909	Excavator (3ton)	Waste Management					90,000					
910	No asset											
912	No asset	Roads - Rural										
<b>Sub Total (backhoes etc)</b>			<b>\$160,000</b>	<b>\$0</b>	<b>\$352,000</b>	<b>\$335,000</b>	<b>\$205,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$160,000</b>	<b>\$0</b>
1000	No Asset											
1001	Kerbmaker	Roads - Urban										
1002	No Asset											
1003	Chipper	Roads - Rural	140,000									
1004	No Asset											
1005	UTV	Memorial Park	20,000									20,000
1007	Kerbmaker	Roads - Urban						55,000				
1008	ATV	Emergency Services										
1009	ATV	Roads - Urban				15,000						
<b>Sub Total (various)</b>			<b>\$160,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>

**CENTRAL COAST COUNCIL  
TEN YEAR FORWARD PLAN  
PLANT REPLACEMENT PROGRAM**

			1	2	3	4	5	6	7	8	9	10
			Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned
Fleet Number	Vehicle	Department	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
1101	Pig Trailer	Roads - Rural	75,000									
1102	Float Trailer	Roads - Rural	44,000									55,000
1121	VMS Ttrailer	Urban Roads						30,000				
1200	Isuzu NPR400 Crew	SES										
1201	Isuzu NPR400 Crew	SES										
1105	DC-6 TR-59- Drain Cleaners - Cadia			44,000							44,000	
1106	TR-52 - Trailer - Goldacres 200LT XL Traymate											
1107	TR-54 - Trailer - Rapid Spray Southern Fire Tank Model 26			13,000								
1108	TR-57 - Trailer - Water Cart 1200LT		16,000									17,000
1109	TR-58 - Trailer - O-Frame Gardeners Mower			12,000							12,000	
1110	BR-01 - Road Broom - Sewell TB1800											44,000
1111	WJ-01 Water Jet		44,000								44,000	
1115	Tandem 10x6 Trailer with Checker Plate Sides Y17BA									7,000		
1112	Victorian 10x5 Box Heavy Duty Trailer Y28BJ									6,000		
1113	Victorian 10x5 Box Heavy Duty Trailer Y48AM		4,000							6,000		
2693	TR-43 - Trailer Austins - YT 2313											
2694	TR-48 - Trailer - IT 44	SES										
2701	TR-46 - Trailer Tandem Kings - QT4029 Roller											
2703	TR-45 King 10x6											
2713	TR-32 - Trailer Catering - WT 7086 SES											
2716	TR-31 - Trailer Single - KT 4475 SES											
1118	TR-42 - Trailer Kings 8x5 - YT0510									7,000		
1119	TR-44 - Trailer S&B - ZT 8892		3,460									8,000
1125	Trailer 2200kg Gardeners Mower											
1127	Tassie Trailers Box Cage 790kg										6,000	
1128	Trailer 3500kg Gardeners Mower										12,000	
1129	Topcut TC003 Tandem Trailer										12,000	
1123	Trailer Briggs Welding											
1103	Roller Trailer Sunrise 4400x2400 Flat Top				12,000							
Sub Total (various)			\$186,460	\$69,000	\$12,000	\$0	\$0	\$30,000	\$0	\$26,000	\$130,000	\$124,000
Total 10 Year Plant Replacement			\$1,070,510	\$689,000	\$694,000	\$777,000	\$765,000	\$792,000	\$652,000	\$778,000	\$740,000	\$675,000
Total Plant Trade-ins			\$442,000	\$241,000	\$320,000	\$454,000	\$334,000	\$266,000	\$289,000	\$371,000	\$279,000	\$286,000
Total Plant Gross replacement cost			\$1,512,510	\$930,000	\$1,014,000	\$1,231,000	\$1,099,000	\$1,058,000	\$941,000	\$1,149,000	\$1,019,000	\$961,000