



Financial Management Strategy 2026 - 2035



6 February 2026

Contents

Executive Summary	2
Strategic Projects.....	2
Strategic Context	4
Linkages with the Strategic Plan.....	4
Legislative Requirements	6
Financial Principles	8
Key Financial Strategies & Targets	9
Rating Strategy	9
Cash Management Strategy	10
Borrowing Strategy.....	10
Asset Management Strategy	12
Key Outcomes	13
Financial Strategy Targets	13
Basis of Preparation Modelling	18
Key Influences and Risks.....	18
External Influences – items outside of Council's control.....	18
Internal Influences – items that Council can control.....	19
Modelling Methodology	19
Consumer Price Index (CPI)	20
Council Cost Index (CCI).....	20
Financial Modelling	21
Statement of Comprehensive Income.....	21
Recurrent Income.....	21
Recurrent Expenses.....	22
Statement of Financial Position.....	23
Statement of Cash Flows	23
Appendix - Table Assumptions (%)	24
Appendix – Ten Year Upgrade / New Capital Projects 2025/26 – 2034/35	25

Executive Summary

Sorell Council's revised Financial Management Strategy ("FMS") is critical to our strategic planning process. It underpins Council's long-term financial sustainability while meeting the needs and expectations of our communities in delivering Council's strategic priorities.

Council is, and is forecast to be, in a sound financial position with strong liquidity and cash flow, low debt levels, assets that are in good condition, and an ability to satisfactorily fund its current asset renewal requirements. Council's operating position continues to improve and is sustainable with its recurrent expenses able to be fully met by its recurrent revenue streams.

The FMS includes Council's Financial Management Strategies and revised Long-Term Financial Plan ("LTFP") for the next 10-year period.

The FMS is pivotal in setting the high-level financial parameters that guide the development and refinement of Council's annual plan and budget estimates, and generates information that assists decisions about the mix, timing and affordability of future capital and operational outlays. More particularly, for new and upgraded assets and their associated operational costs and ensuring the LTFP generates both capital and operational funding and that this is done in a sustainable and responsible manner.

The FMS sets out to achieve the following:

- A financially sustainable operating position across all years.
- A minimum cash balance of \$4m at 30 June each year.
- A sustainable financial position with Council being able to comfortably meet its financial obligations as and when they fall due.
- Transparent rating strategy per head of population commensurate with level of Council services and asset provision and performance.

The key challenges ahead for Council in the 10-year planning horizon are meeting the asset and service needs and expectations of our rapidly growing communities and providing capacity to deal with unexpected events.

The FMS highlights the requirement for Council to self-fund new/upgrade capital projects of approximately \$18m and ongoing recurrent costs associated with the projects over the forecast period. This can be achieved by way of decreasing expenditure or increasing revenue streams (by way of development and user fees, population growth and rate increases).

If Council continues to generate an operating surplus consistent with the LTFP when setting its annual plan and budget, the LTFP will deliver an improving financial position and financial sustainability into the future.

Strategic Projects

Council has adopted a range of masterplans and strategies in consultation with the community, government and private sector outlining future community aspirations. Where appropriate and sustainable, they have been included in the modelling over the forecast period inclusive of recurrent costs. Note that two key strategic pieces of work will be concluded in Q1 2025/26 which will influence the mix and timing of projects – 1) South East Sports Complex Master Plan and 2) Play Space Audit / Plan.

The modelling guides Council in how much it is likely to have at its discretion to allocate in future years and the extent and type of capital funding required for new and upgraded assets i.e. State and Federal grants, borrowings or from operating surplus.

Projects that have been modelled to be delivered over the forecast period require \$28.5m in new / upgrade capital spending of which \$18m is self-funded and are distributed over the following asset classes:

- Land Improvements – recreation and open space assets
- Buildings – community and recreation use assets
- Leasehold Improvements – Land Improvement, Building & carpark assets built on Crown land
- Plant & Equipment
- Roads – carpark and road upgrade assets
- Bridges – pedestrian assets
- Footpaths & Cycleways – streetscape, gravel and concrete / asphalt path assets
- Stormwater – including kerb & channel assets
- Other Transport – bus stops

In addition to the modelled projects, there are a range of medium to long term projects to an estimated value of \$28m+ that have not been included in the financial modelling. Operational costs for these projects are similarly not included in the modelling (assumed in the order of 5% of the project capital cost).

For these projects, the FMS clarifies the amount of funds Council will have at its discretion to allocate in future years including the extent to which Council may be capable of and required to co-contribute to grant funding. These projects are spread across all asset classes and respond to our strategic planning framework suite of documents plus ratepayer, elected member and organisation requests.

Budgetary decision making will need to be guided by both demonstrated need and affordability of proposals having regard to Council's long-term financial sustainability (ability to afford additional operational costs) and be carefully planned and managed to ensure that rate increases are maintained at a reasonable level.

Grant funding opportunities will be actively pursued and will be an important funding source for Council to deliver on the above projects in future years.

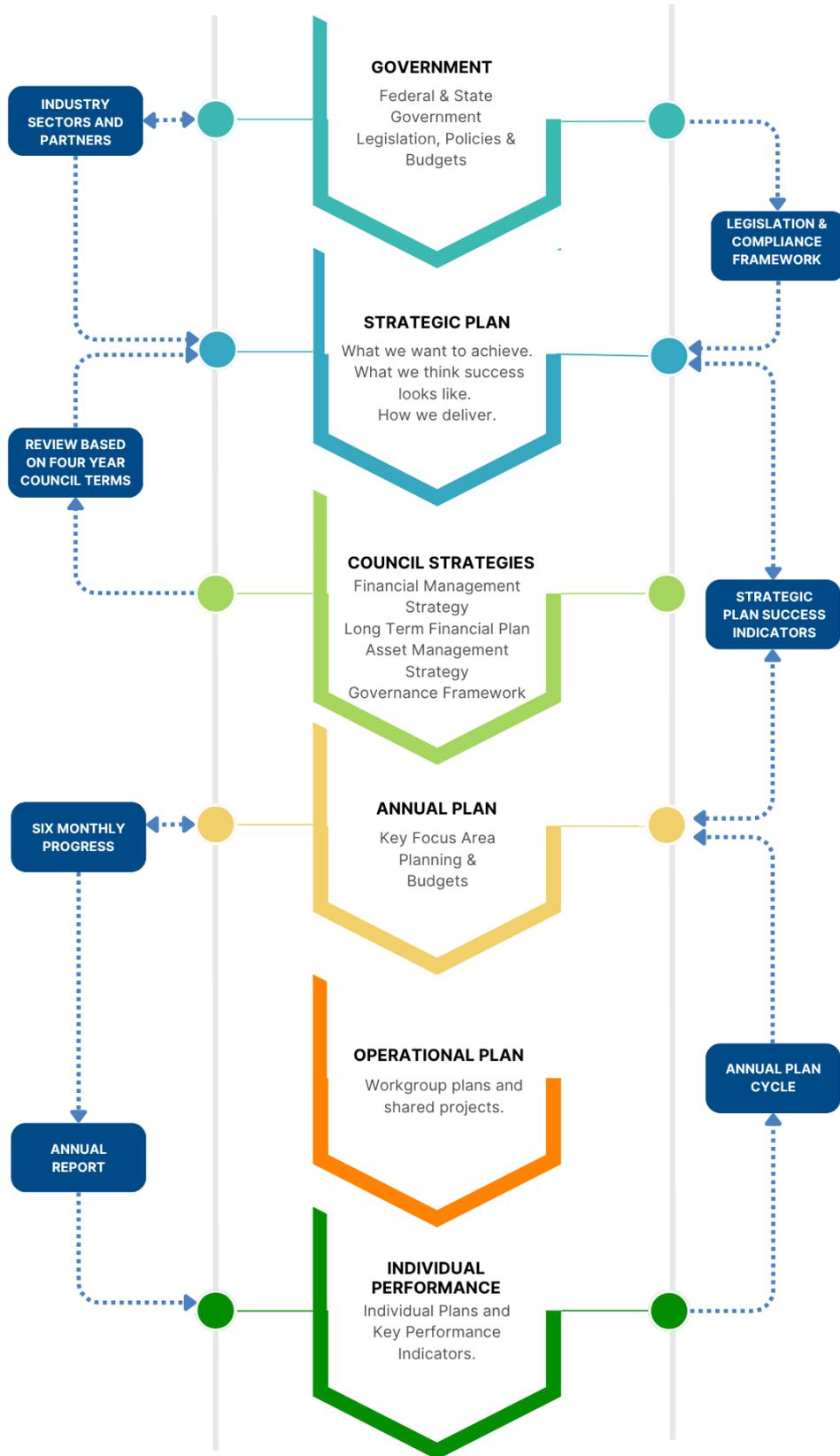
The FMS will be updated on an annual basis to account for changes to Councils operating environment including scheduling of projects, and guide Council decision making.

Strategic Context

Linkages with the Strategic Plan

Council's strategic planning framework guides Council in identifying community needs and aspirations over the long term (10 year Strategic Plan), medium term (4 year Strategic Plan review) and short term (Annual Plan and Budget Estimates), and is accountable and transparent through the Audited Financial Statements and Annual Report.

The Strategic Plan embodies the aspirations of our community and is a shared vision that informs Council's actions over a 10-year period. It gives Council a strong foundation to create and deliver more detailed service and management strategies.



This FMS is aligned with the following Objectives and Outcomes set out in the Strategic Plan:

Objective 1 – To facilitate Regional Growth

Outcomes:

- 1.1 Provision of necessary infrastructure and management of assets.
- 1.2 Increased business investment.
- 1.3 Increased employment opportunities, with local jobs for local people.
- 1.4 A regional centre for quality education with improved educational capacity and training outcomes.

Objective 2 – Responsible Stewardship and a Sustainable Organisation

Outcomes:

- 2.1 Long-term financial sustainability.
- 2.6 Delivering the services our community requires.

Objective 3 – To Ensure a Liveable and Inclusive Community

Outcomes:

- 3.1 Maintaining the ‘Community, Coast and Country’ lifestyle.
- 3.2 Sustained community health and wellbeing.
- 3.3 Improved access to regional services.
- 3.4 Increased connectivity within and between townships.
- 3.6 Increased recreational opportunities and participation levels.
- 3.7 Enhanced community capacity for local arts, culture and history.
- 3.8 Sustainable access to our natural environment.

Objective 4 – Increased Community Confidence in Council

Outcomes:

- 4.1 Consistent and contemporary Council leadership.
- 4.4 A well informed community that is engaged with Council.

Legislative Requirements

The *Local Government (Miscellaneous Amendments) Act 2013* mandates Tasmanian Councils to adopt and 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 10-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 (Contents of Plans and Strategies) Order 2014* under Section 70F of the Act outlines the minimum requirements of long-term financial management plans and strategies. This strategy complies with the disclosure requirements of the Order.

Financial Principles

The following principles serve to guide Council in setting its financial management strategies.

Principle 1: Managing the community's finances responsibly enables Council to invest more and enhance community wellbeing.

Council will ensure it only raises the revenue it needs and will do so in the most efficient and equitable manner possible. Council will manage community funds according to best practice standards and ensure information regarding its financial management decisions is accessible to the community. Council will ensure it only delivers those services that cannot be delivered more efficiently and effectively by other providers.

Principle 2: Council will maintain community wealth to ensure the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation.

Council will seek to achieve equity across generations by recognising that each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes.)

Principle 3: Council will apply user pays principles where it is appropriate to do so and there is a clearly identifiable cohort benefit from using those facilities and services.

Council will ensure that the user pays approach continues as Council's preferred revenue collection method.

Principle 4: Council's financial position will be robust enough to recover from unanticipated events and absorb the volatility inherent in revenues and expense.

Council will ensure it accumulates and maintains enough financial resource and has the borrowing capacity to deal with volatility and unexpected events. Council's operational budget will be flexible enough to ensure volatility in revenues and expenses resulting from a changing economic environment can be absorbed.

Principle 5: Resources will be allocated to those activities that generate community benefit.

Council will ensure robust and transparent processes are in place for the allocation and prioritisation of resources through budgetary decision-making, as well as choosing the most effective methods for delivering specific services and projects. Strategies will include a cost-benefit analysis in preparing and assessing proposals that require significant funding. Council recognises its service obligations to the community in its decision-making.

Key Financial Strategies & Targets

Rating Strategy

Council ensures it only raises the revenue it needs and does so in the most efficient and equitable manner possible. Council must balance its service levels with the needs and expectations of the community and set appropriate levels of tax to adequately fulfil its role and responsibilities.

The following factors influence the level of rates and charges:

- Distribution and level of Commonwealth and State funding
- Socio-economic profile of the area (capacity to pay)
- Limited commercial/industrial land with reliance on residential land
- User-pays policies
- Level and range of services including the level of regional responsibility
- Current economic environment

In determining its rates each year Council considers the current economic climate and capacity to pay for services and will always minimise any increase in rates and charges by managing costs where possible throughout the annual budget deliberation process.

The aim of rates and charges decision-making is to spread the burden fairly across the community with those that have the greatest capacity to pay paying more than those with a lesser capacity to pay.

When considering how the rate burden will be distributed, Council must balance capacity to pay with the benefit principle acknowledging there are some groups of the community that have more access to and benefit from specific services.

More information regarding how Council determines Rates and Charges is contained in Council's Rates and Charges Policy.

	Financial Strategy	Target
Operating Margin	Council will seek to achieve equity across generations by ensuring that rates are set at a level that ensures each generation pays its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes.)	Operating Margin Ratio = Greater than 1.0.
Underlying Surplus	Council will seek to achieve an appropriate positive result that assists meeting the key sustainability benchmarks of the LTFP.	Underlying Surplus Ratio = > 0

Cash Management Strategy

Cash reserves require careful management to achieve optimum investment income and to ensure cash is available when required. Council will accordingly manage its finances holistically and in accordance with its FMS, policy and risk appetite.

Council's Annual Plan and Budget Estimates will be used to provide direction on the term of investments to be placed, to ensure enough funds are on hand to meet all current liabilities. An assessment of Council's cash flow requirements up until the next investment maturity will be completed before new investments are purchased.

Council will ensure its investment portfolio maximises its return on investments while maintaining an acceptable level of risk and retaining flexibility in accessing funds.

Where current borrowing costs exceed the return otherwise able to be achieved on investment of funds, surplus funds may be applied to reduce the loan portfolio or to defer and/or reduce the level of new borrowings that would otherwise be required.

More information regarding how Council's decision-making regarding investment is contained in Council's Investment Policy.

	Financial Strategy	Target
Current Ratio	Council will maintain liquidity to ensure that it can meet its financial obligations as and when they fall due. It will do so by ensuring its short-term assets held are greater than its short-term liabilities as at 30 June each year.	Current Ratio = Greater than 1.0
Net Financial Liabilities	Council will seek to maintain its capacity to meet its financial obligations (net liabilities) from operating income.	Net Financial Liabilities Ratio = 0 – (50%)
Cash Reserves	Council will ensure it accumulates and maintains enough financial resources to deal with volatility, unexpected events and new / upgrade capital projects.	Cash of at least \$4m as at 30 June each year. Cash expense cover ratio of 3 – 6 months.

Borrowing Strategy

Council manages the financing and funding of future wants and needs through forward financial planning included in its long-term FMS (updated annually).

In considering new debt Council will consider the impact of borrowing costs on the sustainability of operating positions and capacity to repay debt.

Council's operating and capital expenditure decisions are made based on:

- (a) Identified community need and benefit relative to other expenditure options;
- (b) Cost effectiveness of the proposed means of service delivery; and
- (c) Affordability of proposals having regard to Council's long-term financial sustainability.

Council will ensure it maintains sufficient borrowing capacity to ensure it can respond to significant unexpected events.

Council recognises that borrowings are an important funding source as it provides the opportunity to bring unfunded projects forward and ensures that the full cost of infrastructure is not borne entirely by present-day ratepayers.

Borrowings may be used as an effective mechanism of linking the payment for long-term assets (i.e. debt repayments) to the populations who receive benefits over the life of the asset. This matching concept is frequently referred to as 'inter-generational equity'.

Surplus funds not immediately required to cover approved expenditure may be applied to reduce the loan portfolio where possible or to defer and-or reduce the level of new borrowings that would otherwise be required.

Council shall raise all external borrowings at the most competitive rates available including when the State Government offers interest free loans.

Asset Management Strategy

A key objective of Council's Asset Management is to maintain Councils existing assets at desired condition levels. If funding is not sufficiently allocated to asset renewal, then Council's investment in those assets will reduce along with the capacity to deliver services to the community. Asset management involves the balancing of costs, opportunities and risks against the desired performance of the asset to achieve organisational objectives.

Council's Asset Management Strategy outlines Council's approach to improve the way it delivers services from its infrastructure and shows how its asset portfolio will meet service delivery needs into the future. The strategy shows how Council's asset management policy and plans will be achieved and integrated into Council's long-term planning.

Council's Asset Management Policy ensures that adequate provision is made for the long-term replacement of major assets by:

- Ensuring Council's services and infrastructure are provided reliably, with the appropriate quality levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial treatment of those assets.
- Creating an environment where all Council employees will take an integral part in overall management of Council assets (creating an asset management awareness throughout Council.)
- Meeting legislative compliance for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes aligned with demonstrated best practice utilising condition and age base driver appropriately.

	Financial Strategy	Benchmark
Asset Renewals	<p>Council will replace assets as they are wearing out and will fund its asset renewal program through cash provided from operating activities.</p> <p>Council will maintain current asset management plans with predicted 'required capital expenditure' over a 10 year period based on asset condition, will be available to calculate a more representative asset renewal funding ratio.</p>	Asset Renewal Funding Ratio = At Least 90%
Asset Consumption	<p>Council will maintain sufficient and proportional 'as new' condition capability across the depreciable asset base through maintenance practices, frequency based inspections and 5-10 year renewal program. # Refer below.</p>	Asset Consumption Ratio = > 60%

Key Outcomes

Financial Strategy Targets

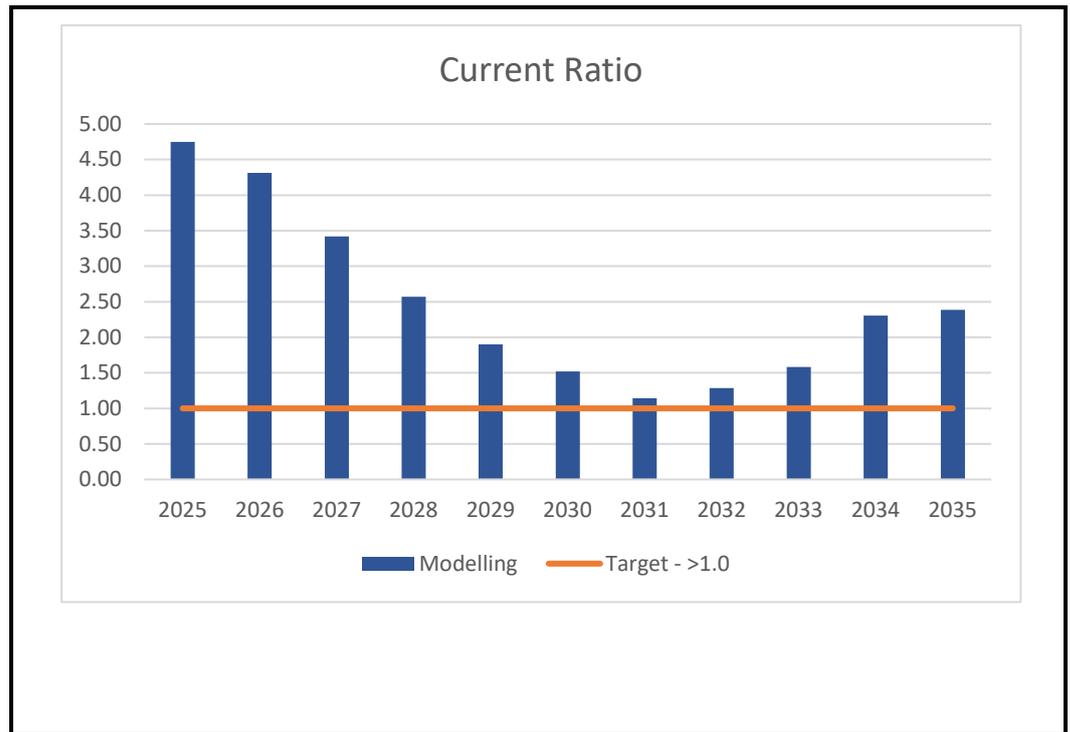
The following table provides a summary of the key targets and whether or not the financial modelling achieves each of Councils identified targets. Explanatory notes on each of the targets is provided below.

Financial Strategy	Modelling Results																																				
<p>Operating Margin</p> <p>Council will seek to achieve equity across generations by ensuring that rates are set at a level that ensures each generation pays its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes.)</p> <p><i>Target = Greater than 1.0</i></p>	<table border="1"> <caption>Operating Margin Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Modelling</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>2025</td><td>1.07</td><td>1.00</td></tr> <tr><td>2026</td><td>1.05</td><td>1.00</td></tr> <tr><td>2027</td><td>1.00</td><td>1.00</td></tr> <tr><td>2028</td><td>1.00</td><td>1.00</td></tr> <tr><td>2029</td><td>1.00</td><td>1.00</td></tr> <tr><td>2030</td><td>1.00</td><td>1.00</td></tr> <tr><td>2031</td><td>1.00</td><td>1.00</td></tr> <tr><td>2032</td><td>1.01</td><td>1.00</td></tr> <tr><td>2033</td><td>1.02</td><td>1.00</td></tr> <tr><td>2034</td><td>1.03</td><td>1.00</td></tr> <tr><td>2035</td><td>1.04</td><td>1.00</td></tr> </tbody> </table>	Year	Modelling	Target	2025	1.07	1.00	2026	1.05	1.00	2027	1.00	1.00	2028	1.00	1.00	2029	1.00	1.00	2030	1.00	1.00	2031	1.00	1.00	2032	1.01	1.00	2033	1.02	1.00	2034	1.03	1.00	2035	1.04	1.00
Year	Modelling	Target																																			
2025	1.07	1.00																																			
2026	1.05	1.00																																			
2027	1.00	1.00																																			
2028	1.00	1.00																																			
2029	1.00	1.00																																			
2030	1.00	1.00																																			
2031	1.00	1.00																																			
2032	1.01	1.00																																			
2033	1.02	1.00																																			
2034	1.03	1.00																																			
2035	1.04	1.00																																			

Current Ratio

Council will maintain liquidity to ensure that it can meet its financial obligations as and when they fall due. It will do so by ensuring its short-term assets held are greater than its short-term liabilities as at 30 June each year.

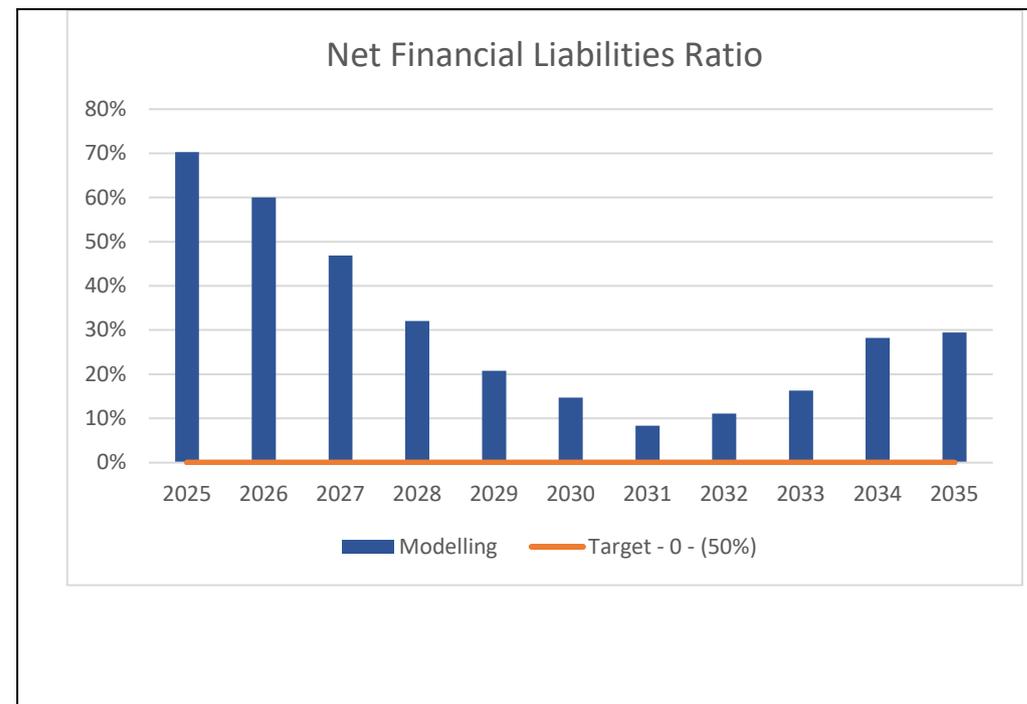
Target = Greater than 1.0



Net Financial Liabilities

Council will seek to strengthen its capacity to meet its financial obligations (net liabilities) from operating income.

Target = 0 – (50%)

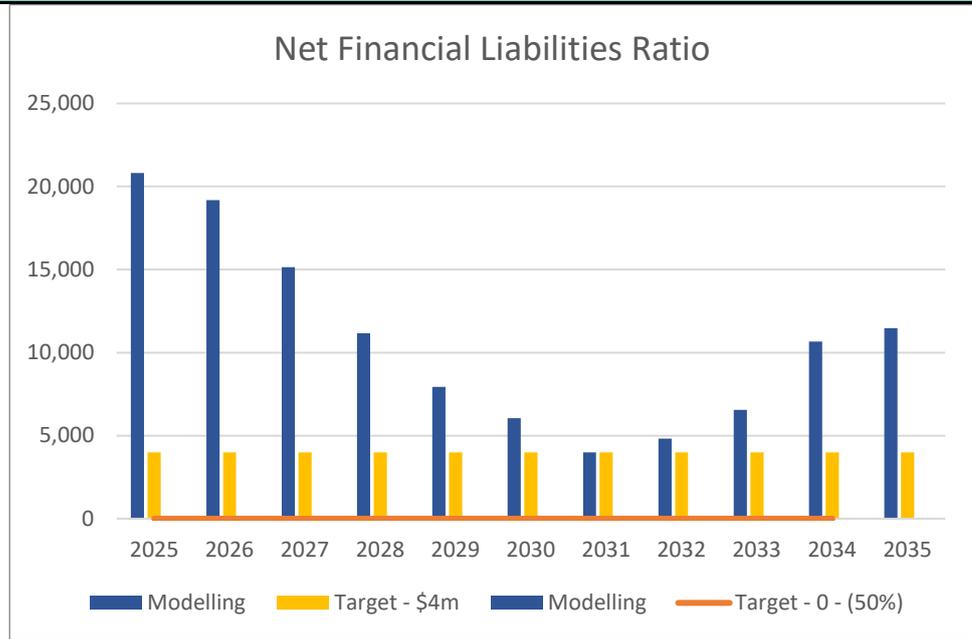


Minimum Cash

Council will ensure it retains enough cash in reserve to respond to volatility.

Council will ensure it accumulates and maintains enough financial resources to deal with volatility and unexpected events.

Target = Cash of at least \$4m as at 30 June each year

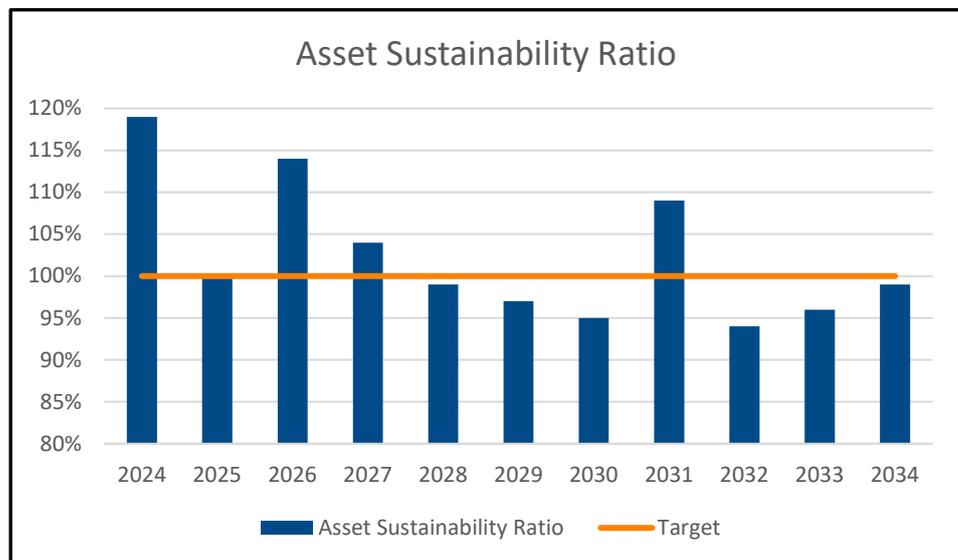


Asset Sustainability Funding

Asset Sustainability

Council will maintain a balanced asset renewal investment program across all asset classes.

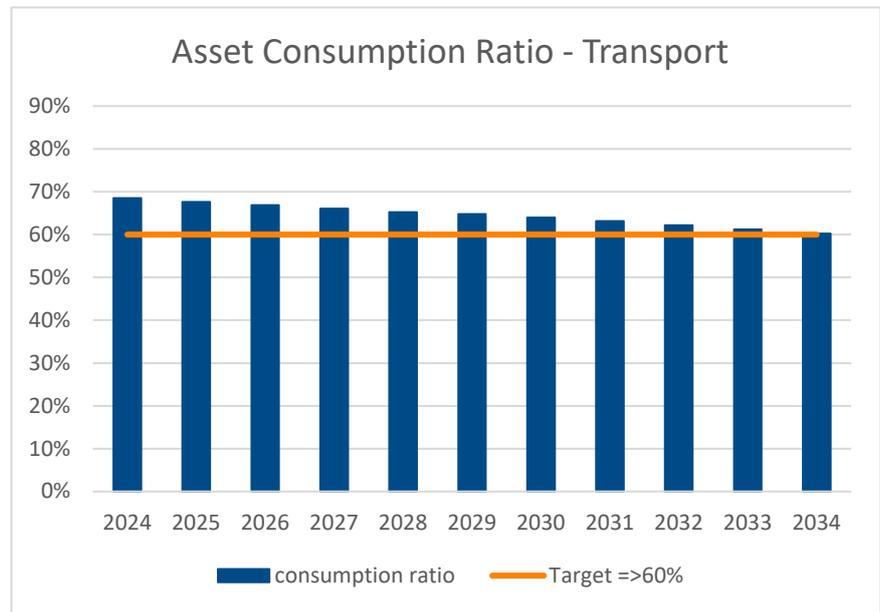
Target = > 100%



Asset Consumption

Council will maintain sufficient and proportional ‘as new’ condition capability across the depreciable asset base through maintenance practices, frequency based inspections and 5-10 year renewal program.

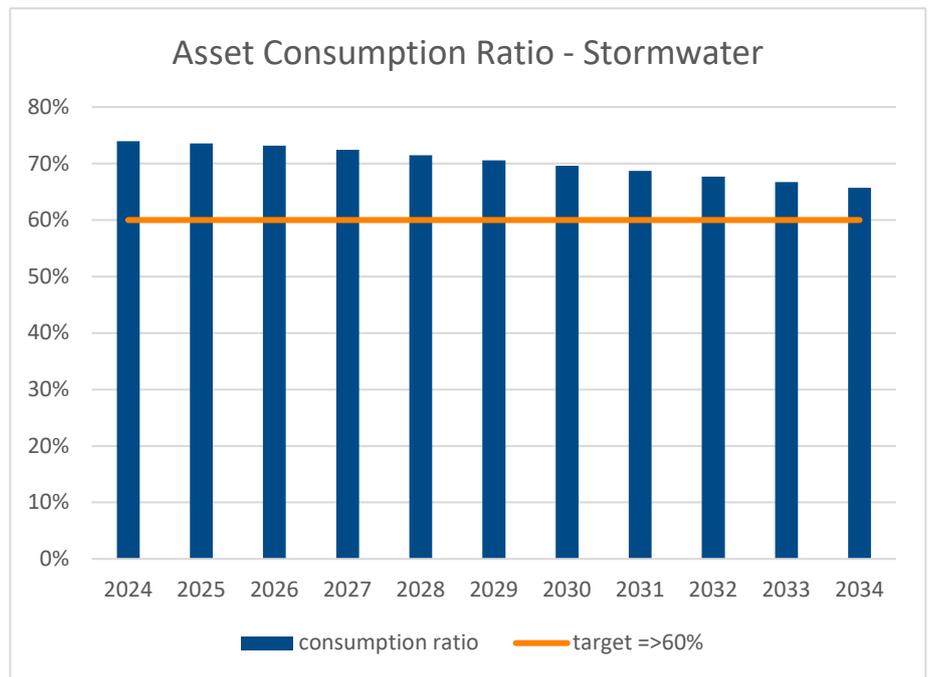
Target = > 60%



Asset Consumption

Council will maintain sufficient and proportional ‘as new’ condition capability across the depreciable asset base through maintenance practices, frequency based inspections and 5-10 year renewal program.

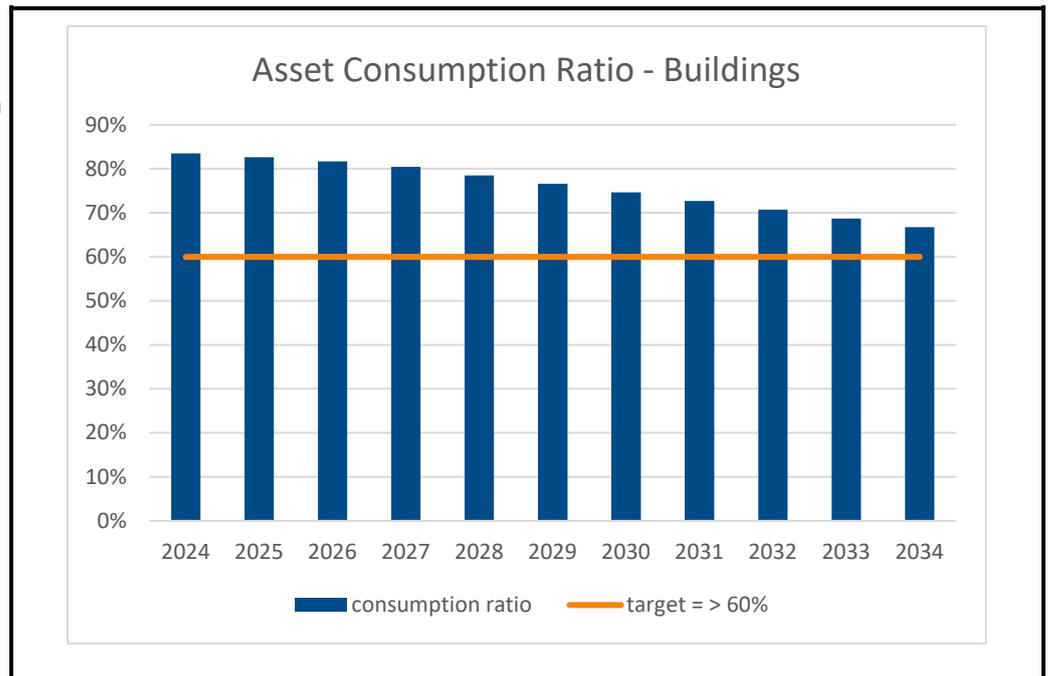
Target = > 60%



Asset Consumption

Council will maintain sufficient and proportional ‘as new’ condition capability across the depreciable asset base through maintenance practices, frequency based inspections and 5-10 year renewal program.

Target = > 60%



The consumption ratios and remaining service potential should be read and understood alongside Councils Asset Management Plans whereby condition based audits have taken place to provide Council with a better understanding for Council’s renewal requirements.

Asset Consumption Ratio: Remaining Service Potential.

This ratio is a financial representation of the average proportion of assets remaining in ‘as new’ condition. It is intended to highlight the extent to which depreciated assets have been consumed by comparing their current written down value to their ‘as new’ or current replacement cost.

The remaining service potential aims to represent the future economic benefits left in Council’s assets. It is a means of quantifying the remaining service life. Council’s asset management strategy is to renew and maintain assets such that they do not deteriorate prematurely based on their useful lives.

Basis of Preparation Modelling

The financial statements included in the FMS portray the projected long-term financial position and performance of the Council over the next ten years in the form of the following statements:

Comprehensive Income Statement

The projected Comprehensive Income Statement shows the expected operating result over the next 10-year period reflecting Councils known recurrent income and recurrent expenditure.

Statement of Financial Position

The projected statement of financial position shows the expected net current asset, net non-current asset and net asset positions over the next 10-year period.

The statements are prepared on current knowledge and will be affected by various events that will likely occur in future years. It is important that the long-term financial projections in this strategy be revisited and updated on an annual basis.

The model is a guiding document to be used during the budget deliberation process. If the general thrust of the document is followed Council will maintain financial sustainability.

Key Influences and Risks

There are a number of risks inherent in the long-term financial modelling. In order to manage these risks Council reviews and updates this strategy on a regular basis and ensures that the most recent economic data and forecasts are used as the basis for developing Council's LTFP.

In addition, Council have undertaken a revision of the risk management framework through 2024-25 inclusive of elected member and management team risk appetite and tolerance workshops which has informed this updated FMS.

External Influences – items outside of Council's control

This section sets out the key estimate influences arising from the external environment within which the Council operates.

1. Unforeseen economic changes or circumstances such as:
 - a) interest rates fluctuations;
 - b) localised economic growth – residential development & new business;
 - c) inflation;
 - d) civil and building construction markets; and
 - e) changes in specific programs such as Federal Assistance Grants.
2. Unforeseen political changes or circumstances such as:
 - a) cost of natural resources and utilities such as fuel, power and water including waste management;
 - b) a change in the level of legislative compliance; and,
 - c) changes to government policy as it affects local government other than fiscal measures.

3. Variable Climatic Conditions such as:
 - a) storm events;
 - b) flooding;
 - c) bushfire; and,
 - d) drought.
4. Community needs and expectations.
5. Dividends paid by Tas Water, Southern Waste Solutions.

Waste and Resource Recovery Bill

The state government introduced a waste levy in Tasmania which came into effect 2022-2023.

The levy was staggered over three stages, starting at \$20 per tonne and rising to \$60 per tonne in 2026-27. The level of waste service charges on the Sorell community will increase to recover the additional cost to Council. Led by Southern Waste Solutions, Council along with other participating councils of the Copping Joint Authority are actively pursuing a FOGO facility to be operational (staged) commencing FY 26/27.

The financial projections currently include the increase.

Internal Influences – items that Council can control

This section sets out the key estimates' influences arising from the internal environment within which the Council operates.

1. agreed service level review outcomes (both customer / regulatory service and asset condition);
2. infrastructure asset management including depreciation (valuations can be considered an external influence);
3. requests to Council to support climate change adaptation for public and private property and assets;
4. rate increases and other financial influences;
5. performance management;
6. efficiencies in service delivery and administrative support; and
7. salaries and wages.

Modelling Methodology

Following each statement are descriptions of the assumptions specifically applied to produce the long-term estimates. Broad percentages have not been applied universally in the modelling.

The actual results as at 30 June 2025 have been used as the base point for the long-term modelling. Adjustments have been made to the baseline forecast for impacts that are one-off in nature and not expected to be ongoing including economic recovery grants / targeted capital grants.

Consumer Price Index (CPI)

Price indexes published by the Australian Bureau of Statistics (ABS) provide summary measures of the movements in various categories of prices over time. They are published primarily for use in Government economic analysis. The CPI reflects the general movement in costs in terms of groceries and other consumables.

Consumer Price Index (CPI)	
All Groups Hobart	
April 2020 to March 2021	1.10%
April 2021 to March 2022	5.80%
April 2022 to March 2023	6.90%
April 2023 to March 2024	3.10%
April 2024 to March 2025	1.40%
5 year average	3.66%

Council Cost Index (CCI)

While CPI is a useful guide to understand shifts in the price of consumables such as groceries and organisational costs, it does not tell the full story around a council's costs.

The Local Government Association Tasmania calculate a Council Cost Index (CCI) each year. The CCI enables councils to consider the specific nature and costs of the services they provide and is affected by factors such as the costs of construction for roads and bridges.

It applies to many of the activity's Council undertake across the municipal area: from community services to general construction of roads, bridges, parks and community facilities as well as ongoing maintenance.

The Council Cost Index (CCI) differs from the CPI in that it provides an indication of how council expenditure might change over a period even though what Council is spending money on has not changed.

The CCI is based on ABS data. The CCI formula at March 2025 comprises: wage price index (WPI) (30%), road and bridge construction index (50%) and the consumer price index (CPI) for Hobart (20%). Note these ratios can vary from year to year.

Council Cost Index (CCI)	
March 2021	0.95%
March 2022	4.06%
March 2023	8.11%
March 2024	3.74%
March 2025	3.13%
5 year average	4.00%

Financial Modelling

Statement of Comprehensive Income

The Comprehensive Income Statement has been prepared by setting percentage increases for the various classes of expenditure and income and then reviewing each general ledger account for areas where a variance to this pattern is likely to occur.

[Long Term Financial Plan 2025-2026.xlsx](#)

Recurrent Income

Rates and Charges

Rates & Charges are an important source of revenue for Council representing some 84% of the total revenue estimated to be received by Council in 2025-26.

Council must balance its service levels with the needs and expectations of the community and set appropriate levels of tax to adequately fulfil its roles and responsibilities. Rates must be set in the context of a council's Strategic Plan, reflecting community needs and decisions about the level of services.

It is necessary to balance the importance of rate revenue as a funding source and increase rates in line with rising costs to be financially sustainable. The FMS recognises that the price of delivering services to the community over time will increase. This is the case even where the level of service provided remains unchanged.

It has been modelled that rates and charges will be required to increase by 3.7% for 2025-26, 3.1% for 2026-27, 3.5% for 2027-28 and then an average LTFP forecast of 3.0%.

Fire levies are set by the State government and are outside the control of Council. It has been assumed that levies will increase in line with the 5-year average Consumer Price Index (all Groups) Hobart. It should be noted however that in recent years the increase to the community has been higher.

The state government introduction of a waste levy in Tasmania came into effect 2022-2023 and was staggered over three stages starting at \$20 per tonne and rising to \$60+/- in 2026/27. The level of waste service charge increase to offset this has been included in the overall revenue indexation in the LTFP.

An allowance of 1.0% has been made for rate growth in line with prior LTFP's over the past 5+ years.

User Charges

User charges relate to the recovery of service delivery costs through the charging of fees to users of Council's services. Some charges are levied in accordance with legislative requirements. They include building and planning fees, animal registrations, and the hire of public halls, facilities and sporting grounds.

It has been modelled that user charges will increase by 2.4% for 2025-26 then as per the average LTFP overall revenue indexation forecast.

Grants

The main source of recurrent grant revenue is from the State Grants Commission (SGC) in the form of Financial Assistance Grants (FAG). FAG funding levels can increase or decrease with population growth,

development sector activity and Council's financial performance. Based on ABS data and Dept. of Treasury forecasts, it has been assumed that the population growth will remain constant over the FMS 10 year period and the current base funding will continue.

Recurrent grants (principally FAGs) have been indexed at a 2% increase.

Interest

Interest on investments has been calculated based on the estimated average level of investments held during the year. A rate of 4.6% has been used for 2025-26 with a recurring rate of 2.52% consistent with Council's return on its investment portfolio and Council's current weighted average interest rate as at 30 June 2025.

Dividends from Water Corporation

Council owns a 1.51% equity interest in the Tasmanian Water & Sewerage Corporation (Tas Water).

Tas Water's Corporate Plan indicates that owners can expect to receive dividends in the order of \$24m per annum. Based on Council's equity interest in the entity the estimated distribution for the 2025-26 financial year is \$420k.

The modelling conservatively assumes that the dividend stream will return in line with the prior two FY distributions of \$389k, however, the level of distribution is outside the control of Council and there is some risk that dividends will not be paid in line with the entity's Corporate Plan.

Council relies on this revenue stream as a funding source for recurrent expenditure and therefore if material changes to the distributions occur, Council will need to review its reliance on the dividends as a funding source.

Recurrent Expenses

Employee Costs

Council's current Enterprise Agreement (EA) is effective until EOY 2024/25. An increase of 4.5% has been allowed for in 2025/26, 3.5% in 2026/27 and 3.5% or CPI in 2027/28 in line with the current proposed agreement.

Employment wage increases beyond 2028 are unknown but have been incorporated into the overall expenditure (materials and contracts and employee costs) indexation of 3.0% between 2029 and 2034 with current staffing levels generally remaining constant as proposed in the 2025-26 operating budget.

The Superannuation Guarantee Scheme (SGC) rate is currently 11.5% and will increase to 12% effective 1 July 2025. Existing Council contribution rate is 15% and has been modelled at 15.5% 25/26 and 15.5% 26/27 in line with the proposed agreement.

Materials and Contracts

It has been assumed that materials and contracts will increase by 3.13% (25/26), 3.10% (26/27) then 3.0% through to 33/34.

Depreciation and amortisation

Depreciation is an accounting measure which allocates the value of an asset over its useful life. It is the financial representation of the consumption of the service potential inherent in Council's assets.

The modelling allows for additional operational costs including depreciation for new / upgrade capital projects expected to be completed over the next forecast period and that are funded. These projects cover all four major asset classes with an estimated value of \$28.5m.

The factors affecting the 'consumption' of an asset are:

- the quality of the original asset;
- the wear and tear to which the asset is subjected;
- the environment in which the asset is operated or constructed;
- the maintenance provided to the asset;
- technical obsolescence; and
- commercial obsolescence.

State Levies

State levies include levies paid to the state government for land tax and fire levies. It has been assumed that state levies will increase by CPI each year.

Borrowing Costs

Borrowing Costs relate to interest charged by financial institutions on funds borrowed. The level of borrowings and the level of interest rates influence borrowing costs.

Costs have been allowed for in line with the terms and conditions for existing loans. The Strategy does not include any new borrowings.

Remissions and Discounts

Council provided a higher level of remissions and discounts as a measure to support the community in response to the COVID-19 pandemic. There was limited take up with an assumption that the level of remissions and discounts will remain consistent with any increases in rates and charges each year.

Other Expenses

Other expenses include elected member expenses, audit costs and operational grant expenditure. It has been assumed that other expenses will increase by CPI each year.

Statement of Financial Position

The projected statement of financial position shows the expected net financial asset, net non-financial asset and net asset positions over the next 10-year period.

[Long Term Financial Plan 2025-2026.xlsx](#)

Statement of Cash Flows

The projected statement of cash flows shows how cash moves in and out of Council during the year over the next 10-year period.

[Long Term Financial Plan 2025-2026.xlsx](#)

Appendix - Table Assumptions (%)

The following table provides a summary of all assumptions used in determining Councils recurrent income and expenditure in the financial modelling.

[Long Term Financial Plan 2025-2026.xlsx](#)

Appendix – Ten Year Upgrade / New Capital Projects 2025/26 – 2034/35

NEW AND UPGRADE ASSET CAPITAL PROJECTS		2025-26 - Year 1	Council Funded	Grant Funded	2026-27 - Year 2	Council Funded	Grant Funded	2027-28 - Year 3	Council Funded	Grant Funded	2028-29 - Year 4	Council Funded	Grant Funded	2029-30 - Year 5	Council Funded	Grant Funded	2030-31 - Year 6	Council Funded	Grant Funded	2031-32 - Year 7	Council Funded	Grant Funded	2032-33 - Year 8	2033-34 - Year 9	2034-35 - Year 10	TBC Projects	
Location	Job Detail and Comments - Upgrade / New Capital																										
LAND																											
Carlton Beach Road, Dodges Ferry	Purchase of 248 Carlton Beach Rd	-			-			-			-			-			-			-			-			-	336,000
TOTAL LAND		-			-			-			-			-			-			-			-			-	336,000

LAND IMPROVEMENTS																											
Pembroke Park, Sorell	BMX track lighting	-			-			-			-			-			-			-			-			-	-
Dodges Ferry Rec Reserve	Skate park upgrades	-			-			-			-			-			-			-			-			-	-
Pembroke Park, Sorell	Central waste collection / storage facility	-			-			-			-			-			-			-			-			-	-
Pembroke Park & Dodges Ferry Oval	Goal netting behind Pembroke Park Senior AFL oval & Dodges Ferry AFL Oval. 2024 election commitment	37,039	✓	✓	-			-			-			-			-			-			-			-	-
Pembroke Park, Sorell	Goal netting behind Pembroke Park soccer field southern end	29,608	✓	✓	-			-			-			-			-			-			-			-	-
Pembroke Park, Sorell	Soccer field perimeter fence.	24,398	✓	✓	-			-			-			-			-			-			-			-	-
Madison Lyden Park, Sorell	Irrigation for Lyden Park 3 x Open Space areas - Stage 1 dog & general then Stage 2	250,000	✓		-			-			-			-			-			-			-			-	-
Carlton Beach	Surf Life Saving Club viewing platform at northern end of carpark - no provision for shelter - 2024 election commitment	82,500	✓	✓	-			-			-			-			-			-			-			-	-
Park Beach, Dodges Ferry	Park Beach viewing platform at carpark - no provision for shelter - 2024 election commitment	82,500	✓	✓	-			-			-			-			-			-			-			-	-
Pembroke Park, Sorell	Bench seating x 16 & covered tiered seating for Soccer field	155,600	✓		-			-			-			-			-			-			-			-	-
Pembroke Park, Sorell	Portable seating x 6 bays	27,500	✓		-			-			-			-			-			-			-			-	-
Vancouver Park, Midway Point	Vancouver Park Pump Track - in ground and asphalt surface	312,180	✓	✓	-			-			-			-			-			-			-			-	-
St Georges Square and/or Gordon St, Sorell	Provision for tree lighting x 6	30,000	✓		-			-			-			-			-			-			-			-	-
Old Forcett Road Quarry	Fencing for land at Old Forcett Road Quarry.	70,000	✓		-			-			-			-			-			-			-			-	-
Sorell	Sorell Streetscape upgrades	71,500	✓		-			-			-			-			-			-			-			-	-

Boat Park	Boat Park additional wastewater disposal area	25,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pembroke Park, Sorell	Replace Arthur St entrance gates with new double width access	-		74,980	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pembroke Park, Sorell	Entrance signs x 2 street entrances incl. provision for club names.	-		11,500	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pembroke Park, Sorell	New playground north / north-east of netball courts TBC and path connection to Attunga Dive.	-		603,750	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Miena Park, Sorell	New Dog Park (opposite Depot) @ 1.2ha & irrigation, soil prep, seeding & fencing, parking & crossover. TBA seating / furniture	-		204,700	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Hall, Primrose Sands	Dog exercise area behind Community Hall. Including fencing & seating.	-		46,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dodges Ferry Recreation Ground	LED lighting upgrade	-		287,500	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vancouver Park, Midway Point	Vancouver Park BBQ Shelter & Irrigation.	-		115,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Copping	Relocate Dodges Ferry Horse Riding Club from South-East Sports Complex, Sorell to Copping	-		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Midway Point Hall	New playground at Neighborhood House.	-		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Madison Lyden Park, Sorell	Various staged projects - Shelters, Seating, BBQ area, Fencing (TBD), Additional Parking	-		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Various	<i>Order and scope of playground / POS jobs TBC & informed by Social / Active Transport / Play Space Strategies and site concept plans where applicable - provisional amounts allowed for to inform LTFP modelling.</i>	-		268,333	✓	280,000	✓	291,666	✓	303,333	✓	315,000	✓	326,666	✓	-	-	-	-	-	-	-
Midway Point	Heron Court POS lot - TBD	-		-		72,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Hall, Primrose Sands	Upgrade existing Bike Track at Community Hall with Pump Track.	-		-		282,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Primrose Sands	New playground at northern end of beach	-		-		480,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dodges Ferry Rec Reserve	Pump Track @ Rec Reserve or 7th Ave POS	-		-		-		-	-	504,400	✓	-	-	-	-	-	-	-	-	-	-	-
Dodges Ferry Rec Reserve	Electronic Scoreboard for oval	-		-		-		-	-	-		-	-	-	-	-	-	-	-	-	-	-
Pembroke Park, Sorell	Upgrade Junior Oval drainage - western side only	-		-		-		-	-	-		-	-	-	-	-	-	-	-	-	-	155,000
Carlton Beach Rd, Dodges Ferry	248 Carlton Beach Rd - provision for paths/ duckboards/ info panels	-		-		-		-	-	-		-	-	-	-	-	-	-	-	-	-	100,000
Imlay St, Dunalley	Imlay St skate park extension	-		-		-		-	-	-		-	-	-	-	-	-	-	-	-	-	250,000
Pembroke Park, Sorell	Additional 2 x outdoor netball courts to north between underground SW cell and trees	-		-		-		562,500	✓	-		-	-	-	-	-	-	-	-	-	-	-

Pembroke Park, Sorell	Stadium PA system	-			-			-			-			-			-			-	
TOTAL COMPUTERS & TELECOMMUNICATIONS		-			-			-			-			-			-			-	
ROADS																					
Kellevie Rd, Kellevie	SRRP Kellevie Rd corner widening / alignment.	-			-			-			-			-			-			-	
Old Forcett Rd, Dodges Ferry	Old Forcett Road, Dodges Ferry - widen 900m section	-			-			-			-			-			-			-	
Payeena St, Dodges Ferry	Payeena St near Carlton Beach Rd junction	25,000	✓		-			-			-			-			-			-	
CAC, Sorell	Dubs & Co Drive on street parking x 20 spaces	199,839	✓	✓	-			-			-			-			-			-	
Madison Lyden Park, Sorell	Asphalt carpark for POS / Lyden Park off Pawleena Rd frontage	93,735	✓		-			-			-			-			-			-	
Three St, Dodges Ferry	Three Street drainage upgrade and recon / seal.	209,000	✓		-			-			-			-			-			-	
Penna - Hobart Vintage Machinery Club site	Gravel access road and carpark for Men's Shed - likely Council contribution	-			50,000	✓	✓	-			-			-			-			-	
Pembroke Park, Sorell	Sealing of netball carpark and drainage	-			310,500	✓		-			-			-			-			-	
Knights Rd, Connellys Marsh	Knights Road - Construction of gravel carpark in road reserve opposite #11 for beach users	-			-			96,000	✓		-			-			-			-	
Pembroke Park, Sorell	Construction of car park around west and south-west of senior oval	-			-			-		625,000	✓			-			-			-	
Neil Davis Carpark, Sorell	Neil Davis Carpark seal, drain stage 2 @ 715sqm	-			-			-		-	236,600	✓		-			-			-	
Midway Point	Construct gravel carpark at rear of Scout Hall for shared use with Yacht Club & widen access from street	-			-			-		-	-		182,250	✓			-			-	
Park & Ride, Dodges Ferry	Park & ride facility @ 2 possible locations - DSG Project	-			-			-		-	-		-				-			-	TBD
SLSC, Carlton Beach	SLSC seal & line mark @ existing size - TBD if increasing size - 25/26	-			-			-		-	-		-				-			-	TBD
Shark Point Rd, Penna	Stormwater Drainage issue and Landslip risk	-			-			-		-	-		-				-			-	-
Marion Bay Rd, Bream Creek	<i>Upgrade vs Maintenance cost business case required. Seal segments 18, 19 & 20 - subject to survey may need land acquisition as additional cost not included.</i>	-			-			-		-	-		-				-			-	800,000
Shark Point Rd, Penna	<i>Upgrade vs Maintenance cost business case required. Shark Point Rd seal segment 18 @ 170m from end of seal to #641 plus armco</i>	-			-			-		-	-		-				-			-	260,000

Arthur Highway, Sorell	Arthur Hwy - Nugent Rd to Pawleena Rd gravel path on north side	-	-	-	-	-	-	100,800	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Dodges Ferry	Streetscape upgrades	-	-	-	-	-	-	625,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Lewisham Scenic Drive, Lewisham	Lewisham Scenic Drive Stage 3 of 3 - multi-use path link between #124 to Gary St	-	-	-	-	-	-	388,080	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Nugent Rd, Sorell	Nugent Rd - Arthur Hwy to Lynch Sub gravel path	-	-	-	-	-	-	45,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Station Lane, Sorell	Streetscape upgrades Stage 5 - Station Lane / Dubs & Co Drive	-	-	-	-	-	-	487,500	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Pembroke Park, Sorell	Pembroke Park to Mienna Park gravel path from Tasman Hwy along Arthur St frontage to Montagu St and along northern verge to stadium access road then concluding at new road opposite depot	-	-	-	-	-	-	154,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Bay St, Dunalley	Gravel path along Bay St eastern side from end of concrete path	-	-	-	-	-	-	56,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Whitelea Crt, Sorell	Whitelea Crt POS lot - gravel access path & seating	-	-	-	-	-	-	25,000	✓	-	-	-	-	-	-	-	-	-	-	-	-	-
Fulham Rd, Dunalley	Concrete path along Fulham Rd from Booth St to Gellibrand St	-	-	-	-	-	-	-	-	257,400	✓	-	-	-	-	-	-	-	-	-	-	-
Beach Rd, Connellys Marsh	Beach Rd POS lot - gravel access paths and seating	-	-	-	-	-	-	-	-	52,000	✓	-	-	-	-	-	-	-	-	-	-	-
Shark Point Rd, Penna	Shark Point Rd gravel path	-	-	-	-	-	-	-	-	411,840	✓	-	-	-	-	-	-	-	-	-	-	-
Carlton Beach Rd, Dodges Ferry	Carlton Beach Rd - Snake Hollow to Moomere St gravel path	-	-	-	-	-	-	-	-	32,500	✓	-	-	-	-	-	-	-	-	-	-	-
Carlton Beach Rd, Dodges Ferry	Provence Drive / Carlton Beach Rd to Snake Hollow asphalt path	-	-	-	-	-	-	-	-	243,100	✓	-	-	-	-	-	-	-	-	-	-	-
Blue Lagoon, Dodges Ferry	Blue Lagoon - formalise trails 225m & 160m, signage	-	-	-	-	-	-	-	-	-	-	67,500	✓	-	-	-	-	-	-	-	-	-
Valley View Close, Sorell	Gravel path from Valley View to Tarbook	-	-	-	-	-	-	-	-	-	-	59,940	✓	-	-	-	-	-	-	-	-	-
Grevillea Rd, Primrose Sands	Provision for gravel path along Grevillea Rd and Linden Rd - width and constructability issues particularly with Grevillea St	-	-	-	-	-	-	-	-	-	-	291,600	✓	-	-	-	-	-	-	-	-	-
Sorell	Track along Sorell Rivulet from Cole St/Arthur Hwy bridge to potential access from Weston Hill Rd along southern boundary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	TBD
Sorell to Lewisham	Arthur Hwy / Old Forcett Rd to Quarry Rd east gravel path	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,200,000
Tasman Highway, Sorell to Orielson	Tasman Hwy gravel path	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	880,000
The Circle, Sorell	VRU refused May 23/24 with \$227k grant - The Circle & Frederick St.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	255,000
Old Forcett Rd, Dodges Ferry	Staged footpath and pedestrian refuges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	TBD

Fitzroy St, Sorell	Fitzroy Street Pipe upgrade pipe capacity (Headworks upgrade)	-			-			-			181,911	✓		-			-		-		-
Dubs & Co, Sorell	Dubs and Co Pipe upgrade pipe capacity (Headworks upgrade)	-			-			-			-			258,344	✓		-		-		-
Townsend Lagoon, Lewisham	Townsend Lagoon - Asset construction	-			-			-			-			-			-		-		2,000,000
Blue Lagoon, Dodges Ferry	Permanent outfall as per CERMP design work	-			-			-			-			-			-		-		TBD
TOTAL STORMWATER		2,045,718			407,743			174,216			196,483			181,911			258,344				2,000,000
OTHER TRANSPORT INFRASTRUCTURE																					
Carlton Beach Rd, Dodges Ferry	Corner Carlton Beach Rd and Webb St - Black Spot Grant - installation of bollards	-			-			-			-			-			-		-		-
Carlton Beach Rd, Dodges Ferry	35 Carlton Beach Rd bus stop upgrades	70,000	✓	✓	-			-			-			-			-		-		-
Park & Ride, Sorell	Park & Ride bus stop upgrades	220,470	✓	✓	-			-			-			-			-		-		-
TOTAL OTHER TRANSPORT INFRASTRUCTURE		290,470			-			-			-			-			-		-		-
TOTAL		6,506,039			7,905,642			5,322,255			4,039,329			2,515,844			1,860,703			326,666	27,625,000

Sorell Council Long-term Financial Plan
Summary of Financial Performance and Position for the Years Ending 30 June 2025 to the 30 June 2035

STATEMENT OF COMPREHENSIVE INCOME											
Year Ending 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Year 0 Actual \$'000	Year 1 Budget \$'000	Year 2 Plan \$'000	Year 3 Plan \$'000	Year 4 Plan \$'000	Year 5 Plan \$'000	Year 6 Plan \$'000	Year 7 Plan \$'000	Year 8 Plan \$'000	Year 9 Plan \$'000	Year 10 Plan \$'000
Operating Revenue											
Rates	15,315	15,980	16,640	17,395	18,096	18,825	19,584	20,373	21,194	22,048	22,934
Charges	4,363	4,675	4,797	4,941	5,064	5,191	5,321	5,454	5,590	5,730	5,902
Statutory Fees	605	662	680	700	718	735	754	773	792	812	836
User Fees	626	627	644	663	679	696	714	732	750	769	792
Grants - Commonwealth Financial Assistance Grants (Note: pre-payment removed 2026)	1,957	3,073	2,924	2,983	3,042	3,103	3,165	3,229	3,293	3,359	3,426
Grants - Other	131	15	15	15	15	15	15	15	15	15	16
Contributions - Cash	185	331	-	-	-	-	-	-	-	-	-
Investment (Interest) Income	1,199	1,194	483	382	282	200	153	101	122	165	269
Other Income	678	661	678	699	716	734	753	771	791	810	835
Tas Water Investment Income	569	420	389	389	389	389	389	389	389	389	389
Total Operating Revenue	25,627	27,640	27,251	28,166	29,002	29,890	30,847	31,836	32,936	34,098	35,399
Operating Expenses											
Employee Benefits	7,596	8,269	8,559	8,858	9,124	9,398	9,680	9,970	10,269	10,629	11,001
Materials and Services - Other	5,304	6,335	6,531	6,760	6,962	7,171	7,386	7,608	7,836	8,071	8,354
Materials and Services - Repairs and Maintenance	1,959	2,044	2,275	2,411	2,574	2,793	3,054	3,303	3,509	3,695	3,874
Asset Impairment	(2)	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	6,518	7,270	7,465	7,674	7,776	7,859	7,912	7,952	7,972	7,986	8,000
Finance Charges	90	95	90	83	75	66	58	49	49	42	35
Other	1,882	2,017	2,079	2,152	2,217	2,283	2,352	2,422	2,495	2,570	2,660
Total Operating Expenses	23,346	26,029	26,999	27,938	28,728	29,570	30,441	31,305	32,131	32,993	33,923
Operating Surplus / (Deficit)	2,281	1,611	251	228	274	319	406	531	805	1,105	1,475
Physical Resources Received Free of Charge (Contributions - Non Monetary Assets)											
Physical Resources Received Free of Charge (Contributions - Non Monetary Assets)	2,062	2,510	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282
Capital Grants received specifically for new or upgraded assets	6,280	5,253	3,642	775	596	682	682	682	682	682	682
Gain / (Loss) on Disposal	(2,247)	241	-	-	-	-	-	-	-	-	-
Recognition/ Derecognition of Property and Infrastructure Assets	2	-	-	-	-	-	-	-	-	-	-
Joint Venture Profit Share	1,559	-	-	-	-	-	-	-	-	-	-
Fair value adjustments for investment property	100	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	10,037	9,614	5,175	2,285	2,152	2,283	2,369	2,494	2,769	3,069	3,439
Fair Value Adjustments											
Fair Value Adjustments	53,554	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	63,592	9,614	5,175	2,285	2,152	2,283	2,369	2,494	2,769	3,069	3,439

Sorell Council Long-term Financial Plan
Summary of Financial Performance and Position for the Years Ending 30 June 2025 to the 30 June 2035

STATEMENT OF FINANCIAL POSITION

Year Ending 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Year 0 Actual \$'000	Year 1 Budget \$'000	Year 2 Plan \$'000	Year 3 Plan \$'000	Year 4 Plan \$'000	Year 5 Plan \$'000	Year 6 Plan \$'000	Year 7 Plan \$'000	Year 8 Plan \$'000	Year 9 Plan \$'000	Year 10 Plan \$'000
ASSETS											
Financial Assets											
Cash and Cash Equivalents	7,593	5,961	4,000	4,000	4,000	4,000	4,000	4,833	5,729	8,122	4,788
Investments	13,224	13,224	11,145	7,173	3,938	2,060	(10)	(10)	823	2,552	6,675
Trade & Other Receivables	1,704	1,759	1,804	1,859	1,905	1,953	2,001	2,051	2,103	2,155	2,177
Current Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Non Current Other Financial Assets	35,447	35,447	35,447	35,447	35,447	35,447	35,447	35,447	35,447	35,447	35,447
Total Financial Assets	57,969	56,391	52,397	48,479	45,291	43,460	41,439	42,322	44,102	48,277	49,086
Non Financial Assets											
Inventories	39	39	39	39	39	39	39	39	39	39	39
Investment Property	753	753	753	753	753	753	753	753	753	753	753
Infrastructure, Property, Plant & Equipment	430,407	441,511	450,570	456,665	461,877	465,856	470,107	471,713	472,700	471,599	474,342
Other Assets	856	856	856	856	856	856	856	856	856	856	856
Total Non Financial Assets	432,054	443,158	452,218	458,313	463,524	467,504	471,754	473,361	474,348	473,247	475,989
Total Assets	490,023	499,549	504,614	506,792	508,815	510,963	513,194	515,683	518,450	521,524	525,075
LIABILITIES											
Current Liabilities											
Trade & Other Payables	1,475	1,521	1,569	1,623	1,672	1,722	1,774	1,827	1,882	1,939	2,035
Borrowings	217	223	231	239	248	256	126	125	133	105	63
Provisions	1,337	1,397	1,446	1,497	1,542	1,588	1,636	1,685	1,735	1,796	1,886
Trust Funds and Deposits	567	569	572	575	578	581	584	587	590	593	596
Contract Liabilities	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151
Other Liabilities	3	3	3	3	3	3	3	3	3	3	3
	4,750	4,865	4,972	5,088	5,193	5,301	5,273	5,378	5,494	5,586	5,733
Non-current Liabilities											
Borrowings	2,259	2,037	1,806	1,567	1,319	1,063	938	812	679	574	511
Provisions	413	432	447	462	476	490	505	520	536	555	582
Other Non-current Liabilities	2	2	2	2	2	2	2	2	2	2	2
	2,674	2,470	2,254	2,031	1,797	1,555	1,444	1,334	1,217	1,130	1,095
Total Liabilities	7,424	7,336	7,226	7,119	6,990	6,856	6,717	6,712	6,710	6,716	6,829
Net Assets	482,599	492,213	497,388	499,673	501,825	504,108	506,477	508,971	511,740	514,808	518,247
EQUITY											
Accumulated Surplus	157,214	166,828	172,003	174,288	176,440	178,723	181,091	183,586	186,354	189,423	192,862
Reserves	325,385	325,385	325,385	325,385	325,385	325,385	325,385	325,385	325,385	325,385	325,385
Total Equity	482,599	492,213	497,388	499,673	501,825	504,108	506,477	508,971	511,740	514,808	518,247

Sorell Council Long-term Financial Plan
Summary of Financial Performance and Position for the Years Ending 30 June 2025 to the 30 June 2035

STATEMENT OF CASH FLOWS

Year Ending 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Year 0 Actual \$'000	Year 1 Budget \$'000	Year 2 Plan \$'000	Year 3 Plan \$'000	Year 4 Plan \$'000	Year 5 Plan \$'000	Year 6 Plan \$'000	Year 7 Plan \$'000	Year 8 Plan \$'000	Year 9 Plan \$'000	Year 10 Plan \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)

Cash flows from operating activities

Rates	19,595	16,401	17,061	17,816	18,517	19,246	20,005	20,794	21,615	22,469	22,934
Statutory fees and fines	611	1,290	1,323	1,363	1,397	1,432	1,468	1,504	1,542	1,581	1,628
User charges and other fines	573	4,675	4,797	4,941	5,064	5,191	5,321	5,454	5,590	5,730	5,902
Grants	2,306	3,088	2,939	2,998	3,057	3,118	3,180	3,244	3,308	3,374	3,442
Contributions - cash	185	331	-	-	-	-	-	-	-	-	-
Reimbursements											
Interest received	1,267	1,194	483	382	282	200	153	101	122	165	269
Rents											
Dividends											
Investment revenue from water corporation	569	420	389	389	389	389	389	389	389	389	389
Other receipts	719	661	678	699	716	734	753	771	791	810	835
Net GST refund/(payment)	1,800	(475)	(467)	(475)	(467)	(469)	(469)	(471)	(473)	(473)	(22)
Payments to suppliers	(10,996)	(10,349)	(10,838)	(11,267)	(11,704)	(12,197)	(12,740)	(13,280)	(13,785)	(14,280)	(14,791)
Payments to employees	(7,700)	(8,191)	(8,495)	(8,792)	(9,065)	(9,337)	(9,617)	(9,906)	(10,203)	(10,549)	(10,883)
Finance costs paid	(86)	(95)	(90)	(83)	(75)	(66)	(58)	(49)	(49)	(42)	(35)
Net cash provided by (used in) operating activities	8,843	8,952	7,782	7,970	8,111	8,241	8,383	8,551	8,846	9,175	9,667

Cash flows from investing activities

Payments for property, infrastructure, plant and equipment	(12,718)	(16,308)	(15,243)	(12,488)	(11,706)	(10,556)	(10,881)	(8,277)	(7,677)	(5,603)	(9,460)
Proceeds from sale of property, infrastructure, plant and equipment	164	685	-	-	-	-	-	-	-	-	-
Capital grants	5,340	5,253	3,642	775	596	682	682	682	682	682	682
Payments for investment property	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investment property	-	-	-	-	-	-	-	-	-	-	-
Proceeds/(payments) for investments	(2,154)	-	-	-	-	-	-	-	(833)	(1,729)	(4,122)
Proceeds from sale of investments	-	-	2,079	3,972	3,235	1,878	2,069	-	-	-	-
Loans and advances to community organisations											
Repayment of long term recoverable property debt	29										
Net cash provided by (used in) investing activities	(9,339)	(10,370)	(9,522)	(7,741)	(7,875)	(7,996)	(8,130)	(7,595)	(7,829)	(6,651)	(12,901)

Sorell Council Long-term Financial Plan

Summary of Financial Performance and Position for the Years Ending 30 June 2025 to the 30 June 2035

Cash flows from financing activities

Proceeds from trust funds and deposits	153	3	3	3	3	3	3	3	3	3	3
Repayment of trust funds and deposits	(258)	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	(10)										
Proceeds from interest bearing loans and borrowings	350	-	-	-	-	-	-	-	-	-	-
Repayment of interest bearing loans and borrowings	(246)	(216)	(223)	(231)	(239)	(248)	(256)	(126)	(125)	(133)	(105)
Net cash provided by (used in) financing activities	(11)	(213)	(221)	(228)	(236)	(245)	(253)	(123)	(122)	(130)	(102)

Net increase (decrease) in cash and cash equivalents	(507)	(1,632)	(1,961)	0	0	(0)	1	833	895	2,394	(3,335)
Cash and cash equivalents at the beginning of the financial year	8,100	7,593	5,961	4,000	4,000	4,000	4,000	4,000	4,833	5,729	8,123
Cash and cash equivalents at the end of the financial year	7,593	5,961	4,000	4,000	4,000	4,000	4,000	4,833	5,729	8,123	4,787

Sorell Council Long-term Financial Plan
Summary of Financial Performance and Position for the Years Ending 30 June 2025 to the 30 June 2035

ASSUMPTIONS											
Year Ending 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CPI (%)	3.10%	3.20%	2.60%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	3.00%
Rates Growth (%)	4.50%	3.13%	3.10%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50%
Rate Base Growth (%)	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	0.50%
C'wth Financial Assistance Grants Revenue Growth (%)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Cash Rate (%)	4.35%	4.10%	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%
Interest Rate Revenue (%)	4.85%	4.60%	2.52%	2.52%	2.52%	2.52%	2.52%	2.52%	2.52%	2.52%	2.52%
Weighted Average Increase in Employee Costs (%)	3.50%	4.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50%	3.50%
Depreciation Rate (Impaired Assets) (%)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.50%
Expenditure Growth (%)	3.10%	3.13%	3.10%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50%
Trade & Other Receivables Growth (%)	3.10%	3.20%	2.60%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	1.00%
Trade & Other Payables Growth (%)	3.10%	3.13%	3.10%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	5.00%
Provisions Growth (%)	3.50%	4.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.50%	5.00%
Trust Funds & Deposits Growth (%)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Capital Expenditure Growth - New & Replacement Assets (%)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%