



## SEPARATE ATTACHMENT 6.2.13





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Draft Delivery Program 2012-2016  
Draft Operational Plan 2012-2013



Mid-Western Region  
*Towards 2030*

Draft Delivery Program 2012-2016  
Draft Operational Plan 2012/13



April 2012

## CONTENTS

Forward .....	1
1 Overview .....	4
2 Delivery and Operational Plans.....	8
Theme 1: Looking after our community.....	9
Theme 2: Protecting our natural environment.....	20
Theme 3: Building a strong local economy.....	29
Theme 4: Connecting our region.....	36
Theme 5: Good government.....	41
3 Capital Works Program 2012/13 .....	48
4 Financial Information.....	53
5 Background .....	58
About Mid-Western Region .....	58
Community Consultation .....	60
Councillors .....	60
Organisational Structure .....	62
Schedule of Fees and Charges .....	63

# Forward

Welcome to Council's Delivery Program 2012-16 and incorporating the 2012/13 Budget and Operational Plan. This is our first year of working in the new legislative framework implemented by the State Government and the document reflects the priorities identified in the Community Plan. This document should be read in conjunction with the 10 year Community Strategic Plan and the Resourcing Strategy.

Our focus as a Council is to implement the community feedback from the consultation we undertook with the Community Plan in 2011. That feedback requested that Council focus of resources should be on construction and maintenance of infrastructure, in particular roads.

Council is restricted by State Government legislation to a rate cap which this year is set at 3.6%. The Government has indicated that of that 3.6%, 0.7% is directly attributable to the carbon tax costs which will be imposed on local government. This Council has resolved that those properties in the categories of farmland, business and residential will not receive an increase and that mining assessments will be liable for the full 3.6% rate pegging increase. However, from 1 July 2013 a new set of property values is applicable for rating purposes so whilst Council will not generate any additional revenue from residential, business and farmland, where individual properties within those categories have increased in value above average movements, there will be a change in rates levied. Similarly, properties with below the average valuation will receive a decrease in rates.

Council remains in a strong, sustainable financial position. It is important to us as a Council that we retain that good financial position so that future Councils can continue to provide excellent services to our community.

In the 2011/12 financial year Council added a further \$1 million to our roading budget. For next year we propose to add a further \$370,000 to meet the community expectations of us, as well as a further \$30,000 for roadside weeds management. We will continue to ensure that both rural and town roads are in good order.

We are already experiencing an increase in growth from the development of the region driven by the resources sector. We were recently successful in securing funding from the State Government for a Local Services Assessment. The focus of that report was to determine the capabilities across a range of services now and the ability of those services and infrastructure to be able to cope with the anticipated growth. When that report is released Council will facilitate with State Government and other agencies to ensure those growth needs are realised. In particular, Council will be placing considerable effort and political persuasion to ensure that the development that is leading to demands on the communities' services and infrastructure provides or pays for the necessary upgrades and expansion of services.

As stated above, Council will continue its focus on the improvement and maintenance of core infrastructure. These projects will include:

Roads – Rehabilitation

- Church Street, Mudgee – Mortimer to Gladstone
- Gladstone Street, Mudgee – Douro to Court

- Lue Road
- Cooper Drive, Kandos
- Wollar Road at Cumbo Creek
- Gollan Road
- Louee Street, Rylstone

Causeway replacement at Yarrabin Road

Charbon Pedestrian Bridge

Reseals – in all parts of the Region

Public toilet upgrades:

- Coronation Park, Gulgong
- Gulgong and Mudgee cemeteries
- Victoria Park
- Percy Knot Park
- White Crescent, Kandos
- Cudgegong Waters Caravan Park
- Rylstone Main Street (new toilet facility)

Water

- New reservoir in Mudgee
- Replacement of main lines around the township

Sewer

- Completion of the new Mudgee scheme
- Completion of the design for the Rylstone/Kandos/Charbon/Clandulla scheme
- Main replacement

Land purchase at Mudgee Airport for expansion

Upgrade of Mudgee Skate Park

Walkway

- Gulgong township
- Along Cudgegong River in Mudgee

Tourism Bay - Kandos

We welcome the community feedback of Council's plans for the next one to four years as set out in the documents on public exhibition.

**Des Kennedy**  
**MAYOR**

**Warwick Bennett**  
**GENERAL MANAGER**

# Mid-Western Regional Local Government Area



# 1 OVERVIEW

Adopted by Council, the Community Plan Towards 2030 is Council’s highest level strategic plan. The outcomes of the plan not only determine the priorities for the region into the coming years but the services and projects Council will focus on in that time. A Resourcing Strategy including Long Term Financial Plan, Workforce Strategy and Asset Management Planning together with a Delivery Program, Operation Plan and Annual Report complete the reporting framework.



The Delivery Program details all of the principle activities Council will undertake to achieve the goals established in the Community Plan. The Operational Plan has been integrated into the Delivery Program and sets out the annual projects and activities to which Council are committed and includes detailed budgets for the projects and services identified under each theme together with the measure and timeframe.

Council’s activities identified in the Delivery Program/Operational Plan are underpinned by the Resourcing Strategy. The Resourcing Strategy includes

Long Term Financial Plan (10 Years)

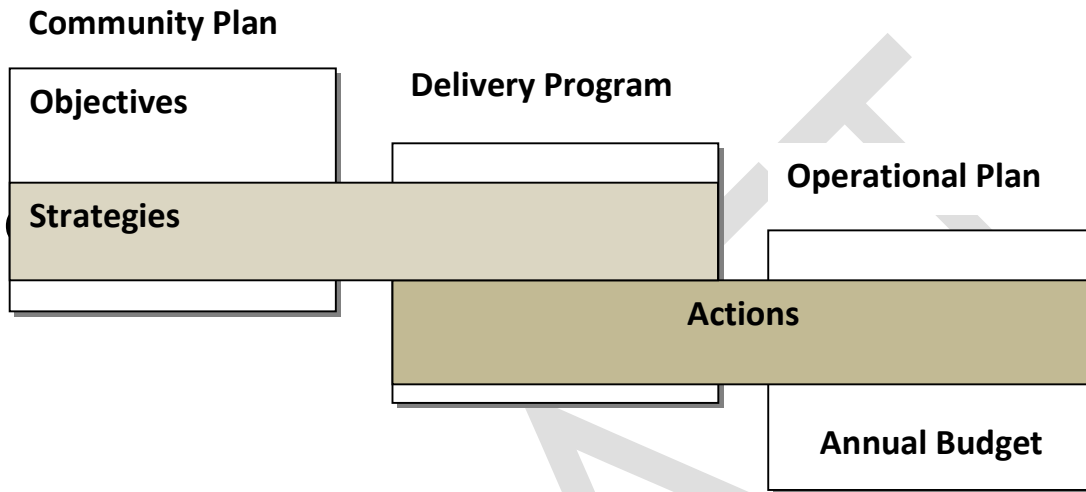
Workforce Plan (4 Years)



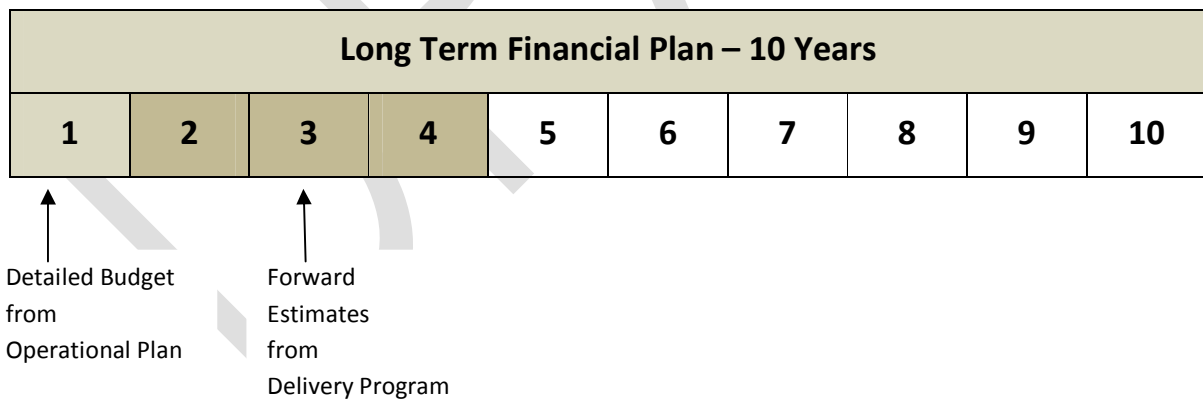
Asset Management Strategy (10 Years)

The role of the Resourcing Strategy is for Council to demonstrate that it can meet the commitments made in the Delivery Program/ Operational Plan.

The following diagram illustrates the relationship of the various plans in the planning framework.



The Operational Plan includes a detailed budget of the activities that are to be undertaken each year to achieve the outcomes of the Delivery Program. The relationship between the Delivery Program/Operational Plan and Long Term Financial Plan are illustrated in the diagram below.



# Delivery Program/Operational Plan Structure

Council’s Delivery Program and Operational Plan has been prepared in accordance with Sections 404 and 405 of the Local Government Act and details the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy. The hybrid plan also identifies the detailed annual budget and replaces the former Annual Management Plan.

The Delivery Program normally has a fixed four year term aligned with the election cycle and is reviewed by the incoming Council within 9 months. In this instance despite being at the end of an election cycle, Council has prepared a Delivery Program as a four year program based on the strategies identified in the Community Plan. It should be noted that it will be the first responsibility of the incoming Council to review the Delivery Program and reaffirm the direction for the next four year term.

Council’s Operational Plan details the activities which Council will undertake in the proceeding 12 month period consistent with the broad framework identified in the Delivery Program and goals of the Community Plan. Council has combined the Delivery Program and Operational Plan into a single hybrid document.

Council delivers services through four Departments; the General Manager, Mid-Western Operations, Finance and Administration and Development and Community Services. The Community Plan identified a number of goals, strategies and actions around five key themes. The Delivery Program/Operations Plan has been structured to provide the detailed activities that will be undertaken over the coming 4 years with detailed activities identified for the coming 12 months. Given the relatively small size of the organisation relative to the range of deliverables, there is often overlap between Departments and Functions in the delivery of outcomes identified in the five themes in the Community Plan.

This document encompasses the annual budget and works towards the realisation of strategies into actions as identified under each of the five themes of the Community Plan as follows:

**Looking after our Community** - Vibrant towns and villages with a rich history, a safe and healthy community, and a strong sense of community pride – a great place for families

- Goal 1.1: A safe and healthy community
- Goal 1.2: Vibrant towns and villages
- Goal 1.3: High quality sustainable development
- Goal 1.4: Effective and efficient delivery of infrastructure
- Goal 1.5: Meet the diverse needs of the community and create a sense of belonging

**Protecting our Natural Environment** - Conserving and promoting the natural beauty of our region

Goal 2.1: Protect and enhance our natural environment  
Goal 2.2: Provide total water cycle management  
Goal 2.3: Live in a clean and environmentally sustainable way

**Building a Strong Local Economy** - A prosperous and diversified economy delivering lifestyle benefits to the community through employment, income and sustainable economic growth

Goal 3.1: A prosperous and diversified economy  
Goal 3.2: An attractive business and economic environment  
Goal 3.3: High quality sustainable development  
Goal 3.4: A range of rewarding and fulfilling career opportunities to attract and retain residents

**Connecting our Region** - Linking towns and villages across our region, and connecting our region to the rest of NSW

Goal 4.1: High quality road network that is safe and efficient  
Goal 4.2: Efficient connection of the region to major towns and cities

**Good Government** - A strong council that is representative of the community and effective in meeting the needs of our people

Goal 5.1: Strong civic leadership  
Goal 5.2: Good communications and engagement  
Goal 5.3: An effective and efficient organisation

The Delivery Program and Operational Plan also includes a detailed Capital Works Program which outlines the 2012/13 budget for all capital works.

Following the Capital Works the Financial Information incorporates the Council's Revenue Policy and rating structure together with assumptions made in the formulation of the forward estimates.

Finally, the Schedule of Fees and Charges for Councils services and facilities can be found at the rear of the document.

## 2 DELIVERY AND OPERATIONAL PLANS

This Plan and our goals in each of the themes form part of Council's direction to make this region a better place to live, work, play and invest.

### Theme 1 – Looking after our community

We live in a great community. A community that is vibrant, diverse and with economic prosperity. Council provides excellent community services, places considerable emphasis and energy in advocating for a better life for us all and will advance planning and development policies that allow this community to grow in a sustainable way.

### Theme 2 – Protecting our natural environment

What a great place to live and enjoy our outdoors. We must keep it that way for our children and grand-children. Council will always promote and facilitate policies and practices that keep Mid-Western a clean and sustainable place to live.

### Theme 3 – A prosperous and diversified economy

One of the great strengths of this region is our diverse economy. We, as a community, must continue to build on that diversity and ensure that opportunities for everyone to lead a positive and fulfilled life always exists.

### Theme 4 – Connecting our Region

The Community Plan feedback to Council strongly indicates that roads and transport are our number one priority. Council will deliver as far as it can afford, quality roads for the travelling public and for visitors.

### Theme 5 – Good Government

Like all good communities that are growing and dynamic, good governance and pro-active leadership is paramount. Council prides itself on the focus on governance and leadership to ensure quality customer service and policies that exceeds community expectations.

## Theme 1: Looking after our community

**OUTCOME:** Vibrant towns and villages with a rich history, a safe and healthy community, and a strong sense of community pride – a great place for families

Goal 1.1: A safe and healthy community

Goal 1.2: Vibrant towns and villages

Goal 1.3: High quality sustainable development

Goal 1.4: Effective and efficient delivery of infrastructure

Goal 1.5: Meet the diverse needs of the community and create a sense of belonging

### Goal 1.1: A safe and healthy community

**STRATEGY 1.1.1** Maintain the provision of high quality, accessible community services that meet the needs of our community

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Provide comprehensive community support programs that embrace social justice and access and equity	30/06/2016	Meals on Wheels Respite Care Home Modification	Continue to meet outputs as per funding Agreements No. of Meals delivered No. of hours of care	30/06/13	Customer Service
		Community Transport Youth Services Family Day Care	No. of trips Successful delivery of Youth Services (100%) No. of places	30/06/13	Community Development
Upgrade the Regional Library	30/06/2013	Redevelopment of Mudgee Regional Library	Project completed	31/12/12	Community Development

## Goal 1.1: A safe and healthy community

### STRATEGY 1.1.1 Maintain the provision of high quality, accessible community services that meet the needs of our community

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Provide customer focused library and information services	30/06/2016	Investigate options for better delivery of library services	Increase in library visitation	30/06/13	Community Development
		Continue to run Mobile Library Service within the Region	Mobile borrowings maintained at 2011/12 levels	30/06/13	Community Development
		Continue to run Children and Youth library programs including Pre-School Bookworms and school holiday reading program	Programs Implemented	30/06/13	Community Development
		Up to date and renew library collections	Increase in borrowings	30/06/13	Community Development
		Maintain Collection Policy	Policy in place and up to date	30/06/13	Community Development

## Goal 1.1: A safe and healthy community

### Strategy 1.1.2 Work with key partners and the community to lobby for effective health services in our Region

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure Completed	Responsibility
Ensure commitment to construction of Gulgong MPS and Health One facility	30/06/2016	Health One Facility in Gulgong	Project Completed	Executive
		Work cooperatively with GWAHS to facilitate the development of an MPS	Commitment to MPS from Government	Executive
Explore funding opportunities for improved health services Work in partnership with Western Local Area Health Network to promote health projects	30/06/2016	Lobby government and industry for funding	Access to relevant authorities and funding agreements in place	Executive
		Liaise with GWAHS and work with local Medical Services Organisations	Regular meetings maintained	Community Development
		Continue to provide accommodation for Doctors in the region	Maintain consistent number of Doctors	Executive

### Strategy 1.1.3 Support networks, programs and facilities which promote health and wellbeing and encourage healthy lifestyles

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Provide financial assistance in accordance with Council's Financial Assistance Policy	30/06/2016	Continue funding including for Orana Arts, Gulgong Chamber of Commerce - small towns coordinator, Kandos Community Capers, Christmas Parties in each town, Kandos Museum, Gulgong Pioneers Museum, Seniors Week	Funding Committed	Community Development
		Provide mechanism for financial assistance as required	Funding delivered	Community Development

## Goal 1.1: A safe and healthy community

### Strategy 1.1.4 Work with key partners and the community to reduce crime, anti social behaviour and improve community safety

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Support and implement programs which aim to reduce anti-social behaviour.	30/06/2016	Continue to liaise with Police	Reduction in incidences of vandalism	30/06/13	Executive
		Support the Community Safety Committee	Continued Representation	30/06/13	Community Development
		Participate in the Liquor Accord	Continued Representation	30/06/13	Health & Building
		Maintain Alcohol Free Zones in Town Centres	Extent of AFZ's maintained	30/06/13	Health & Building
Maintain clean and attractive streets and public spaces where people feel safe	30/06/2016	Maintain presence of street cleaners in all town centres	Initiative ongoing	30/06/13	Works
Incorporate crime prevention through environmental design principles in Council's planning requirements	30/06/2016	Address the issue of safe design in DCP	Completion of DCP	30/06/13	Strategic Planning
Effective animal control regulation	30/06/2016	Development of a new pound facility in Mudgee	Project Completion	30/06/13	Health and Building
		Develop web site to actively re-home animals	Number of animals re-homed	30/06/13	Governance
		Media campaign to encourage registration of dogs	Reduction in number of animals impounded	30/06/13	Governance
		Provision of off lease areas	Continue to provide areas	30/06/13	Governance



## Goal 1.2: Vibrant towns and villages

### STRATEGY 1.2.1 Respect and enhance the historic character of our Region and heritage value of our towns

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Review Development Control Plan	30/06/2016	Prepare Comprehensive Development Control Plan (DCP)	Completion of Project	30/6/13	Strategic Planning
		Undertake Stakeholder Consultation as part of an overview of DCP	Consultation completed	30/6/13	Strategic Planning
Heritage advisory services and Heritage conservation	30/06/2016	Maintain representative Heritage Committee	Referrals to Heritage Committee	30/6/13	Statutory Planning
		Provide opportunities for Heritage funding through Local Assistance Program	Number of owners taking advantage of grants	30/06/13	Statutory Planning

### Strategy 1.2.2 Manage growth pressure driven by the increase in mining operations in the Region

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Monitor employment and population growth	30/06/2016	Work with State Government to provide updated population estimates based on building statistics and employment growth	Population data updated	30/6/13	Strategic Planning
		Implement (Draft) Central West Regional Land Use Plan	Strategy actions included in local planning initiatives	Ongoing	Strategic Planning
Meet regularly with mining companies	30/06/2016	Quarterly meeting with Mine Managers	100%	30/6/13	Executive

### Goal 1.3: High quality sustainable development

#### STRATEGY 1.3.1 Ensure an adequate supply of available land that supports economic diversity and encourages growth

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning	30/06/2016	Maintain and review Comprehensive Land Use Strategy	Ongoing as required	30/06/13	Strategic Planning
		Implement Comprehensive Local Environmental Plan 2012	Ongoing	30/06/13	Strategic Planning
		Prepare individual Planning Proposals as required	100%	30/06/13	Strategic Planning
		Undertake review of Section 94 Plan	Project commenced	30/06/13	Strategic Planning
Ongoing monitoring of land release and development	30/06/2016	Investigate methodology for better tracking of land release	Project commenced	30/06/13	Strategic Planning
Manage acquisitions and disposals in relation to Council's property assets and property development	30/06/2016	Develop a fees and charges regime that balances Councils' costs with community expectations	Consistent returns	30/06/13	Governance

#### STRATEGY 1.3.2 Develop tools that simplify development processes and encourage high quality commercial and residential development

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Develop a step by step guide to assist potential investors work through the regulatory framework	30/06/2016	Commence work on a "Developing in the MWRCC" kit through the web site	Project Completed	30/06/13	Statutory Planning
		Review plans and controls with economic impacts	Project Completed	30/06/13	Strategic Planning
	30/06/2016	Commence work on Comprehensive DCP Project	Project Completed	30/06/13	Environment
		Undertake Rylstone Floodplain Management Study	Project Completed	30/06/13	Environment

## Goal 1.4: Effective and efficient delivery of infrastructure

### STRATEGY 1.4.1 Provide infrastructure and services to cater for the current and future needs of our community

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Review asset management plans and underpin with financial strategy	30/06/2016	Review Asset Management Strategy in line with IP&R	Review Completed & adopted by Council	30/06/13	Financial Accountant
Manage and maintain sportsgrounds, parks, reserves and playgrounds across the Region	30/06/2012	Review and where necessary update Parks Management Plans	Plans published	30/06/13	Resources & Recreation
		Commence implementation of Recreation Strategy	Implementation program adopted by Council	30/06/13	Resources & Recreation
		Undertake review of Public toilet facilities	Review completed	30/06/13	Resources & Recreation
		Upgrades of public toilets as follows Coronation Park, Gulgong & Mudgee Cemetery, Victoria Park, Cudgegong Waters Caravan Park, Percy Knot Park, White Cres Kandos, Louee St Rylstone	Upgrades completed	30/06/13	Resources & Recreation
		Upgrade play equipment at Kandos Sports Field & Winbourne St Mudgee	Upgrades completed	30/06/13	Resources & Recreation
		Continue maintenance and operation of cemeteries including rural cemeteries	Maintenance undertaken	30/06/13	Resources & Recreation

## Goal 1.4: Effective and efficient delivery of infrastructure

**STRATEGY 1.4.1 Provide infrastructure and services to cater for the current and future needs of our community**

Delivery Program (4 Years)		Operational Plan (1 Year)			
Manage, plan and maintain buildings and other assets across the Region	30/06/2016	Update Asset Management Plans for buildings	AMP's up to date	30/06/13	Resources & Recreation
		Update Asset Management Plans for Plant & Airport	AMP's up to date	30/06/13	Plant & Facilities
		Upgrade of Council's Works Depot amenities building	Upgrade completed	30/06/13	Plant & Facilities
		Upgrade of Community Buildings including Gulgong 7 Kandos Pre-schools, Gulgong & Rylstone Memorial Halls, Rotundas Anzac Park Gulgong & White Street Kandos, Tennis Club disabled access.	Upgrades completed	30/06/13	Plant & Facilities
Major refurbishment of swimming pools	30/06/2013	Commence and complete upgrades to amenities and Facilities at all three pools – Mudgee, Gulgong and Kandos	Upgrades complete	30/06/13	Resources & Recreation
Showground upgrades at Gulgong and Rylstone	30/06/2013	Update kiosk and kitchen facilities at Rylstone	Upgrades complete	30/06/13	Resources & Recreation

## Goal 1.5: Meet the diverse needs of the community and create a sense of belonging

### STRATEGY 1.5.1 Support programs which strengthen the relationships between the range of community groups

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Continue youth representation through the Youth Council	30/06/2016	Provide secretarial support for Youth Council	100% 8 meetings per year	30/06/13	Community Development
Provide meaningful employment to members of the disabled community	30/06/2016	Maintain policies that support employment for people with disabilities at MWRC	100%	30/06/13	Human Resources
Work with lead agencies to ensure adequate provision of a range of services	30/06/2013	Continue Program at Mudgee Recycling	100%	30/06/13	Resources & Recreation
Promote volunteering through the community	30/06/2016	Continuing of the Healthy Communities Program	Capacity participation in program	30/06/13	Community Development
		Continue to run community services programs that encourage volunteering including respite care, community transport and meals on wheels	Number of volunteers	30/06/13	Customer Services

## Goal 1.5: Meet the diverse needs of the community and create a sense of belonging

### Strategy 1.5.2 Support arts and cultural development across the Region

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Events promotion	30/06/2016	Support initiatives for events in the region by providing organisational and management assistance	Increase in patronage to existing events and growth in new ones	30/6/13	Economic
Provision of meeting and exhibition space	30/06/2016	Promote the use of Sports Grounds and Facilities for significant events	2 major events per year	30/6/13	Economic
		Make existing community buildings available and reasonable cost & promote use and availability through the web site	Increase in bookings for buildings	30/06/13	Customer Service
		Promote the use of Exhibition Space provided at the new Regional Library	Increase in use of exhibition space	30/06/13	Customer Service

### Strategy 1.5.3 Provide equitable access to a range of places and spaces for all in the community

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Public facilities to be accessible	30/06/2016	On-going monitoring of existing buildings	Public Buildings comply with Accessibility DCP	30/06/13	Resources & Recreation
Coordinate the provision of local community centres and halls for community use	30/06/2016	Facilities available	Increase in Income	30/06/13	Customer Service
Corporate and Community Buildings upgrades		Implement recommendations and actions of Buildings Strategic Plan	Targets met	30/06/13	Resources & Recreation

## Budget: Looking after our community

<b>Income \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Rates & Annual Charges	0	0	0	0
User Charges & Fees	1,470	1,468	1,485	1,498
Interest & Investment Revenue	3	3	3	3
Other Revenues	280	284	288	302
Grants & Contributions – Operating	2,362	2,099	2,142	2,188
Grants & Contributions – Capital	0	0	0	0
Gain or Loss on Disposal of Assets	52	47	48	49
<b>Total Income</b>	<b>4,167</b>	<b>3,901</b>	<b>3,966</b>	<b>4,040</b>

<b>Expenditure \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Employee Benefits & On costs	3,510	3,521	3,630	3,746
Borrowing Costs	0	0	0	0
Materials & Contracts	2,588	2,163	2,184	2,225
Depreciation & Amortisation	1,237	1,240	1,243	1,296
Other Expenses	1,688	1,730	1,756	1,816
Internal Charges	2,486	2,510	2,587	2,666
<b>Total Expenditure</b>	<b>11,509</b>	<b>11,164</b>	<b>11,400</b>	<b>11,749</b>
<b>Net Result</b>	<b>(7,342)</b>	<b>(7,263)</b>	<b>(7,434)</b>	<b>(7,709)</b>

<b>Capital Expenditure</b>	<b>4,198</b>	<b>1,120</b>	<b>1,093</b>	<b>824</b>
Non-Cash Entries	(1,237)	(1,240)	(1,243)	(1,296)

<b>Funding</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
New Loan Borrowings	3,100	0	0	0
Loan Repayments	0	0	0	0
Transfers from Reserves, Developer Contributions & Unexpended Grants	1,080	943	828	578
Transfers to Reserves, Developer Contributions & Unexpended Grants	0	0	0	0
<b>Net Result</b>	<b>4,180</b>	<b>943</b>	<b>828</b>	<b>578</b>

<b>Contribution from General Purpose Funds</b>	<b>(6,123)</b>	<b>(6,200)</b>	<b>(6,456)</b>	<b>(6,659)</b>
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## Theme 2: Protecting our natural environment

**OUTCOME:** *conserving and promoting the natural beauty of our region*

Goal 2.1: Protect and enhance our natural environment

Goal 2.2: Provide total water cycle management

Goal 2.3: Live in a clean and environmentally sustainable way

### Goal 2.1: Protect and enhance our natural environment

#### STRATEGY 2.1.1 Ensure land use planning and management enhances and protects biodiversity and natural heritage

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Include biodiversity and heritage as key components in any strategic planning process and documents	30/06/2016	Prepare Comprehensive Development Control Plan (DCP)	Adoption of DCP by Council	30/6/13	Strategic Planning
		Manage environmental and cultural factors impacted by physical works on Council lands	Continue to prepare REF's for Council works Work with local Aboriginal Groups	100% 100%	Environment Environment



## Goal 2.1: Protect and enhance our natural environment

### Strategy 2.1.1.2 Minimise the impact of mining and other development on the environment both natural and built

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Work with the community and government agencies to identify and address the issues and mitigate impacts associated with mining	30/06/2016	Address issues as part of Environmental Assessment	100%	30/06/13	Statutory Planning
		Represent Council on Community Consultative Committees	100%	30/06/13	Executive
Drive the development of studies and strategies aimed at addressing the longer term impacts of mining	30/06/2016	Commence implementation of recommendations of Local Services Assessment undertaken on behalf of Council and DOPI	Implementation commenced	30/06/13	Strategic Planning
Work with the Department of Planning in the approval process to ensure community concerns are addressed in consents		Address issues as part of Environmental Assessment	Issues Addressed	30/06/13	Statutory Planning

## Goal 2.1: Protect and enhance our natural environment

### Strategy 2.1.3 Raise community awareness of environmental and biodiversity issues

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Deliver projects which work towards protecting biodiversity and regeneration of native environment	30/06/2016	Implement a roadside vegetation management plan	Program Commenced	30/06/13	Environment
		Pursue grant funding for environmental projects	Funding received	30/06/13	Environment
Support National Tree Day	30/06/2016	Facilitate National Tree Day	Increase in participation in National Tree Day	30/06/13	Environment
Work with schools to promote environmental awareness amongst students	30/06/2016	School Veggie Patch Red Hill Green Day	Increase in participation in education programs	30/06/13	Environment

### Strategy 2.1.4 Control invasive plant and animal species

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Deliver an effective weeds regulatory function	30/06/2016	Continue to manage noxious weeds	Increase in the number of properties inspected	30/06/13	Resources & Recreation
		Provide education through the web site	Reduction in infringement notices issued	30/06/13	Resources & Recreation
Control weeds on Council lands		Undertake weed control on roadsides and Council land	Number of km sprayed	30/06/13	Resources & Recreation
Host the Serrated Tussock State Weeds Management program		Continue to host program	Ongoing program	30/06/13	Executive

FEARLESS

## Goal 2.2: Provide total water cycle management

### STRATEGY 2.2.1 Identify and implement innovative water conservation and sustainable water usage management practices

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Encourage reduced water consumption through Best Practice Pricing	30/06/2016	Continue to implement water pricing with reliance on user charges	Reduction in water consumption	30/06/13	Financial Accountant
Implement water conservation and reuse programs	30/06/2016	Investigate options for water conservation	Reduction in water consumption	30/06/13	Environment
Develop and expand raw water schemes	30/06/2016	Current Program Completed	100%	30/06/12	Services
Work to secure water for agriculture and urban use	30/06/2016	Continue to work with State Government to secure domestic water supply	Secure Supply of water	30/06/12	Executive
Promote an active role and participate in the review of the Murray Darling Basin Plan	30/06/2016	Continue to make representations	Issues Acknowledged	30/06/12	Executive

### Strategy 2.2.2 Maintain and manage water quantity and quality

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets	30/06/2016	Complete drainage works from Rifle Range Road to Jubilee Oval	Physical Works Completed	30/06/13	Environment
		Identify and continue urban stormwater improvement program	Sites identified & works completed	30/06/13	Works
		Identify and undertake culbert replacement & causeway improvement program	Sites identified & works completed	30/06/13	Works
Develop and implement an integrated Water Cycle Management Strategy	30/06/2016	Commence investigation into options for development of Integrated Water cycle Management	Investigation commenced	30/06/13	Environment
Provide education to the community of the importance of waterways	30/06/16	Participate in National Water Week Activities	Level of participation	30/06/13	Environment

## Goal 2.2: Provide total water cycle management

Strategy 2.2.3 Protect and improve catchments across the Region by supporting Catchment Management Authorities

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Support the Central West Catchment Management and Hunter Central Rivers CMA Plan implementation	30/06/2016	Represent Council on CW and Hunter CMAs	Meeting Attendance	Environment
Continue riparian rehabilitation program along waterways	30/06/2016	Continue Riverbed regeneration	Km's completed	Environment
Salinity monitoring	30/06/2016	Continue to Manage Putta Bucca Wetlands Project Continue Urban Salinity Monitoring Program	Visitation Data collected	Environment Environment

## Goal 2.3: Live in a clean and environmentally sustainable way

STRATEGY 2.3.1 Educate, promote and support the community in implementing waste minimisation strategies

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Promote a philosophy of Reduce, Reuse, Recycle	30/06/2016	Ongoing Education through web site	Reduction in tonnage of waste to landfill	Resources & Recreation
Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations	30/06/2016	Kerbside and local recycling facilities	Tonnage of recycling collected	Resources & Recreation
Promote home composting initiatives for green waste	30/06/2016	Develop an education program through Community News	Reduction of green waste	Environment

**STRATEGY 2.3.2 Support programs that create environmental awareness and promote sustainable living**

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Build community awareness through environmental education	30/06/2016	Investigate better use of Council's web site for environmental awareness	Options for consideration	Environment

**Goal 2.3: Live in a clean and environmentally sustainable way**

**STRATEGY 2.3.3 Consider technologies in Council's facilities, infrastructure and service delivery to reduce ecological footprint**

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Implement alternative energy and sustainable technologies in physical works and service delivery	30/06/2016	Investigate options for solar electricity generation on all administration buildings	Options presented	Resources & Recreation

## Budget: Protecting our natural environment

<b>Income \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Rates & Annual Charges	7,988	8,594	9,238	9,908
User Charges & Fees	5,045	5,265	5,498	5,745
Interest & Investment Revenue	436	463	404	481
Other Revenues	440	448	454	455
Grants & Contributions – Operating	847	854	869	721
Grants & Contributions – Capital	4,481	623	614	1,128
Gain or Loss on Disposal of Assets	0	0	0	0
<b>Total Income</b>	<b>19,237</b>	<b>16,247</b>	<b>17,077</b>	<b>18,438</b>

<b>Expenditure \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Employee Benefits & On costs	3,416	3,556	3,687	3,771
Borrowing Costs	951	1,010	958	1,207
Materials & Contracts	1,978	1,909	1,871	1,866
Depreciation & Amortisation	3,760	4,100	4,210	4,323
Other Expenses	781	808	849	876
Internal Charges	5,464	5,600	5,801	5,921
<b>Total Expenditure</b>	<b>16,350</b>	<b>16,983</b>	<b>17,376</b>	<b>17,964</b>
<b>Net Result</b>	<b>2,887</b>	<b>(736)</b>	<b>(299)</b>	<b>474</b>

<b>Capital Expenditure</b>	<b>12,664</b>	<b>3,643</b>	<b>1,966</b>	<b>16,523</b>
Non-Cash Entries	(3,804)	(4,144)	(4,254)	(4,368)

<b>Funding</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
New Loan Borrowings	3,202	0	0	8,000
Loan Repayments	(682)	(769)	(818)	(961)
Transfers from Reserves, Developer Contributions & Unexpended Grants	5,425	3,442	1,761	7,813
Transfers to Reserves, Developer Contributions & Unexpended Grants	(3,521)	(3,956)	(4,460)	(4,739)
<b>Net Result</b>	<b>4,424</b>	<b>(1,283)</b>	<b>(3,517)</b>	<b>10,113</b>

<b>Contribution from General Purpose Funds</b>	<b>(1,549)</b>	<b>(1,518)</b>	<b>(1,528)</b>	<b>(1,568)</b>
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## Theme 3: Building a strong local economy

**OUTCOME:** A prosperous and diversified economy delivering lifestyle benefits to the community through employment, income and sustainable economic growth

Goal 3.1: A prosperous and diversified economy

Goal 3.2: An attractive business and economic environment

Goal 3.3: High quality sustainable development

Goal 3.4: A range of rewarding and fulfilling career opportunities to attract and retain residents

### Goal 3.1: A prosperous and diversified economy

**STRATEGY 3.1.1** Support the attraction and retention of a diverse range of businesses and industries including tourism

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Business expos targeting businesses that complement key local industries	30/06/2016	Presence at 2-3 conferences or events where the Region can be marketed	Attendance	30/6/13	Economic
Work with business and industry groups to facilitate business development workshops for existing businesses in the region	30/06/2016	Conduct two business breakfasts on business development topics	Events held	30/6/13	Economic
Establish a process of capturing and monitoring relevant economic data to identify opportunities, trends and needs of local businesses	30/06/2016	Produce annual update to Economic and Business Profile booklet	Booklet updated	30/6/13	Economic

### Goal 3.1: A prosperous and diversified economy

#### STRATEGY 3.1.1 Support the attraction and retention of a diverse range of businesses and industries including tourism

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Develop and strengthen partnerships with major employers in the region	30/06/2016	Conduct two think tank forums to encourage business leaders to participate in local economic development	Events held	30/6/13	Economic
Work with the community to identify economic development opportunities	30/06/2016	Be aware of new business investors coming to the Region and work with them to promote benefits	Demonstrate contacts and activity	30/6/13	Economic
Work with MRTI to identify target markets and promote the region	30/06/2016	Develop parameters for target markets in terms of how tourism will be developed in the Region	Demonstrate contacts and activity	30/6/13	Economic
Develop existing events in the region and attract new event proponents to hold major events and festivals in the region	30/06/2016	Identify opportunities to submit bids for new events and conferences and support event proponents holding or wishing to hold events in the Region	Demonstrate contacts and activity	30/6/13	Economic

### Goal 3.1: A prosperous and diversified economy

#### Strategy 3.1.1.2 Encourage the development of a skilled and flexible workforce to satisfy local industry and business requirements

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Work in partnership with lead agencies on workforce skill development		<i>Not funded in 2012/13 budget</i>			
Work with business and industry groups to identify the main skills shortage areas	30/06/2016	Conduct two think tank forums to encourage business leaders to participate in local economic development and provide feedback on skills issues	Events held	30/6/13	Economic
Encourage workers to move to the region for employment opportunities where skills shortages exist	30/06/2016	Presence at 2-3 conferences or events where the Region can be marketed	Attendance	30/6/13	Economic

### Goal 3.1: A prosperous and diversified economy

Strategy 3.1.3 Support the expansion of essential services (education, health) to match business and industry development in the region

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Lobby State and Federal Government for expanded health and education services	30/06/2016	Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Issues documented	30/6/13	Executive
Work with local service providers to maintain an acceptable level of service delivery	30/06/2016	Continue to work with GWAHS	Continued liaison	30/06/13	Community Development
Partner with the Department of Planning and Infrastructure in the review and monitoring of service delivery in the Region	30/06/2016	Work towards highlighting the deficiencies in education needs across the Region in particular Pre-School and High School	Continued liaison with State Government	30/06/13	Executive
		Participate in local services assessment project and working group to address issues and priorities	Meeting attendance	30/6/13	Strategic Planning

### Goal 3.2: An attractive business and economic environment

STRATEGY 3.2.1 Promote the region as a great place to live, work, invest and visit

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Provide brand leadership, market the Region's competitive advantages and targeted marketing of investment opportunities	30/06/2016	Presence at 2-3 conferences or events where the Region can be marketed	Attendance	30/6/13	Economic
Conduct developer tour to encourage future investment	30/06/2016	Host event to present property development opportunities	Event held	30/6/13	Executive

### Goal 3.2: An attractive business and economic environment

Strategy 3.2.2 Provide leadership on economic development initiatives and identify resources and infrastructure required to drive investment and economic growth in the region

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Promote the development of infrastructure at the Mudgee Airport as an opportunity for business expansion in the aviation industry	30/06/2016	Review airport development strategy and promotional opportunities in the future	Strategy updated	30/6/13	Economic
Facilitate the production of a study on investment opportunities in the local property market	30/06/2016	Expand the Mudgee Regional Airport Site to provide additional development opportunities	Land Acquired	30/06/13	Executive
Lobby State and Federal Government on infrastructure needs of local businesses including transport and communications linkages	30/06/2016	Provide information package regarding development opportunities in property market	Information available	30/6/13	Economic
		Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Issues documented	30/6/13	Executive

### Goal 3.4: A range of rewarding and fulfilling career opportunities to attract and retain residents

#### STRATEGY 3.4.1 Support projects that create new jobs in the region and help to build a diverse and multi-skilled workforce

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Work with lead agencies for employment to identify trends and discuss issues impacting employment		<i>Not funded in 2012/13 budget</i>		
Encourage local businesses to explore traineeships and apprenticeships focused on youth employment		<i>Not funded in 2012/13 budget</i>		

#### Strategy 3.4.2 Build strong linkages with institutions providing education, training and employment pathways in the region

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Work with lead agencies for education in the region and understand their roles and responsibilities in economic development	30/06/2016	Continue to work with education providers on the provision of services to meet community needs	Issues documented	<i>Economic</i>
Pursue opportunities to develop a university outreach campus with offerings aligned to local industries	30/06/2016	Attend meeting with CSU/TAFE to discuss future opportunities to deliver tertiary education in the Region	Meeting attendance	<i>Economic</i>

## Budget: Building a strong local economy

<b>Income \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Rates & Annual Charges	0	0	0	0
User Charges & Fees	314	320	328	333
Interest & Investment Revenue	0	0	0	0
Other Revenues	139	143	148	153
Grants & Contributions – Operating	0	0	0	0
Grants & Contributions – Capital	0	0	0	0
Gain or Loss on Disposal of Assets	115	115	0	0
<b>Total Income</b>	<b>568</b>	<b>578</b>	<b>476</b>	<b>486</b>

<b>Expenditure \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Employee Benefits & On costs	196	202	209	215
Borrowing Costs	4	3	3	2
Materials & Contracts	490	509	513	516
Depreciation & Amortisation	147	147	147	147
Other Expenses	51	52	53	53
Internal Charges	178	182	187	192
<b>Total Expenditure</b>	<b>1,066</b>	<b>1,095</b>	<b>1,112</b>	<b>1,125</b>
<b>Net Result</b>	<b>(498)</b>	<b>(517)</b>	<b>(636)</b>	<b>(639)</b>

<b>Capital Expenditure</b>	<b>417</b>	<b>155</b>	<b>155</b>	<b>30</b>
Non-Cash Entries	(147)	(147)	(147)	(147)

<b>Funding</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
New Loan Borrowings	0	0	0	0
Loan Repayments	(7)	(8)	(8)	(9)
Transfers from Reserves, Developer Contributions & Unexpended Grants	370	154	155	30
Transfers to Reserves, Developer Contributions & Unexpended Grants	(196)	(196)	(82)	(82)
<b>Net Result</b>	<b>167</b>	<b>(50)</b>	<b>65</b>	<b>(61)</b>

<b>Contribution from General Purpose Funds</b>	<b>(601)</b>	<b>(575)</b>	<b>(579)</b>	<b>(583)</b>
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## Theme 4: Connecting our region

**OUTCOME:** Vibrant towns and villages with a rich history, a safe and healthy community, and a strong sense of community pride – a great place for families

Goal 4.1: High quality road network that is safe and efficient

Goal 4.2: Efficient connection of the region to major towns and cities

### Goal 4.1: High quality road network that is safe and efficient

#### STRATEGY 4.1.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Work with the RMS to improve road safety	30/06/16	Continue to liaise with the RMS on road safety matters	Regular Meetings	30/06/13	Works
Regulate effective and appropriate user activities on the road network	30/06/16	Contribute to and support load limit variations and B-Double restrictions on various local roads as necessary	Clear limit/use signage	30/06/13	Works
		Review speed limits and traffic management	Regular Meetings	30/06/13	Works
Partner with Transport NSW regarding local transport needs	30/06/16	Continue to support the Transport Working Group	Regular Meetings	30/06/13	Works
participate in relevant regional transport committees and working parties	30/06/16	Facilitate the Local Traffic Committee	Regular Meetings	30/06/13	Works



## Goal 4.1: High quality road network that is safe and efficient

Strategy 4.1.2 Provide a roads network that balances asset conditions with available resources and community needs

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Annually review the Roads Asset Management Plan	30/06/2016	Undertake Review Asset Management Plans	Project Completed	30/06/13	Works
		Undertake Review Roads Strategic Plan	Project Completed	30/06/13	Works
Implement the works program in accordance with the Roads Asset Management Plan	30/06/2016	Complete Operational and Capital Expenditure Program for Roads and Bridges including Capital Works Refer Capital Works Section 3	Works completed	30/06/13	Works
		Manage State Roads in consultation with RMS	Works identified & completed	30/06/13	Works
		Continue ongoing maintenance of regional road network	Works identified & completed	30/06/13	Works
		Continue reseals, rehabilitation, grading, re-sheeting of Councils local road network consistent with Rods Strategic Plan	Works identified & completed	30/06/13	Works
Pursue additional funding for upgrading of roads infrastructure	30/06/2016	Lobby for funding for roads	Funding Achieved	30/06/13	Executive
		Ensure that major developers pay for the impact additional development will have on road network	Funding Achieved	30/06/13	Executive

## Goal 4.1: High quality road network that is safe and efficient

### Strategy 4.1.3 Develop and enhance walking and cycling networks across the Region

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Implement the Pathways Strategic Plan	30/06/2016	Undertaken Kandos to Clandulla Pedestrian link	Works completed	30/06/13	Works
		Construction of Charbon pedestrian bridge	Works completed	30/06/13	Works
		Continue Cudgegong River pedestrian walk way	Works completed	30/06/13	Works
		Walkways in Gulgong	Works completed	30/06/13	Works

## Goal 4.2: Efficient connection of the region to major towns and cities

### STRATEGY 4.2.1 Develop a regional transport network that grows with the needs of business and industry

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Support the continuation of commercial passenger services at Mudgee Airport	30/06/2016	Work with service provider to maintain passenger services to end from Sydney	Services Retained	30/06/13	Executive
		Continue maintenance and operation of Mudgee Airport	Works identified and completed	30/06/13	Plant & Facilities
Lobby for improved highway linkages along the Great Western Highway and Bells Line	30/06/2016	Continue to lobby for improved access to Western NSW from Sydney	Regular meeting with and access to Local MPs	30/06/13	Executive
Pursue the State Government and ARTC to have passenger rail services returned to the region.	30/06/2016	Continue to lobby for passenger rail access	Regular meeting with and access to Local MPs	30/06/13	Executive

**Goal 4.2: Efficient connection of the region to major towns and cities**

**Strategy 4.2.2 Create a communication network that services the needs of our residents and businesses**

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Pursue improved broadband and mobile coverage with Government and major service providers	30/06/2016	Continue to lobby for improved internet speeds and mobile coverage throughout the region	Improved coverage	30/06/13	Executive
Facilitate the upgrade to digital broadcast services	30/06/2016	Completed	Completed	30/06/13	Executive

## Budget: Connecting our region

Income \$'000				
	2012/13	2013/14	2014/15	2015/16
Rates & Annual Charges	0	0	0	0
User Charges & Fees	3,076	3,111	3,159	3,209
Interest & Investment Revenue	0	0	0	0
Other Revenues	11	11	11	11
Grants & Contributions – Operating	4,169	4,283	4,402	4,523
Grants & Contributions – Capital	1,577	1,477	1,477	1,477
Gain or Loss on Disposal of Assets	0	0	0	0
<b>Total Income</b>	<b>8,833</b>	<b>8,882</b>	<b>9,049</b>	<b>9,220</b>

Expenditure \$'000				
	2012/13	2013/14	2014/15	2015/16
Employee Benefits & On costs	1,885	1,938	1,987	2,048
Borrowing Costs	0	0	0	0
Materials & Contracts	2,617	2,243	2,266	2,288
Depreciation & Amortisation	8,783	8,784	8,785	8,696
Other Expenses	199	202	206	209
Internal Charges	2,737	2,828	2,902	2,971
<b>Total Expenditure</b>	<b>16,221</b>	<b>15,995</b>	<b>16,146</b>	<b>16,212</b>
<b>Net Result</b>	<b>(7,388)</b>	<b>(7,113)</b>	<b>(7,097)</b>	<b>(6,992)</b>

<b>Capital Expenditure</b>	<b>5,661</b>	<b>5,703</b>	<b>6,149</b>	<b>5,888</b>
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<b>Non-Cash Entries</b>	<b>(8,783)</b>	<b>(8,784)</b>	<b>(8,785)</b>	<b>(8,696)</b>
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Funding				
	2012/13	2013/14	2014/15	2015/16
New Loan Borrowings	0	0	0	0
Loan Repayments	0	0	0	0
Transfers from Reserves, Developer Contributions & Unexpended Grants	405	485	785	385
Transfers to Reserves, Developer Contributions & Unexpended Grants	(76)	(76)	(28)	(28)
<b>Net Result</b>	<b>329</b>	<b>409</b>	<b>757</b>	<b>357</b>

<b>Contribution from General Purpose Funds</b>	<b>(3,937)</b>	<b>(3,623)</b>	<b>(3,704)</b>	<b>(3,827)</b>
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## Theme 5: Good government

**OUTCOME:** A strong council that is representative of our community and effective in meeting the needs of the community

Goal 5.1: Strong civic leadership

Goal 5.2: Good communications and engagement

Goal 5.3: An effective and efficient organisation

### Goal 5.1: Strong civic leadership

#### STRATEGY 5.1.1 Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plans

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Implement the 4 year Delivery Program	30/06/2016	Review IP&R Documentation following elections in September	Comply with Legislative requirements	30/06/13	Executive
Ensure actions of the Operational Plan and Delivery Program are completed on time, on budget and meets success criteria	30/06/2016	Successful delivery of Year 1 Operations Plan	Works Completed	30/06/13	Executive

**Strategy 5.1.2 Provide accountable and transparent decision making for the community**

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Conduct Open Days twice per month	30/06/2016	Continue to hold "Open Day" prior to Council Meetings	100%	Governance

**Goal 5.1: Strong civic leadership**

**Strategy 5.1.3 Provide strong representation for the community at Regional, State and Federal levels**

Delivery Program (4 Years)		Operational Plan (1 Year)		
Action	Timeframe	Projects/Service	Measure	Responsibility
Continue to lobby State and Federal Government on all matters that are of interest to the Mid-Western Region	30/06/2016	Work with the Mayor to access Local Members and Ministers on relevant issues Strengthen relationships with local State and Federal members Engage with Regional Directors of State Government	Regular meeting with and access to Local MPs	Executive

## Goal 5.2: Good communications and engagement

**Strategy 5.2.1** Improve communications between Council and the community and create awareness of Council's roles and responsibilities

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Publish monthly editions of Community News	30/06/2016	Monthly distribution of Community News	Distribution	30/06/13	Media & Communications
Provide an up to date and functional web interface	30/06/2016	Continue to update web site	Increase in hits on web site	30/06/13	Community Development
Regularly report to the community in a variety of interesting ways	30/06/2016	Investigate options for dissemination of information on a project by project basis	Increase in awareness of operations measured through customer service survey	30/06/13	Media & Communications
Operate and maintain a community works request system that provides timely and accurate information and responses	30/06/2016	Maintain Works Request System	Works Requests addressed within 14 days	100%	Customer Service
Participate in Village Forums across the region	30/06/2016	Provide access to Councillors and senior staff through Village Forums	Number of attendees at Forums	30/06/13	Executive
Ensure the community has clear information about who to contact in Council	30/06/2016	Provide a customer focused web site	Measured through customer service survey	30/06/13	Customer Service
Educate the community on Council's roles and responsibilities	30/06/2016	Provide Access to Council's Corporate Planning Documents both through the web site and Administration Centres	Measured through customer service survey	30/06/13	Customer Service

## Goal 5.2: Good communications and engagement

### Strategy 5.2.2 Encourage community access and participation in Council decision making

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Seek feedback on policy development and local issues	30/06/2016	Continue to utilise local media in addition to Council's Web site for information dissemination	Community response to issues	30/06/13	Executive
Provide opportunities and make it easy for the community to participate in and influence decision making	30/06/2016	Encourage attendance at Council Meetings	Number of representations at Open Day	30/06/13	Executive

## Goal 5.3: An effective and efficient organisation

### STRATEGY 5.3.1 Pursue excellence in service delivery

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Benchmark Council's service delivery against relevant organisations	30/06/2016	Provide Planning and Building Statistics to Department of Planning	Council position against comparable size LGA's	30/06/13	Statutory Planning
Conduct annual community surveys	30/06/2016	Local Government Reporting	Council position against comparable size LGA's	30/06/13	Governance
Reflect on service provision and review work regularly	30/06/2016	Continue to conduct annual satisfaction survey	Response and relative satisfaction	30/06/13	Customer Service
Provide a responsive customer service function	30/06/2016	Conduct quarterly all of Council Staff Updates across all work sites	4 Meetings Held	30/06/13	Executive
		Work with Staff towards ongoing productivity improvements	Improvements in productivity	30/06/13	Executive
		Reply to all correspondence within 14 days	100%	30/06/13	Customer Service



### Goal 5.3: An effective and efficient organisation

#### STRATEGY 5.3.2 Promote Council as a great place to work for talented people

Delivery Program (4 Years)		Operational Plan (1 Year)				
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility	
Attract, retain and develop a skilled workforce	30/06/2016	Implement a meaningful Training Program	Programs delivered	30/06/13	Human Resources	
		Promote our core values of Respect, Integrity and Recognition	Council recognised as workplace of choice	30/06/13	Human Resources	
		Development and implementation of an improved performance appraisal process for all employees	Project Completed	30/06/13	Human Resources	
Provide a safe, healthy and non-discriminatory working environment	30/06/2016	Investigation into a new Job Evaluation and Salary System	Options Provided	30/06/13	Human Resources	
		Integration of the new Work Health and Safety legislation requirements into the organisation	Implementation complete	30/06/13	Human Resources	
		Provide a positive working environment	Staff Survey Results Positive	30/06/13	Human Resources	
Conduct annual Employee Opinion Surveys	30/06/2016	Finalisation and implementation of Council's Equal Employment Opportunity Management Plan	Implementation complete	30/06/13	Human Resources	
		Employee Opinion Survey 2012, including employee involvement in focus groups	Staff Survey Completed	30/06/13	Human resources	

## Goal 5.3: An effective and efficient organisation

### STRATEGY 5.3.3 Prudently manage risks associated with all Council activities

Delivery Program (4 Years)		Operational Plan (1 Year)			
Action	Timeframe	Projects/Service	Measure	Timeframe	Responsibility
Monitor and review Council's policies and strategies	30/06/2016	Provide up to date Policy Register	Completed and up to date	30/06/13	Governance
Enhance the information systems that support delivery of Council activities	30/06/2016	Finalise review and implementation of Records Management System Complete Tech One upgrade	Project Completed Project Completed	30/06/13 30/06/13	Records Information & Technology
Provide long term financial sustainability through sound financial management	30/06/2016	Finalise and Implement Long Term Financial Plan through Integrated Planning and reporting process	Meet Legislative Requirements	30/06/13	Financial Accountant
Ensure strategic and asset management plans are underpinned by sound financial strategies	30/06/2016	Maintain an up to date asset management system	Meet legislative requirements	30/06/13	Management Accountant
Comply with relevant accounting standards, taxation legislation and other financial reporting obligations	30/06/2016	Continue to achieve a high standard of financial management	Annual Audit	30/06/13	Financial Accountant

## Budget: Good government

<b>Income \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Rates & Annual Charges	14,416	14,820	15,235	15,662
User Charges & Fees	86	87	87	88
Interest & Investment Revenue	558	560	561	562
Other Revenues	876	895	914	933
Grants & Contributions – Operating	4,000	4,110	4,224	4,340
Grants & Contributions – Capital	746	767	789	811
Gain or Loss on Disposal of Assets	699	375	179	166
<b>Total Income</b>	<b>21,381</b>	<b>21,614</b>	<b>21,989</b>	<b>22,562</b>

<b>Expenditure \$'000</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Employee Benefits & On costs	11,169	11,521	11,890	12,196
Borrowing Costs	418	532	511	488
Materials & Contracts	4,349	4,257	4,344	4,436
Depreciation & Amortisation	1,996	2,020	1,940	2,040
Other Expenses	1,270	1,322	1,375	1,433
Internal Charges	(13,162)	(13,666)	(14,193)	(14,705)
<b>Total Expenditure</b>	<b>6,040</b>	<b>5,986</b>	<b>5,867</b>	<b>5,888</b>
<b>Net Result</b>	<b>15,341</b>	<b>15,628</b>	<b>16,122</b>	<b>16,674</b>

<b>Capital Expenditure</b>	<b>2,637</b>	<b>2,749</b>	<b>2,564</b>	<b>3,081</b>
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<b>Non-Cash Entries</b>	<b>(2,729)</b>	<b>(2,762)</b>	<b>(2,690)</b>	<b>(2,800)</b>
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<b>Funding</b>				
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
New Loan Borrowings	0	0	0	0
Loan Repayments	(234)	(283)	(304)	(327)
Transfers from Reserves, Developer Contributions & Unexpended Grants	2,160	2,309	2,032	2,373
Transfers to Reserves, Developer Contributions & Unexpended Grants	(5,428)	(5,742)	(5,567)	(5,749)
<b>Net Result</b>	<b>(3,502)</b>	<b>(3,716)</b>	<b>(3,839)</b>	<b>(3,703)</b>

<b>Contribution to General Purpose Funds</b>	<b>11,931</b>	<b>11,925</b>	<b>12,409</b>	<b>12,690</b>
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### 3 CAPITAL WORKS PROGRAM 2012/13

Project Description	\$ '000
<b>LOOKING AFTER OUR COMMUNITY</b>	
<b>Car Parking, Cycleways, Streetscaping</b>	
STREET SCAPE CAPITAL IMPROVEMENTS	15
STREETSCAPE - BIN REPLACEMENT PROGRAM	13
Sub Total	28
<b>Solid Waste Management Capital</b>	
WASTE SITES REHABILITATION	15
WASTE SITE REHAB - PUTTA BUCCA	15
WASTE SITE REHAB - GULGONG	5
WASTE SITE REHAB - ILFORD	15
Sub Total	50
<b>Cemeteries Capital</b>	
RYLSTONE CEMETERY CAPITAL IMPROVEMENTS	15
Sub Total	15
<b>Corporate &amp; Community Buildings Capital</b>	
CAPITAL UPGRADE-CLANDULLA FACILITIES	5
CAPITAL UPGRADE-COMMUNITY BUILDINGS	160
Sub Total	165
<b>Swimming Pools Capital</b>	
POOL RENEWAL	3,100
Sub Total	3,100
<b>Parks &amp; Reserves Capital</b>	
PUBLIC TOILETS - RYLSTONE DISABLED TOILETS	60
PUBLIC TOILETS - CORONATION PARK	3
PUBLIC TOILETS - GULGONG CEMETERY	4
PUBLIC TOILETS - RYLSTONE SHOWGROUND	40
PUBLIC TOILETS - VICTORIA PARK	10
PUBLIC TOILETS - MUDGEE CEMETERY	5
PUBLIC TOILETS - RYLSTONE COUNCIL DEPOT	4
PUBLIC TOILETS - CUDGEGONG WATERS CARAVAN PARK	15
MUDGEE SHOWGROUNDS - REDEVELOPMENT	60
MUDGEE SKATE PARK	35
MEMORIAL PARK CAPITAL - PAVING	12
PLAYGROUND EQUIPMENT - DARTON PARK	80
Sub Total	327
<b>Library Capital</b>	
LIBRARY BOOKS	111
Sub Total	111
<b>Community Services Capital</b>	
HOME MODIFICATION & MAINTENANCE VEHICLE PURCHASE	27
COMMUNITY TRANSPORT- VEHICLE PURCHASE	126
Sub Total	153
<b>Administration &amp; Management Services Cap</b>	
IT RECORDS MANAGEMENT IMPLEMENTATION	250
Sub Total	250

## PROTECTING OUR NATURAL ENVIRONMENT

### Water Supply Capital

WATER NEW CONNECTIONS	124
WATER TELEMTRY	20
WATER TELEMTRY - RYLSTONE LINK	50
WATER LOSS MANAGEMENT WORKS	25
WATER MAINS - LAWSON STREET	40
WATER MAINS - PERRY ST	70
WATER MAINS - CHURCH ST	70
WATER MAINS - LOVEJOY ST	30
WATER MAINS - DENISON ST	30
WATER PUMP STATION - MUDGEE RIVER INTAKE	60
WATER RESERVOIR - FLIRTATION HILL MUDGEE	2,500
RESERVOIRS - KANDOS	50
WATER TREATMENT WORKS - MUDGEE	15
WATER TREATMENT PLANT - GULGONG	15
WATER METERS - BULK	90
VALVE REPLACEMENT PROGRAM	20
Sub Total	3,209

### Sewerage Capital

SEWER NEW CONNECTIONS	46
SEWER AUGMENTATION - RYLSTONE & KANDOS	50
SEWER AUGMENTATION - MUDGEE	8,400
SEWER TELEMTRY	20
SEWER MAINS RELINING	70
SEWER MAINS - MUDGEE INDUSTRIAL AREA	180
SEWER MAINS - BROAD ST GULGONG	35
SEWER PUMP STATION - CAPITAL WORKS	20
SEWER PUMP STATION - INDUSTRIAL	45
SEWER TREATMENT WORKS - MUDGEE	45
Sub Total	8,911

### Solid Waste Management Capital

RURAL WASTE DEPOT UPGRADES	4
MUDGEE WASTE DEPOT UPGRADES	30
WASTE - LAND MATTERS	12
RWTS COLLECTION FACILITIES UPGRADE	20
WTS - LUE UPGRADE	5
WTS - HARGRAVES UPGRADE	5
WTS - WINDEYER UPGRADE	5
WTS - WOLLAR UPGRADE	3
WTS - BYLONG UPGRADE	10
Sub Total	94

### Stormwater Capital

DRAINAGE CAPITAL IMPROVEMENTS	430
Sub Total	430

### Development & Environmental Control

ENVIRONMENT - PUTTA BUCCA WETLANDS	20
Sub Total	20

## BUILDING A STRONG LOCAL ECONOMY

### Economic Development Capital

ENTRANCE SIGNAGE	125
KANDOS TOURIST BAY - BVW	40
GULGONG DIRECTIONAL SIGNAGE	7
SALEYARDS - DAY YARD FENCING	10
SALEYARDS - CANTEEN IMPROVEMENTS	10
PROPERTY - MUDGEE AIRPORT SUBDIVISION	225
Sub Total	417

## CONNECTING OUR REGION

### Regional Roads

RURAL UNSEALED REGIONAL ROAD RESHEETING	100
Sub Total	100

### Council Roads

RURAL RESEAL - HENRY LAWSON DR FROM DREWS LANE	54
RURAL RESEAL - CRUDINE ROAD SEG 30	33
Sub Total	87

### Roads & Bridges Capital

URBAN RESEALS - CHURCH ST (MORTIMER TO DENISON)	21
URBAN RESEALS - LEWIS ST (MEARS TO RAILWAY)	10
URBAN RESEALS - INGLIS ST SEG 70	3
URBAN RESEALS - PITTS LANE SEG 10	13
URBAN RESEALS - MELTON RD SEG 20	7
URBAN RESEALS - HENBURY AVE (BVW TO DAVIES)	21
URBAN RESEALS - DANGAR ST SEG 20/30	14
URBAN RESEALS - MUDGEE ST SEG 80	7
URBAN RESEALS - YOUNG ST (TALLAWANG TO LYNN)	14
URBAN RESEALS - SALEYARDS LN SEG 20	5
URBAN ROADS KERB & GUTTER CAPITAL	16
REHAB - CHURCH ST (GLADSTONE TO MORTIMER)	350
REHAB - GLADSTONE ST (DOURO TO COURT)	60
RESHEETING - URBAN ROADS	12
URBAN ROADS LAND MATTERS CAPITAL	15
REHAB - LOUEE ST	200
RURAL RESEAL - YARRAWONGA RD	56
RURAL RESEAL - SPRING CREEK RD	25
RURAL RESEAL - BURRENDULLA RD SEG 20/30	67
RURAL RESEAL - WINDEYER RD SEG 20	30
RURAL RESEAL - QUEENS PINCH RD SEG 30/40	62
RURAL RESEAL - ROCKY WATERHOLE RD SEG 10	27
RURAL RESEAL - PYRAMUL RD SEG 10/20	65
RURAL RESEAL - BOTOBOLAR RD SEG 10	41
RURAL RESEAL - BROGANS CREEK RD SEG 30	51

### Roads & Bridges Capital

RURAL REHAB - HENRY LAWSON DVE	17
REHAB/RESEAL - LUE RD HAVILAH MISSING LINK	29
RURAL REHAB - LUE RD	350
RURAL REHAB - HENRY LAWSON DVE	300
FUTURE YRS REFS	5
RURAL SEALED ROAD LAND MATTERS	5
REPAIR - GOLLAN RD MR7512	200
REPAIR - ULAN RD MR214	600
BYLONG VALLEY WAY HEAVY PATCHING PROGRAM	100
REHAB - WOLLAR RD CUMBO CREEK	250
REGIONAL RESEAL - HILL END RD	26
REGIONAL RESEAL - GOLLAN RD	27
REGIONAL RESEAL - COX ST (BVW)	10
REGIONAL RESEAL - SHORT ST (ULAN RD)	11
REGIONAL RESEAL - HILL END RD	29
REGIONAL RESEAL - HILL END RD SEG 2265	37
REGIONAL RESEAL - COPE RD	35
REGIONAL RESEAL - ULAN RD	35
RESHEETING - RURAL ROADS	1,614
SEAL EXTENSION - WOLLAR ROAD	210
Sub Total	5,079

### Car Parking, Cycleways, Streetscaping

FOOTWAYS - CAPITAL WORKS	65
PEDESTRIAN - KANDOS TO CLANDULLA	20
PEDESTRIAN - CHARBON PEDESTRIAN BRIDGE	100
PEDESTRIAN - GLEN WILLOW WALKWAY	50
GULGONG WALKWAY	30
Sub Total	265

### Stormwater Capital

CULVERT INSTALLATIONS	71
CAUSEWAY IMPROVEMENTS	30
CAUSEWAY - YARRABIN RD	30
Sub Total	131

**GOOD GOVERNMENT**

**Corporate & Community Buildings Capital**

CORPORATE BUILDINGS UPGRADE BUDGET ONLY	69
RYLSTONE ADMINISTRATION BUILDING UPGRADE	52
CAPITAL UPGRADE - MWRC DEPOT	29
Sub Total	<u>150</u>

**Administration & Management Services**

SERVER RECONFIGURATION	30
Sub Total	<u>30</u>

**Administration & Management Services Cap**

STABLES COMPLEX	15
PLANT PURCHASES - LIGHT COMMERCIAL	378
PLANT PURCHASES - HEAVY PLANT	2,028
PLANT PURCHASES - MINOR PLANT	36
Sub Total	<u>2,457</u>

**Grand Total** 25,577

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## 4 FINANCIAL INFORMATION

In planning for the 2012-13 financial year and beyond, we have made the best possible assumptions about factors outside of Council's control, such as inflation, wage increases, rate pegging and grant funding. Our budgets are based on what we believe to be the most likely scenarios.

### Rating structure

The forecasted budgets do not include any additional general rate increases beyond rate pegging as determined by the NSW Independent Pricing & Regulatory Tribunal.

Rates do represent a high proportion of Council's annual income, and our annual planning processes will continue to assess the community's capacity and willingness to pay rates, and whether there is a potential for increased rates yield. However, we do seek to maximise alternative revenue streams such as grant funding.

### Fees & Charges

Many of the facilities and services provided by Council are offered on a full or partial user pays basis. In planning future years' budgets, we have assumed that these full/partial user pays arrangements will continue, with increases typically limited to inflation.

### Grants & Subsidies

Each year, Council receives a Financial Assistance Grant allocation from the Federal Government. In addition, a number of services provided by Council to the community are only possible because of specific grant funding from State and Federal Government. In preparing future year financial plans, we have assumed that Council will continue to receive such grants. Should the level of grants and subsidies be reduced, Council's ability to provide the related services will be impacted.

### Borrowings

Council plans to borrow money to fund some major projects over the next four years. This includes \$3.2 million for the Mudgee Sewer Augmentation Scheme in 2012/13; \$8 million for the Rylstone/Kandos Sewer Augmentation Scheme in 2015/16; and \$3.1 million for the renewal and refurbishment of three public swimming pools in Gulgong, Mudgee and Kandos.

Council will continue to review the need for borrowings for major infrastructure projects, to allow the cost of these projects to be spread over a number of years in order to create a greater degree of inter-generational equity. Borrowings are restricted to long-lived assets, and are useful in smoothing long-term expenditure peaks and troughs.

### Expenditure Forecasts

In preparing expenditure forecasts, we have considered not only new expenditure items, but also Council's ongoing commitments. This includes costs for capital and recurrent expenditure programs, and

the input mix required to achieve the objectives of each of these programs, such as materials and contracts, employee costs, and other expenses.

## Budget 2012/13

The 2012/13 budget projects total expenditure of \$76.8 million, including a capital works program of \$25.6 million. It shows a continuing strong financial position, supported by solid levels of unrestricted working capital.

Council has continued to pursue operational efficiencies in order to maintain existing service levels and the delivery of quality outcomes to the community. This has allowed Council to inject a further \$400,000 into roads programs for 2012/13.

The budget provides for a 3.6% increase in ordinary rates for the 2012/13 year, representing the rate pegging increase announced by IPART. This increase is greater than in past years, and includes a component to assist Council's manage the impact of the Federal Government's new Carbon Tax scheme. The increase in rates revenue will assist Council to fund increases in charges for electricity, fuel, Rural Fire Service contributions, insurance premiums and employee Award increases.

## Revenue Policy

### Rates

The total income that can be raised from levying rates on property is capped by the State Government via IPART, which has determined that Council's may increase general income from rates by a maximum of 3.6% in 2012/13. Mid-Western Regional Council's budget is based on the full 3.6% increase.

The current rating structure will be maintained; rate assessments are based upon property valuations (ad valorem), with minimum amounts applied where appropriate.

For rating purposes, land in Mid-Western is categorised as Farmland, Residential, Business, Mining or Mining – Coal.

The ad valorem amounts, minimum amounts and estimated yields for each category are set out in the table below.

Category	Sub Category	Minimum Amount	Ad Valorem c in \$	Estimated Yield
Farmland		\$ 575.98	0.549884	\$ 4,300,565
Residential			0.646861	\$ 7,857,996
Business			0.873254	\$ 1,202,585
Mining			6.632632	\$ 31,386
Mining	Coal		6.632632	\$ 1,554,333
<b>Estimated Total Yield from Ordinary Rates</b>				<b>\$ 14,946,865</b>

Council will continue to levy a Special Rate for the Hunter Valley Catchment within the defined area.

Special Rate	Minimum Amount	Ad Valorem c in \$	Estimated Yield
Hunter Valley Catchment	N/A	N/A	TBA
<b>Estimated Total Yield from Special Rates</b>			<b>TBA</b>

## Charges

Council will levy various charges which are incorporated in the attached Fees & Charges schedule.

### Water Charges

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service availability	20mm meter	\$ 120	\$ 1,159,635
	25mm meter	\$ 188	
	32mm meter	\$ 307	
	40mm meter	\$ 480	
	50mm meter	\$ 750	
	80mm meter	\$ 1,920	
	100mm meter	\$ 3,000	
	150mm meter	\$ 6,750	
Usage - per kL	Residential	\$ 2.54	\$ 2,758,157
	Business	\$ 2.54	\$ 924,707
	Raw Water	\$ 0.56	\$ 6,296

Charges are developed in conjunction with Water 30 Year Financial Plan, which is compliant with the requirements of the State Government Best Practice Guidelines.

### Domestic Waste Management including Town Recycling

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service availability	All locations	\$ 158	\$1,094,539

Where there is more than one service, the annual charge will be multiplied by the number of services.

### General Waste Disposal

This charge will be levied on all rateable and non-rateable properties. The charge is based on all waste management costs, less the cost of providing domestic waste management services and the cost of street and parks litter bins.

Charge Type	Detail	Amount	Estimated Yield
Service availability	All locations	\$ 165	\$2,167,724

Where there is more than one service, the annual charge will be multiplied by the number of services.\*

\* Except certain farmland property that can identify in the manner required by Council that they have a landholding that is comprised of multiple adjoining assessments, but with a lesser number of residences than assessments. They will be levied a charge for each residence on that holding.

#### Business Waste Management including Town Recycling

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service availability	All locations	\$ 176	\$ 116,033

Where there is more than one service, the annual charge will be multiplied by the number of services.

#### Sewerage Charges

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service availability	Residential	\$ 586	\$3,557,456
	Non Residential	\$ 325	\$ 219,304
Usage - Non Residential	Based on kls of water used that would reasonably be deemed to enter MWRC sewer schemes	\$ 1.86	\$ 477,251

Charges are developed in conjunction with the Sewer 30 Year Financial Plan, which complies with the requirements of the State Government Best Practice Guidelines.

#### Proposed Borrowings

It is Council's intention to borrow money to support the following programmed works:

Project	Fund	2012/13	2013/14	2014/15	2015/16
Mudgee Sewer Augmentation Scheme	Sewer	3,202,000	-	-	-
Swimming Pools Renewal	General	3,100,000	-	-	-
Rylstone/Kandos Sewer Augmentation Scheme	Sewer	-	-	-	8,000,000
Rylstone/Kandos Water Augmentation Scheme	Water	-	-	-	-
		<b>6,302,000</b>	-	-	<b>8,000,000</b>

Funds are to be sourced from lending authorities approved by the Division of Local Government in accordance with the Ministerial Order on Borrowings. Security is in the form of a mortgage over Council's consolidated funds and income from any source.

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# 5 BACKGROUND

## About Mid-Western Region

The Mid-Western Regional Council Local Government Area covers over 9,000 square kilometres and has a population of 23,000.

### Major towns and centres

The Mid-Western Region includes the towns of Gulgong, Kandos, Mudgee and Rylstone in addition to the rural villages of Birriwa, Bylong, Charbon, Clandulla, Cooyal, Goolma, Hargraves, Ilford, Lue, Pyramul, Ulan, Windeyer and Wollar.

### Mid-Western Region at a glance

From the grandeur of the Wollemi National Park in the east to the gold field heritage of Hargraves and Gulgong in the west, the Mid-Western Region offers a wealth of attractions for residents and visitors alike.

The towns of Rylstone and Kandos anchor the eastern part of the Region, describing themselves as “Two Towns – One Community”. The Kandos museum preserves the history of this town which produced the

cement for the Sydney Harbour Bridge, while Rylstone with its charming stone buildings serves as gateway to the nature paradise of Dunns Swamp and the Wollemi.



The bustling regional centre of Mudgee, the second oldest municipality west of the Blue Mountains, is renowned for its wines, olives and cheese, heritage architecture, roses, picturesque parks and broad streets. Outdoor cafés add a cosmopolitan feel to the footpaths of the Mudgee CBD, while the sports grounds of Mudgee, from the historic Victoria Oval to the modern Glen Willow complex, can cater to major competitions

as well as local games.

To the north of Mudgee lies Gulgong, the town on Australia's original \$10 note. Gulgong's CBD echoes with memories of frontier life and the gold rush days uniquely preserved in the Pioneers Museum; the Prince of Wales Opera House; the famed Henry Lawson Centre and the narrow streets themselves which evolved from bullock tracks that wound between tents from one major mining claim to the next during the 1870s gold rush.

To the south and west, the picturesque highlands of the Mid-Western Region produce some of the world's finest Merino wool.

## Economy

The Mid-Western Region prides itself on being business-friendly, with a diverse economic base. The Region's key economic sectors include:

Agriculture – a wide range of agricultural products is produced in the Mid-Western Region including super fine wool, honey and thoroughbred horses

Viticulture – the region has approximately 4,500 hectares under vine and some 40 cellar doors

Mining – there is a rapidly expanding mining industry in the local area with five major coal mines operating in the region and a further four proposed which will result in more than 2,000 direct new employment opportunities.

Tourism – more than 280,000 people visit the region annually to experience the cellar doors, museums, historic areas, local produce tastings, art and craft galleries, major events, markets, locally brewed beers and a wide range of cafes and restaurants

Retail – there are more than 300 retail establishments in the town of Mudgee, a growing regional shopping centre. Gulgong, Rylstone and Kandos have smaller but nonetheless busy town centres.

## Community Consultation

The Delivery Program/Operational Plan has been developed consistent with the priorities identified in the Community Plan – Towards 2030 adopted by Council in 2011. In the most extensive consultation and successful exercise ever undertaken by Council, the community overwhelmingly identified roads as its single highest priority. In turn, roads and the continued high levels of service delivery are dominant in the Delivery Program/Operational Plan.

The Delivery Program/Operational Plan will be placed on public exhibition in April/May 2012 for public comment. Details of where to view the plan and how to make a submission will be published in the local newspaper and on Council's web site. Following a consultation period of 28 days, Council will consider submissions, undertake any adjustments to the plan and budget and adopt the plan for the 2012/13 financial year.

Following the local government election in September 2012, the outgoing Council will report on the achievements of the past four years. The incoming Council will undertake a review of all of the corporate planning documents including:

Community Plan - Towards 2030

Resourcing Strategy

Delivery Program

Operational Plan

The incoming Council will then reaffirm the direction which will be set for the four year term of the Council.



## Councillors

Mid-Western Regional Council is represented by nine Councillors with the Mayor elected annually from within. Our Councillors are elected to a four year term commencing in September with the next round of Local Government elections due in 2012.



### MAYOR

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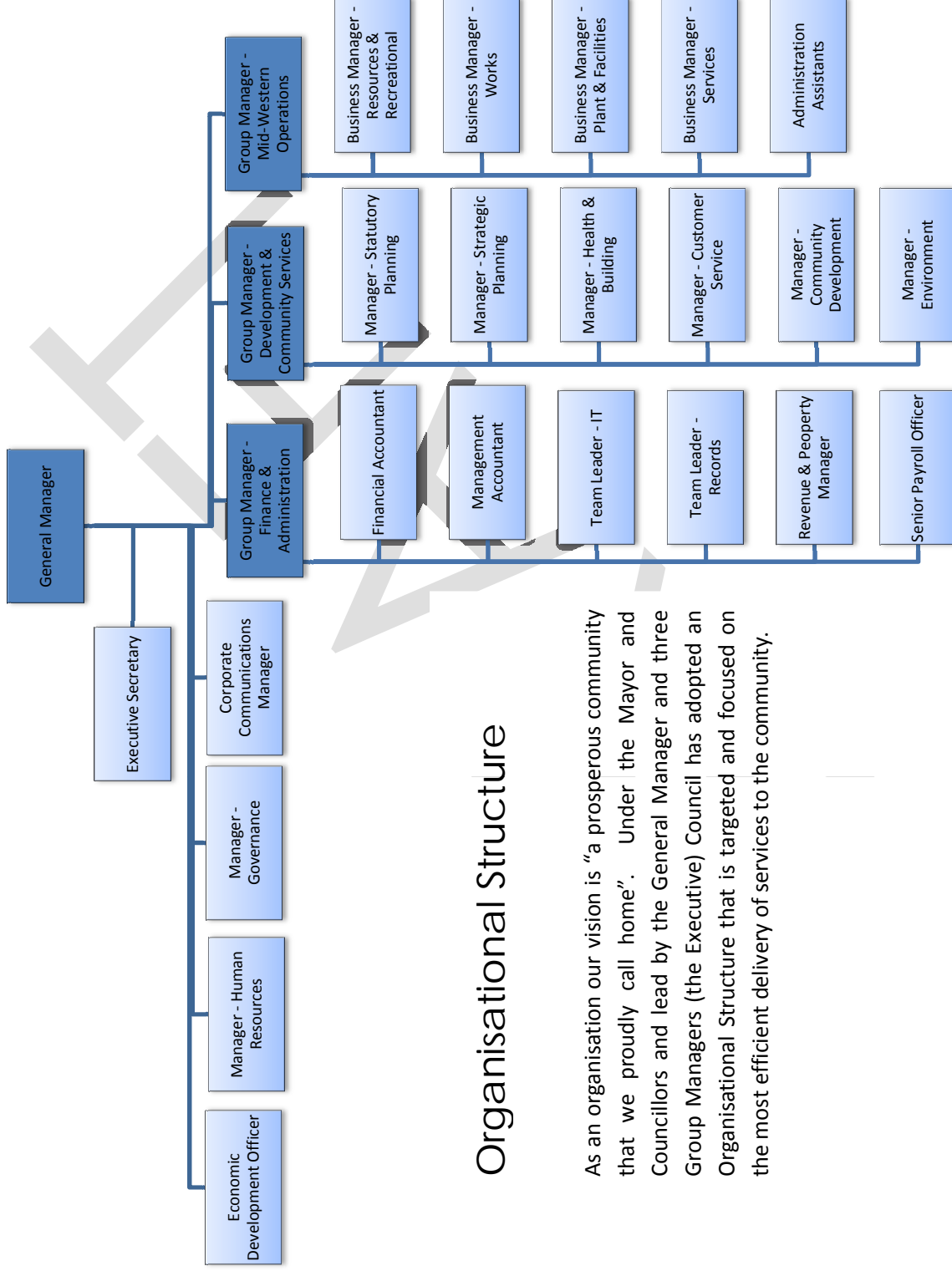
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## Organisational Structure

As an organisation our vision is “a prosperous community that we proudly call home”. Under the Mayor and Councillors and lead by the General Manager and three Group Managers (the Executive) Council has adopted an Organisational Structure that is targeted and focused on the most efficient delivery of services to the community.

# SCHEDULE OF FEES AND CHARGES

2012/13

DRAFT

Description	per unit	2012/2013		Total Amount
		Base Amount	GST	
<b>BUILDING SERVICES</b>				
<b>Construction Certificate &amp; Complying Development Certificate Fees</b>				
(Class 1 fees also applicable to S68 Applications for Transportable Homes)				
Class 1	Under 50m <sup>2</sup>	204.55	20.45	225.00
	50 to 100m <sup>2</sup>	plus \$5.00/m <sup>2</sup> (GST Inc.) over 50m	204.55	225.00
	100 to 200m <sup>2</sup>	plus \$2.50/m <sup>2</sup> (GST Inc.) over 100m	448.18	493.00
	200 to 300m <sup>2</sup>	plus \$2.00/m <sup>2</sup> (GST Inc.) over 200m	691.82	761.00
	over 300m <sup>2</sup>	plus \$1.90/m <sup>2</sup> (GST Inc.) over 300m	886.36	975.00
Class 2-9	Under 100m <sup>2</sup>		609.09	670.00
	100 to 200m <sup>2</sup>	plus \$6.00/m <sup>2</sup> (GST Inc.) over 100m	609.09	670.00
	200 to 300m <sup>2</sup>	plus \$4.50/m <sup>2</sup> (GST Inc.) over 200m	1,218.18	1,340.00
	300 to 1,000m <sup>2</sup>	plus \$1.50/m <sup>2</sup> (GST Inc.) over 300m	1,593.64	1,753.00
	1,000 to 2,000m <sup>2</sup>	plus \$1.45/m <sup>2</sup> (GST Inc.) over 1,000m	2,718.18	2,990.00
	over 2,000m <sup>2</sup>	plus \$1.35/m <sup>2</sup> (GST Inc.) over 2,000m	4,030.00	4,433.00
Class 10	Under 100m <sup>2</sup>		204.55	225.00
	100 to 200m <sup>2</sup>	plus \$2.20/m <sup>2</sup> (GST Inc.) over 100m	204.55	225.00
	200 to 500m <sup>2</sup>	plus \$1.50/m <sup>2</sup> (GST Inc.) over 200m	419.09	461.00
	over 500m <sup>2</sup>	plus \$1.40/m <sup>2</sup> (GST Inc.) over 500m	857.27	943.00
	Swimming Pool - flat fee		247.27	272.00
Construction Certificates requiring assessment of applications for alternate fire solutions by Council accredited officer: Alternate solution deemed to comply to the standard of the Building Code of Australia				
	where the work is valued at less or equal to \$50,000		258.18	284.00
	where the work is valued at more than \$50,000		515.45	567.00
Modification of Construction Certificate/Complying Development Certificate <i>Long Service Levy - refer to Sect 34 of the Building and Construction Industry Long Service Payments Act 1986</i>				
<b>Inspection Package Fees - where Council is the Principal Certifying Authority (PCA)</b>				
Residential - Single Dwellings and Dual Occupancies	per dwelling	680.91	68.09	749.00
S68 Transportable/Relocatable Home		229.09	22.91	252.00
Alterations & Garages - with plumbing and drainage		152.73	15.27	168.00
Alterations & Garages - with plumbing and drainage exceeding \$50,000		387.27	38.73	426.00
Alterations & Garages - no plumbing and drainage		101.82	10.18	112.00
Residential Units	per unit	453.64	45.36	499.00
Commercial/Industrial Class 2-9 under 200m <sup>2</sup>		152.73	15.27	168.00
	200m <sup>2</sup> to 2,000m <sup>2</sup>	plus \$0.15/m <sup>2</sup> (GST Inc.) over 200m <sup>2</sup>	324.55	357.00
	over 2,000m <sup>2</sup>	plus \$1.70/m <sup>2</sup> (GST Inc.) over 200m <sup>2</sup>	324.55	357.00
Additional/Miscellaneous Building Inspection (as required, including inspections on behalf of PCA)		82.73	8.27	91.00
	Greater than 30km from Mudgee Admin Office	131.82	13.18	145.00
Building Inspection for Approvals greater than 5yrs old		82.73	8.27	91.00
	Greater than 30km from Mudgee Admin Office	131.82	13.18	145.00
<b>Inspection Package Fees - where Council is NOT the Principal Certifying Authority (PCA)</b>				
Includes mandatory building inspections and sewerage drainage inspections				
	Within Mudgee town limits and up to the start of 100kph speed limit	904.55	90.45	995.00
	All other areas	1,177.27	117.73	1,295.00
<b>Inspection Fees - Loc.Gov.Act approval to carry out plumbing &amp; drainage works where DA/CC not applicable or where Council is NOT the PCA for development</b>				
S68 application fee (plus inspection package fees as listed below)		63.64	6.36	70.00
Residential Dwellings & Dual Occupancy - plumb. & drain.	per dwelling	229.09	22.91	252.00
Units - plumbing & drainage	per unit	115.45	11.55	127.00
Alterations & sheds - plumbing & drainage		115.45	11.55	127.00
Commercial/Industrial Class 2-9	per unit	115.45	11.55	127.00
An additional inspection fee will be charged for trade waste per inspection				
		115.45	11.55	127.00
<b>Integrated Construction Certificate/PCA Service available for Major Projects</b>				
Service includes pre-Construction Certificate consultation Amount to be negotiated having processing of Construction Certificate(s), progress inspection regard for the standard schedule /consultations and processing of Occupation Certificate(s) fees for Construction Cert., PCA function (including Occupation Cert.) and market hourly rates for non-standard aspects of the service. Final fee schedule for each project subject to ratification by Team Leader Health and Building, including GST when applicable.				
<b>Other Building Services Fees</b>				
Septic Tank (s68 application to install new system, including inspection fee)		167.00	0.00	167.00
Council registered Occupation Certificates (Clause 263 EP&A Regs)		37.00	0.00	37.00
Registration of privately issued certificates (Clause 263 EP&A Regs)		36.00	0.00	36.00
Building Certificate (Clause 260 EP&A Regs)				

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Class 1 & 10 (for each dwelling on the allotment)		250.00	0.00	250.00
Class 2 to 9 under 200m2		250.00	0.00	250.00
200m2 to 2,000m2	+ 50c/m2 over 200m2	250.00	0.00	250.00
over 2,000m2	+ 7.5c/m2 over 2000m2	1,165.00	0.00	1,165.00
Building Certificate re-inspection fee		90.00	0.00	90.00
Copy of Building Certificate (Clause 261 EP&A Regs)		13.00	0.00	13.00
Building Specification				at cost + 10%
Supply of Building Statistics	per annum	292.73	29.27	322.00
General Health & Building Search Fee		86.36	8.64	95.00
Section 735A Certificate Outstanding Health and Building Notices		79.00	0.00	79.00
Drainage Diagram - Original		141.00	0.00	141.00
Amendment		86.00	0.00	86.00
Copy		86.00	0.00	86.00
Certificate of Compliance and Certificate of Exemption under Swimming Pools Act (Section 24)		70.00	0.00	70.00
Caravan Parks & Camping grounds (determined by Dept Local Gov't)				
Initial approval inspection fee	per site	11.00	0.00	11.00
Min fee for development with less than 12 sites		92.00	0.00	92.00
Approval renewal/continuation inspection fee	per site	11.00	0.00	11.00
Min fee for renewal/continuation inspection fee for less than 17 sites		92.00	0.00	92.00
Amended approval fee		59.00	0.00	59.00
Manufactured Home Estate				
Home inspection fee	per unit	11.00	0.00	11.00
Home reinspection fee (max. fee)	per unit	11.00	0.00	11.00
Associated structure inspection fee	per unit	11.00	0.00	11.00
Associated structure reinspection fee (max. fee per unit)		11.00	0.00	11.00
<b><u>Licence and Inspection of halls</u></b>				
Country Halls		114.00	0.00	114.00
Town Public Halls		193.00	0.00	193.00
Event inspection fee	per operator	56.00	0.00	56.00
<b>LAND USE AND SOCIAL PLANNING (from EPA Act)(Clause 245A EP&amp;A Regs)</b>				
<b><u>Ordinary Development Applications (not covered by order)</u></b>				
Class 1 dwelling valued at \$100,000 or less		455.00	0.00	455.00
All development valued up to \$5,000	<i>Note: for advertising signs, fees are based on sliding scale with maximum fee of \$285 plus \$93 for each additional sign.</i>	110.00	0.00	110.00
All development with the value of \$5,001 to \$50,000 (excluding Class 1 dwelling valued less than \$100,000)		170.00	0.00	170.00
+for each \$1,000 or part of		3.00	0.00	3.00
All development value \$50,001 to \$250,000		352.00	0.00	352.00
+for each \$1,000 over \$50,000		3.64	0.00	3.64
All development with value of \$250,001 to \$500,000		1,160.00	0.00	1,160.00
+for each \$1,000 above \$250,000		2.34	0.00	2.34
All development value of \$500,001 to \$1,000,000		1,745.00	0.00	1,745.00
+for each \$1,000 above \$500,000		1.64	0.00	1.64
All development value of \$1,000,001 to \$10,000,000		2,615.00	0.00	2,615.00
+for each \$1,000 over \$1,000,000		1.44	0.00	1.44
More than \$10,000,000		15,875.00	0.00	15,875.00
+for each \$1,000 above \$10,000,000		1.19	0.00	1.19
No building, carrying out of work, subdivision or demolition		285.00	0.00	285.00
<b><u>Development Consent Modifications (Clause 258 EP&amp;A Regs)</u></b>				
Minor modification - Sect. 96(1)		71.00	0.00	71.00
Sect. 96(1A)	\$645 or 50% - whichever is lesser			
Sect. 96(2)	Clause 258 Regs.			
<b><u>Integrated Development (Clause 253 EP&amp;A Regs)</u></b>				
per approval body		320.00	0.00	320.00
plus additional DA fee		140.00	0.00	140.00
<b><u>Designated Development (Clause 251 EP&amp;A Regs)</u></b>				
DA fee plus Designated fee (max designated fee)		920.00	0.00	920.00
<b><u>Subdivision Development Application Fees (Clause 249 EP&amp;A Regs)</u></b>				
New Road	plus \$65 per additional lot	665.00	0.00	665.00
No New Road	plus \$53 per additional lot	330.00	0.00	330.00
Strata	plus \$65 per additional lot	330.00	0.00	330.00
Boundary adjustment and consolidations - no new road		268.00	0.00	268.00
- new road		536.00	0.00	536.00
<b><u>Subdivision Certificate - EPA Act Sect.109(J)</u></b>				
Exempt development	base fee	140.00	0.00	140.00
Subdivision	base fee + \$70 per lot	140.00	0.00	140.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
<b>Subdivision Construction Certificate</b>		258.00	0.00	258.00
plus \$1/m roadworks, \$1/m of piped drainage, gravity sewer and water reticulation. Other works on quotation as agreed by parties.				
Long Service Levy-refer to Sect 34 of the Building and Construction Industry Long Service Payments Act 1986.				
Compliance Certificate		109.00	0.00	109.00
Repeat construction inspection (min charge 1hr)	per hour	74.00	0.00	74.00
Application to bond engineering works		74.00	0.00	74.00
Part release bonded engineering works		74.00	0.00	74.00
<b>Developer Contributions</b>				
Water and Sewer Developer Contributions (Section 64)				
Sewer per ET		3,558.00	0.00	3,558.00
Water per ET		7,837.00	0.00	7,837.00
Section 94 Contributions Plan 2005-2021				
Catchment 1 (Residential) (per lot)		6,255.00	0.00	6,255.00
Catchment 2 (per lot)		6,255.00	0.00	6,255.00
Catchment 3 (per lot)		5,752.00	0.00	5,752.00
Catchment 4 (per lot)		4,009.00	0.00	4,009.00
Section 94A Contributions Plan 2005-2021	Nil up to \$100,000; 0.5% for \$100,000-\$200,000 & 1% for over \$200,000			
<b>Advertising (Clause 252 EP&amp;A Regs)</b>				
Designated Development		2,220.00	0.00	2,220.00
Planning instrument requirement (advertised development)		1,105.00	0.00	1,105.00
Prohibited Development		1,105.00	0.00	1,105.00
Required by Council Policy - if newspaper advertisement		350.00	0.00	350.00
- Neighbour notification fee		50.00	0.00	50.00
Review of determination (Sec 82A)	- no building work - dwelling less than \$100,000 - other development	190.00	0.00	190.00
<i>If two or more fees apply to a development application then the maximum fee applicable is the sum of those fees.</i>				
Development Requiring Concurrence	per concurrence authority	320.00	0.00	320.00
plus additional DA fee		140.00	0.00	140.00
<b>Enquiry fees</b>	- if enquiry involves up to one hour	74.55	7.45	82.00
	- per hour or part thereof thereafter	90.91	9.09	100.00
<b>Documents</b>	- LEP document	24.55	2.45	27.00
	- LEP map size A0-set	601.82	60.18	662.00
	- LEP map size A0-single	68.18	6.82	75.00
	- LEP map size A3-bound set	322.73	32.27	355.00
	- LEP map size A3-single	7.27	0.73	8.00
	- DCP	12.73	1.27	14.00
Aus-spec (per discrete spec, licensed for single use)	per spec	30.91	3.09	34.00
<i>(Quotation for bulk purchase or full specification suite)</i>				
Certified copy of a plan or document Sec 150(2)		53.00	0.00	53.00
<b>Development control plan amendment-not requested by Council</b>				
<b>Rezoning Applications</b>	- Local Environment Plan Rezoning Application	2,000.00	0.00	2,000.00
	Consistent with CLUS	3,093.00	0.00	3,093.00
	Inconsistent with CLUS	7,733.00	0.00	7,733.00
Sec 149(2) Certificate (E.P.&A. Act)		53.00	0.00	53.00
Sec 149(2) Cert with Sec 149(5) Advice [EP&A Reg Sect 68]		133.00	0.00	133.00
<b>Site Compatability Certificates</b>				
Affordable Rental Housing	plus \$42 for each additional dwelling with a maximum fee of \$5,580	265.00	0.00	265.00
Infrastructure	plus \$265 for each additional hectare with a maximum fee of \$5,580	265.00	0.00	265.00
Seniors Housing - Residential Care Facility	plus \$45 per bed with a maximum fee of \$5,580	280.00	0.00	280.00
Seniors Housing - Other Facility	plus \$45 per dwelling with a maximum fee of \$5,580	280.00	0.00	280.00
<b>PHYSICAL ENVIRONMENT</b>				
<b>On-site Sewage Management System</b>				
Septic Registration Fee	per assessment	19.00	0.00	19.00
On-site Septic Inspection Fee	per assessment -	71.00	0.00	71.00
Septic Registration Default Fee	(may reduce to \$40)	222.00	0.00	222.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
<i>Inspection regularity</i>	pending receipt of State Govt funding)			
1 x year	high risk category			
1 x 3 years	medium risk category			
Exempt	low risk category			
<i>Risk category determined at initial inspection</i>				
Bushfire Hazard Assessment (DA/CDC) (Sect 79BA)		425.00	0.00	425.00
<b>Weeds</b>				
Charge-out rates for spraying noxious weeds				
1 person plus vehicle	per hour	85.45	8.55	94.00
2 people plus vehicle	per hour	138.18	13.82	152.00
1person plus boomspray vehicle	per hour	96.36	9.64	106.00
Travel Time - 1 person plus vehicle	per hour	70.00	7.00	77.00
Travel Time - 2 people plus vehicle	per hour	110.00	11.00	121.00
Travel Time - 1 person plus boomspray vehicle	per hour	84.55	8.45	93.00
Additional Person	per hour	54.55	5.45	60.00
Noxious Weed Certificate		82.00	0.00	82.00
Section 18 Weed Control Notice Reinspection Fee		150.00	15.00	165.00
Section 20 Enforcement - Administration Fee		300.00	30.00	330.00
Forced Entry - Lock Fee		150.00	15.00	165.00
<b>PUBLIC HEALTH AND FOOD HYGIENE</b>				
Mortuaries & Undertakers:(LGA Sect 609)				
Registration of Mortuary		102.73	10.27	113.00
Inspection		109.09	10.91	120.00
Approval to operate as an Undertaker		102.73	10.27	113.00
Application for burial on private land		120.00	0.00	120.00
Low risk premises i.e. Barber, Hairdresser, Beautician	per inspection	90.91	9.09	100.00
High risk premises i.e. Skin Penetration, Tattoo, Waxing	per inspection	130.00	0.00	130.00
Street Trader	per inspection	90.91	9.09	100.00
Resuscitation Chart		22.73	2.27	25.00
Accommodation Overflow Inspection		53.64	5.36	59.00
Food Inspection charges - Low Risk premises	per inspection	100.91	10.09	111.00
Food Inspection charges - Medium Risk premises	per inspection	100.91	10.09	111.00
Food Inspection charges - High Risk premises	per inspection	123.64	12.36	136.00
Inspection that exceed 1 hour	for each additional half hour or part thereof	60.00	6.00	66.00
Temporary Food Trader		78.18	7.82	86.00
Re-inspection fee due to unhygienic conditions	per inspection	168.18	16.82	185.00
NSW Food Reg 2004 (Sec.181) service of Improvement Notice		300.00	30.00	330.00
New Registration - barber, hairdresser, beauticians, food premises		85.45	8.55	94.00
New Registration - skin penetration		125.00	0.00	125.00
Footpath Obstruction Approval Fee (signs, goods for sale/display)				
New Application		199.00	0.00	199.00
Annual Fee		133.64	13.36	147.00
Street Dining		329.00	0.00	329.00
New Application				
Annual Fee	per sq.m of footpath used	16.36	1.64	18.00
Enclosure of a Public Place eg Footpath Hoarding / Fencing				
Works with a duration of up to a week		103.00	0.00	103.00
Works involving the construct or maint. of a single dw€\$150 for 2 mths then \$75/mth		155.00	0.00	155.00
All other works	\$200 for 2 mths then \$100/mth	206.00	0.00	206.00
<b>INSPECTION OF WATER CARTS (Drawn from Council water supply)</b>				
Annual inspection		100.00	10.00	110.00
Application fee		100.00	10.00	110.00
<b>CEMETERIES</b>				
<b>Monumental Cemeteries</b>				
Land for Grave (includes maintenance)		736.36	73.64	810.00
Plot Reservation Marker		175.45	17.55	193.00
Interment Permit:				
Child under 6mths		237.00	0.00	237.00
Child over 6mths		438.00	0.00	438.00
Adult		742.00	0.00	742.00
Cremations				
Ashes from crematorium (includes wall memorial fees)		210.00	0.00	210.00
Ashes from crematorium (existing grave)		109.00	0.00	109.00
Weekends/Public Holidays (all ages,replaces normal fees)		1,031.00	0.00	1,031.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Headstone/Plaques Permit				
Erect stone or concrete kerbing		57.00	0.00	57.00
Erect head and/or foot stone		27.00	0.00	27.00
Erect slab over grave		57.00	0.00	57.00
Erect single monument		77.00	0.00	77.00
Erect double monument-1 headstone		137.00	0.00	137.00
Erect double monument-2 headstones		159.00	0.00	159.00
Plaque for memorial wall,install by applic. <i>(must be ordered through Council)</i>		52.73	5.27	58.00
Cemeteries Administration - Record Search	up to 2 hours	79.09	7.91	87.00
	per hour thereafter	34.55	3.45	38.00
<b><u>Mudgee &amp; Gulgong Lawn Cemetery</u></b>				
Land for Grave		1,030.91	103.09	1,134.00
Interment Permit: Child under 6mths		398.00	0.00	398.00
Child over 6mths		478.00	0.00	478.00
Adult		742.00	0.00	742.00
Garden Section - Infant under 1 week old only (includes land)				No charge
Weekends/Public Holidays(all ages,replaces normal fees)		1,031.00	0.00	1,031.00
Temporary Marking Fee	per site	44.55	4.45	49.00
<b><u>Mudgee Lawn Cemetery - memorial tree beds</u></b>				
Single bed interment permit		66.00	0.00	66.00
Single bed interment space		182.73	18.27	201.00
Family interment permit (8 plots)		500.00	0.00	500.00
Family interment space (8 plots)		1,406.36	140.64	1,547.00
Purchase of plaque - standard size 230mm x 160mm		52.73	5.27	58.00
Installation of plaque by Council staff		70.00	7.00	77.00
<b><u>Rural Cemeteries</u></b>				
Fees same as Monumental Cemeteries				
<b>LIBRARY SERVICES</b>				
Fines 1st Notice - 2 weeks overdue		3.50	0.00	3.50
Fines 2nd Notice - 4 weeks overdue		3.50	0.00	3.50
Fines 3rd Notice - 6 weeks overdue		13.00	0.00	13.00
Bookworms Program	per semester	20.00	0.00	20.00
Book, video, CD etc replacement	cost + \$4.00			Rep cost + \$4
Lost Card replacement		2.00	0.20	2.20
Photocopying/Printing A4	per copy	0.18	0.02	0.20
Photocopying/Printing A3	per copy	0.27	0.03	0.30
Colour Photocopying/Printing A4	per sheet	0.91	0.09	1.00
Colour Photocopying/Printing A3	per sheet	1.82	0.18	2.00
Security Deposit - Temporary Members		30.00	0.00	30.00
Book reservation charges		0.91	0.09	1.00
Inter Library Loans(Bulk Loans)	per box	4.55	0.45	5.00
Inter Library Loans(State & Other Public Lib's)	per item	2.73	0.27	3.00
FAX service - transmitted (local & interstate)	1st page	3.00	0.30	3.30
- every page thereafter		1.00	0.10	1.10
FAX service - receipt of first 10 pages		3.09	0.31	3.40
- receipt per page thereafter	per page	1.00	0.10	1.10
Fax Service - transmitted (international)	per sheet	13.64	1.36	15.00
Laminating - credit card size		0.91	0.09	1.00
Laminating - A4 size		1.82	0.18	2.00
Laminating - A3 size		2.73	0.27	3.00
<b>COMMUNITY BUILDINGS</b>				
Bonds - Parties/Functions - for all community Buildings (excl. Ulan Community House)		516.00	0.00	516.00
<b><u>Ulan Community House</u></b>				
Community Groups		9.09	0.91	10.00
Party and/or Function		60.00	6.00	66.00
Party and/or Function Bond		206.00	0.00	206.00
More than one consecutive use	per use	30.91	3.09	34.00
Sporting Groups		30.91	3.09	34.00
<b><u>Gulgong Pre-School</u></b>				
All user groups	per year	340.91	34.09	375.00
<b>Large Halls</b>				
<b><i>Memorial Hall - Gulgong</i></b>				
<b><i>Rylstone Memorial Hall</i></b>				



2012/2013

Description	per unit	Base Amount	GST	Total Amount	
<b>Kandos Community Hall</b>					
Business Rate:	per half day(max4hrs)	186.36	18.64	205.00	
	per day	346.36	34.64	381.00	
	per week	1,406.36	140.64	1,547.00	
<i>Business Rate-businesses,gov't auth.,profit making ventures</i>					
Private Rate:	per half day(max4hrs)	115.45	11.55	127.00	
	per day	230.91	23.09	254.00	
	per week	686.36	68.64	755.00	
<i>Private Rate-weddings,parties,etc</i>					
Community Rate:	per half day(max4hrs)	48.18	4.82	53.00	
	per day	94.55	9.45	104.00	
	per week	275.45	27.55	303.00	
<i>Community Rate-schools,youth org.,non-profit comm. groups (supply own materials and clean premises)</i>					
Local Artists Rate:	per half day(max4hrs)	48.18	4.82	53.00	
	per day	94.55	9.45	104.00	
	per week	275.45	27.55	303.00	
<i>Local artist to be defined by Gulgong Arts Council</i>					
All user groups	per annum	256.36	25.64	282.00	
Bond - damage/cleaning/key	per event	516.00	0.00	516.00	
Hire of Council Hall Kitchen	per day	92.73	9.27	102.00	
Community and Social Group Hire of Council Halls and Amenities Buildings	per hour	17.27	1.73	19.00	
<b>Council Chamber/Committee Room - Mudgee and Rylstone Administrative Centres</b>					
<i>Office Hours</i>					
Business Rate:	Council Chamber	per hour	24.55	2.45	27.00
	Committee Room	per hour	16.36	1.64	18.00
Private Rate:	Council Chamber	per hour	15.45	1.55	17.00
	Committee Room	per hour	10.00	1.00	11.00
Community Rate:	Council Chamber	per hour	10.91	1.09	12.00
	Committee Room	per hour	7.27	0.73	8.00
<b>Community &amp; Cultural Centre - "The Stables"</b>					
Business Rate:	Meeting Room or Stables Gallery	per half day(max 4hrs)	92.73	9.27	102.00
	" "	per day	182.73	18.27	201.00
	" "	per week	687.27	68.73	756.00
<i>Whole Building-per unit amount above x 2</i>					
<i>Business Rate-businesses,gov't auth.,profit making ventures</i>					
Private Rate:	Meeting Room or Stables Gallery	per half day(max 4hrs)	63.64	6.36	70.00
	" "	per day	125.45	12.55	138.00
	" "	per week	342.73	34.27	377.00
<i>Whole Building-per unit amount above x 2</i>					
<i>Private Rate-weddings,parties,etc</i>					
Community Rate:	Meeting Room or Stables Gall.	per half day(max 4hrs)	42.73	4.27	47.00
	" "	per day	68.18	6.82	75.00
	" "	per week	184.55	18.45	203.00
<i>Whole Building-per unit amount above x 2</i>					
<i>Community Rate-schools,youth org.,non-profit comm. groups</i>					
Local Artists Rate:	Meeting Room or Stables Gall.	per half day(max 4hrs)	34.55	3.45	38.00
	" "	per day	68.18	6.82	75.00
	" "	per week	184.55	18.45	203.00
<i>Whole Building-per unit amount above x 2</i>					
<i>Local artist to be defined by Mudgee Arts Council</i>					
Bond - damage/cleaning/key		per event	516.00	0.00	516.00
<b>Community Support Ctr Meeting Room - Carmel Croan Rylstone Amenities Building</b>					
Business Rate:		per hour	4.55	0.45	5.00
		per half day(max4hrs)	92.73	9.27	102.00
		per day	182.73	18.27	201.00
		per week	686.36	68.64	755.00
<i>Business Rate-businesses,gov't auth.,profit making ventures</i>					
Private Rate:		per half day(max4hrs)	59.09	5.91	65.00
		per day	116.36	11.64	128.00
		per week	342.73	34.27	377.00
<i>Private Rate-weddings,parties,etc</i>					
Community Rate:		per half day(max4hrs)	23.64	2.36	26.00
		per day	48.18	4.82	53.00
		per week	138.18	13.82	152.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
<i>Community Rate-schools,youth org.,non-profit comm. groups</i>				
Local Artists Rate:	per half day(max4hrs)	23.64	2.36	26.00
	per day	48.18	4.82	53.00
	per week	138.18	13.82	152.00
<i>Local artist to be defined by Rylstone/Kandos Arts Council</i>				
Practice Sessions for local artists, schools and non-profit community groups	per hour	7.27	0.73	8.00
Bond - damage/cleaning/key	per event	516.00	0.00	516.00
<b>ACTIVE PARKS</b>				
<b><u>Mudgee Showground</u></b>				
Community Group and non-profit hirers - cleaning bond		60.00	0.00	60.00
Cleaning bond for ground use		134.00	0.00	134.00
Regular Hirers:				
Mudgee Show Society - show	per event	1,608.18	160.82	1,769.00
Bond		3,480.00	0.00	3,480.00
Rodeos	per event	1,411.82	141.18	1,553.00
Bond		1,031.00	0.00	1,031.00
Pony Club Rally Day	per half day	71.82	7.18	79.00
Bond Yearly		103.00	0.00	103.00
Dressage Club Day - dressage arena only	per day	38.18	3.82	42.00
Dressage Club Day - dressage arena and half main arena	per day	91.82	9.18	101.00
Bond Yearly		103.00	0.00	103.00
Cudgegong Jump Club Day - half main arena	per day	60.00	6.00	66.00
Bond Yearly		103.00	0.00	103.00
Pony Club Camp	per function	804.55	80.45	885.00
Bond	per function	804.00	0.00	804.00
Poultry Club	per annum	268.18	26.82	295.00
Bond Yearly		103.00	0.00	103.00
Ram Selling Association				1% gross sale
Clearing Sales/Auction Sales - livestock sales only				1% gross sale
Commercial markets				1% gross sale
Sheepdog Trials	per event	258.18	25.82	284.00
Bond	per event	560.00	0.00	560.00
Caravan Sites (powered)	per day	21.82	2.18	24.00
(unpowered)	per day	12.73	1.27	14.00
Mudgee High School-Ground Hire				free
-Main Pavilion	per session	20.91	2.09	23.00
Bond Yearly		103.00	0.00	103.00
Antique Machinery Club	per function(no camping fee)	260.91	26.09	287.00
Air League	per annum	180.00	18.00	198.00
Mudgee Gymnastic Club	per annum	214.55	21.45	236.00
Bond Yearly		103.00	0.00	103.00
Woodworkers Group	per annum	375.45	37.55	413.00
Caravan Club of Australia-pavilion & kitchen/dining	daily	206.36	20.64	227.00
	weekly	463.64	46.36	510.00
Gem and Lapidary Club	per event	660.00	66.00	726.00
Casual Hire:				
Old Main Pavilion	per day of function	210.00	21.00	231.00
Bond		516.00	0.00	516.00
New Main Pavilion only	per function	375.45	37.55	413.00
New Main Pavilion plus Bar and Kitchen Facilities	per function	463.64	46.36	510.00
Bond		516.00	0.00	516.00
Luncheon Pavilion	per day of function	97.27	9.73	107.00
Bond		516.00	0.00	516.00
	short time use-min\$10p/hr	24.55	2.45	27.00
	short time use-maximum	99.09	9.91	109.00
Event Management Office	per event	80.00	8.00	88.00
Event Management Office - Antique Machinery Club	per annum	107.27	10.73	118.00
Bar Hire	per day	82.73	8.27	91.00
Kitchen & Hall	per day of function	268.18	26.82	295.00
Bond		516.00	0.00	516.00
Kitchen	per day of function	180.00	18.00	198.00
Bond		516.00	0.00	516.00
Animal Nursery	per day of function	80.00	8.00	88.00
Bond		106.00	0.00	106.00

2012/2013

Description	per unit	2012/2013		Total Amount
		Base Amount	GST	
Aquila (Woodworkers) and Wool Pavilions	per day of function	90.00	9.00	99.00
Bond		100.00	0.00	100.00
Enclosed Catering Shed	per day of function	123.64	12.36	136.00
Bond	per day of function	123.00	0.00	123.00
Open Catering Area	per day of function	80.00	8.00	88.00
Bond	per day of function	73.00	0.00	73.00
Cattle Shed	per day of function	80.00	8.00	88.00
Bond	per day of function	62.00	0.00	62.00
Sheep Shed (new)	full day	268.18	26.82	295.00
Bond	full day	268.00	0.00	268.00
Sheep Shed (new)	half day	133.64	13.36	147.00
Bond	half day	134.00	0.00	134.00
Horse Accommodation				
Day Yards - timber and steel	per day	8.18	0.82	9.00
	per week	13.64	1.36	15.00
Old Stables (perm) Stallion boxes	per week	20.00	2.00	22.00
	per day	10.91	1.09	12.00
New Stables and day yard	per week	38.18	3.82	42.00
Permanent users includes 1 hour per week for sand arena				
Large portable yard - no discount for these yards	per week	30.91	3.09	34.00
Horse Events:				
Ring Hire - Main Arena	per day	118.18	11.82	130.00
Bond		106.00	0.00	106.00
Dressage Arena	per day	60.00	6.00	66.00
	per hour	4.55	0.45	5.00
Equestrian Arena (sand)	per day	268.18	26.82	295.00
	per hour	9.09	0.91	10.00
Equestrian Arena - regular hirers only as proposed by £	per day	114.55	11.45	126.00
Equestrian Arena - regular hirers only as proposed by £	per half day	64.55	6.45	71.00
Grassed Areas	per day	62.73	6.27	69.00
Bond		264.00	0.00	264.00
(Douro St, Nicholson St, Madeira Rd, Pony Club Training Arena)				
Circus	per day + power	393.64	39.36	433.00
Security Deposit	per day	952.00	0.00	952.00
Auction and Clearing Sale Area				
incl. Aquila Pavilion	per function			1% gross sale
Bond		516.00	0.00	516.00
Kumon (used 2 days per week)		47.27	4.73	52.00
Major Event	per day	1,410.91	141.09	1,552.00
Bond 50% of Charge plus power at cost plus cleaning and restoration at cost				
Horse Float Storage	per week	4.55	0.45	5.00
<b>Rylstone Showground</b>				
Regular Hirers:				
Sporting Groups use Rylstone/Kandos Sports Groups fees				
Rylstone Show Society		276.36	27.64	304.00
Bond		1,547.00	0.00	1,547.00
Pony Club	per day	47.27	4.73	52.00
	special events	93.64	9.36	103.00
Clearing Sales/Auction Sales				1% gross sale
Commercial markets				1% gross sale
Swap Meet		93.64	9.36	103.00
Sheepdog Trials	per event	332.73	33.27	366.00
School-Ground Hire				free
Horse Events:				
Ring Hire - Main Arena	per day	108.18	10.82	119.00
Bond		108.00	0.00	108.00
Grassed Areas	per day	56.36	5.64	62.00
Bond		263.00	0.00	263.00
Circus (per performing night)	+ power	163.64	16.36	180.00
Security Deposit	per day	619.00	0.00	619.00
Bar Hire		51.82	5.18	57.00
Shelter Shed		51.82	5.18	57.00
Cattle Shed	per day of function	56.36	5.64	62.00
Sheep Shed	per day of function	89.09	8.91	98.00
Other Community/Non-Profit Groups				

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Major Event	25% of Base Amount plus GST			
Bond	per day	1,406.36	140.64	1,547.00
plus power at cost plus cleaning and restoration at cost		1,547.00	0.00	1,547.00
<b>SPORTS FIELDS</b>				
<i>NOTE: All bookings for sporting fields (except Glen Willow) to be made through the respective sports councils.</i>				
Day Hire (all grounds except Glen Willow) - where gate fees charged		233.64	23.36	257.00
Day Hire (all grounds except Glen Willow) - where gate fees not charged		127.27	12.73	140.00
Charge for usage of electricity for lighting towers - sporting clubs - all fields with illuminators installed				50% of cost
Circus		639.09	63.91	703.00
Security Deposit for Circus		1,443.00	0.00	1,443.00
Cleaning Bond - all sporting facilities. (paid prior to using facilities only if club has previously left f		1,000.00	0.00	1,000.00
Hire fee for schools using sporting grounds for events and carnivals - all grounds except Glen Willow where normal charges				No cost
<i>NOTE: Schools are required to book all these activities through council's customer service department for Glen Willow, or their respective sports councils for all other venues.</i>				
<b>GLEN WILLOW</b>				
<i>NOTE: All bookings for Glen Willow to be made through council's customer service department.</i>				
Hire of seating, kiosk, BBQ, 2 or 4 change rooms, public toilets, referees room, first aid room, broadcasters room and coach rooms (per game day)		700.00	70.00	770.00
Hire of corporate room 1, kitchen and second floor toilets (per game day)		300.00	30.00	330.00
Hire of corporate room 2, kitchen and second floor toilets (per game day)		150.00	15.00	165.00
Hire of media room, kitchen and second floor toilets (per game day)		50.00	5.00	55.00
Cleaning fee for corporate and media rooms (per game day, per room, in addition to usual hire fee		200.00	20.00	220.00
Charge for usage of electricity for lighting towers - sporting clubs - all fields with illuminators installed				50% of cost
Cleaning Bond - all sporting facilities. (paid prior to using facilities only if club has previously left f		1,000.00	0.00	1,000.00
<i>NOTE: Clubs that choose to play their home games at Glen Willow main field must play ALL their home games at Glen Willow. The club will then pay the per game day fee and will not be required to pay normal team fees as per council's fees &amp; charges.</i>				
<b>Mid-Western Sports Groups</b>				
Junior Players - 18 years and under	per player	10.91	1.09	12.00
Senior Sports that have gate takings - 1st team	per team	1,818.18	181.82	2,000.00
2nd team	per team	1,363.64	136.36	1,500.00
3rd team	per team	454.55	45.45	500.00
Senior Sports that do not have gate takings				
Senior Players - over the age of 18 years	per player	27.27	2.73	30.00
Cleaning Charged if Club or School fails to leave amenities clean		110.00	11.00	121.00
<b>PASSIVE PARKS</b>				
<i>Users of the facilities are NOT permitted exclusive use</i>				
<b>SWIMMING POOLS</b>				
<b>Mudgee Gulgong and Kandos</b>				
<b>Entry Fees</b>				
Children		2.73	0.27	3.00
Adults		4.55	0.45	5.00
Pensioners		2.73	0.27	3.00
Spectator		0.91	0.09	1.00
<b>Season Tickets</b>				
Children		54.55	5.45	60.00
Adults		89.09	8.91	98.00
Family 2 adults and 3 children		167.27	16.73	184.00
Each additional child		10.00	1.00	11.00
Pensioner Adult / Spectator		54.55	5.45	60.00
Pensioner Family 2 adults and 3 children		121.82	12.18	134.00
Each additional child		4.55	0.45	5.00
<b>Monthly Season Tickets</b>				
Children		22.73	2.27	25.00
Adults		32.73	3.27	36.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Family 2 adults and 3 children		54.55	5.45	60.00
Each additional child		4.55	0.45	5.00
Pensioner Adult		22.73	2.27	25.00
Pensioner Family 2 adults and 3 children		44.55	4.45	49.00
Each additional child		2.73	0.27	3.00
<b>Half Season tickets available from 1st January</b>				
<b>Half Season Tickets</b>	Children	27.27	2.73	30.00
	Adults	44.55	4.45	49.00
	Family 2 adults and 3 children	84.55	8.45	93.00
	Each additional child	4.55	0.45	5.00
	Pensioner Adult / Spectator	27.27	2.73	30.00
	Pensioner Family 2 adults and 3 children	60.91	6.09	67.00
	Each additional child	2.73	0.27	3.00
Learn to Swim				No cost
Teachers/Supervisor of School Sport Sessions				No cost
School Sport Sessions - School Children		1.82	0.18	2.00
<i>(Children to pay additional 50c if they wish to stay at Pool)</i>				
Life saving participants		1.82	0.18	2.00
Day Hire of Pool	greater than 100 people	656.36	65.64	722.00
(plus normal pool entry for participants)	less than 100 people	328.18	32.82	361.00
***Free entry for School Carnivals				
Lane / roped off section Hire	per hour + normal admission fee	10.00	1.00	11.00
<b>AIRPORT - Mudgee</b>				
Hangar Fees	per annum			
<i>As per lease arrangements See: LD 175 and LD211</i>				
<i>Hanger sites (inc by CPI)</i>				
Casual Hanger Rental	weekly	102.73	10.27	113.00
	daily	24.55	2.45	27.00
Landing Fees				
per tonne Aircraft weight (minimum 1 tonne rate)		10.91	1.09	12.00
per aircraft pa (by agreement - Private use for Shire res per annum		618.18	61.82	680.00
(equivalent to one landing per week for aircraft less than one tonne)				
(Aircraft over one tonne is per tonne aircraft				
weight x per tonne fee x 52 weeks)				
Mudgee Aero Club to operate up to five ultra-light aircraft	per annum	540.00	54.00	594.00
Mudgee Aero Club in excess of five ultra-light aircraft	per aircraft per annum	110.00	11.00	121.00
Ultralight Aircraft (shire residents only)	per annum	193.64	19.36	213.00
Commercial Flying Schools (per aircraft)	per annum	2,343.64	234.36	2,578.00
<i>(Flying Schools have the option to either pay per landing or per annum fee.)</i>				
Exempt from charges :-				
<i>Careflight, Child Flight, Sydney SLSA Helicopter, Air Ambulance, Angel Flight.</i>				
Passenger Fees - RPT Operators only		5.45	0.55	6.00
Hire of Aerodrome Facility	per day	937.27	93.73	1,031.00
Operating Car Rental Business at Airport	per annum	557.27	55.73	613.00
Sign Boards at Airport	per annum	223.64	22.36	246.00
<b>FILM LOCATION FEES</b>				
Cost Recovery as per the <i>Filming Related Legislation Amendment Act 2008</i>				
<b>CORPORATE SUPPORT</b>				
Sale of Business Papers	per annum	280.91	28.09	309.00
FAX service - transmitted	per sheet	9.09	0.91	10.00
FAX service - receipt of first 10 pages		7.27	0.73	8.00
- receipt per page thereafter	per page	4.55	0.45	5.00
Photocopying - General	per page	1.82	0.18	2.00
Provision of written confirmation of legal access to designated land		74.55	7.45	82.00
Government Information (Public Access) Act 2009				
Access to records by person about their personal affairs				
Application fee #		30.00	0.00	30.00
Processing charge #	per hour after first 20 hrs	30.00	0.00	30.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
All other requests:				
Application fee	#	30.00	0.00	30.00
Processing charge	#	30.00	0.00	30.00
Internal Review	#	40.00	0.00	40.00
# Subject to 50% reduction for financial hardship and public interest reasons. Refunds may apply as a result of successful internal reviews and successful applications for amendment of records. No application fees may be charged for internal reviews in relation to amendment of records.				
<b>FINANCIAL MANAGEMENT</b>				
Sec 603 Certificate (Determined by L.G.Minister)				
Extra Charges on Rates, Water & Sewer Avail, Waste Ministerial Approval - per annum				
Sec 95(1) Supreme Court Act 1970				
<b>Fees and Costs in Relation to Recovery Action</b>				
Fees and costs are based upon the Local Court Fees and Professional Costs structure and will be charged in relation to the recovery of outstanding rates, fees or charges. Fees and costs are subject to change in accordance with changes made to the Local Court Fees and Professional Costs structure.				
<u>Filing Fees (based upon Local Court Filing Fees as at 1/1/2011)</u>				
Process Filing/Issue				
\$0.01 - \$10,000 (Small Claims)	Standard Fee	86.00	0.00	86.00
	Corporation Fee	172.00	0.00	172.00
\$10,000.01 - \$60,000 (General)	Standard Fee	212.00	0.00	212.00
	Corporation Fee	424.00	0.00	424.00
Service by post - per defendant	Standard Fee	36.00	0.00	36.00
	Corporation Fee	36.00	0.00	36.00
Certified Copy Order/Judgment	Standard Fee	80.00	0.00	80.00
	Corporation Fee	160.00	0.00	160.00
Registration Interstate Judgment	Standard Fee	80.00	0.00	80.00
	Corporation Fee	160.00	0.00	160.00
Miscellaneous Fee				
Copy cert. Judgment/Order	Standard Fee	53.00	0.00	53.00
	Corporation Fee	53.00	0.00	53.00
Solicitor's Letter	Standard Fee	10.00	0.00	10.00
	Corporation Fee	10.00	0.00	10.00
Sheriff Service or Execution Process Each Address (based upon NSW Sheriffs Office 1/1/2011)				
Service of document		58.00	0.00	58.00
Writ Property/delivery		72.00	0.00	72.00
<u>Professional Costs (based upon Local Court Professional Costs as at 1/1/2011)</u>				
Amount of Claim - \$0.01 - \$1,000				
	Issue Statement of Claim	233.60	0.00	233.60
	Default Judgment Liquidated	338.80	0.00	338.80
	Default Judgment Unliquidated	584.40	0.00	584.40
Amount of Claim - \$1,000.01 - \$5,000				
	Issue Statement of Claim	350.40	0.00	350.40
	Default Judgment Liquidated	508.20	0.00	508.20
	Default Judgment Unliquidated	876.60	0.00	876.60
Amount of Claim - \$5,000.01 - \$20,000				
	Issue Statement of Claim	467.20	0.00	467.20
	Default Judgment Liquidated	677.60	0.00	677.60
	Default Judgment Unliquidated	1,168.80	0.00	1,168.80
Amount of Claim - \$20,000.01 - \$60,000				
	Issue Statement of Claim	584.00	0.00	584.00
	Default Judgment Liquidated	847.00	0.00	847.00
	Default Judgment Unliquidated	1,461.00	0.00	1,461.00
Professional Costs after Judgment - Enforcement				
Amount of Claim - \$0.01 - \$60,000				
	Writ	235.00	0.00	235.00
	Order Examination	348.00	0.00	348.00
	Attend Examination by a Solicitor	253.00	0.00	253.00
	Issue Warrant	184.00	0.00	184.00
<b>Fees and Costs in Relation to Dishonoured Payments</b>				

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Fees and costs are based upon Financial Institutions cost structures and will be charged in relation to dishonoured payments.				
Fees and costs are subject to change in accordance with changes made to Financial Institutions cost structures.				
Australia Post dishonoured payment fee		13.64	1.36	15.00
Direct Debit dishonoured payment fee		2.27	0.23	2.50
<b>Map Sales and Plan Printing</b>				
Metric Map Sales				
<i>(All maps/plans are for paper prints unless otherwise stated.)</i>				
Copies of Maps/Plans held by Council (where publicly available) to be charged at plan printing charges plus \$5.00 per map.				
Custom Map Design	per map + paper charges	104.55	10.45	115.00
Plan Printing Charges	A2/A3 per sheet	11.82	1.18	13.00
	per sheet > 5 sheets	9.09	0.91	10.00
	A1 paper per sheet	14.55	1.45	16.00
	per sheet > 5 sheets	12.73	1.27	14.00
	A1 film per sheet	20.00	2.00	22.00
	per sheet > 5 sheets	19.09	1.91	21.00
	A0 paper per sheet	38.18	3.82	42.00
	per sheet > 5 sheets	21.82	2.18	24.00
Photocopying (up to A3) - refer to Corporate Support				
Cadastre Information				
Copy of Digitised Data - on application a quotation will be provided.				
Quotations will be provided for specialised printing / drafting services e.g.interrogation of cadastre database.				
Permit for approval to open roads		168.00	0.00	168.00
Refundable Bond for road opening		502.00	0.00	502.00
Permit for approval to close roads		76.00	0.00	76.00
Advertising for approval to close roads		381.82	38.18	420.00
Grid Installation				POA
Permit for Grid Installation		72.00	0.00	72.00
Advertising for Grid Installation		365.45	36.55	402.00
<b>TOURISM DIRECTIONAL SIGNAGE</b>				
Cost Recovery of Sign Manufacture (to be paid before sign manufacture)				Cost
Cost Recovery of Sign Installation (to be paid before sign manufacture)				Cost
Reinstatement of Road Openings				
Asphaltic Concrete	per square metre			POA
Cement Concrete	per square metre			POA
Tar & Bitumen	per square metre			POA
Earth & Gravel	per square metre			POA
<b>PRIVATE WORKS</b>				
Estimates for private works are available upon request				
<b>PROPERTY SERVICES</b>				
Council controlled Road Closure application fee		236.36	23.64	260.00
(Application fee only does not include fees to be paid to other organisations if application is successful.)				
Council controlled Crown Reserve closure application fee		236.36	23.64	260.00
(Application fee only does not include fees to be paid to other organisations if application is successful.)				
Transfer of Crown controlled reserve to Council control		160.91	16.09	177.00
(Application fee only does not include fees to be paid to other organisations if application is successful.)				
Application fee for Naming roads, localities and features in the Council area		236.36	23.64	260.00
(Application fee only does not include fees to be paid to other organisations if application is successful.)				
Council controlled Road Opening fee		236.36	23.64	260.00
(Application fee only does not include fees to be paid to other organisations if application is successful.)				
<b>Lease and Licence Application Fee - Crown Land</b>				
Renewal or request for new lease and licence agreement relating to Crown Land only.	per application	227.27	22.73	250.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Note: the applicant may be required to pay additional legal costs (where applicable) associated with the preparation of an agreement.				
<b>RURAL FIRE SERVICE</b>				
Brigade Buildings Hire for activities other than RFS business	per day	19.09	1.91	21.00
<b>WATER SUPPLY</b>				
Service Connection Fee ( 20mm )				
New Connection		1,600.00	0.00	1,600.00
Service Renewal/Relocation (Other than maintenance)		1,500.00	0.00	1,500.00
Meter assembly only		350.00	0.00	350.00
Service Connection Fee ( 25mm )				
New Connection		1,880.00	0.00	1,880.00
Service Renewal/Relocation (Other than maintenance)		1,700.00	0.00	1,700.00
Meter assembly only		465.00	0.00	465.00
Service Connection Fee ( 32mm )				
New Connection		3,490.00	0.00	3,490.00
Service Renewal/Relocation (Other than maintenance)				By Quote
Meter assembly only		1,220.00	0.00	1,220.00
Service Connection Fee ( 40mm )				
New Connection		2,840.00	0.00	2,840.00
Service Renewal/Relocation (Other than maintenance)				By Quote
Meter assembly only		1,425.00	0.00	1,425.00
Service Connection Fee ( 50mm )				
New Connection		3,860.00	0.00	3,860.00
Service Renewal/Relocation (Other than maintenance)				By Quote
Meter assembly only		2,305.00	0.00	2,305.00
Service Disconnection/Reconnection		406.00	0.00	406.00
Rateable Properties				
Availability Charge* - 20mm water meter	per annum	120.00	0.00	120.00
- 25mm water meter	per annum	188.00	0.00	188.00
- 32mm water meter	per annum	307.00	0.00	307.00
- 40mm water meter	per annum	480.00	0.00	480.00
- 50mm water meter	per annum	750.00	0.00	750.00
- 80mm water meter	per annum	1,920.00	0.00	1,920.00
- 100mm water meter	per annum	3,000.00	0.00	3,000.00
- 150mm water meter	per annum	6,750.00	0.00	6,750.00
Non Rateable Properties				
(Sect 555-556 of LG Act) Charges Levied as per 503(2) & 501				
Standpipe Sales (min.charge \$5)	per kilolitre	4.55	0.45	5.00
Meter Reading Fees - Transfers		62.73	6.27	69.00
- Testing (LG REG CL24)		209.09	20.91	230.00
Mains Pressure Testing (where available)		136.36	13.64	150.00
Backflow Device Testing		136.36	13.64	150.00
Meter Cover Box (existing services)		47.27	4.73	52.00
Water Account Recovery Charges				
Restriction/Disconnection Notice penalty	per notice	26.00	0.00	26.00
Restriction Action Notice penalty	per notice	65.00	0.00	65.00
Development Contribution (LG Act S64)				
Refer Developer Contributions for Section 64 and Section 94 under Land Use & Social Planning				
<b>Water Usage</b>				
Residential - up to 450kL (150 kls per 4 monthly billing cycle)	per kilolitre	2.54	0.00	2.54
Business	per kilolitre	2.54	0.00	2.54
(kL rate is from last meter reading in previous year)				
Late Payment Fee - Interest Rate as per Rates	per annum			11%
Parks Irrigation/Raw Water Supply	per kilolitre	0.51	0.05	0.56
<b>SEWERAGE SERVICES</b>				
Sewer Connection Fee-existing main Sideline and Junction only		1,425.00	0.00	1,425.00
Sewer Extensions	Quotation			
Sewer Disconnection Fee		835.00	0.00	835.00
Availability charge - Residential		586.00	0.00	586.00
- Non Residential		325.00	0.00	325.00
Non Residential User Charge based on kilolitres of water used per kilolitre that would reasonably be deemed to enter sewer schemes.		1.86	0.00	1.86



		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Discharge Septic Tank Waste/Portable Toilet Waste Mudgee STW / Gulgong STW / Rylstone WD <i>Subject to Trade Waste Agreement-Invoiced monthly Minimum Charge/Load \$12-calculated to nearest kilolitre</i>	per kilolitre	19.00	0.00	19.00
Mudgee STW - Raw Sewage Development Contribution Refer Developer Contributions for Section 64 and Section 94 under Land Use & Social Planning	per kilolitre	5.00	0.00	5.00
<b>COMMUNITY SERVICES</b>				
<b><u>Mudgee and District Host Family Respite Care</u></b>				
General Fee - under 5 hours	per day	5.00	0.00	5.00
- under 10 hours	per day	10.00	0.00	10.00
- over 10 hours	per day	15.00	0.00	15.00
Concession Rate for pensioners, single parents etc.				
- under 5 hours	per day	5.00	0.00	5.00
- over 5 hours	per day	8.00	0.00	8.00
- over 10 hours	per day	10.00	0.00	10.00
<b><u>Mudgee and District Meals on Wheels</u></b>				
Hot Meals - Main Meals		6.60	0.00	6.60
- Sweets		3.00	0.00	3.00
- Fruit		1.00	0.00	1.00
- Soup		3.00	0.00	3.00
Frozen Meals - Main Meal		6.00	0.00	6.00
- Roasts		7.00	0.00	7.00
- Sweets		3.00	0.00	3.00
Sandwiches		3.00	0.00	3.00
<b><u>Community Transport</u></b>				
Cars - Dubbo/Lithgow/Bathurst Return		55.00	0.00	55.00
Cars - Orange Return		80.00	0.00	80.00
Cars - Penrith Return		95.00	0.00	95.00
Cars - Parramatta Return		105.00	0.00	105.00
Cars - Sydney Return		115.00	0.00	115.00
Discount charges will apply on out of town journeys when more than one client travels in the same vehicle				
Cars - Dubbo/Lithgow/Bathurst		40.00	0.00	40.00
Cars - Orange		60.00	0.00	60.00
Cars - Penrith		70.00	0.00	70.00
Cars - Parramatta		75.00	0.00	75.00
Cars - Sydney		85.00	0.00	85.00
Shire Zone 1 Single Town		4.00	0.00	4.00
Return		8.00	0.00	8.00
Shire Zone 2 Single		7.00	0.00	7.00
Return		14.00	0.00	14.00
Shire Zone 3 Single		10.00	0.00	10.00
Return		20.00	0.00	20.00
Shire Zone 4 Single		13.00	0.00	13.00
Return		25.00	0.00	25.00
Shire Zone 5 Single		15.00	0.00	15.00
Return		30.00	0.00	30.00
Shire Zone 6 Single		18.00	0.00	18.00
Return		35.00	0.00	35.00
Shire Zone 7 Single		20.00	0.00	20.00
Return		40.00	0.00	40.00
<b><u>Home Modification and Maintenance Service</u></b>				
Cost of materials for each job client contribution				100%
Cost of outside contractors e.g. plumbers, electricians - client contribution				100%
Cost of home modification and maintenance staff labour - client contribution	per hour	15.00	0.00	15.00
<b>CHILDRENS SERVICES</b>				
<b><u>Family Day Care - Mudgee, Gulgong &amp; Rylstone</u></b>				
<i>Please note: Due to Deregulation of fees, Carers can now negotiate their own fees.</i>				

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Parent Administration Fee (ceiling set at \$15.00 per week per hour per child		0.65	0.00	0.65
Carers Levy	per week	13.00	0.00	13.00
<b>KANDOS MUSEUM (SEC. 355 COMMITTEE)</b>				
Admission - Adult		2.73	0.27	3.00
- Pensioner / Concession		1.82	0.18	2.00
- School excursion / Child		0.91	0.09	1.00
- Family		4.55	0.45	5.00
<b>LIVESTOCK EXCHANGE</b>				
<b><u>Agents Licence</u></b>				
Annual		2,905.45	290.55	3,196.00
Supplementary (weekly)	gross turnover			
<b><u>Saleyard</u></b>				
Sheep - VENDOR	per head	0.45	0.05	0.50
Sheep - AGENT	per head	0.18	0.02	0.20
Cattle - VENDOR	per head	4.55	0.45	5.00
Cattle - AGENT	per head	0.45	0.05	0.50
Scale Fees - VENDOR	per head	1.82	0.18	2.00
- Agent's Levy	per head	0.32	0.03	0.35
Private Weighings (minimum charge \$20.00)	per head	2.73	0.27	3.00
Special Sale Annual Booking Fee (1 Day/Mth)		147.27	14.73	162.00
Special Sale Booking Fee		85.45	8.55	94.00
Special Sales - Goat Sales	per head	6.36	0.64	7.00
- Horse Sales	per head	6.36	0.64	7.00
- Ram Sales	per head	6.36	0.64	7.00
- Miscellaneous Sales	per head	6.36	0.64	7.00
- Stud Sheep Sales	per head	6.36	0.64	7.00
Carrier - use of yard for transaction of sheep	per month	60.91	6.09	67.00
Sustenance fees - Sheep, goats and pigs	per day per head	4.55	0.45	5.00
- Other animals eg cattle, horses	per day per head	8.18	0.82	9.00
After Hours Yard Fees - callout fee		224.55	22.45	247.00
Casual Weigh Fee - minimum \$20.00	per head	3.64	0.36	4.00
Casual Pen Use - minimum \$10.00	per head	2.73	0.27	3.00
Sand/Manure mix at Saleyards	per tonne	17.27	1.73	19.00
Truck wash	per min	0.91	0.09	1.00
Truck wash key purchase	per key	35.45	3.55	39.00
Saleyards canteen facilities rental	per week	11.82	1.18	13.00
<b>STOCK IMPOUNDING</b>				
Impounding fees - Sheep, goats & pigs	per head	7.00	0.00	7.00
- Other animals eg cattle, horses	per head	29.00	0.00	29.00
Repeat offence within 3 months - sheep, goats, pigs	per head	9.00	0.00	9.00
Repeat offence within 3 months - other animals	per head	56.00	0.00	56.00
Impounding Officer travel	per kilometre	6.00	0.00	6.00
Impounding Officer labour	per hour	48.00	0.00	48.00
Call-out of Impounding Officer after hours.	Minimum 4hrs / person	175.00	0.00	175.00
Sustenance fees - Sheep, goats & pigs	per day per head	7.00	0.00	7.00
- Other animals eg cattle, horses	per day per head	10.00	0.00	10.00
Transport of Stock to be impounded	At cost + 10%			At cost + 10%
Damage to property by trespassing stock	At cost + 10%			At cost + 10%
Lifetime Registrations Fee:				
Entire Dog or Cat		150.00	0.00	150.00
Desexed		40.00	0.00	40.00
Desexed (pensioner concession)		15.00	0.00	15.00
Registered Breeder		40.00	0.00	40.00
<i>Fees determined by Department of Local Government</i>				
Microchip Service		27.27	2.73	30.00
Release Fees - 1st release		29.00	0.00	29.00
2nd & subsequent release within a period of 12 months		45.00	0.00	45.00
Sustenance charge	per day	20.00	0.00	20.00
Hire of Trap		20.00	2.00	22.00
Hire of Trap refundable deposit		92.00	0.00	92.00

		2012/2013		
Description	per unit	Base Amount	GST	Total Amount
Hire of Barking Control Collars plus refundable deposit	per week	44.55 166.00	4.45 0.00	49.00 166.00
Surrender Fee				
Small Dog		26.00	0.00	26.00
Medium Dog		40.00	0.00	40.00
Large Dog		50.00	0.00	50.00
plus collection fee		13.64	1.36	15.00
Sign - Dangerous Dog	each	32.73	3.27	36.00
<b>IMPOUNDING OF ABANDONED VEHICLES</b>				
Release Fee - in addition to actual cost of towing vehicle to the tip		71.82	7.18	79.00
<b>OVERGROWN BLOCKS</b>				
Administration Processing Fee - in addition to the cost of clearing the block as charged by local contractor		154.55	15.45	170.00
<b>WASTE CHARGES</b>				
<b>Garbage Service</b>				
Domestic Waste Management Charge (L.G. Act Sect 496) (1x240l bin once/week/household)		158.00	0.00	158.00
General Waste Management Charge (L.G. Act Sect 501)		165.00	0.00	165.00
Business Waste Management Charge (L.G. Act Sect 501)		176.00	0.00	176.00
<b>Trade Waste Collection</b>				
<b>Mudgee &amp; Gulgong waste collection area</b>				
Bin Rental - 3 cubic metre bin	per month	61.82	6.18	68.00
- 1.5 cubic metre bin	per month	51.82	5.18	57.00
Waste Removal Service - 3 cubic metre bin	per service	53.64	5.36	59.00
- 1.5 cubic metre bin	per service	39.09	3.91	43.00
- 240 litre bin	per service	11.82	1.18	13.00
<b>Business Recycling</b>				
Bulk collection of recycling materials - cardboard	per cubic metre (min charge 1m3)	13.64	1.36	15.00
Bulk collection of recycling materials - co-mingled	per cubic metre (min charge 1m3)	13.64	1.36	15.00
Kerbside collection (on normal collection day)		176.00	0.00	176.00
One-off recycling collection (by arrangement)	payment required in advance; per cubic m	160.00	16.00	176.00
<b>Waste Disposal - Mudgee, Gulgong and Kandos</b>				
<i>Note to customers with debtor accounts:</i>		<i>Minimum transaction charge per month is \$15 (unless no transactions processed during month.)</i>		
Sorted Recycable items and Car Bodies				No Charge
Clean Soil				No Charge
Green Waste - Residential (up to 2 cubic metres per day)				No Charge
- Commercial or greater than 2 cubic metres per tonne		32.73	3.27	36.00
Tyres - Mudgee Waste Depot/Gulgong Waste TS/Kandos Waste Depot residents only - no commercial businesses				
Car/motorcycle tyres	each	5.45	0.55	6.00
Truck		20.91	2.09	23.00
Tractor/Heavy Plant	each	35.45	3.55	39.00
Hospital Waste (Mudgee WD)	per tonne	101.82	10.18	112.00
by appointment with Supervisor				
Grease Trap Waste by appointment Mudgee WD	per tonne	229.09	22.91	252.00
Dead Animals / by appointment only large horses/cattle etc. at Mudgee WD and Kandos WD	each	48.18	4.82	53.00
Dead Animals / by appointment only - med/small sheep/pigs/dogs/cats etc. Mudgee WD / Kandos WD	each	23.64	2.36	26.00
Commercial Waste Tipping fee at Mudgee eg building, demolition and mixed waste from commercial business	per tonne	80.91	8.09	89.00
Commercial Waste Tipping Fee - Mixed Waste (when no weighbridge available) Gulgong WTS & Kandos WD				
Single axle box trailer		29.09	2.91	32.00
Double axle box trailer		52.73	5.27	58.00
Commercial Waste (Mudgee)				
Sorted bricks, concrete, tile and Green Waste	per tonne	32.73	3.27	36.00
When no weighbridge available (Gulgong WTS & Kandos WD)				
Commercial Waste				
Sorted bricks, concrete, tile wastes, green waste & timber				

Description	per unit	2012/2013		
		Base Amount	GST	Total Amount
Single axle box trailer		10.00	1.00	11.00
Double axle box trailer		20.91	2.09	23.00
Small tipping truck to 3t		35.45	3.55	39.00
Medium tipping truck to 8t		84.55	8.45	93.00
Large tipping truck over 8t		124.55	12.45	137.00
Small skip bin		10.00	1.00	11.00
Large skip bin		20.91	2.09	23.00
<b>Recycled Products Available for Purchase</b>				
<b>(Mudgee WD, Gulgong WTS and Kandos WD)</b>				
Purchase of mulch (processed green waste) <u>if available</u>				
Clean chipped Mulch	per cubic metre (m3) - includes loading c	27.27	2.73	30.00
Certified Compost	per cubic metre (m3) - includes loading c	54.55	5.45	60.00
Lower grade chipped Mulch	per cubic metre (m3) - includes loading c	13.64	1.36	15.00
<b>Recycling</b>				
Recycling bins - blue or yellow lid 240 litre bins	per bin	59.09	5.91	65.00
<b>Asbestos</b>				
Mudgee Waste Facility ONLY - by appointment with Council staff only				
Ute / 6x4 trailer (domestic customers only)				
Free				
<b>Asbestos disposal fees applicable to commercial customers</b>				
Mudgee Waste Facility ONLY - by appointment with Council staff only				
per tonne				
		130.00	13.00	143.00



## ATTACHMENT 6.2.13



Long Term Financial Plan 2012/13 – 2021/22



Mid-Western Region  
*Towards 2030*

Resourcing Strategy  
**Long Term Financial Plan**

2012/13 – 2021/22



## **Financial Planning**

In order to achieve the goals of Towards 2030, Council needs to continue in a financially sustainable manner. Financial sustainability requires careful planning and consideration. We have created a ten year financial forecast to help us determine the future impact of delivering operational services and capital works projects to the community.

In planning for the 2012-13 financial year and beyond, we have made the best possible assumptions about factors outside of Council's control, such as inflation, wage increases, rate pegging and grant funding. Our budgets are based on what we believe to be the most likely scenarios.

The Long Term Financial Plan (LTFP) is designed to be a guide for Council and the community for future action. It will help us to identify financial issues at an earlier stage, and gauge the long term impact of those issues.

A number of the aspirations set out in Towards 2030 require inputs from other agencies such as State and Federal Governments, community organisations and commercial enterprises. The financial plans set out below are to identify Council's financial contributions to those aspirations and service levels.

### **Our Current Position**

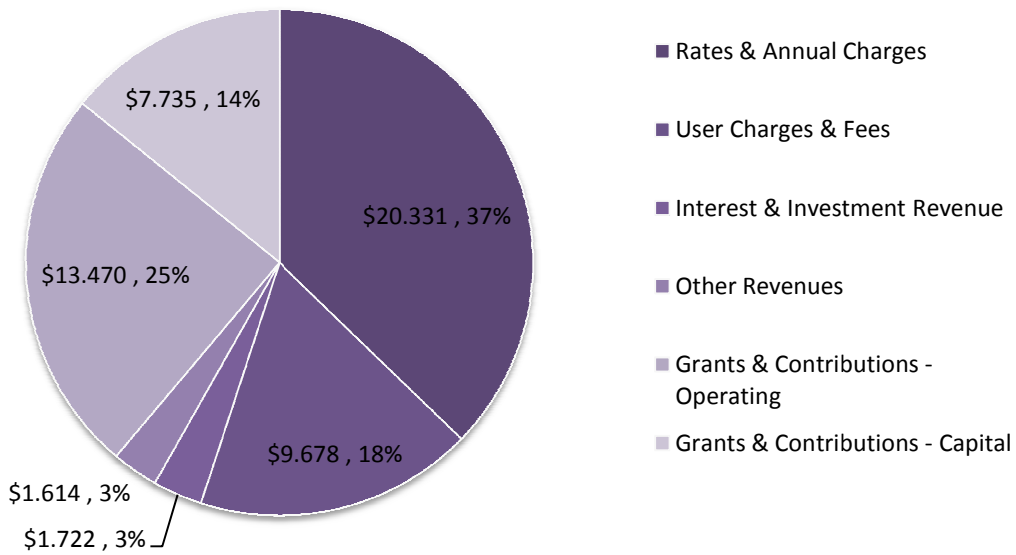
Council has historically maintained a sound financial position evidenced by acceptable key financial performance indicators.

We maintain a cash and investments portfolio in the vicinity of \$25 million to \$30 million; with sufficient levels of unrestricted cash to service obligations as and when they fall due. Council's Unrestricted Current Ratio at 30 June 2011 was 3.45:1.

Our total borrowings as at 30 June 2011 were \$7.3 million, with a debt service ratio of 2.56%.

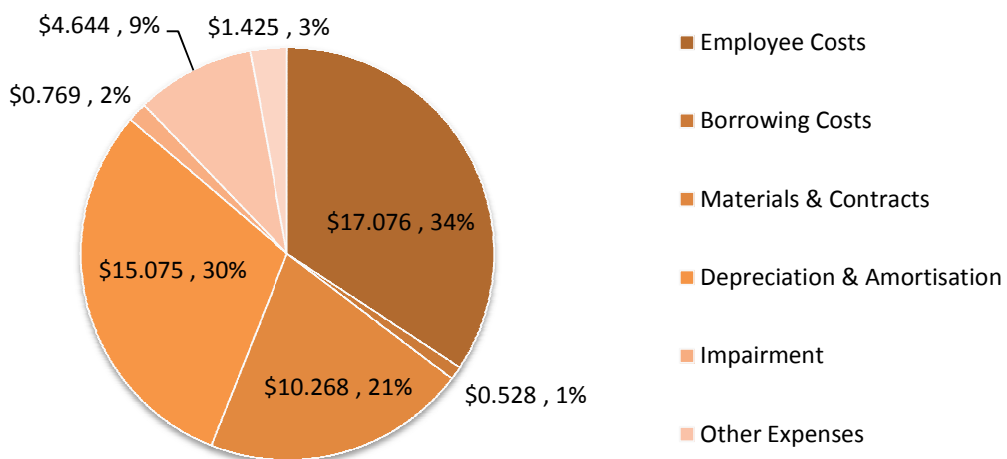
Council typically relies on Rates & Annual Charges for 35% to 38% of its annual revenue. We have a strong track record of attracting substantial grant funding to provide services and facilities to our community. Total revenue in 2011 was \$54.5 million.

### Revenue by Type 2010/11 - \$ million



Our total expenditure in 2011 was \$49.8 million. Our biggest expenditure items are typically employee costs, and depreciation.

### Expenditure by Type 2010/11 - \$ million



Over the past several years, Council has undertaken a revaluation of all classes of Infrastructure, Property, Plant & Equipment (IPPE) in accordance with DLG requirements.



As a result, depreciation expense is now based upon the written down current replacement cost of our IPPE, and has increased from \$7.9 million in 2006 to more than \$15 million in 2011. The impact of these ongoing revaluations on our Operating Results has been unmistakable, and is the primary contributing factor to the net operating losses before capital grants and contributions in the first five years of the LTFP.

### **Planning Assumptions**

Council's base scenario model assumes current service levels continuing across future years. This includes both operational and capital expenditure programs.

As further work is undertaken on long term strategic asset management planning over the next 12 months, we will have a better estimate of key asset replacement points, and minimum maintenance expenditure levels, and their impact on our long term financial sustainability.

### **Rates**

An outcome of the extensive community consultation undertaken as part of Towards 2030, was that the majority of the community was not in favour of increasing rates to support a higher level of service delivery. In keeping with that community desire, the forecasted budgets do not include any additional general rate increases beyond rate pegging as determined by the NSW Independent Pricing & Regulatory Tribunal.

The rate cap set for 2012/13 is 3.6%. This includes a component to assist NSW councils with the impact of the Federal Government's carbon tax scheme. Estimated rate pegging amounts used in future years of the LTFP are between 2.8% and 3.0%.

Rates do represent a high proportion of Council's annual income, and our annual planning processes will continue to assess the community's capacity and willingness to pay rates, and whether there is a potential for increased rates yield. However, we will continue seeking to maximise alternative revenue streams such as grant funding.

### **Fees & Charges**

Many of the facilities and services provided by Council are offered on a full or partial user pays basis. In planning future years budgets, we have assumed that these full/partial user pays arrangements will continue, with annual increases typically limited to inflation.

A number of fees and charges imposed by Council are prescribed by other levels of government. Changes in the amount of those fees and charges are determined by other bodies. We have assumed increases of less than CPI.

### **Grants & Subsidies**

Each year, Council receives a Financial Assistance Grant allocation from the Federal Government. In addition, a number of services provided by Council to the community are only possible because of specific grant funding from State and Federal Government. In preparing future year financial plans, we have assumed that Council will continue to receive such grants. Should the level of grants and subsidies be reduced, Council's ability to provide the related services will be impacted.

### **Borrowings**

Council plans to borrow money to fund some major projects over the next four years. This includes 2012/13 borrowings of \$3.2 million for the Mudgee Sewer Augmentation Scheme and \$3.1 million for the renewal and refurbishment of three public swimming pools in Gulgong, Mudgee and Kandos; \$8 million for the Rylstone/Kandos Sewer Augmentation Scheme in 2015/16; and \$2 million for the augmentation of the Rylstone/Kandos water scheme in 2016/17.

Council will continue to review the need for borrowings for major infrastructure projects, to allow the cost of these projects to be spread over a number of years in order to create a greater degree of inter-generational equity. Borrowings are restricted to long-lived assets, and are useful in smoothing long-term expenditure peaks and troughs.

Council's current level of borrowings is within acceptable debt service ratio parameters across the life of the LTFP, with capacity for additional borrowings. Council has a Borrowings Policy to guide decision making. A copy of the policy is available on our website.

### **Cash Reserves**

An alternative to borrowing for funding of major projects is to build up cash reserves for planned works in future years. Council maintains a number of internally restricted cash reserves, such as the Plant Replacement, Asset Replacement and Capital Program Reserves. The purpose and guiding financial parameters for these Reserves is set out in Council's Financial Reserves Policy, available on Council's website.

### **Expenditure Forecasts**

In preparing expenditure forecasts, we have considered not only new expenditure items, but also Council's ongoing commitments. This includes costs for capital and recurrent expenditure programs, and the input mix required to achieve the objectives of each of these programs, such as materials and contracts, employee costs, and other expenses.

Council's ongoing financial sustainability is strongly linked to constraining annual increases in expenditure items to the corresponding amount of increases in its revenue streams. For example, annual increases in materials and contractor prices of 3% compared to rate pegging of 2.8% creates a funding gap, and places additional stresses on Council's ability to provide existing service levels into the future.

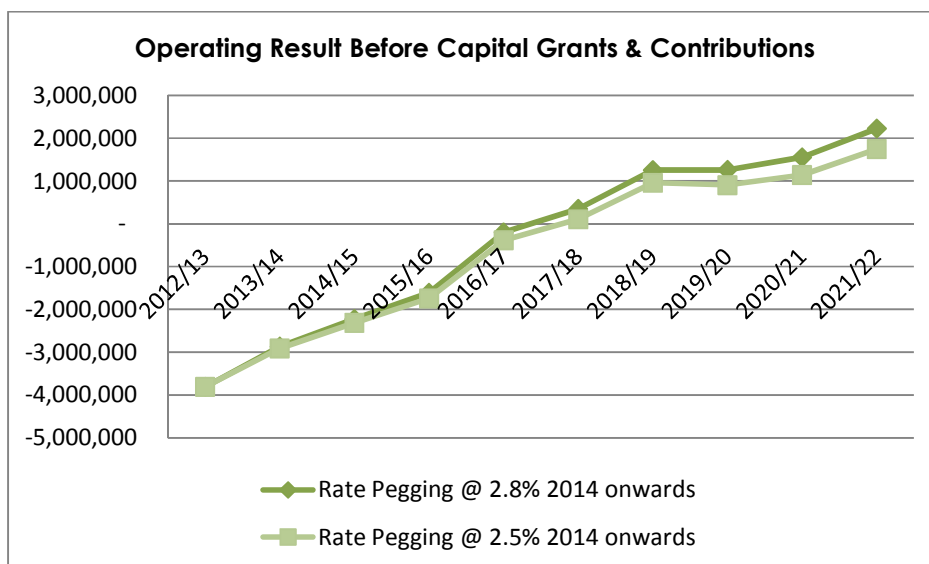
### Sensitivity Analysis

Although the assumptions set out above are our current informed estimates, long term financial plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside of our control.

Some of these assumptions will have a relatively limited impact if they are wrong. Others however, may have a material impact on future plans. As such, the development process for the LTFP has included financial modelling taking into account different scenarios, to assess the likely impact of variations to our base assumptions.

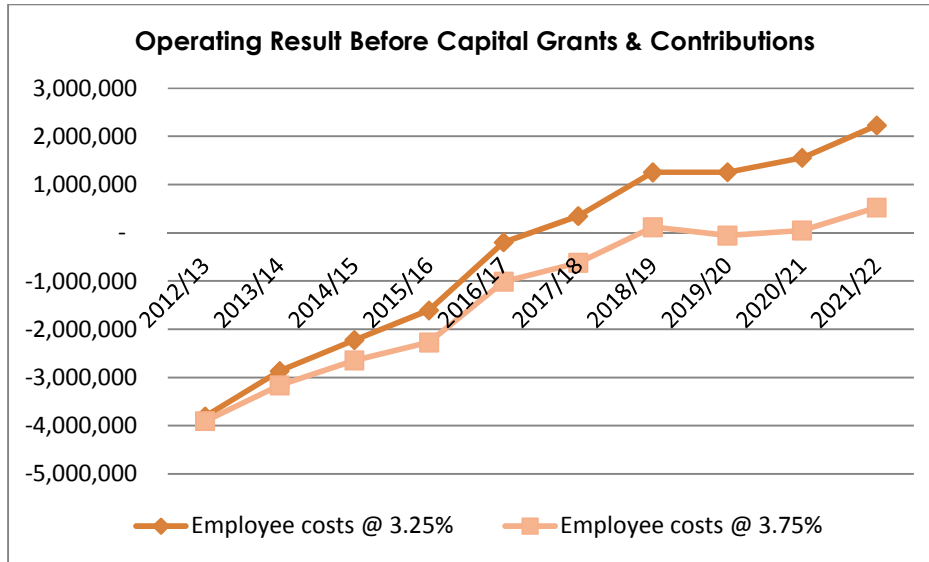
Set out below are graphical representations of the impact of negative changes in the underlying assumptions in relation to General Fund, where the primary source of revenue, Ordinary Rates, is subject to rate pegging.

#### Rates



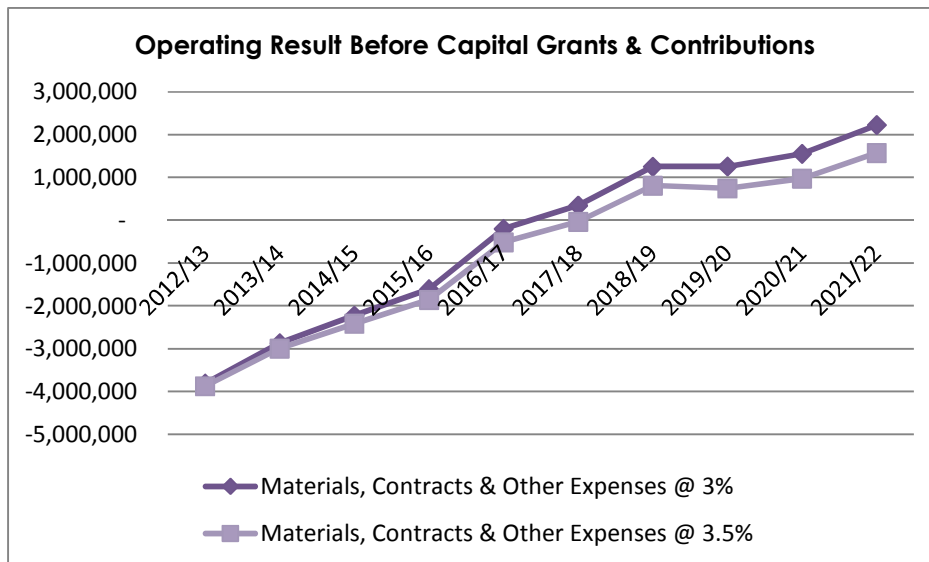
Rates make up approximately 35% of our total income. Rates are capped by the State Government and we can only increase rates if we apply for a special variation. This chart shows the impact of a rate pegging increase lower than we have planned for (2.5% vs 2.8%) from 2013/14 onwards

## Employee Costs



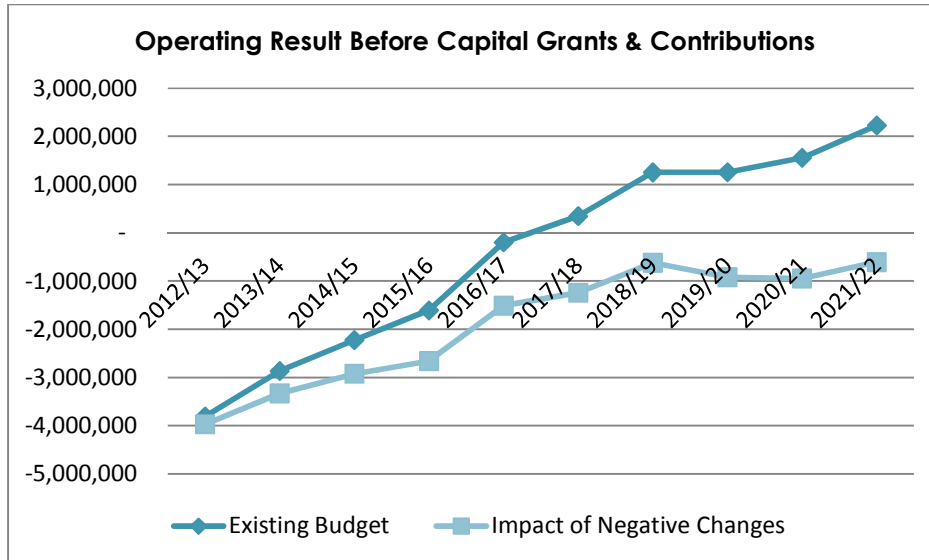
Growth in employee costs is largely subject to the NSW Local Government Award. The current Award was negotiated at 3.25% per annum. The LTFP assumes a continuation of this growth. The chart shown here demonstrates the impact on Operating Results if that movement increases to 3.75% per annum.

## Materials, Contracts & Other Expenses



Fluctuating market conditions have an impact on the price of materials and contracts used in service delivery. This chart demonstrates the impact of a 0.5% price increase over and above what is included in the preferred scenario

## Combined Impact



This chart demonstrates the combined impact on our projected operating results if the factors discussed above came to fruition.

## Performance Monitoring

We will monitor our performance against the LTFP using the key financial performance indicators as set out in the Division of Local Government's current Accounting Code.

As part of our annual preparation of the Operational Plan, we will undertake a review of the LTFP. This will include an assessment of the previous years' performance in terms of the accuracy of projections made in the LTFP compared to the actual results. The assumptions used may need to be adjusted to improve the accuracy of the LTFP over the longer term. Material variations between actual and estimated results are documented and discussed in Council's audited annual financial reports.

Council will also assess the impact of any major financial decisions made during the course of the year on the LTFP, as part of the Quarterly Budget Review process.

## Financial Reports

On the following pages you will find the information for the period 2012/13 to 2021/22, which includes a consolidated

- Income Statement;
- Balance Sheet;
- Cash Flow Statement;
- Equity Statement;
- Reserves Schedules;
- Capital Expenditure Summary;
- Borrowings Schedule; and
- Key Performance Indicators Statement

In addition, a series of financial reports are provided for each of the individual funds of General (incorporating Waste Management); Water Fund; and Sewer Fund.

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 INCOME STATEMENT - CONSOLIDATED  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	22,403,342	23,414,329	24,472,867	25,569,797	26,682,484	27,528,814	28,404,629	29,247,934	30,117,353	31,013,727
User Charges & Fees	9,990,733	10,251,309	10,556,984	10,873,021	11,062,214	11,256,983	11,457,493	11,663,913	11,876,417	12,095,187
Interest & Investment Revenue	997,015	1,025,573	968,175	1,046,574	1,845,533	2,082,049	2,245,006	2,369,184	2,421,243	2,545,351
Other Revenues	1,747,140	1,780,860	1,814,918	1,854,884	1,923,265	1,994,488	2,068,686	2,145,997	2,226,570	2,310,558
Grants & Contributions provided for Operating Purposes	11,378,710	11,347,177	11,636,753	11,771,734	12,028,339	12,292,133	12,563,317	12,842,098	13,128,690	13,423,309
Grants & Contributions provided for Capital Purposes	6,804,131	2,867,513	2,880,295	3,416,377	2,940,106	2,964,361	2,988,154	3,013,499	3,789,408	3,064,896
<b>Other Income:</b>										
Net gains from the disposal of assets	866,453	537,000	227,454	215,000	634,000	584,000	860,000	319,000	90,000	204,000
<b>Total Income from Continuing Operations</b>	<b>54,187,523</b>	<b>51,223,761</b>	<b>52,557,447</b>	<b>54,747,387</b>	<b>57,115,941</b>	<b>58,702,828</b>	<b>60,587,285</b>	<b>61,601,626</b>	<b>63,649,681</b>	<b>64,657,028</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	20,176,671	20,740,226	21,404,008	21,976,725	22,678,070	23,401,822	24,148,698	24,919,436	25,714,801	26,535,579
Borrowing Costs	1,373,565	1,544,614	1,472,405	1,697,447	1,988,437	1,969,315	1,854,640	1,741,264	1,588,651	1,485,058
Materials & Contracts	9,725,153	8,534,827	8,463,538	8,376,156	8,512,273	8,650,880	8,791,956	8,935,473	9,081,399	9,229,690
Depreciation & Amortisation	15,922,585	16,290,509	16,323,811	16,501,131	16,675,518	16,714,591	16,754,055	16,793,914	16,834,171	16,874,831
Other Expenses	3,989,894	4,114,576	4,238,848	4,387,574	4,519,201	4,654,777	4,794,421	4,938,253	5,086,401	5,238,993
<b>Total Expenses from Continuing Operations</b>	<b>51,187,868</b>	<b>51,224,752</b>	<b>51,902,610</b>	<b>52,939,033</b>	<b>54,373,499</b>	<b>55,391,386</b>	<b>56,343,769</b>	<b>57,328,341</b>	<b>58,305,423</b>	<b>59,364,151</b>
<b>Operating Result from Continuing Operations</b>	<b>2,999,656</b>	<b>(991)</b>	<b>654,836</b>	<b>1,808,355</b>	<b>2,742,441</b>	<b>3,311,443</b>	<b>4,243,516</b>	<b>4,273,285</b>	<b>5,344,258</b>	<b>5,292,877</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	-	-	-	-	-	-	-	-	-	-
<b>Net Operating Result for the Year</b>	<b>2,999,656</b>	<b>(991)</b>	<b>654,836</b>	<b>1,808,355</b>	<b>2,742,441</b>	<b>3,311,443</b>	<b>4,243,516</b>	<b>4,273,285</b>	<b>5,344,258</b>	<b>5,292,877</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(3,804,475)</b>	<b>(2,868,504)</b>	<b>(2,225,459)</b>	<b>(1,608,022)</b>	<b>(197,665)</b>	<b>347,081</b>	<b>1,255,361</b>	<b>1,259,786</b>	<b>1,554,850</b>	<b>2,227,981</b>

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 BALANCE SHEET - CONSOLIDATED  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	19,820,891	22,427,296	27,094,696	26,421,497	30,314,891	34,945,361	40,043,250	43,444,337	46,011,745	51,707,744
Investments	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739
Receivables	4,442,866	4,525,000	4,653,418	4,845,303	4,967,954	5,108,738	5,264,203	5,377,366	5,527,416	5,689,888
Inventories	1,493,548	1,442,187	1,450,654	1,462,629	1,486,221	1,510,522	1,535,551	1,561,331	1,587,884	1,615,234
Other	4,723	4,447	4,499	4,578	4,716	4,857	5,003	5,153	5,308	5,467
<b>Total Current Assets</b>	<b>27,387,768</b>	<b>30,024,669</b>	<b>34,829,007</b>	<b>34,359,747</b>	<b>38,399,522</b>	<b>43,195,217</b>	<b>48,473,746</b>	<b>52,013,926</b>	<b>54,758,092</b>	<b>60,644,072</b>
<b>Non-Current Assets</b>										
Investments	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261
Receivables	19,765	19,542	19,944	58,847	20,467	20,781	21,103	21,435	21,776	22,126
Inventories	1,402,331	1,402,349	1,402,362	1,402,378	1,402,396	1,402,414	1,402,433	1,402,453	1,402,473	1,402,493
Infrastructure, Property, Plant & Equipment	552,383,206	548,880,054	543,944,900	553,264,256	552,892,238	550,189,147	547,833,592	546,946,178	548,519,507	546,935,176
Intangible Assets	642,100	752,600	820,000	874,500	929,000	983,500	1,038,000	1,092,500	1,147,000	1,201,500
<b>Total Non-Current Assets</b>	<b>556,152,663</b>	<b>552,759,806</b>	<b>547,892,467</b>	<b>557,305,241</b>	<b>556,949,362</b>	<b>554,301,103</b>	<b>552,000,389</b>	<b>551,167,827</b>	<b>552,796,016</b>	<b>551,266,556</b>
<b>TOTAL ASSETS</b>	<b>583,540,431</b>	<b>582,784,475</b>	<b>582,721,474</b>	<b>591,664,989</b>	<b>595,348,884</b>	<b>597,496,320</b>	<b>600,474,135</b>	<b>603,181,753</b>	<b>607,554,109</b>	<b>611,910,628</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	3,390,886	3,358,297	3,426,297	3,502,513	3,578,858	3,657,960	3,740,192	3,844,591	3,927,184	4,008,334
Borrowings	1,141,511	1,213,723	1,290,221	1,562,782	1,700,398	1,815,074	2,147,355	1,542,233	1,516,010	1,127,114
Provisions	5,130,663	5,412,069	5,701,896	6,000,422	6,307,884	6,624,549	6,950,693	7,286,602	7,632,568	7,988,893
<b>Total Current Liabilities</b>	<b>9,663,060</b>	<b>9,984,089</b>	<b>10,418,415</b>	<b>11,065,717</b>	<b>11,587,140</b>	<b>12,097,582</b>	<b>12,838,240</b>	<b>12,673,426</b>	<b>13,075,762</b>	<b>13,124,340</b>
<b>Non-Current Liabilities</b>										
Borrowings	21,038,884	19,908,547	18,701,712	25,133,041	25,496,192	23,764,504	21,700,535	20,241,688	18,809,063	17,765,335
Provisions	1,181,587	1,235,929	1,290,602	1,347,131	1,404,010	1,461,249	1,518,860	1,576,853	1,635,240	1,694,032
<b>Total Non-Current Liabilities</b>	<b>22,220,471</b>	<b>21,144,477</b>	<b>19,992,314</b>	<b>26,480,171</b>	<b>26,900,201</b>	<b>25,225,753</b>	<b>23,219,395</b>	<b>21,818,541</b>	<b>20,444,303</b>	<b>19,459,367</b>
<b>TOTAL LIABILITIES</b>	<b>31,883,531</b>	<b>31,128,566</b>	<b>30,410,729</b>	<b>37,545,888</b>	<b>38,487,342</b>	<b>37,323,335</b>	<b>36,057,635</b>	<b>34,491,967</b>	<b>33,520,065</b>	<b>32,583,708</b>
<b>Net Assets</b>	<b>551,656,900</b>	<b>551,655,909</b>	<b>552,310,746</b>	<b>554,119,100</b>	<b>556,861,542</b>	<b>560,172,984</b>	<b>564,416,500</b>	<b>568,689,785</b>	<b>574,034,043</b>	<b>579,326,921</b>
<b>EQUITY</b>										
Retained Earnings	295,196,900	295,195,909	295,850,746	297,659,100	300,401,542	303,712,984	307,956,500	312,229,785	317,574,043	322,866,921
Revaluation Reserves	256,460,000	256,460,000	256,460,000	256,460,000	256,460,000	256,460,000	256,460,000	256,460,000	256,460,000	256,460,000
Council Equity Interest	551,656,900	551,655,909	552,310,746	554,119,100	556,861,542	560,172,984	564,416,500	568,689,785	574,034,043	579,326,921
<b>Total Equity</b>	<b>551,656,900</b>	<b>551,655,909</b>	<b>552,310,746</b>	<b>554,119,100</b>	<b>556,861,542</b>	<b>560,172,984</b>	<b>564,416,500</b>	<b>568,689,785</b>	<b>574,034,043</b>	<b>579,326,921</b>



Mid-Western Regional Council  
10 Year Financial Plan for the Years ending 30 June 2022  
**CASH FLOW STATEMENT - CONSOLIDATED**  
Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	22,355,908	23,380,361	24,437,392	25,533,038	26,645,381	27,500,316	28,375,145	29,219,474	30,088,014	30,983,481
User Charges & Fees	10,014,727	10,188,889	10,486,477	10,800,967	11,009,746	11,202,959	11,401,866	11,606,637	11,817,442	12,034,463
Interest & Investment Revenue Received	963,216	1,000,929	944,244	1,018,826	1,829,190	2,051,652	2,223,731	2,342,063	2,385,777	2,511,568
Grants & Contributions	18,478,413	14,246,552	14,512,223	15,108,443	15,041,643	15,252,204	15,547,061	15,851,063	16,907,945	16,488,906
Other	1,532,193	1,778,777	1,819,743	1,856,539	1,913,743	1,984,383	2,057,962	2,134,620	2,214,500	2,297,755
<b>Payments:</b>										
Employee Benefits & On-Costs	(19,893,421)	(20,448,478)	(21,103,508)	(21,667,210)	(22,359,270)	(23,073,458)	(23,810,482)	(24,571,074)	(25,355,988)	(26,166,002)
Materials & Contracts	(9,777,707)	(8,539,649)	(8,435,899)	(8,343,949)	(8,492,097)	(8,630,099)	(8,770,551)	(8,913,427)	(9,058,691)	(9,206,301)
Borrowing Costs	(1,428,053)	(1,487,607)	(1,414,454)	(1,636,944)	(1,926,830)	(1,906,761)	(1,790,820)	(1,657,200)	(1,528,376)	(1,428,268)
Other	(3,989,894)	(4,114,576)	(4,238,848)	(4,387,574)	(4,519,201)	(4,654,777)	(4,794,421)	(4,938,253)	(5,086,401)	(5,238,993)
<b>Net Cash provided (or used in) Operating Activities</b>	18,255,383	16,005,197	17,007,370	18,282,136	19,142,304	19,726,418	20,439,491	21,073,902	22,384,222	22,276,609
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Real Estate Assets	660,453	500,000	195,454	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	749,725	527,190	520,970	685,763	1,078,323	1,057,064	1,313,086	822,154	574,034	667,014
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(25,576,098)	(13,367,857)	(11,926,057)	(26,344,987)	(16,828,000)	(14,536,000)	(14,923,000)	(16,431,000)	(18,932,000)	(15,815,000)
<b>Net Cash provided (or used in) Investing Activities</b>	(24,165,920)	(12,340,667)	(11,209,633)	(25,659,224)	(15,749,677)	(13,478,936)	(13,609,914)	(15,608,846)	(18,357,966)	(15,147,986)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	6,302,000	-	-	8,000,000	2,000,000	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(922,504)	(1,058,125)	(1,130,337)	(1,296,111)	(1,499,233)	(1,617,012)	(1,731,688)	(2,063,969)	(1,458,847)	(1,432,624)
<b>Net Cash Flow provided (used in) Financing Activities</b>	5,379,496	(1,058,125)	(1,130,337)	6,703,889	500,767	(1,617,012)	(1,731,688)	(2,063,969)	(1,458,847)	(1,432,624)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(531,041)	2,606,405	4,667,400	(673,199)	3,893,394	4,630,469	5,097,889	3,401,087	2,567,409	5,695,998
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	20,351,932	19,820,891	22,427,296	27,094,696	26,421,497	30,314,891	34,945,361	40,043,250	43,444,337	46,011,745
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>19,820,891</b>	<b>22,427,296</b>	<b>27,094,696</b>	<b>26,421,497</b>	<b>30,314,891</b>	<b>34,945,361</b>	<b>40,043,250</b>	<b>43,444,337</b>	<b>46,011,745</b>	<b>51,707,744</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>										
Cash & Cash Equivalents - end of the year	19,820,891	22,427,296	27,094,696	26,421,497	30,314,891	34,945,361	40,043,250	43,444,337	46,011,745	51,707,744
Investments - end of the year	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,151,891</b>	<b>25,758,296</b>	<b>30,425,696</b>	<b>29,752,497</b>	<b>33,645,891</b>	<b>38,276,361</b>	<b>43,374,250</b>	<b>46,775,337</b>	<b>49,342,745</b>	<b>55,038,744</b>
<b>Representing:</b>										
- External Restrictions	13,899,640	15,198,357	18,279,146	15,927,886	18,970,385	21,778,057	25,967,381	28,375,774	28,923,032	32,943,545
- Internal Restrictions	4,599,571	5,908,548	7,348,885	8,983,683	9,164,576	10,483,980	10,970,773	11,632,889	13,523,307	15,195,070
- Unrestricted	4,652,680	4,651,391	4,797,665	4,840,928	5,510,931	6,014,324	6,436,096	6,766,674	6,896,406	6,900,129
<b>23,151,891</b>	<b>25,758,296</b>	<b>30,425,696</b>	<b>29,752,497</b>	<b>33,645,891</b>	<b>38,276,361</b>	<b>43,374,250</b>	<b>46,775,337</b>	<b>49,342,745</b>	<b>51,707,744</b>	<b>55,038,744</b>

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 EQUITY STATEMENT - CONSOLIDATED  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	Projected Years					2021/22
	\$	\$	\$	\$	2016/17	2017/18	2018/19	2019/20	2020/21	\$
<b>Opening Balance</b>	548,657,245	551,656,900	551,655,909	552,310,746	554,119,100	556,861,542	560,172,984	564,416,500	568,689,785	574,034,043
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	2,999,656	(991)	654,836	1,808,355	2,742,441	3,311,443	4,243,516	4,273,285	5,344,258	5,292,877
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	2,999,656	(991)	654,836	1,808,355	2,742,441	3,311,443	4,243,516	4,273,285	5,344,258	5,292,877
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>551,656,900</b>	<b>551,655,909</b>	<b>552,310,746</b>	<b>554,119,100</b>	<b>556,861,542</b>	<b>560,172,984</b>	<b>564,416,500</b>	<b>568,689,785</b>	<b>574,034,043</b>	<b>579,326,921</b>



Mid-Western Regional Council  
10 Year Financial Plan for the Years ending  
30 June 2022

EXTERNAL RESERVES - CONSOLIDATED

Scenario: Base Case

	Projected Years																		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22									
Opening Balance	Closing Balance	Movement	Closing Balance	Movement	Closing Balance	Movement	Closing Balance	Movement	Closing Balance	Movement	Closing Balance	Movement							
Developer Contributions	4,670,198	174,866	4,845,064	1,031,852	5,876,956	942,288	6,819,144	6,698,156	8,350,382	1,257,698	9,608,080	1,843,927	11,451,907	1,259,808	12,711,715	793,849	13,505,564	2,104,165	15,609,729
Specific Purpose Unexpended Grants	534,316	(195,777)	338,539	338,539	338,539	-	338,539	338,539	338,539	-	338,539	-	338,539	-	338,539	-	338,539	-	338,539
Domestic Waste Management	1,866,225	683,000	2,549,225	674,000	3,223,225	694,000	3,917,225	4,618,225	4,322,225	706,000	5,028,225	187,000	5,215,225	907,000	6,122,225	913,000	7,035,225	918,000	7,953,225
Water Fund	1,814,482	(777,609)	1,036,873	565,712	1,602,585	322,383	1,924,968	672,852	699,574	(536,816)	815,610	985,370	1,400,960	761,403	2,162,363	702,264	2,862,647	(1,121,195)	1,741,453
Sewer Fund	5,618,280	(896,422)	4,721,819	3,748,971	3,748,971	1,122,118	4,871,089	3,191,934	4,198,653	1,380,789	5,579,422	1,573,127	7,152,550	(519,819)	6,632,731	(1,659,854)	4,972,877	2,119,543	6,892,420
Community Services	77,000	-	77,000	-	77,000	-	77,000	-	77,000	-	77,000	-	77,000	-	77,000	-	77,000	-	77,000
Community Tenancy Scheme	115,180	-	115,180	-	115,180	-	115,180	-	115,180	-	115,180	-	115,180	-	115,180	-	115,180	-	115,180
Family Day Care	38,000	-	38,000	-	38,000	-	38,000	-	38,000	-	38,000	-	38,000	-	38,000	-	38,000	-	38,000
Section 395 Committees	61,000	-	61,000	-	61,000	-	61,000	-	61,000	-	61,000	-	61,000	-	61,000	-	61,000	-	61,000
Bequest - Simprints Park	88,000	-	88,000	-	88,000	-	88,000	-	88,000	-	88,000	-	88,000	-	88,000	-	88,000	-	88,000
Bequest - Kandos Museum	29,000	-	29,000	-	29,000	-	29,000	-	29,000	-	29,000	-	29,000	-	29,000	-	29,000	-	29,000
<b>Total External Reserves</b>	<b>14,911,462</b>	<b>(1,012,002)</b>	<b>13,899,460</b>	<b>1,298,717</b>	<b>15,198,357</b>	<b>3,080,789</b>	<b>18,279,146</b>	<b>15,927,886</b>	<b>18,970,385</b>	<b>2,807,672</b>	<b>21,778,057</b>	<b>4,189,323</b>	<b>25,967,381</b>	<b>2,408,392</b>	<b>28,375,774</b>	<b>547,239</b>	<b>28,923,032</b>	<b>4,020,513</b>	<b>32,943,545</b>

Mid-Western Regional Council

10 Year Financial Plan for the Years ending 30 June 2022

INTERNAL RESERVES - CONSOLIDATED Scenario: Base Case

	Projected Years																
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22							
	Movement	Movement	Movement	Movement	Movement	Movement	Movement	Movement	Movement	Movement							
Opening Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance	Closing Balance							
Internal Reserves	367,386	86,111	583,039	456,103	1,039,142	1,314,558	920,473	394,085	226,310	620,395	22,623	275,341	297,964	812,715	1,110,679	603,416	1,714,095
Plant & Vehicle Replacement	2,185,000	170,000	2,375,000	170,000	2,545,000	2,715,000	170,000	2,885,000	170,000	3,055,000	3,225,000	170,000	3,395,000	170,000	3,565,000	170,000	3,735,000
Employees Leave Entitlement	(107,170)	12,500	25,830	157,500	183,330	320,530	137,500	468,330	137,500	595,830	733,330	137,500	870,830	137,500	1,008,330	137,500	1,145,830
Asset Replacement	74,133	165,000	509,133	295,000	804,133	1,494,133	690,000	2,184,133	690,000	2,874,133	3,564,133	(10,000)	3,554,133	690,000	4,244,133	690,000	4,934,133
Capital Program	19,000	-	19,000	-	19,000	-	19,000	-	19,000	-	19,000	-	19,000	-	19,000	-	19,000
Community Services (Rylstone)	153,000	60,000	91,000	60,000	151,000	211,000	60,000	271,000	60,000	331,000	391,000	60,000	451,000	60,000	511,000	60,000	571,000
Council Elections	(122,000)	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000
Emergency Disaster	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000
Land Development	663,628	600,000	1,663,628	250,000	1,913,628	2,163,628	-	2,163,628	-	2,163,628	-	2,163,628	-	2,163,628	-	2,163,628	-
Saleyards	96,103	71,366	228,918	71,734	300,652	372,534	63,866	436,400	58,594	491,994	539,059	49,275	588,334	40,203	628,537	30,847	659,384
State Roads Warranty	400,000	48,000	448,000	496,000	496,000	496,000	-	496,000	-	496,000	-	496,000	-	496,000	-	496,000	-
Airport Development	(469,000)	96,000	(283,000)	(20,000)	(303,000)	(323,000)	(20,000)	(343,000)	(20,000)	(363,000)	(383,000)	(20,000)	(403,000)	(20,000)	(423,000)	(20,000)	(443,000)
<b>Total Internal Reserves</b>	<b>1,017,491</b>	<b>1,308,977</b>	<b>5,908,548</b>	<b>1,440,337</b>	<b>7,348,885</b>	<b>8,983,683</b>	<b>1,480,893</b>	<b>9,164,576</b>	<b>1,319,404</b>	<b>10,483,980</b>	<b>10,970,773</b>	<b>486,793</b>	<b>11,632,889</b>	<b>1,890,418</b>	<b>13,523,307</b>	<b>1,671,763</b>	<b>15,195,070</b>

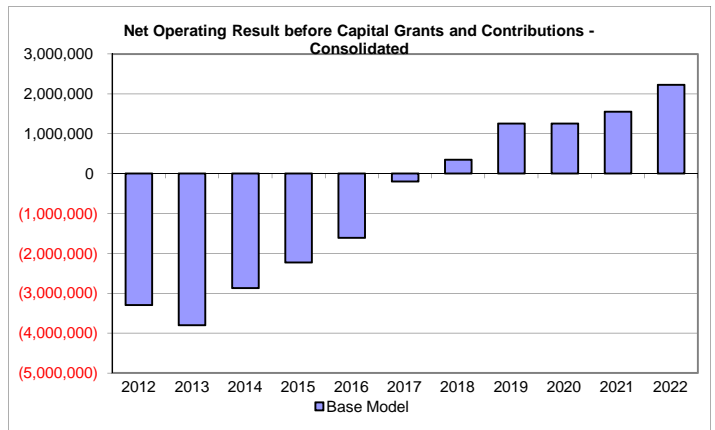
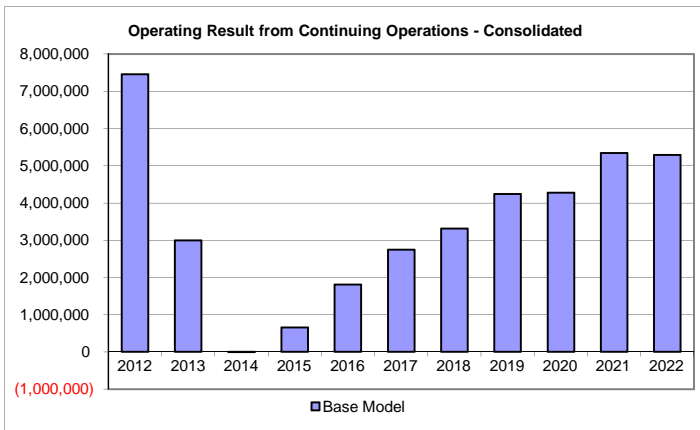
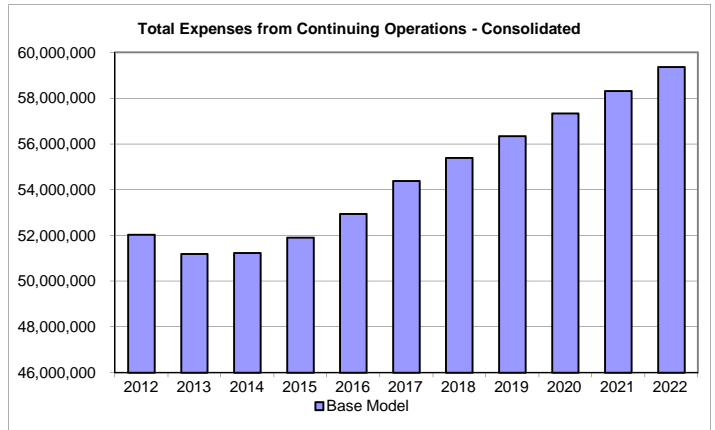
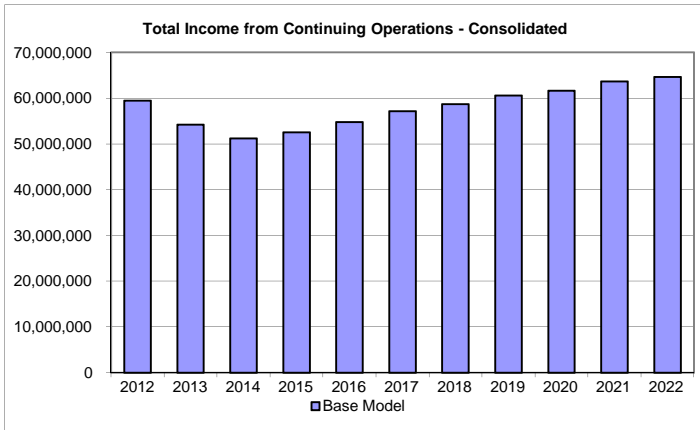




**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2022**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**

**Scenario: Base Case**

Income Statement Charts

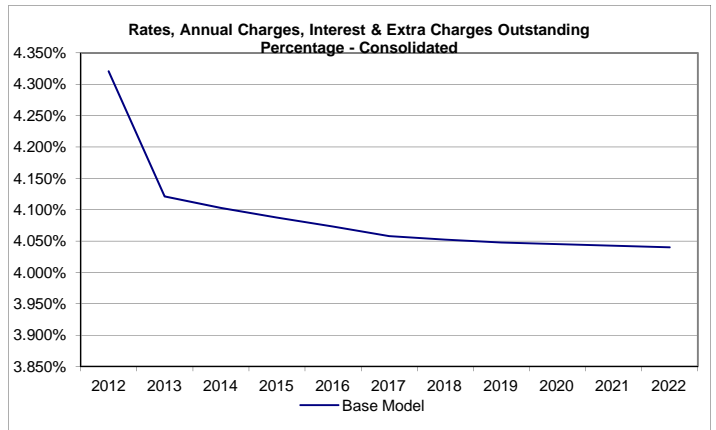
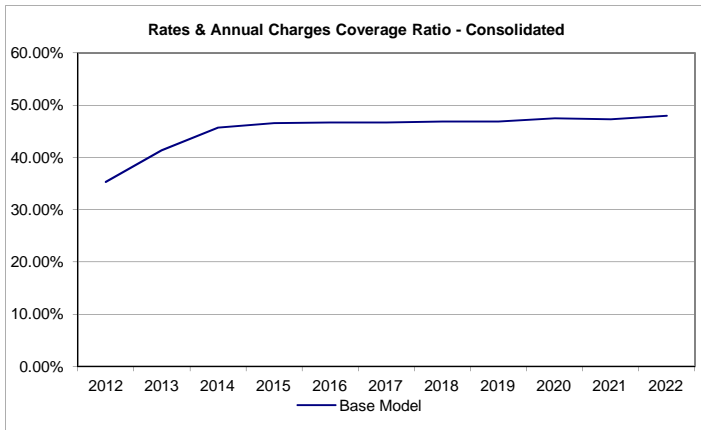
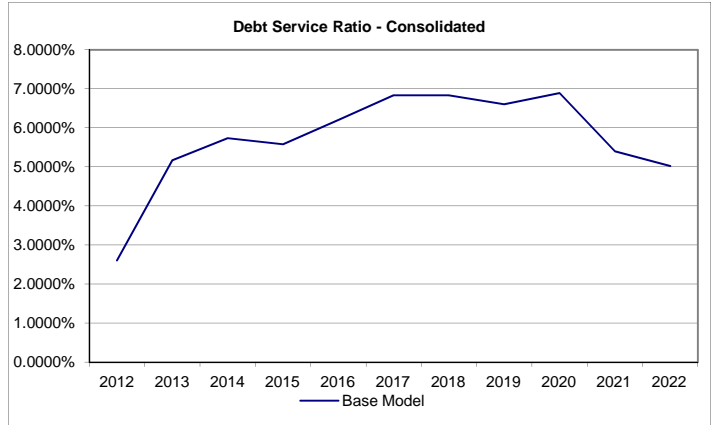
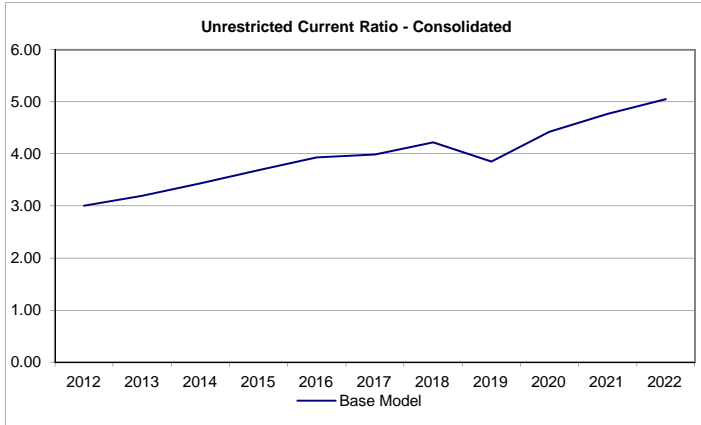




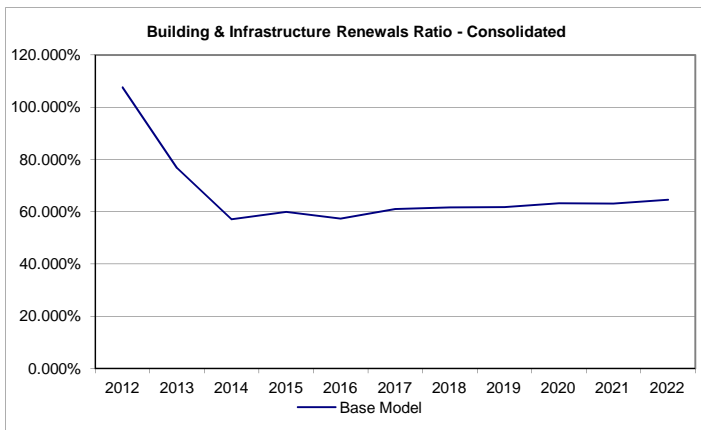
**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2022**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**

**Scenario: Base Case**

Note 13 Ratio Charts

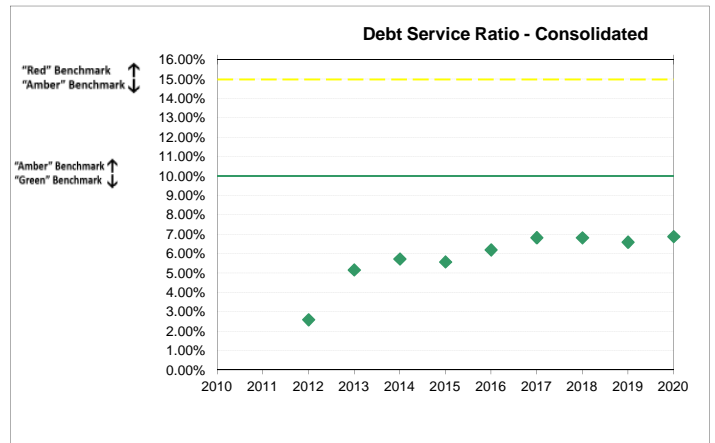
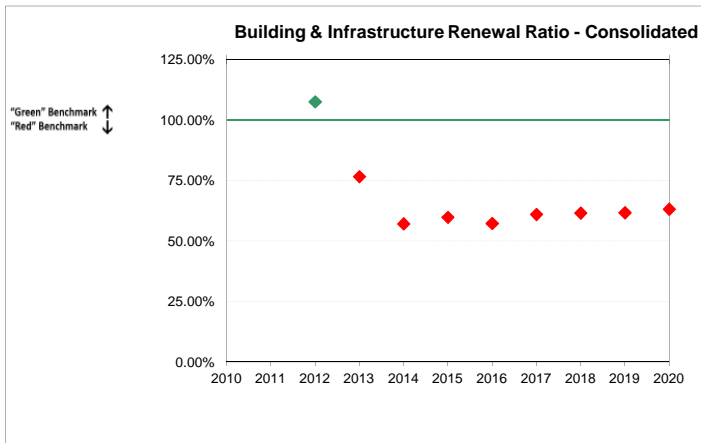
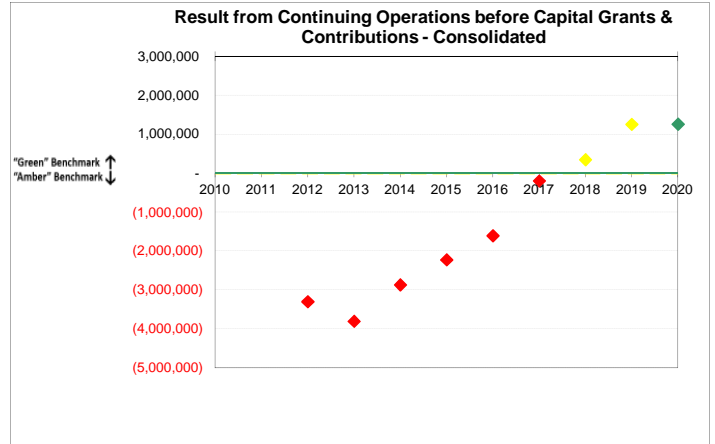
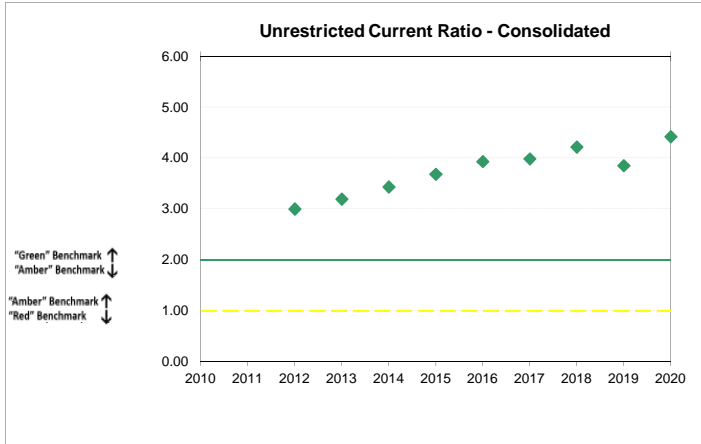


Note 13 Ratio Charts (continued)

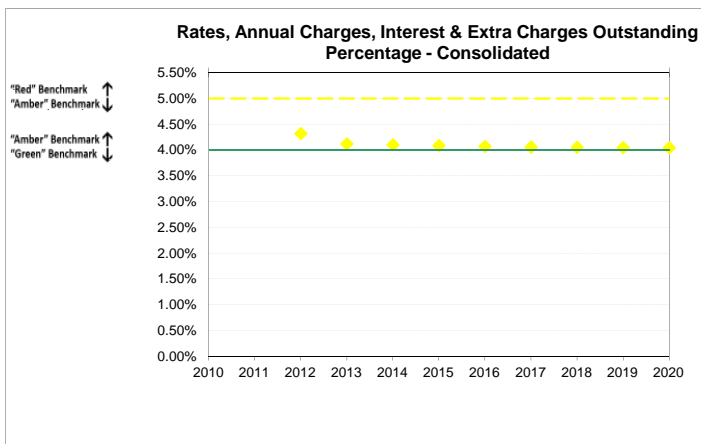


Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 CHARTS - ALL FUNDS (CONSOLIDATED)  
 Scenario: Base Case

NSW Local Government Financial Health Check Performance Indicator Charts



NSW Local Government Financial Health Check Performance Indicator Charts



Mid-Western Regional Council  
10 Year Financial Plan for the Years ending 30 June 2022  
INCOME STATEMENT - GENERAL FUND  
Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
Revenue:										
Rates & Annual Charges	17,699,046	18,210,210	18,715,981	19,235,822	19,745,832	20,269,550	20,807,349	21,359,612	21,926,731	22,509,110
User Charges & Fees	5,624,883	5,685,914	5,780,691	5,873,564	5,912,774	5,953,060	5,994,451	6,036,980	6,080,677	6,125,574
Interest & Investment Revenue	657,260	678,555	700,887	730,711	1,433,275	1,604,956	1,709,774	1,796,911	1,888,561	1,983,927
Other Revenues	1,732,750	1,766,068	1,799,683	1,839,120	1,907,469	1,978,659	2,052,823	2,130,100	2,210,637	2,294,588
Grants & Contributions provided for Operating Purposes	11,239,899	11,206,791	11,494,774	11,628,144	11,882,897	12,144,784	12,414,003	12,690,761	12,975,267	13,267,740
Grants & Contributions provided for Capital Purposes	2,323,131	2,244,513	2,266,295	2,288,377	2,308,661	2,329,453	2,350,764	2,372,608	2,394,999	2,417,949
<b>Other Income:</b>										
Net gains from the disposal of assets	866,453	537,000	227,454	215,000	634,000	584,000	860,000	319,000	90,000	204,000
<b>Total Income from Continuing Operations</b>	<b>40,143,422</b>	<b>40,329,051</b>	<b>40,985,765</b>	<b>41,810,738</b>	<b>43,824,908</b>	<b>44,864,462</b>	<b>46,189,165</b>	<b>46,705,972</b>	<b>47,566,871</b>	<b>48,802,888</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	18,855,461	19,374,535	19,995,665	20,521,889	21,179,589	21,858,387	22,558,959	23,282,006	24,028,247	24,798,429
Borrowing Costs	505,675	613,624	586,918	559,825	528,576	495,619	459,805	424,018	339,325	308,120
Materials & Contracts	5,932,549	4,670,662	4,489,601	4,274,434	4,376,107	4,479,237	4,583,772	4,689,652	4,796,811	4,905,173
Depreciation & Amortisation	12,737,135	12,770,259	12,698,811	12,768,176	12,768,176	12,768,176	12,768,176	12,768,176	12,768,176	12,768,176
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,247,381	3,345,880	3,430,835	3,552,620	3,659,199	3,768,975	3,882,044	3,998,505	4,118,460	4,242,014
<b>Total Expenses from Continuing Operations</b>	<b>41,278,201</b>	<b>40,774,960</b>	<b>41,201,830</b>	<b>41,676,944</b>	<b>42,511,647</b>	<b>43,370,394</b>	<b>44,252,756</b>	<b>45,162,358</b>	<b>46,051,019</b>	<b>47,021,912</b>
<b>Operating Result from Continuing Operations</b>	<b>(1,134,779)</b>	<b>(445,909)</b>	<b>(216,065)</b>	<b>133,794</b>	<b>1,313,261</b>	<b>1,494,068</b>	<b>1,936,409</b>	<b>1,543,614</b>	<b>1,515,852</b>	<b>1,780,976</b>
<b>Net Operating Result for the Year</b>	<b>(1,134,779)</b>	<b>(445,909)</b>	<b>(216,065)</b>	<b>133,794</b>	<b>1,313,261</b>	<b>1,494,068</b>	<b>1,936,409</b>	<b>1,543,614</b>	<b>1,515,852</b>	<b>1,780,976</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(3,457,910)</b>	<b>(2,690,422)</b>	<b>(2,482,360)</b>	<b>(2,154,583)</b>	<b>(995,400)</b>	<b>(835,385)</b>	<b>(414,355)</b>	<b>(828,994)</b>	<b>(879,147)</b>	<b>(636,973)</b>

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 BALANCE SHEET - GENERAL FUND  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	12,090,490	14,736,030	17,301,929	20,388,002	21,848,124	25,344,619	27,474,011	30,477,513	34,588,512	38,438,163
Investments	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739	1,625,739
Receivables	2,881,064	2,922,754	2,978,906	3,057,068	3,152,982	3,236,046	3,331,874	3,385,462	3,468,576	3,573,168
Inventories	1,321,143	1,266,319	1,270,654	1,277,464	1,295,502	1,314,080	1,333,216	1,352,926	1,373,227	1,394,138
Other	4,723	4,447	4,499	4,578	4,716	4,857	5,003	5,153	5,308	5,467
<b>Total Current Assets</b>	17,923,160	20,555,289	23,181,728	26,352,852	27,927,062	31,525,342	33,769,843	36,846,794	41,061,363	45,036,675
<b>Non-Current Assets</b>										
Investments	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261	1,705,261
Receivables	16,769	16,490	16,835	16,995	17,300	17,614	17,937	18,268	18,609	18,960
Inventories	1,401,783	1,401,783	1,401,783	1,401,783	1,401,783	1,401,783	1,401,783	1,401,783	1,401,783	1,401,783
Infrastructure, Property, Plant & Equipment	431,687,024	428,420,039	425,504,820	422,396,568	422,057,892	419,861,216	419,437,540	417,247,864	414,554,188	412,472,512
Intangible Assets	642,100	752,600	820,000	874,500	929,000	983,500	1,038,000	1,092,500	1,147,000	1,201,500
<b>Total Non-Current Assets</b>	435,452,937	432,296,172	429,448,698	426,395,106	426,111,236	423,969,373	423,600,520	421,465,676	418,826,841	416,800,015
<b>TOTAL ASSETS</b>	<b>453,376,097</b>	<b>452,851,462</b>	<b>452,630,427</b>	<b>452,747,959</b>	<b>454,038,298</b>	<b>455,494,715</b>	<b>457,370,363</b>	<b>458,312,470</b>	<b>459,888,203</b>	<b>461,836,690</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	2,678,022	2,631,555	2,676,799	2,728,829	2,796,161	2,865,980	2,938,651	3,033,201	3,105,650	3,176,352
Borrowings	451,394	478,100	506,733	537,982	564,759	600,574	1,173,346	500,306	401,694	291,653
Provisions	5,130,663	5,412,069	5,701,896	6,000,422	6,307,884	6,624,549	6,950,693	7,286,602	7,632,568	7,988,893
<b>Total Current Liabilities</b>	8,260,080	8,521,724	8,885,428	9,267,233	9,668,804	10,091,102	11,062,690	10,820,109	11,139,912	11,456,898
<b>Non-Current Liabilities</b>										
Borrowings	7,207,799	6,813,085	6,389,739	5,935,143	5,453,769	4,936,582	3,846,622	3,429,702	3,111,394	2,903,127
Provisions	1,181,587	1,235,929	1,290,602	1,347,131	1,404,010	1,461,249	1,518,860	1,576,853	1,635,240	1,694,032
<b>Total Non-Current Liabilities</b>	8,389,385	8,049,014	7,680,340	7,282,274	6,857,779	6,397,831	5,365,482	5,006,555	4,746,634	4,597,159
<b>TOTAL LIABILITIES</b>	<b>16,649,465</b>	<b>16,570,738</b>	<b>16,565,768</b>	<b>16,549,506</b>	<b>16,526,584</b>	<b>16,488,933</b>	<b>16,428,172</b>	<b>15,826,664</b>	<b>15,886,546</b>	<b>16,054,057</b>
<b>Net Assets</b>	<b>436,726,632</b>	<b>436,280,723</b>	<b>436,064,658</b>	<b>436,198,452</b>	<b>437,511,714</b>	<b>439,005,782</b>	<b>440,942,191</b>	<b>442,485,805</b>	<b>444,001,657</b>	<b>445,782,633</b>
<b>EQUITY</b>										
Retained Earnings	216,027,632	215,581,723	215,365,658	215,499,452	216,812,714	218,306,782	220,243,191	221,786,805	223,302,657	225,083,633
Revaluation Reserves	220,699,000	220,699,000	220,699,000	220,699,000	220,699,000	220,699,000	220,699,000	220,699,000	220,699,000	220,699,000
Council Equity Interest	436,726,632	436,280,723	436,064,658	436,198,452	437,511,714	439,005,782	440,942,191	442,485,805	444,001,657	445,782,633
<b>Total Equity</b>	<b>436,726,632</b>	<b>436,280,723</b>	<b>436,064,658</b>	<b>436,198,452</b>	<b>437,511,714</b>	<b>439,005,782</b>	<b>440,942,191</b>	<b>442,485,805</b>	<b>444,001,657</b>	<b>445,782,633</b>

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 CASH FLOW STATEMENT - GENERAL FUND  
 Scenario: Base Case

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	17,668,748	18,193,132	18,699,083	19,218,454	19,728,793	20,252,053	20,789,382	21,341,161	21,907,784	22,489,653
User Charges & Fees	5,590,489	5,674,837	5,763,489	5,856,708	5,905,657	5,945,748	5,986,939	6,029,261	6,072,746	6,117,425
Interest & Investment Revenue Received	623,461	653,911	676,956	702,963	1,416,933	1,574,559	1,688,499	1,769,790	1,853,095	1,950,144
Grants & Contributions	13,704,771	13,455,117	13,756,358	13,914,339	14,187,392	14,469,953	14,760,364	15,058,842	15,365,612	15,680,905
Other	1,518,109	1,764,300	1,804,833	1,841,166	1,897,947	1,968,554	2,042,100	2,118,723	2,198,567	2,281,785
<b>Payments:</b>										
Employee Benefits & On-Costs	(18,572,211)	(19,082,787)	(19,695,165)	(20,212,374)	(20,860,789)	(21,530,022)	(22,220,744)	(22,933,644)	(23,669,434)	(24,428,852)
Materials & Contracts	(6,014,615)	(4,685,882)	(4,480,571)	(4,261,234)	(4,359,372)	(4,462,000)	(4,566,017)	(4,671,365)	(4,777,975)	(4,885,771)
Borrowing Costs	(560,164)	(556,617)	(528,967)	(499,322)	(466,968)	(433,065)	(395,985)	(339,955)	(279,049)	(251,330)
Other	(3,247,381)	(3,345,880)	(3,430,835)	(3,552,620)	(3,659,199)	(3,768,975)	(3,882,044)	(3,998,505)	(4,118,460)	(4,242,014)
<b>Net Cash provided (or used in) Operating Activities</b>	10,711,207	12,070,132	12,565,181	13,008,080	13,790,394	14,016,805	14,202,493	14,374,309	14,552,885	14,711,945
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Real Estate Assets	660,453	500,000	195,454	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	749,725	527,190	520,970	685,763	1,078,323	1,057,064	1,313,086	822,154	574,034	667,014
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(13,456,936)	(10,083,774)	(10,320,992)	(10,184,424)	(12,954,000)	(11,096,000)	(12,869,000)	(11,103,000)	(10,599,000)	(11,211,000)
<b>Net Cash provided (or used in) Investing Activities</b>	(12,046,758)	(9,056,584)	(9,604,568)	(9,498,661)	(11,875,677)	(10,038,936)	(11,555,914)	(10,280,846)	(10,024,966)	(10,543,986)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	3,100,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(313,459)	(368,008)	(394,714)	(423,347)	(454,596)	(481,373)	(517,188)	(1,089,960)	(416,920)	(318,308)
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,786,541	(368,008)	(394,714)	(423,347)	(454,596)	(481,373)	(517,188)	(1,089,960)	(416,920)	(318,308)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,450,990	2,645,540	2,565,899	3,086,073	1,460,121	3,496,496	2,129,392	3,003,502	4,110,999	3,849,650
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	10,639,500	12,090,490	14,736,030	17,301,929	20,388,002	21,848,124	25,344,619	27,474,011	30,477,513	34,588,512
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>12,090,490</b>	<b>14,736,030</b>	<b>17,301,929</b>	<b>20,388,002</b>	<b>21,848,124</b>	<b>25,344,619</b>	<b>27,474,011</b>	<b>30,477,513</b>	<b>34,588,512</b>	<b>38,438,163</b>
Cash & Cash Equivalents - end of the year	12,090,490	14,736,030	17,301,929	20,388,002	21,848,124	25,344,619	27,474,011	30,477,513	34,588,512	38,438,163
Investments - end of the year	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000	3,331,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,421,490</b>	<b>18,067,030</b>	<b>20,632,929</b>	<b>23,719,002</b>	<b>25,179,124</b>	<b>28,675,619</b>	<b>30,805,011</b>	<b>33,808,513</b>	<b>37,919,512</b>	<b>41,769,163</b>
<b>Representing:</b>										
- External Restrictions	6,169,239	7,507,091	8,486,379	9,894,391	10,503,617	12,177,315	13,398,142	15,408,950	17,499,799	19,673,964
- Internal Restrictions	4,599,571	5,908,548	7,348,885	8,983,683	9,164,576	10,483,980	10,970,773	11,632,889	13,523,307	15,195,070
- Unrestricted	4,652,680	4,651,391	4,797,665	4,840,928	5,510,931	6,014,324	6,436,096	6,766,674	6,896,406	6,900,129
<b>15,421,490</b>	<b>18,067,030</b>	<b>20,632,929</b>	<b>23,719,002</b>	<b>25,179,124</b>	<b>28,675,619</b>	<b>30,805,011</b>	<b>33,808,513</b>	<b>37,919,512</b>	<b>41,769,163</b>	

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 EQUITY STATEMENT - GENERAL FUND  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	Projected Years					2021/22
	\$	\$	\$	\$	2016/17	2017/18	2018/19	2019/20	2020/21	\$
<b>Opening Balance</b>	437,861,411	436,726,632	436,280,723	436,064,658	436,198,452	437,511,714	439,005,782	440,942,191	442,485,805	444,001,657
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	(1,134,779)	(445,909)	(216,065)	133,794	1,313,261	1,494,068	1,936,409	1,543,614	1,515,852	1,780,976
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	(1,134,779)	(445,909)	(216,065)	133,794	1,313,261	1,494,068	1,936,409	1,543,614	1,515,852	1,780,976
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>436,726,632</b>	<b>436,280,723</b>	<b>436,064,658</b>	<b>436,198,452</b>	<b>437,511,714</b>	<b>439,005,782</b>	<b>440,942,191</b>	<b>442,485,805</b>	<b>444,001,657</b>	<b>445,782,633</b>







Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 INCOME STATEMENT - WATER FUND  
 Scenario: Base Case

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
Revenue:										
Rates & Annual Charges	1,039,772	1,085,786	1,129,930	1,175,763	1,211,036	1,247,367	1,284,788	1,323,332	1,363,032	1,403,923
User Charges & Fees	3,808,511	3,953,155	4,103,327	4,258,829	4,386,594	4,518,191	4,653,737	4,793,349	4,937,150	5,085,264
Interest & Investment Revenue	115,000	158,000	130,000	137,250	145,645	170,480	168,619	194,660	220,069	249,811
Other Revenues	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
Grants & Contributions provided for Operating Purposes	77,448	78,900	80,370	81,858	81,858	81,858	81,858	81,858	81,858	81,858
Grants & Contributions provided for Capital Purposes	339,000	323,000	312,000	826,000	328,445	330,908	333,390	335,891	338,410	340,948
<b>Other Income:</b>										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>5,380,730</b>	<b>5,599,841</b>	<b>5,756,658</b>	<b>6,480,761</b>	<b>6,154,670</b>	<b>6,349,930</b>	<b>6,523,552</b>	<b>6,730,284</b>	<b>6,941,748</b>	<b>7,163,071</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	669,256	691,275	714,247	736,445	758,538	781,295	804,733	828,875	853,742	879,354
Borrowing Costs	286,668	265,745	242,955	219,244	277,523	333,298	299,298	267,935	244,054	218,799
Materials & Contracts	2,006,754	2,073,804	2,136,827	2,203,695	2,226,857	2,250,714	2,275,286	2,300,596	2,326,665	2,353,516
Depreciation & Amortisation	1,673,450	1,723,250	1,774,450	1,827,255	1,845,528	1,863,983	1,882,623	1,901,449	1,920,463	1,939,668
Other Expenses	516,138	538,389	574,268	596,644	614,543	632,980	651,969	671,528	691,674	712,424
<b>Total Expenses from Continuing Operations</b>	<b>5,152,266</b>	<b>5,292,463</b>	<b>5,442,747</b>	<b>5,583,283</b>	<b>5,722,990</b>	<b>5,862,269</b>	<b>5,913,909</b>	<b>5,970,383</b>	<b>6,036,598</b>	<b>6,103,761</b>
<b>Operating Result from Continuing Operations</b>	<b>228,465</b>	<b>307,378</b>	<b>313,911</b>	<b>897,478</b>	<b>431,681</b>	<b>487,661</b>	<b>609,643</b>	<b>759,901</b>	<b>905,150</b>	<b>1,059,310</b>
<b>Net Operating Result for the Year</b>	<b>228,465</b>	<b>307,378</b>	<b>313,911</b>	<b>897,478</b>	<b>431,681</b>	<b>487,661</b>	<b>609,643</b>	<b>759,901</b>	<b>905,150</b>	<b>1,059,310</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(110,535)	(15,622)	1,911	71,478	103,236	156,753	276,252	424,010	566,740	718,362

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 BALANCE SHEET - WATER FUND  
 Scenario: Base Case

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	2,099,873	2,983,586	3,607,968	2,153,852	3,239,426	2,632,610	3,646,980	4,862,383	6,042,647	5,429,453
Receivables	1,404,101	1,457,680	1,513,132	1,609,242	1,617,578	1,666,011	1,715,896	1,767,278	1,820,201	1,874,712
Inventories	155,755	160,800	164,646	169,072	174,144	179,368	184,749	190,292	196,001	201,881
<b>Total Current Assets</b>	<b>3,659,729</b>	<b>4,602,065</b>	<b>5,285,746</b>	<b>3,932,166</b>	<b>5,031,148</b>	<b>4,477,989</b>	<b>5,547,626</b>	<b>6,819,953</b>	<b>8,058,849</b>	<b>7,506,045</b>
<b>Non-Current Assets</b>										
Receivables	2,996	3,052	3,109	41,852	3,167	3,167	3,167	3,167	3,167	3,167
Inventories	548	566	580	595	613	631	650	670	690	711
Infrastructure, Property, Plant & Equipment	69,691,573	68,722,382	67,996,916	69,828,545	70,766,017	71,324,035	70,347,412	69,496,963	68,801,500	70,026,832
<b>Total Non-Current Assets</b>	<b>69,695,117</b>	<b>68,726,000</b>	<b>68,000,605</b>	<b>69,870,992</b>	<b>70,769,797</b>	<b>71,327,833</b>	<b>70,351,229</b>	<b>69,500,800</b>	<b>68,805,356</b>	<b>70,030,709</b>
<b>TOTAL ASSETS</b>	<b>73,354,847</b>	<b>73,328,065</b>	<b>73,286,351</b>	<b>73,803,158</b>	<b>75,800,945</b>	<b>75,805,822</b>	<b>75,898,855</b>	<b>76,320,753</b>	<b>76,864,205</b>	<b>77,536,754</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	348,959	361,311	374,991	387,335	393,015	398,864	404,890	411,096	417,488	424,072
Borrowings	346,511	369,304	393,016	419,736	488,635	522,635	344,209	368,090	393,345	64,043
<b>Total Current Liabilities</b>	<b>695,470</b>	<b>730,616</b>	<b>768,007</b>	<b>807,071</b>	<b>881,649</b>	<b>921,499</b>	<b>749,099</b>	<b>779,185</b>	<b>810,833</b>	<b>488,115</b>
<b>Non-Current Liabilities</b>										
Borrowings	3,857,277	3,487,972	3,094,957	2,675,221	4,166,749	3,644,114	3,299,905	2,931,815	2,538,470	2,474,427
<b>Total Non-Current Liabilities</b>	<b>3,857,277</b>	<b>3,487,972</b>	<b>3,094,957</b>	<b>2,675,221</b>	<b>4,166,749</b>	<b>3,644,114</b>	<b>3,299,905</b>	<b>2,931,815</b>	<b>2,538,470</b>	<b>2,474,427</b>
<b>TOTAL LIABILITIES</b>	<b>4,552,747</b>	<b>4,218,588</b>	<b>3,862,963</b>	<b>3,482,292</b>	<b>5,048,398</b>	<b>4,565,613</b>	<b>4,049,004</b>	<b>3,711,001</b>	<b>3,349,303</b>	<b>2,962,542</b>
<b>Net Assets</b>	<b>68,802,100</b>	<b>69,109,477</b>	<b>69,423,388</b>	<b>70,320,866</b>	<b>70,752,547</b>	<b>71,240,208</b>	<b>71,849,851</b>	<b>72,609,752</b>	<b>73,514,902</b>	<b>74,574,212</b>
<b>EQUITY</b>										
Retained Earnings	47,704,100	48,011,477	48,325,388	49,222,866	49,654,547	50,142,208	50,751,851	51,511,752	52,416,902	53,476,212
Revaluation Reserves	21,098,000	21,098,000	21,098,000	21,098,000	21,098,000	21,098,000	21,098,000	21,098,000	21,098,000	21,098,000
Council Equity Interest	68,802,100	69,109,477	69,423,388	70,320,866	70,752,547	71,240,208	71,849,851	72,609,752	73,514,902	74,574,212
<b>Total Equity</b>	<b>68,802,100</b>	<b>69,109,477</b>	<b>69,423,388</b>	<b>70,320,866</b>	<b>70,752,547</b>	<b>71,240,208</b>	<b>71,849,851</b>	<b>72,609,752</b>	<b>73,514,902</b>	<b>74,574,212</b>

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 CASH FLOW STATEMENT - WATER FUND  
 Scenario: Base Case

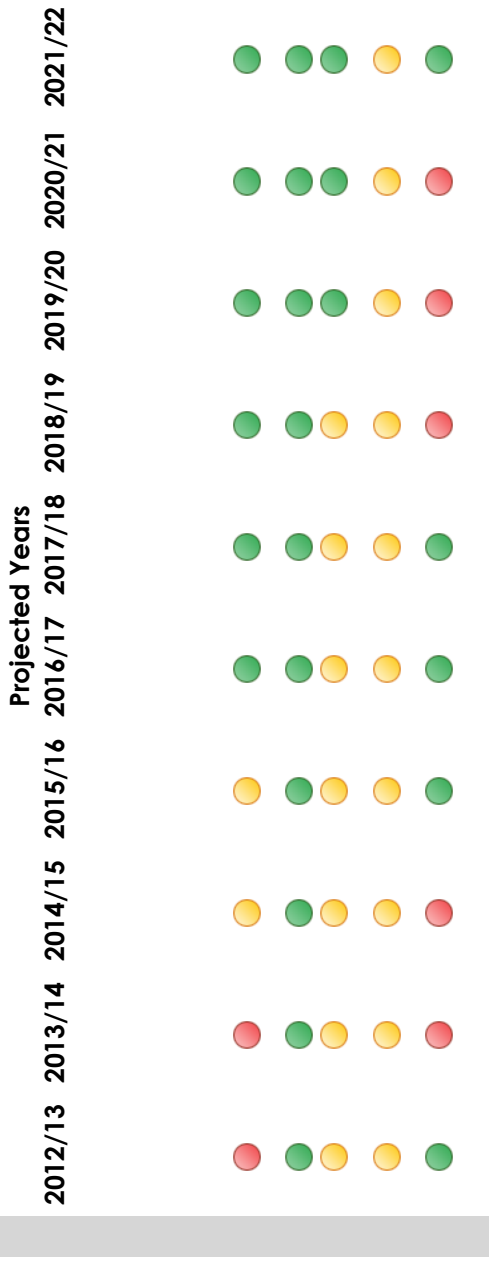
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	1,035,628	1,083,607	1,127,840	1,173,594	1,209,366	1,245,647	1,283,017	1,321,507	1,361,153	1,401,987
User Charges & Fees	3,866,900	3,901,812	4,050,022	4,203,631	4,341,242	4,471,479	4,605,623	4,743,792	4,886,106	5,032,689
Interest & Investment Revenue Received	115,000	158,000	130,000	137,250	145,645	170,480	168,619	194,660	220,069	249,811
Grants & Contributions	582,684	401,788	392,256	830,372	487,674	412,766	415,248	417,749	420,268	422,806
Other	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267
<b>Payments:</b>										
Employee Benefits & On-Costs	(669,256)	(691,275)	(714,247)	(736,445)	(758,538)	(781,295)	(804,733)	(828,875)	(853,742)	(879,354)
Materials & Contracts	(2,008,982)	(2,066,515)	(2,127,007)	(2,195,792)	(2,226,268)	(2,250,107)	(2,274,661)	(2,299,952)	(2,326,002)	(2,352,833)
Borrowing Costs	(286,668)	(265,745)	(242,955)	(219,244)	(277,523)	(333,298)	(299,298)	(267,935)	(244,054)	(218,799)
Other	(516,138)	(538,389)	(574,268)	(596,644)	(614,543)	(632,980)	(651,969)	(671,528)	(691,674)	(712,424)
<b>Net Cash provided (or used in) Operating Activities</b>	2,120,168	1,984,282	2,042,671	2,597,783	2,308,147	2,303,819	2,443,005	2,610,612	2,773,353	2,945,150
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(3,208,182)	(754,059)	(1,048,984)	(3,658,884)	(2,783,000)	(2,422,000)	(906,000)	(1,051,000)	(1,225,000)	(3,165,000)
<b>Net Cash provided (or used in) Investing Activities</b>	(3,208,182)	(754,059)	(1,048,984)	(3,658,884)	(2,783,000)	(2,422,000)	(906,000)	(1,051,000)	(1,225,000)	(3,165,000)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	2,000,000	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(325,595)	(346,511)	(369,304)	(393,016)	(439,573)	(488,635)	(522,635)	(344,209)	(368,090)	(393,345)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(325,595)	(346,511)	(369,304)	(393,016)	(439,573)	(488,635)	(522,635)	(344,209)	(368,090)	(393,345)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(1,413,609)	883,712	624,383	(1,454,116)	1,085,574	(606,816)	1,014,370	1,215,403	1,180,264	(613,195)
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	3,513,482	2,099,873	2,983,586	3,607,968	2,153,852	3,239,426	2,632,610	3,646,980	4,862,383	6,042,647
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,099,873</b>	<b>2,983,586</b>	<b>3,607,968</b>	<b>2,153,852</b>	<b>3,239,426</b>	<b>2,632,610</b>	<b>3,646,980</b>	<b>4,862,383</b>	<b>6,042,647</b>	<b>5,429,453</b>
Cash & Cash Equivalents - end of the year	2,099,873	2,983,586	3,607,968	2,153,852	3,239,426	2,632,610	3,646,980	4,862,383	6,042,647	5,429,453
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,099,873</b>	<b>2,983,586</b>	<b>3,607,968</b>	<b>2,153,852</b>	<b>3,239,426</b>	<b>2,632,610</b>	<b>3,646,980</b>	<b>4,862,383</b>	<b>6,042,647</b>	<b>5,429,453</b>
<b>Representing:</b>										
- External Restrictions	(85,585)	232,415	534,415	332,415	738,415	668,415	1,097,415	1,551,415	2,031,415	2,539,415
- Internal Restrictions	584,331	1,037,331	1,818,331	93,331	748,331	368,331	1,208,331	2,308,331	3,438,331	2,733,331
- Unrestricted	1,601,127	1,713,840	1,255,222	1,728,106	1,752,680	1,595,864	1,341,234	1,002,637	572,901	156,707
<b>2,099,873</b>	<b>2,983,586</b>	<b>3,607,968</b>	<b>2,153,852</b>	<b>3,239,426</b>	<b>2,632,610</b>	<b>3,646,980</b>	<b>4,862,383</b>	<b>6,042,647</b>	<b>6,042,647</b>	<b>5,429,453</b>

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 EQUITY STATEMENT - WATER FUND  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	68,573,635	68,802,100	69,109,477	69,423,388	70,320,866	70,752,547	71,240,208	71,849,851	72,609,752	73,514,902
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	228,465	307,378	313,911	897,478	431,681	487,661	609,643	759,901	905,150	1,059,310
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	228,465	307,378	313,911	897,478	431,681	487,661	609,643	759,901	905,150	1,059,310
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>68,802,100</b>	<b>69,109,477</b>	<b>69,423,388</b>	<b>70,320,866</b>	<b>70,752,547</b>	<b>71,240,208</b>	<b>71,849,851</b>	<b>72,609,752</b>	<b>73,514,902</b>	<b>74,574,212</b>



**Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 KEY PERFORMANCE INDICATORS - WATER FUND  
 Scenario: Base Case**



**KPI within LG Financial Health Check Guidelines**

- Operational Result before capital Grants & Contributions
- Unrestricted Current Ratio
- Debt Service Ratio
- Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage
- Building & Infrastructure Renewals Ratio

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 INCOME STATEMENT - SEWER FUND  
 Scenario: Base Case

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
Revenue:										
Rates & Annual Charges	3,664,524	4,118,333	4,626,956	5,158,212	5,725,615	6,011,896	6,312,491	6,564,991	6,827,590	7,100,694
User Charges & Fees	557,339	612,240	672,966	740,628	762,847	785,732	809,304	833,583	858,591	884,349
Interest & Investment Revenue	224,755	189,018	137,288	178,613	266,613	306,613	366,613	377,613	312,613	311,613
Other Revenues	13,390	13,792	14,205	14,703	14,703	14,703	14,703	14,703	14,703	14,703
Grants & Contributions provided for Operating Purposes	61,363	61,486	61,609	61,732	63,584	65,491	67,456	69,480	71,564	73,711
Grants & Contributions provided for Capital Purposes	4,142,000	300,000	302,000	302,000	303,000	304,000	304,000	305,000	1,056,000	306,000
<b>Other Income:</b>										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>8,663,371</b>	<b>5,294,869</b>	<b>5,815,024</b>	<b>6,455,888</b>	<b>7,136,362</b>	<b>7,488,436</b>	<b>7,874,567</b>	<b>8,165,370</b>	<b>9,141,061</b>	<b>8,691,070</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	651,954	674,416	694,096	718,391	739,943	762,141	785,005	808,555	832,812	857,796
Borrowing Costs	581,222	665,245	642,532	918,378	1,182,338	1,140,398	1,095,537	1,049,311	1,005,272	958,139
Materials & Contracts	1,785,850	1,790,361	1,837,110	1,898,027	1,909,309	1,920,929	1,932,897	1,945,225	1,957,922	1,971,001
Depreciation & Amortisation	1,512,000	1,797,000	1,850,550	1,905,700	2,061,814	2,082,432	2,103,256	2,124,289	2,145,532	2,166,987
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	226,375	230,307	233,745	238,310	245,459	252,823	260,408	268,220	276,267	284,555
<b>Total Expenses from Continuing Operations</b>	<b>4,757,401</b>	<b>5,157,329</b>	<b>5,258,033</b>	<b>5,678,806</b>	<b>6,138,863</b>	<b>6,158,723</b>	<b>6,177,103</b>	<b>6,195,600</b>	<b>6,217,805</b>	<b>6,238,478</b>
<b>Operating Result from Continuing Operations</b>	<b>3,905,970</b>	<b>137,540</b>	<b>556,991</b>	<b>777,082</b>	<b>997,499</b>	<b>1,329,713</b>	<b>1,697,464</b>	<b>1,969,770</b>	<b>2,923,256</b>	<b>2,452,592</b>
<b>Net Operating Result for the Year</b>	<b>3,905,970</b>	<b>137,540</b>	<b>556,991</b>	<b>777,082</b>	<b>997,499</b>	<b>1,329,713</b>	<b>1,697,464</b>	<b>1,969,770</b>	<b>2,923,256</b>	<b>2,452,592</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(236,030)	(162,460)	254,991	475,082	694,499	1,025,713	1,393,464	1,664,770	1,867,256	2,146,592

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 BALANCE SHEET - SEWER FUND  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	5,630,528	4,707,680	6,184,798	3,879,643	5,227,342	6,968,131	8,922,259	8,104,440	5,380,586	7,840,129
Receivables	157,701	144,567	161,380	178,994	197,394	206,681	216,433	224,626	238,638	242,007
Inventories	16,650	15,068	15,354	16,093	16,576	17,073	17,585	18,113	18,656	19,216
<b>Total Current Assets</b>	<b>5,804,878</b>	<b>4,867,315</b>	<b>6,361,533</b>	<b>4,074,729</b>	<b>5,441,312</b>	<b>7,191,886</b>	<b>9,156,277</b>	<b>8,347,179</b>	<b>5,637,880</b>	<b>8,101,352</b>
<b>Non-Current Assets</b>										
Infrastructure, Property, Plant & Equipment	51,004,609	51,737,633	50,443,164	61,039,143	60,068,329	59,003,897	58,048,640	60,201,351	65,163,819	64,435,832
<b>Total Non-Current Assets</b>	<b>51,004,609</b>	<b>51,737,633</b>	<b>50,443,164</b>	<b>61,039,143</b>	<b>60,068,329</b>	<b>59,003,897</b>	<b>58,048,640</b>	<b>60,201,351</b>	<b>65,163,819</b>	<b>64,435,832</b>
<b>TOTAL ASSETS</b>	<b>56,809,487</b>	<b>56,604,948</b>	<b>56,804,697</b>	<b>65,113,872</b>	<b>65,509,641</b>	<b>66,195,783</b>	<b>67,204,918</b>	<b>68,548,530</b>	<b>70,801,700</b>	<b>72,537,184</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	363,904	365,431	374,507	386,349	389,682	393,115	396,652	400,294	404,045	407,909
Borrowings	343,606	366,319	390,473	605,064	647,004	691,865	629,800	673,838	720,971	771,418
<b>Total Current Liabilities</b>	<b>707,510</b>	<b>731,750</b>	<b>764,980</b>	<b>991,413</b>	<b>1,036,687</b>	<b>1,084,981</b>	<b>1,026,451</b>	<b>1,074,132</b>	<b>1,125,016</b>	<b>1,179,328</b>
<b>Non-Current Liabilities</b>										
Borrowings	9,973,809	9,607,490	9,217,017	16,522,677	15,875,673	15,183,808	14,554,008	13,880,170	13,159,199	12,387,781
<b>Total Non-Current Liabilities</b>	<b>9,973,809</b>	<b>9,607,490</b>	<b>9,217,017</b>	<b>16,522,677</b>	<b>15,875,673</b>	<b>15,183,808</b>	<b>14,554,008</b>	<b>13,880,170</b>	<b>13,159,199</b>	<b>12,387,781</b>
<b>TOTAL LIABILITIES</b>	<b>10,681,319</b>	<b>10,339,240</b>	<b>9,981,997</b>	<b>17,514,091</b>	<b>16,912,360</b>	<b>16,268,789</b>	<b>15,580,459</b>	<b>14,954,302</b>	<b>14,284,216</b>	<b>13,567,109</b>
<b>Net Assets</b>	<b>46,128,168</b>	<b>46,265,709</b>	<b>46,822,699</b>	<b>47,599,782</b>	<b>48,597,281</b>	<b>49,926,994</b>	<b>51,624,458</b>	<b>53,594,228</b>	<b>56,517,484</b>	<b>58,970,076</b>
<b>EQUITY</b>										
Retained Earnings	31,465,168	31,602,709	32,159,699	32,936,782	33,934,281	35,263,994	36,961,458	38,931,228	41,854,484	44,307,076
Revaluation Reserves	14,663,000	14,663,000	14,663,000	14,663,000	14,663,000	14,663,000	14,663,000	14,663,000	14,663,000	14,663,000
Council Equity Interest	46,128,168	46,265,709	46,822,699	47,599,782	48,597,281	49,926,994	51,624,458	53,594,228	56,517,484	58,970,076
<b>Total Equity</b>	<b>46,128,168</b>	<b>46,265,709</b>	<b>46,822,699</b>	<b>47,599,782</b>	<b>48,597,281</b>	<b>49,926,994</b>	<b>51,624,458</b>	<b>53,594,228</b>	<b>56,517,484</b>	<b>58,970,076</b>



Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 CASH FLOW STATEMENT - SEWER FUND  
 Scenario: Base Case

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	3,651,532	4,103,622	4,610,468	5,140,990	5,707,222	6,002,616	6,302,746	6,556,805	6,819,077	7,091,840
User Charges & Fees	557,339	612,240	672,966	740,628	762,847	785,732	809,304	833,583	858,591	884,349
Interest & Investment Revenue Received	224,755	189,018	137,288	178,613	266,613	306,613	366,613	377,613	312,613	311,613
Grants & Contributions	4,190,959	389,647	363,609	363,732	366,577	369,484	371,449	374,473	1,122,065	385,195
Other	13,084	13,476	13,881	14,312	14,703	14,703	14,703	14,703	14,703	14,703
<b>Payments:</b>										
Employee Benefits & On-Costs	(651,954)	(674,416)	(694,096)	(718,391)	(739,943)	(762,141)	(785,005)	(808,555)	(832,812)	(857,796)
Materials & Contracts	(1,754,110)	(1,787,253)	(1,828,320)	(1,886,924)	(1,906,458)	(1,917,993)	(1,929,873)	(1,942,110)	(1,954,714)	(1,967,696)
Borrowing Costs	(581,222)	(665,245)	(642,532)	(918,378)	(1,182,338)	(1,140,398)	(1,095,537)	(1,049,311)	(1,005,272)	(958,139)
Other	(226,375)	(230,307)	(233,745)	(238,310)	(245,459)	(252,823)	(260,408)	(268,220)	(276,267)	(284,555)
<b>Net Cash provided (or used in) Operating Activities</b>	5,424,008	1,950,783	2,399,518	2,676,272	3,043,763	3,405,794	3,793,993	4,088,981	5,057,984	4,619,514
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(8,910,980)	(2,530,024)	(556,081)	(12,501,679)	(1,091,000)	(1,018,000)	(1,148,000)	(4,277,000)	(7,108,000)	(1,439,000)
<b>Net Cash provided (or used in) Investing Activities</b>	(8,910,980)	(2,530,024)	(556,081)	(12,501,679)	(1,091,000)	(1,018,000)	(1,148,000)	(4,277,000)	(7,108,000)	(1,439,000)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	3,202,000	-	-	8,000,000	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(283,450)	(343,606)	(366,319)	(479,749)	(605,064)	(647,004)	(691,865)	(629,800)	(673,838)	(720,971)
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,918,550	(343,606)	(366,319)	7,520,251	(605,064)	(647,004)	(691,865)	(629,800)	(673,838)	(720,971)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(568,422)	(922,847)	1,477,118	(2,305,156)	1,347,699	1,740,789	1,954,127	(817,819)	(2,723,854)	2,459,543
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	6,198,949	5,630,528	4,707,680	6,184,798	3,879,643	5,227,342	6,968,131	8,922,259	8,104,440	5,380,586
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>5,630,528</b>	<b>4,707,680</b>	<b>6,184,798</b>	<b>3,879,643</b>	<b>5,227,342</b>	<b>6,968,131</b>	<b>8,922,259</b>	<b>8,104,440</b>	<b>5,380,586</b>	<b>7,840,129</b>
Cash & Cash Equivalents - end of the year	5,630,528	4,707,680	6,184,798	3,879,643	5,227,342	6,968,131	8,922,259	8,104,440	5,380,586	7,840,129
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>5,630,528</b>	<b>4,707,680</b>	<b>6,184,798</b>	<b>3,879,643</b>	<b>5,227,342</b>	<b>6,968,131</b>	<b>8,922,259</b>	<b>8,104,440</b>	<b>5,380,586</b>	<b>7,840,129</b>
<b>Representing:</b>										
- External Restrictions	908,709	958,709	1,313,709	687,709	1,028,709	1,388,709	1,769,709	1,471,709	607,709	947,709
- Internal Restrictions	2,188,597	1,306,597	2,599,597	947,597	1,908,597	3,243,597	4,850,597	4,329,597	2,379,597	4,500,597
- Unrestricted	2,533,222	2,442,374	2,271,492	2,244,337	2,290,036	2,335,825	2,301,953	2,303,134	2,393,280	2,391,823
<b>5,630,528</b>	<b>4,707,680</b>	<b>6,184,798</b>	<b>3,879,643</b>	<b>5,227,342</b>	<b>6,968,131</b>	<b>8,922,259</b>	<b>8,104,440</b>	<b>5,380,586</b>	<b>7,840,129</b>	

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2022  
 EQUITY STATEMENT - SEWER FUND  
 Scenario: Base Case

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	42,222,198	46,128,168	46,265,709	46,822,699	47,599,782	48,597,281	49,926,994	51,624,458	53,594,228	56,517,484
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	3,905,970	137,540	556,991	777,082	997,499	1,329,713	1,697,464	1,969,770	2,923,256	2,452,592
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	3,905,970	137,540	556,991	777,082	997,499	1,329,713	1,697,464	1,969,770	2,923,256	2,452,592
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>46,128,168</b>	<b>46,265,709</b>	<b>46,822,699</b>	<b>47,599,782</b>	<b>48,597,281</b>	<b>49,926,994</b>	<b>51,624,458</b>	<b>53,594,228</b>	<b>56,517,484</b>	<b>58,970,076</b>



