



# 2017

COUNCIL BUSINESS PAPERS

Ordinary Meeting WEDNESDAY 19 APRIL 2017

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Report 9.6 Attachment 1 Draft Long Term Financial Plan 2017-2027 ..... 3





# MID-WESTERN REGIONAL COUNCIL

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# TABLE OF CONTENTS

**Introduction.....**

Introduction.....

Financial Sustainability.....

Fit for the Future.....

**Key Performance Indicators.....**

Sustainability.....

Effective Infrastructure and Service Management.....

Efficiency.....

Liquidity.....

Levels of Service.....

**Our Current Position.....**

Revenue.....

Expenditure.....

**Planning Assumptions.....**

Rates.....

Fees & Charges.....

Grants & Subsidies.....

Interest Income.....

Borrowings.....

Cash Reserves.....

Expenditure Forecasts.....

Sensitivity Analysis.....

Improvement Plan.....

Performance Monitoring.....

**Financial Reporting.....**

Appendix 1 - Financial Reports.....

Appendix 2 - Scenario Analysis.....



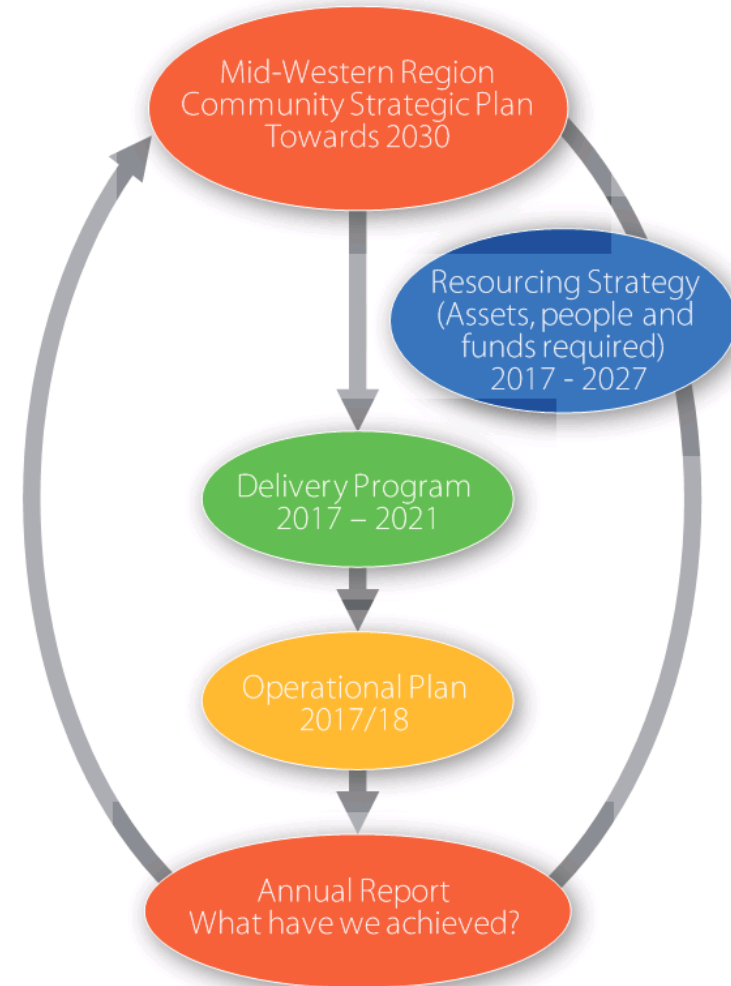
## INTRODUCTION

The purpose of the Long Term Financial Plan for Mid-Western Regional Council (Council) is to provide a framework to assist future decision making that will secure the economic sustainability of the organisation and ensure adequate funds are generated into the future to achieve desirable outcomes for the community.

The Integrated Planning and Reporting (IPR) Framework has been developed as part of the NSW Local Government Reform Program to support a strong and sustainable Local Government system. The structure requires at least a 10 year strategic business planning framework relative to the Local Government Area and the activities of the Council.

The Long Term Financial Plan (the plan) forms part of Mid-Western Regional Council's Resourcing Strategy. The Resourcing Strategy underpins Council's Community Strategic Plan and consists of three components: The Workforce Management Plan, Asset Management Policy, Strategy and Plan and Long Term Financial Plan. These interrelated documents focus in detail on how Council will utilise its resources to deliver on objectives and strategies in the Towards 2030 Community Plan. The documents both inform and are informed by the four year Delivery Program which has been created to outline the activities and programs to deliver on the Community Plan. Each of these individual documents should be viewed as integral elements of an overall strategy and will be under continuous review and adjustment as annual budgets and operational plans are developed.

The Long Term Financial Plan is a decision making tool and addresses areas that impact on Council's ability to fund services and capital works, while living within its means and ensuring financial sustainability. This plan focuses on Council's long-term goal of financial sustainability and delivering quality services, infrastructure and outcomes for the community. The plan will be dynamic in nature and subject to continual review to ensure changing community expectations are met.





## FINANCIAL SUSTAINABILITY

For councils to meet the service and infrastructure needs of their communities they need to be financially sustainable. The NSW Treasury Corporation (TCorp) defined a financially sustainable council as one that, over the long term, is able to generate sufficient funds to provide the level and scope of services and infrastructure, agreed with its community through the Integrated Planning and Reporting process.

In April 2013, TCorp released the report Financial Sustainability of the New South Wales Local Government Sector. This report reviewed 152 Councils and provided a Financial Sustainability Rating (FSR) for each Council, and an assessment of their 3 year Outlook. Mid-Western Regional Council received a FSR of "Sound" with a "Negative Outlook". A Negative Outlook for Mid-Western Regional Council was generally the result of:

Council's Infrastructure Backlog has remained around \$100m for the past three years. Council do not appear to have the capacity to reduce this figure and may need external assistance if this figure is to decrease over the short or medium term.

Council's operating expenses have increased at a faster rate than revenues in the last three years with the increase in depreciation the main contributor.


Within Council's forecast there are projected consecutive gains from the disposal of assets relating to land and property development

In response to TCorp's recommendations, Mid-Western Regional Council implemented a plan to improve Asset Management within Council, to ensure the right Asset Management Plans were in place to contribute to a sustainable Long Term Plan for Council.

It is important that the right asset information is collected, assessed and reported to ensure that the level of infrastructure and services provided is in line with community expectations, through the Towards 2030 Community Plan.

Within the next 3 years, Council completed Asset Management Plans (AMPs) based on updated asset management data:

- > Roads AMP
- > Sewer AMP
- > Water AMP
- > Solid Waste AMP
- > Stormwater AMP
- > Open Space and Recreation AMP
- > Plant and Equipment AMP



*'A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services'*  
— Australian Local Government Association

## LOCAL GOVERNMENT REFORM

In 2011, local councils from throughout NSW gathered for a summit, Destination 2036, to plan how local government could meet the challenges of the future. Councils agreed that change was needed. Councils wanted to be strong and sustainable and to make a positive difference in their community. The local government sector asked the State to appoint an independent expert panel to carry out a review. The Independent Local Government Review Panel consulted widely in developing its final recommendations. The Panel concluded that for councils to become strong and sustainable, both the NSW Government and the local government sector would have to play a part.

The NSW Government Fit for the Future reforms followed and aimed to improve the strength and effectiveness of local government in providing services and infrastructure that communities need.

In 2015, Mid-Western Regional Council was deemed Not Fit in the initial Independent Pricing and Regulatory Tribunal (IPART) Fit for the Future assessment, on the basis that Council did not satisfy financial criteria set for:

### SUSTAINABILITY; AND INFRASTRUCTURE AND SERVICE MANAGEMENT

This result was in line with Councils previous Tcorp results and recommendations.

On receiving these results, Council prepared a renewed Business Improvement Program which directly tackles the challenges of sustainability and infrastructure service management, with an aim to become Fit for the Future by 2021.





## FIT FOR THE FUTURE

The result of Councils renewed Business Improvement Program, which was reported in Council's 2016-2026 Long Term Financial Plan, was a Fit for the Future proposal that met forecast performance benchmarks:

Sustainability				
Measure/ benchmark	Actual 2014/2015 performance	Achieves FFTF benchmark?	Forecast performance 2020 / 2021 <small>(Group 1-7 Councils)</small> 2025 / 2026 <small>(Group 8-11 Councils)</small>	Achieves FFTF benchmark?
<b>Operating Performance Ratio</b> <small>(Greater than or equal to break-even – actual/forecast year only)</small>	5.30%	Yes	2.5%	Yes
<b>Own Source Revenue Ratio</b> <small>(Greater than 60% - actual/forecast year only)</small>	57%	No	67%	Yes
<b>Building and Infrastructure Asset Renewal Ratio</b> <small>(Greater than 100% - actual/forecast year only)</small>	98%	No	102%	Yes

Infrastructure and Service Management				
Measure/ benchmark	Actual 2014 / 2015 performance	Achieves FFTF benchmark?	Forecast performance 2020 / 2021 <small>(Group 1-7 Councils)</small> 2025 / 2026 <small>(Group 8-11 Councils)</small>	Achieves FFTF benchmark?
<b>Infrastructure Backlog Ratio</b> <small>(Less than 2% - actual/forecast year only)</small>	5.8%	No	1.2%	Yes
<b>Asset Maintenance Ratio</b> <small>(Greater than 100% - actual/forecast year only)</small>	97%	No	102%	Yes
<b>Debt Service Ratio</b> <small>(Greater than 0% and less than or equal to 20% - actual/forecast year only)</small>	NA	Yes	3%	Yes

**Through IPARTS  
 reassessment,  
 Council was deemed  
 Fit for the Future by  
 the NSW  
 Government.** 

## FIT FOR THE FUTURE

The Long Term Financial Plan models this continued financial strategy through the Improvement Plan scenario and highlights Council's improved sustainability through the financial indicators. In order to become Fit for the Future, Council needs to continue in a financially sustainable manner.

Fit for the Future councils are:

**Smarter**

**Strategic**

**Right services | Right people | Right place**

**Efficient**

**Sustainable**

**Community assets well planned & maintained**

**Focussed**

**Community leaders**





## KEY PERFORMANCE INDICATORS

### SUSTAINABILITY

That Council can generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for communities as identified through the Integrated Planning and Reporting process.

#### **Operating Performance Ratio**

- Measures Council's achievement in containing operating expenditure within operating revenue
- Benchmark: > or equal to break-even (0%)

#### **Own Source Operating Revenue Ratio**

- Measures fiscal flexibility and the degree of reliance on external funding sources such as grants and contributions
- Benchmark: > 60%

#### **Building and Infrastructure Asset Renewal Ratio**

- Assesses the rate at which these assets are being renewed against the rate at which they are depreciating
- Benchmark: > 100%

## KEY PERFORMANCE INDICATORS

## EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT

That Council can maximise the return on resources and minimise unnecessary burden on the community and business, while working strategically to leverage economies of scale and meet the needs of communities as identified in the Integrated Planning and Reporting process.

**Infrastructure Backlog Ratio**

- Indicated the proportion of backlog against the total value of Council's Infrastructure assets
- Benchmark: < 2%

**Asset Maintenance Ratio**

- Reflects the actual asset maintenance expenditure relative to the required asset maintenance
- Benchmark: > 100%

**Debt Service Ratio**

- Assesses the impact of loan principal and interest repayments on discretionary revenue
- Benchmark: > 0% and less than or equal to 10%



## KEY PERFORMANCE INDICATORS

### EFFICIENCY

That Council realise an efficient service and infrastructure delivery, achieving value for money for current and future ratepayers.

**Real Operating Expenditure per capita over time** - Benchmark: A decrease in real operating expenditure per capita over time.

### LIQUIDITY

Liquidity is a key factor in the viability of any organisation, regardless of whether it is in the commercial or government sectors. The ability to meet short term funding requirements and obligations is equally relevant to a Council as it is to any business.

#### **Unrestricted Current Ratio**

- Reflects Council's ability to meet debt payments as they fall due
- Benchmark: > than 1.5

#### **Rates and Annual Charges Outstanding**

- Assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts
- Benchmark: < 5%

Council monitors the short term funding requirements weekly and monitors cashflow levels through the Quarterly Budget Review. This monitoring and forecasting informs Council's investment strategies and decisions to ensure that adequate liquidity is maintained. Council will also, as part of the reserves strategy, continue to provide for adequate levels of reserves to fund less predictable outlays, such as major employee leave entitlement payments.

## LEVELS OF SERVICE

Council has previously undertaken a process of engagement with the relevant stakeholders to inform the Community Strategic Plan and the Delivery Program. This in turn has driven the direction that has been taken in the Asset Management Policy, Strategy and Plan.

It is important to note that the community engagement conducted, confirmed that Council currently provides the services and functions that the community wants.

The plan assumes the levels of service and operations remain stable. Council will maintain, subject to available funding, its operational and capital high priority programs, as well as basic service provision, while seeking efficiency improvements in-line with appropriate benchmarks. Non high priority programs should be considered in terms of:

- **can Council afford to maintain the program in the long term?**
- **should Council be involved and to what extent?**
- **is it a statutory obligation?**
- **is it required as part of an adopted strategy, policy or plan?**
- **is the program supported by the Community Strategic Plan?**
- **what is the cost and benefit given the level of priority?**

The Delivery Program provides a comprehensive overview of Council's services, functions, programs and activities.





## OUR CURRENT POSITION

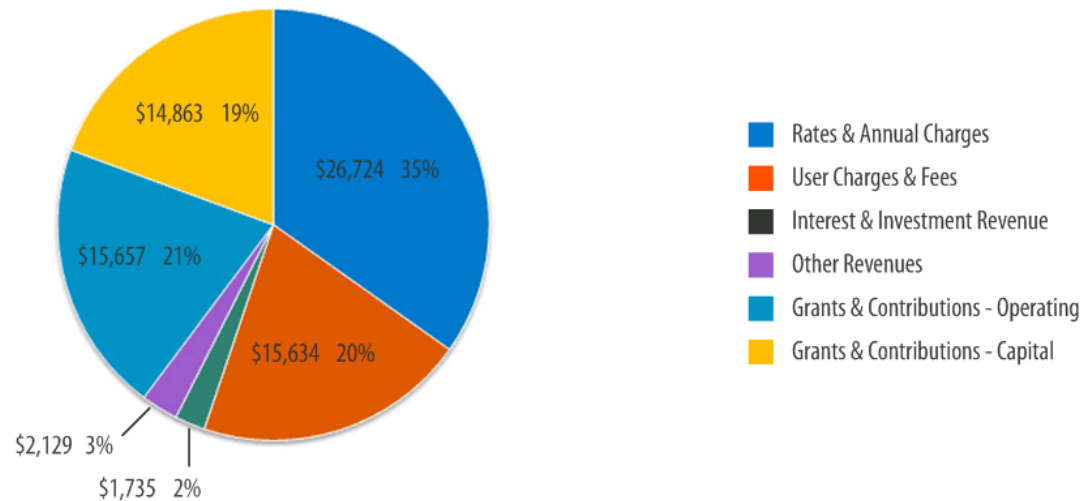
Council has historically maintained a sound financial position evidenced by acceptable key financial performance indicators.

We maintain a cash and investments portfolio in the vicinity of \$50 million; with sufficient levels of unrestricted cash to service obligations as and when they fall due. Council's Unrestricted Current Ratio at 30 June 2016 was 3.66:1.

Our total borrowings as at 30 June 2016 were \$17.760 million, with a debt service cover ratio of 9.01%.

Council typically relies on Rates & Annual Charges for 35% 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 2016 was \$76.7 million.

Revenue by Type 2016 - \$million

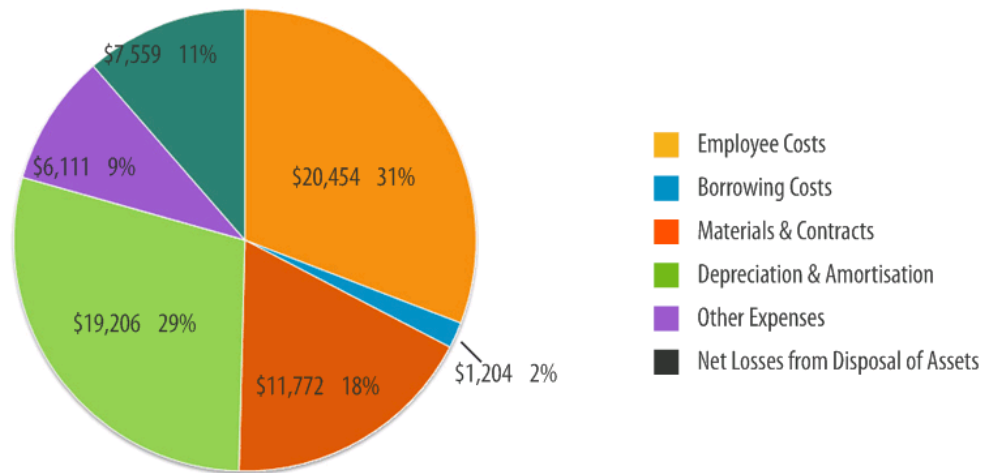


## OUR CURRENT POSITION

In a continuing cycle, Council has undertaken a program of revaluation of all classes of Infrastructure, Property, Plant & Equipment (IPPE) in accordance with Office of Local Government 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 \$19 million in 2016. The impact of these ongoing revaluations on our Operating Results has been unmistakable, and is a primary contributing factor to the net results before capital grants and contributions in the first few years of the Long Term Financial Plan.

Expenditure by Type 2016 - \$million



Our total operational expenditure in 2016 was \$66.3 million.

Our biggest expenditure items are typically employee costs, and depreciation.

## 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 few years, 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 the 2018-2021 Community Plan and Delivery Program, was that the community was open to the idea of increasing rates to support a higher level of service delivery. Additional consultation and service delivery considerations will need to be completed, if any rate increase is going to be introduced. In keeping with that, 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 2017/18 is 1.5%. Mid-Western Regional Council's budget is based on the full 1.5% increase. Estimated rate pegging amounts used in future years of the LTFP are also set at 1.5%, however a 1% additional increase in the Urban and Rural Residential categories for years 2018/19 – 2020/21 have been built in to account for development growth in these categories.

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 to seek alternative revenue streams in a bid to ensure we are Fit for the Future.

### ► 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 or partial user pays arrangements will continue, with annual increases typically limited to inflation estimated at a flat rate of 1.5%.

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.





## PLANNING ASSUMPTIONS

### ▶ 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.

### ▶ INTEREST INCOME

Interest income has been modelled based on an average rate of 2.75%. The current market rate for term deposits is 2.6%-2.8% for 180 days. Interest income has also been modelled dependant on levels of cash holdings, including restricted and unrestricted funds.

Council's Investment Policy sets out Council's investment strategy, approved investments and policy limits. A copy can be found on Council's website.

### ▶ BORROWINGS

Council plans to borrow money to fund some major projects over the next ten years. A summary of planned borrowings are included in the Financial Reporting. 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.

Interest rates on borrowing are assumed to be between 4%-6%.

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 2% compared to rate pegging of 1.5% creates a funding gap, and places additional stresses on Council's ability to provide existing service levels into the future.

Service levels have been largely maintained throughout the LTFP.

## PLANNING ASSUMPTIONS

### ► 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 Council's 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 in Appendix 2 of the LTFP is an analysis of Council's financial sustainability if the Fit for the Future Improvement Plan is implemented in full, and the actions and outcomes of the Improvement Plan are achieved.

Under Council's Fit for the Future Improvement Plan, the following strategies are implemented:

STRATEGY 1	Examine Opportunities to Raise Additional Revenue
STRATEGY 2	Examine Opportunities to Reduce Operating Expenses
STRATEGY 3	Improve Asset Management and Service Processes
STRATEGY 4	Ensure Rational Asset Decisions Are Made
STRATEGY 5	Address Infrastructure Backlog
STRATEGY 6	Utilise Debt as Relevant
STRATEGY 7	Pursue a Continuous Business Improvement Program

## PLANNING ASSUMPTIONS

### THE CHANGED ASSUMPTIONS UNDERLYING THE IMPROVEMENT PLAN INCLUDE:

- 1 Challenging consumption of assets, with a reduced depreciation result
- 2 Allowing for savings under business process review (e.g. Councils Insurances, casual wages, and contract pricing)
- 3 Addressing consistent employee savings (due to annual staff shortages)
- 4 Allowing for increased revenues (new user service fees and other revenues like commercial rent)
- 5 Additional investment into renewals from 2019/20





## 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 and the Fit for the Future KPI'S featured from page 9.

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 2017/18 to 2026/27, which includes a consolidated

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

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

## APPENDICES

- 1 **BASE SCENARIO**
- 2 **IMPROVEMENT PLAN SCENARIO**



TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

## APPENDIX 1 - Base Scenario



TOWARDS 2030

LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Base Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	26,724,000	27,766,357	28,616,937	29,350,023	30,126,528	30,865,721	31,735,873	32,563,420	33,483,029	34,429,849	35,404,729	36,408,547
User Charges & Fees	15,634,000	11,408,857	12,360,886	11,746,960	12,037,571	12,328,210	12,650,554	12,971,719	13,311,156	13,659,686	14,017,559	14,385,034
Interest & Investment Revenue	1,735,000	1,641,272	1,668,127	1,749,412	1,810,443	1,736,289	2,544,819	2,042,043	2,231,180	2,277,599	2,448,721	1,124,006
Other Revenues	2,129,000	2,289,720	2,300,643	2,684,859	2,718,321	2,760,361	2,829,370	2,900,104	2,972,607	3,046,922	3,123,095	3,201,173
Grants & Contributions provided for Operating Purposes	15,657,000	12,797,080	11,731,373	11,939,205	12,117,315	12,244,082	12,550,184	12,863,939	13,185,537	13,515,176	13,853,055	14,199,381
Grants & Contributions provided for Capital Purposes	14,863,000	20,744,940	22,797,005	5,232,509	4,808,663	5,585,977	4,700,626	4,818,142	5,688,596	5,062,061	5,188,612	5,318,327
<b>Other Income:</b>												
Net gains from the disposal of assets	13,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>76,755,000</b>	<b>76,648,226</b>	<b>79,474,971</b>	<b>62,702,968</b>	<b>63,618,841</b>	<b>65,520,640</b>	<b>67,011,427</b>	<b>68,159,367</b>	<b>70,872,105</b>	<b>71,991,292</b>	<b>74,035,771</b>	<b>74,636,468</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	20,454,000	22,005,262	22,890,487	23,310,336	23,757,989	24,196,964	24,796,434	25,410,781	26,040,376	26,685,596	27,346,832	28,024,480
Borrowing Costs	1,204,000	1,129,681	1,116,446	1,091,552	1,162,946	1,184,640	1,182,887	1,277,634	1,291,226	1,269,206	1,258,448	1,186,560
Materials & Contracts	11,772,000	7,249,356	5,652,727	4,838,643	4,818,604	4,989,430	5,105,655	5,224,658	5,346,506	5,471,269	5,599,017	5,729,824
Depreciation & Amortisation	19,206,000	16,567,207	19,367,849	19,665,236	20,135,731	21,367,796	21,407,182	21,856,111	21,915,761	21,907,960	21,911,571	21,933,973
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6,111,000	11,465,799	11,499,561	11,593,627	11,766,099	11,952,193	11,906,181	12,231,631	12,566,967	12,912,528	13,268,665	13,635,743
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,572,000	1,410,475	1,280,259	2,288,195	1,276,126	1,283,525	1,283,525	1,283,525	1,283,525	1,283,525	1,283,525	1,283,525
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>66,319,000</b>	<b>59,827,780</b>	<b>61,807,330</b>	<b>62,787,588</b>	<b>62,917,494</b>	<b>64,974,547</b>	<b>65,681,864</b>	<b>67,284,340</b>	<b>68,444,361</b>	<b>69,530,084</b>	<b>70,668,058</b>	<b>71,794,105</b>
<b>Operating Result from Continuing Operations</b>	<b>10,436,000</b>	<b>16,820,446</b>	<b>17,667,642</b>	<b>(84,620)</b>	<b>701,347</b>	<b>546,093</b>	<b>1,329,563</b>	<b>875,027</b>	<b>2,427,745</b>	<b>2,461,208</b>	<b>3,367,713</b>	<b>2,842,363</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>10,436,000</b>	<b>16,820,446</b>	<b>17,667,642</b>	<b>(84,620)</b>	<b>701,347</b>	<b>546,093</b>	<b>1,329,563</b>	<b>875,027</b>	<b>2,427,745</b>	<b>2,461,208</b>	<b>3,367,713</b>	<b>2,842,363</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,427,000)	(3,924,494)	(5,129,363)	(5,317,129)	(4,107,316)	(5,039,884)	(3,371,063)	(3,943,115)	(3,260,851)	(2,600,852)	(1,820,899)	(2,475,964)

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - CONSOLIDATED Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,543,000	1,526,897	925,165	2,228,052	1,476,800	2,828,903	4,870,177	9,427,266	12,272,219	17,299,545	21,409,954	25,908,818
Investments	53,300,000	46,360,825	40,033,234	39,586,531	36,480,222	35,150,618	33,355,898	32,574,833	32,574,833	32,029,682	32,029,682	32,029,682
Receivables	7,079,000	6,926,654	7,628,466	6,171,896	6,273,442	6,679,935	6,520,650	6,678,940	7,318,693	7,036,958	7,229,729	7,404,415
Inventories	1,080,000	1,656,848	1,569,960	1,512,261	1,514,737	1,538,092	1,566,588	1,595,792	1,625,721	1,656,396	1,687,832	1,720,051
Other	11,000	37,492	35,746	34,906	35,250	36,132	37,096	38,087	39,106	40,153	41,230	42,337
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>63,013,000</b>	<b>56,508,715</b>	<b>50,192,570</b>	<b>49,533,647</b>	<b>45,780,452</b>	<b>46,233,681</b>	<b>46,350,409</b>	<b>50,314,918</b>	<b>53,830,573</b>	<b>58,062,733</b>	<b>62,398,426</b>	<b>67,105,302</b>
<b>Non-Current Assets</b>												
Investments	-	6,152,430	5,218,662	5,069,761	4,034,325	3,591,124	2,992,884	2,732,529	2,732,529	2,550,812	2,550,812	2,550,812
Receivables	-	115,174	193,676	240,454	143,259	168,816	154,935	141,054	127,173	113,292	99,411	99,411
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	851,750,000	882,068,585	918,079,167	917,072,021	983,141,912	984,639,139	1,007,321,756	1,017,731,460	1,015,533,347	1,016,086,726	1,014,845,248	1,011,965,122
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	323,000	388,686	346,458	301,396	220,034	178,183	94,492	10,801	3,000	3,000	3,000	3,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>852,073,000</b>	<b>888,724,876</b>	<b>923,837,963</b>	<b>922,683,633</b>	<b>987,539,530</b>	<b>988,577,261</b>	<b>1,010,564,066</b>	<b>1,020,615,844</b>	<b>1,018,396,048</b>	<b>1,018,753,830</b>	<b>1,017,498,471</b>	<b>1,014,618,344</b>
<b>TOTAL ASSETS</b>	<b>915,086,000</b>	<b>945,233,590</b>	<b>974,030,533</b>	<b>972,217,280</b>	<b>1,033,319,982</b>	<b>1,034,810,942</b>	<b>1,056,914,475</b>	<b>1,070,930,762</b>	<b>1,072,226,621</b>	<b>1,076,816,562</b>	<b>1,079,896,897</b>	<b>1,081,723,646</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	6,967,000	8,789,763	9,039,432	7,192,925	7,500,697	7,206,821	7,084,389	7,519,411	7,661,542	7,807,502	7,957,399	8,111,350
Borrowings	1,503,000	1,583,738	1,821,385	2,154,212	1,837,185	1,817,307	1,694,529	1,636,528	1,393,010	1,486,140	1,558,059	1,632,838
Provisions	6,323,000	6,733,976	7,019,782	7,309,876	7,604,257	7,903,210	8,209,531	8,523,402	8,845,012	9,174,555	9,512,230	9,858,239
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>14,793,000</b>	<b>17,107,477</b>	<b>17,880,599</b>	<b>16,657,013</b>	<b>16,942,139</b>	<b>16,927,338</b>	<b>16,988,449</b>	<b>17,679,340</b>	<b>17,899,564</b>	<b>18,468,197</b>	<b>19,027,688</b>	<b>19,602,427</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,257,000	14,683,484	16,798,952	14,647,816	21,369,672	19,555,440	22,781,208	26,064,978	24,675,044	26,142,312	24,587,330	22,957,567
Provisions	1,455,000	1,364,083	1,398,837	1,434,111	1,469,907	1,506,260	1,543,090	1,580,412	1,618,235	1,656,575	1,695,442	1,734,851
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>17,712,000</b>	<b>16,047,568</b>	<b>18,197,789</b>	<b>16,081,927</b>	<b>22,839,579</b>	<b>21,061,700</b>	<b>24,324,299</b>	<b>27,645,389</b>	<b>26,293,279</b>	<b>27,798,887</b>	<b>26,282,771</b>	<b>24,692,418</b>
<b>TOTAL LIABILITIES</b>	<b>32,505,000</b>	<b>33,155,044</b>	<b>36,078,388</b>	<b>32,738,941</b>	<b>39,781,718</b>	<b>37,989,039</b>	<b>41,312,748</b>	<b>45,324,729</b>	<b>44,192,843</b>	<b>46,267,084</b>	<b>45,310,459</b>	<b>44,294,845</b>
<b>Net Assets</b>	<b>882,581,000</b>	<b>912,078,546</b>	<b>937,952,145</b>	<b>939,478,339</b>	<b>993,538,264</b>	<b>996,821,903</b>	<b>1,015,601,727</b>	<b>1,025,606,033</b>	<b>1,028,033,777</b>	<b>1,030,549,478</b>	<b>1,034,586,438</b>	<b>1,037,428,801</b>
<b>EQUITY</b>												
Retained Earnings	357,662,000	374,482,446	392,150,088	392,065,467	392,766,814	393,312,908	394,642,471	395,517,498	397,945,242	400,406,451	403,774,164	406,616,527
Revaluation Reserves	524,919,000	537,596,100	545,802,058	547,412,872	600,771,450	603,508,996	620,959,257	630,088,535	630,088,535	630,143,028	630,812,274	630,812,274
Council Equity Interest	882,581,000	912,078,546	937,952,145	939,478,339	993,538,264	996,821,903	1,015,601,727	1,025,606,033	1,028,033,777	1,030,549,478	1,034,586,438	1,037,428,801
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>882,581,000</b>	<b>912,078,546</b>	<b>937,952,145</b>	<b>939,478,339</b>	<b>993,538,264</b>	<b>996,821,903</b>	<b>1,015,601,727</b>	<b>1,025,606,033</b>	<b>1,028,033,777</b>	<b>1,030,549,478</b>	<b>1,034,586,438</b>	<b>1,037,428,801</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	Projected Years									
	\$	\$	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	27,550,000	27,526,503	28,586,722	29,323,419	30,098,432	30,838,622	31,704,990	32,533,700	33,450,419	34,396,207	35,370,206	36,373,024
User Charges & Fees	15,259,000	11,239,028	12,083,238	11,971,884	11,966,305	12,256,861	12,569,014	12,890,450	13,225,295	13,571,527	13,927,038	14,292,086
Interest & Investment Revenue Received	1,614,000	1,765,551	1,722,068	1,756,374	1,782,257	1,724,249	2,525,543	2,016,613	2,197,506	2,238,832	2,404,546	1,088,050
Grants & Contributions	31,051,000	34,090,259	34,052,261	18,396,650	16,938,042	17,522,746	17,540,185	17,658,560	18,384,834	19,017,716	19,016,338	19,491,747
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	7,137,000	2,216,354	2,325,480	2,687,023	2,725,841	2,786,088	2,831,517	2,902,305	2,974,863	3,049,234	3,125,465	3,203,602
<b>Payments:</b>												
Employee Benefits & On-Costs	(20,389,000)	(21,323,929)	(22,573,563)	(23,406,094)	(23,448,969)	(23,883,164)	(24,474,789)	(25,081,095)	(25,702,447)	(26,338,220)	(26,991,796)	(27,660,569)
Materials & Contracts	(13,452,000)	(5,568,937)	(5,683,606)	(4,899,849)	(4,384,620)	(5,440,610)	(5,284,277)	(4,851,429)	(5,271,186)	(5,393,790)	(5,515,312)	(5,647,820)
Borrowing Costs	(1,207,000)	(1,254,526)	(1,103,299)	(1,078,539)	(1,157,496)	(1,171,442)	(1,168,784)	(1,259,518)	(1,269,720)	(1,247,700)	(1,236,942)	(1,165,054)
Bonds & Deposits Refunded	(5,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(9,225,000)	(11,401,724)	(11,468,441)	(11,561,964)	(11,733,871)	(11,919,420)	(11,872,584)	(12,197,194)	(12,531,669)	(12,876,347)	(13,231,579)	(13,587,730)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>38,333,000</b>	<b>37,268,580</b>	<b>38,000,860</b>	<b>23,189,083</b>	<b>22,785,902</b>	<b>22,693,930</b>	<b>24,370,815</b>	<b>24,612,393</b>	<b>25,457,895</b>	<b>26,416,549</b>	<b>26,863,965</b>	<b>26,377,337</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	89,600,000	786,745	7,261,359	595,603	4,141,745	1,772,806	2,392,960	1,041,419	-	726,869	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	611,000	1,324,501	767,918	1,402,433	504,574	874,798	914,236	914,236	914,236	914,236	914,236	914,236
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	120,000	-	-	13,084	13,477	13,881	13,881	13,881	13,881	13,881	13,881	13,881
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(96,600,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(30,693,000)	(37,683,815)	(48,754,652)	(21,999,885)	(34,557,120)	(22,083,076)	(28,709,321)	(25,206,321)	(21,863,321)	(24,560,321)	(22,154,321)	(21,207,320)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(219,336)	(80,122)	(79,123)	(44,859)	(86,127)	(44,287)	(44,287)	(44,287)	(44,287)	(44,287)	(44,287)
Deferred Debtors & Advances Made	-	-	(150,000)	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(36,962,000)</b>	<b>(35,791,905)</b>	<b>(40,955,707)</b>	<b>(20,067,888)</b>	<b>(29,941,983)</b>	<b>(19,507,717)</b>	<b>(25,432,531)</b>	<b>(23,281,072)</b>	<b>(20,979,491)</b>	<b>(22,949,622)</b>	<b>(21,270,491)</b>	<b>(20,323,490)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	4,000,000	-	8,700,000	-	5,000,000	5,000,000	-	3,000,000	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(1,409,000)	(1,492,778)	(1,646,885)	(1,818,309)	(2,295,171)	(1,834,109)	(1,897,010)	(1,774,232)	(1,633,452)	(1,439,601)	(1,483,064)	(1,554,983)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,409,000)</b>	<b>(1,492,778)</b>	<b>2,353,115</b>	<b>(1,818,309)</b>	<b>6,404,829</b>	<b>(1,834,109)</b>	<b>3,102,990</b>	<b>3,225,768</b>	<b>(1,633,452)</b>	<b>1,560,399</b>	<b>(1,483,064)</b>	<b>(1,554,983)</b>
<b>Net Increase(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(38,000)</b>	<b>(16,103)</b>	<b>(601,731)</b>	<b>1,302,886</b>	<b>(751,252)</b>	<b>1,352,103</b>	<b>2,041,274</b>	<b>4,557,089</b>	<b>2,844,953</b>	<b>5,027,326</b>	<b>4,110,409</b>	<b>4,498,864</b>
plus: Cash, Cash Equivalents & Investments - beginning of year	1,581,000	1,543,000	1,526,897	925,165	2,228,052	1,476,800	2,828,903	4,870,177	9,427,266	12,272,219	17,299,545	21,409,954
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,543,000</b>	<b>1,526,897</b>	<b>925,165</b>	<b>2,228,052</b>	<b>1,476,800</b>	<b>2,828,903</b>	<b>4,870,177</b>	<b>9,427,266</b>	<b>12,272,219</b>	<b>17,299,545</b>	<b>21,409,954</b>	<b>25,908,818</b>
<b>Reconciliation of Cash, Cash Equivalents &amp; Investments</b>												
Cash & Cash Equivalents - end of the year	1,543,000	1,526,897	925,165	2,228,052	1,476,800	2,828,903	4,870,177	9,427,266	12,272,219	17,299,545	21,409,954	25,908,818
Investments - end of the year	53,300,000	52,513,255	45,251,896	44,656,293	40,514,548	38,741,741	36,348,781	35,307,362	35,307,362	34,580,493	34,580,493	34,580,493
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>54,843,000</b>	<b>54,040,152</b>	<b>46,177,061</b>	<b>46,884,344</b>	<b>41,991,348</b>	<b>41,570,645</b>	<b>41,218,959</b>	<b>44,734,629</b>	<b>47,579,581</b>	<b>51,880,038</b>	<b>55,990,447</b>	<b>60,489,311</b>
<b>Representing:</b>												
- External Restrictions	33,428,000	33,791,600	31,590,252	33,761,630	28,287,810	28,455,006	28,067,633	31,047,079	32,686,469	35,384,589	37,473,233	40,713,272
- Internal Restrictions	8,980,000	11,875,701	6,672,676	6,122,660	7,535,944	6,807,812	7,611,680	7,478,548	7,571,416	7,546,284	7,600,152	7,072,020
- Unrestricted	12,435,000	8,372,851	7,913,933	7,000,054	6,167,593	6,307,827	5,539,645	6,209,002	7,321,696	8,949,165	10,917,062	12,704,018
	<b>54,843,000</b>	<b>54,040,152</b>	<b>46,177,061</b>	<b>46,884,344</b>	<b>41,991,348</b>	<b>41,570,645</b>	<b>41,218,959</b>	<b>44,734,629</b>	<b>47,579,581</b>	<b>51,880,038</b>	<b>55,990,447</b>	<b>60,489,311</b>



TOWARDS 2030



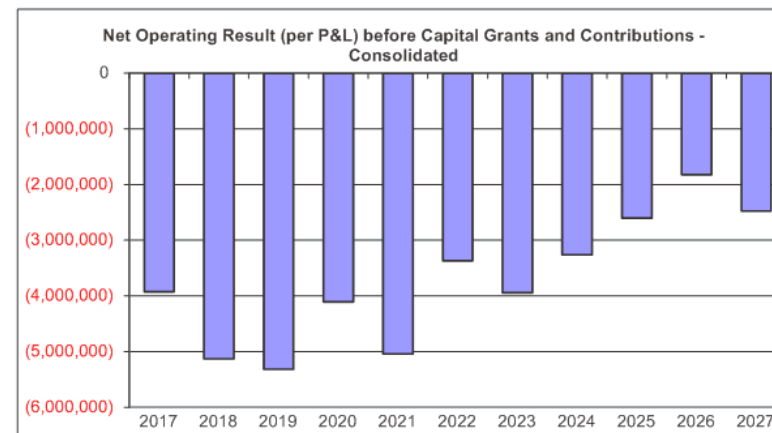
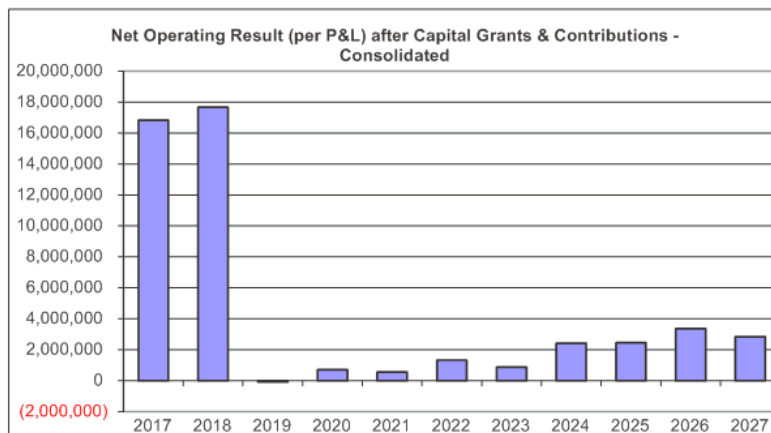
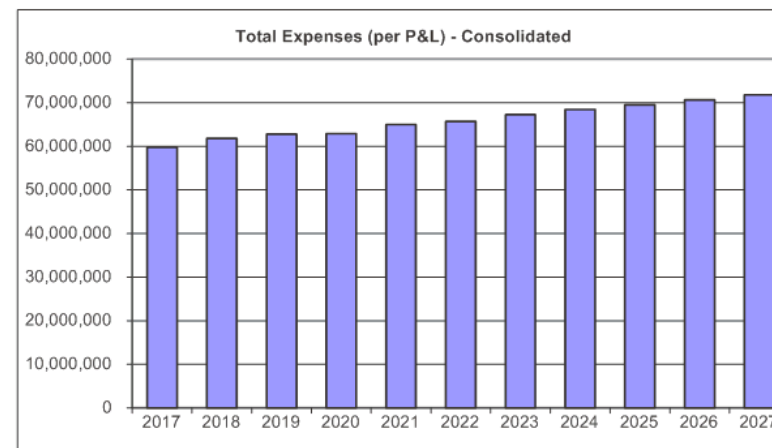
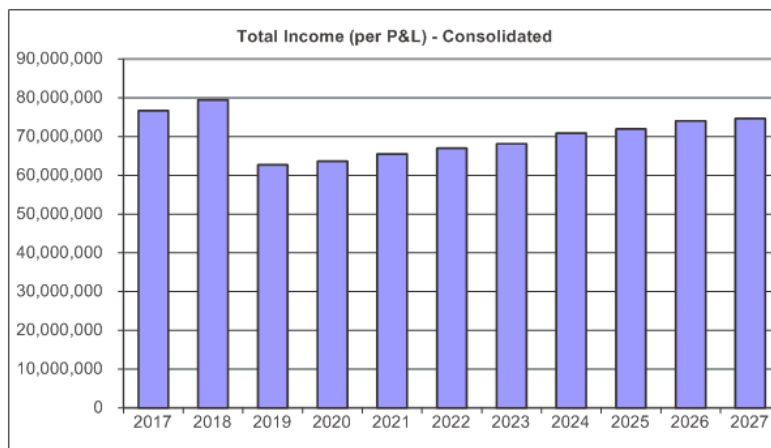
LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 EQUITY STATEMENT - CONSOLIDATED Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	861,018,000	882,581,000	912,078,546	937,952,145	939,478,339	993,538,264	996,821,903	1,015,601,727	1,025,606,033	1,028,033,777	1,030,549,478	1,034,586,438
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	11,135,000	12,677,100	8,205,958	1,610,814	53,358,578	2,737,546	17,450,261	9,129,278	-	54,493	669,246	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	(8,000)	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	11,127,000	12,677,100	8,205,958	1,610,814	53,358,578	2,737,546	17,450,261	9,129,278	-	54,493	669,246	-
b. Net Operating Result for the Year	10,436,000	16,820,446	17,667,642	(84,620)	701,347	546,093	1,329,563	875,027	2,427,745	2,461,208	3,367,713	2,842,363
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	21,563,000	29,497,546	25,873,599	1,526,194	54,059,925	3,283,639	18,779,824	10,004,305	2,427,745	2,515,701	4,036,959	2,842,363
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>882,581,000</b>	<b>912,078,546</b>	<b>937,952,145</b>	<b>939,478,339</b>	<b>993,538,264</b>	<b>996,821,903</b>	<b>1,015,601,727</b>	<b>1,025,606,033</b>	<b>1,028,033,777</b>	<b>1,030,549,478</b>	<b>1,034,586,438</b>	<b>1,037,428,801</b>



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

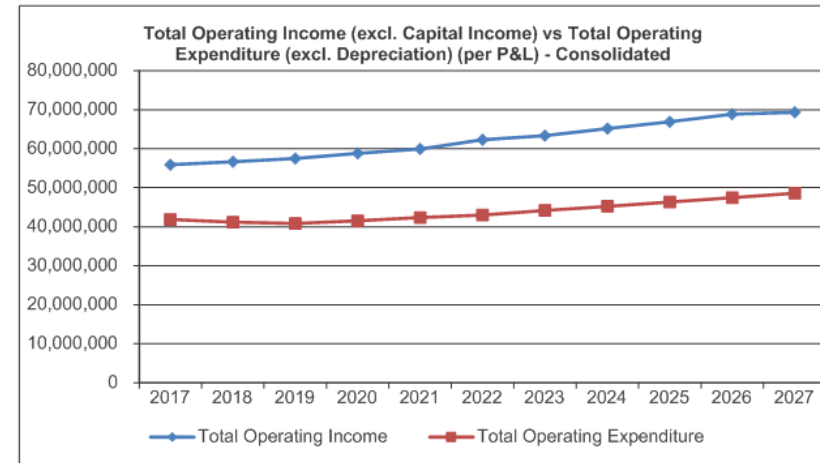
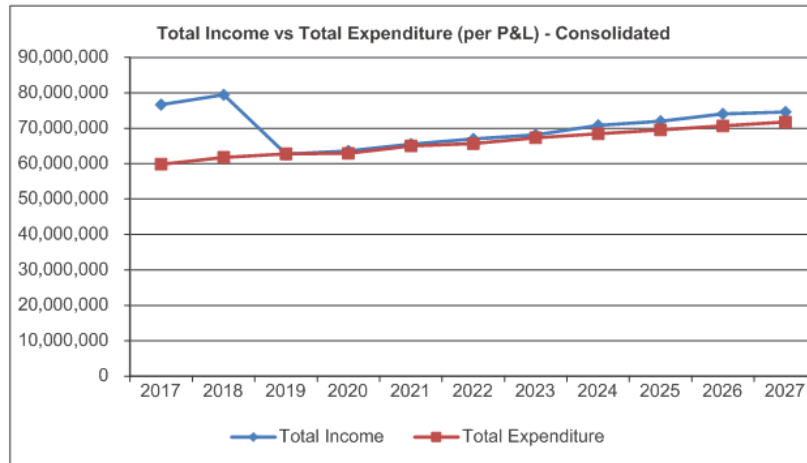
Income Statement Charts





**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

Income Statement Charts

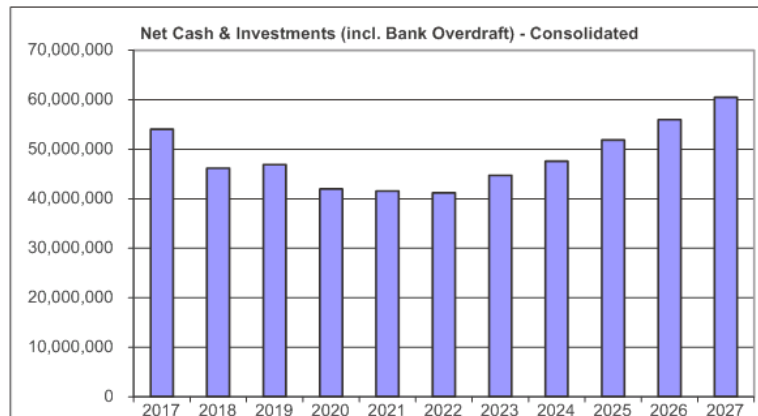
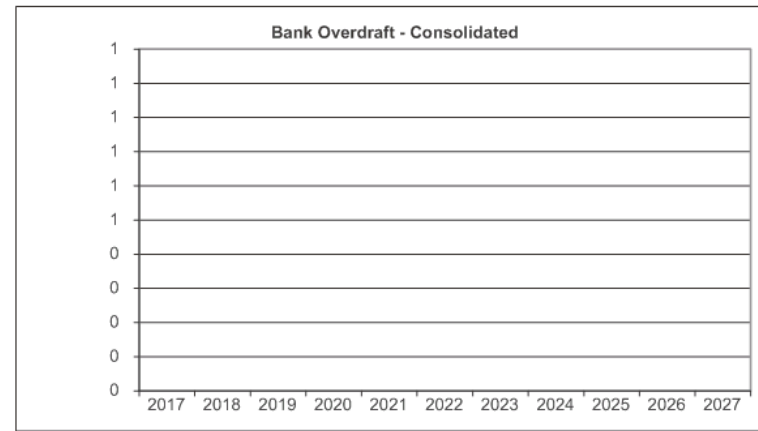
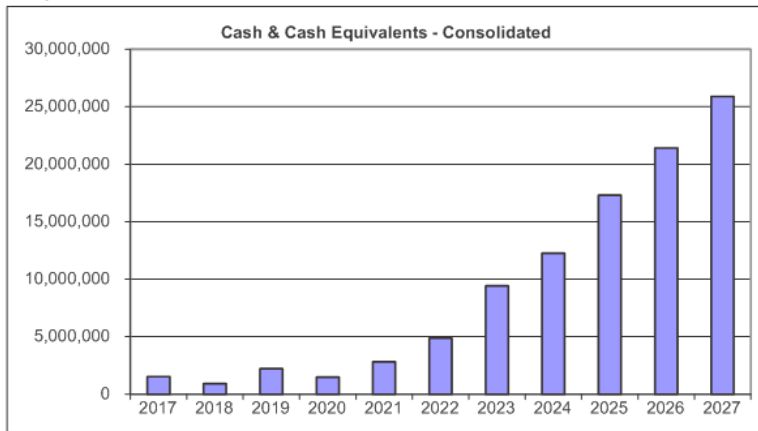






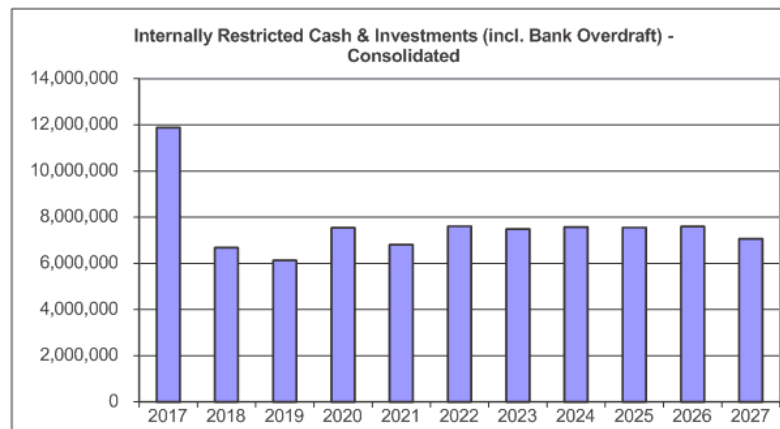
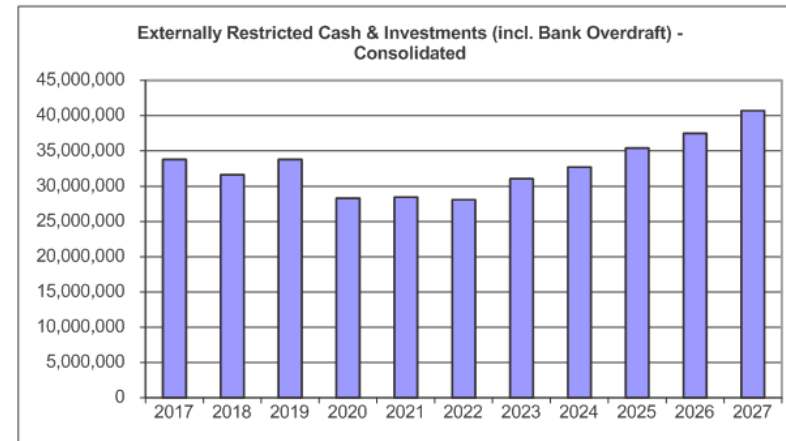
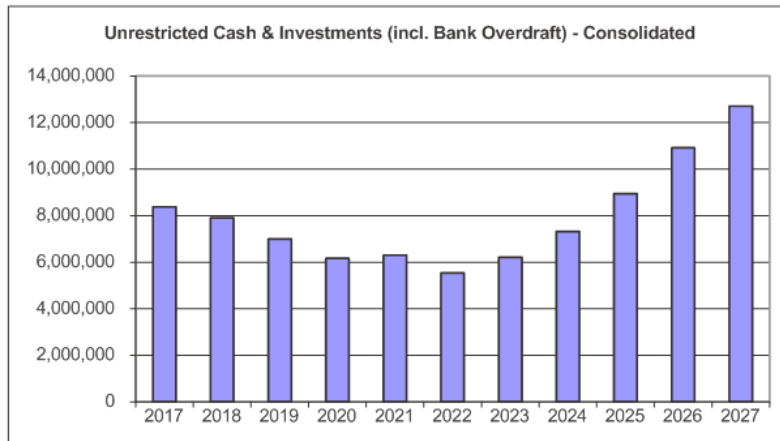
**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

Cash, Investment & Bank Overdraft Charts



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

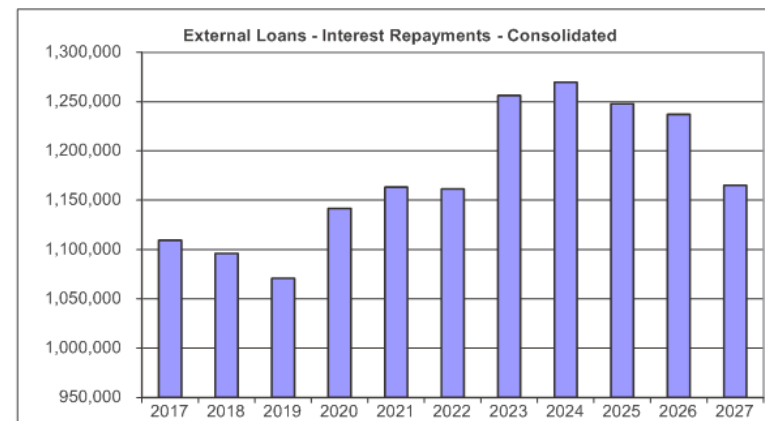
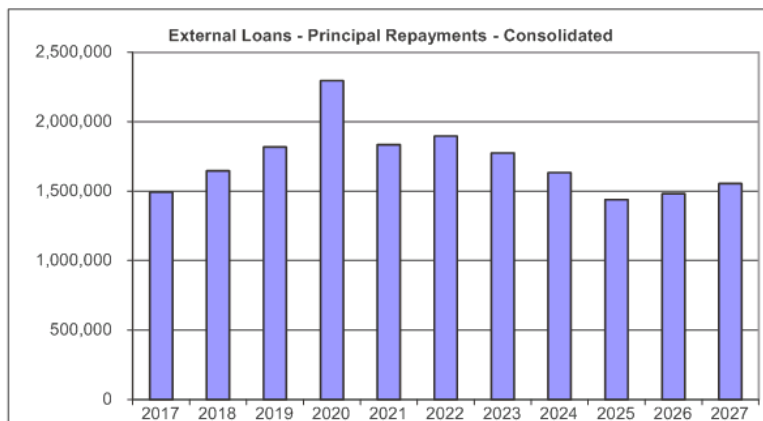
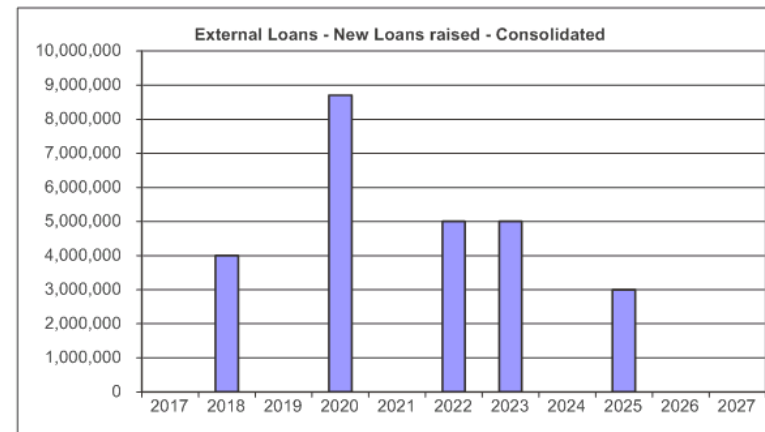
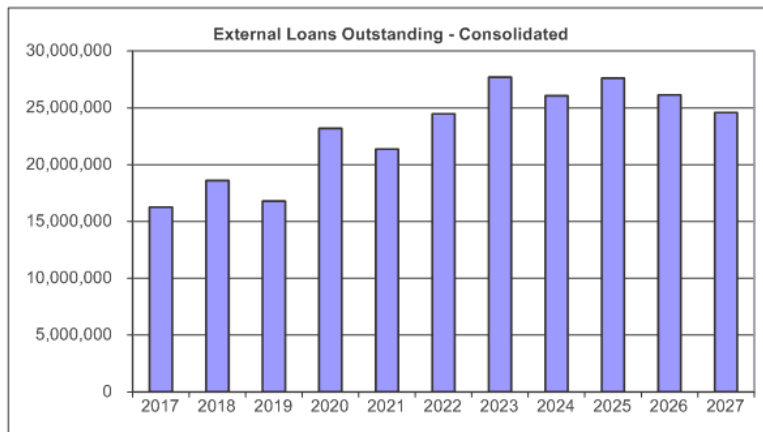
Cash Restrictions Charts





**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

External Loans Charts

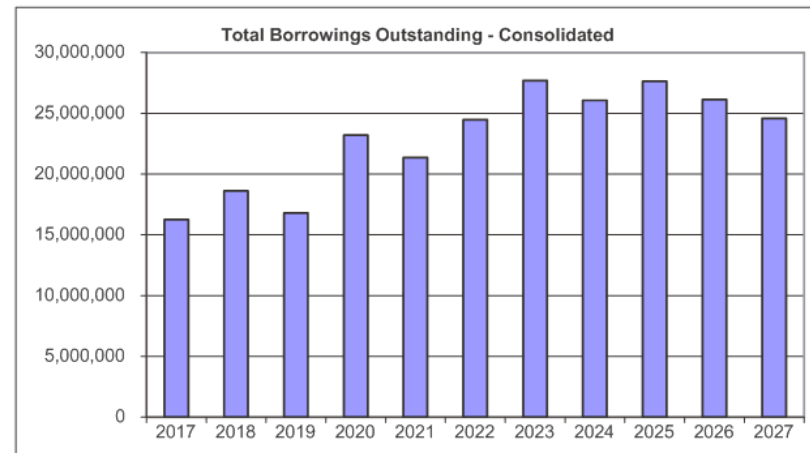
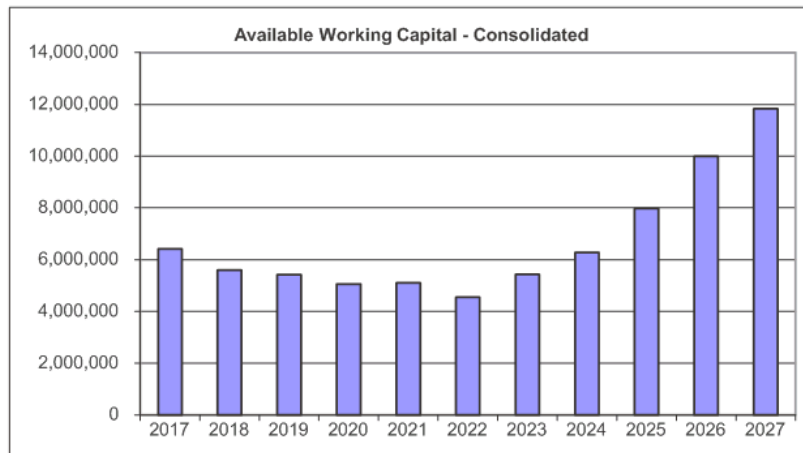






**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

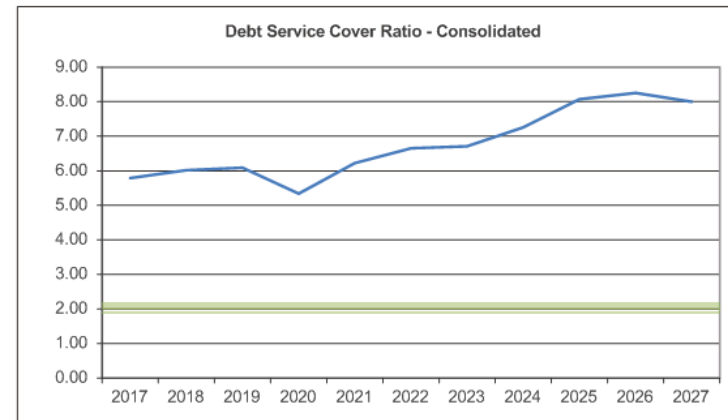
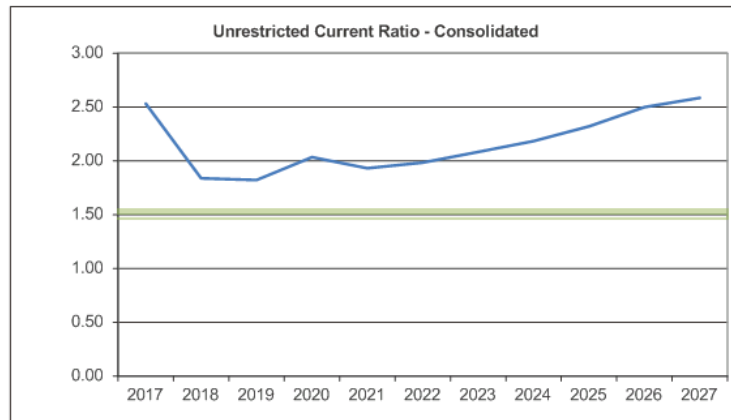
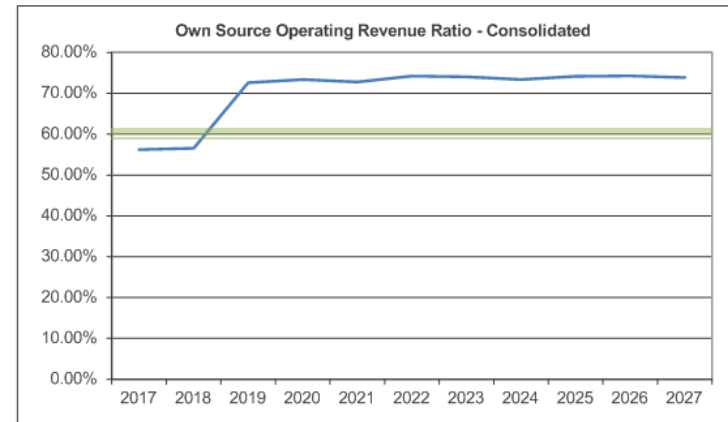
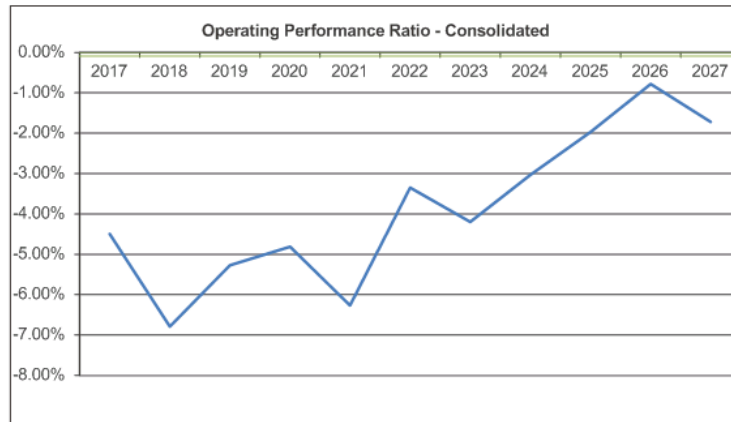
Other Charts





**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

New Note 13 Ratios Charts



Minimum Amber

Minimum Green

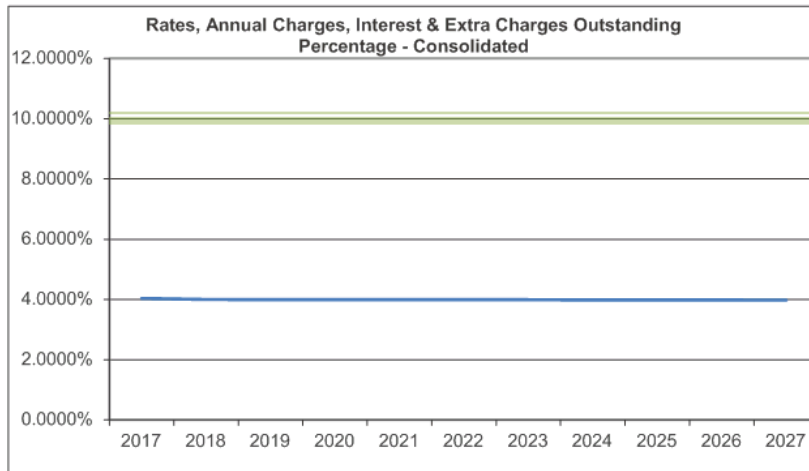
Maximum Green

Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

New Note 13 Ratios Charts (continued)

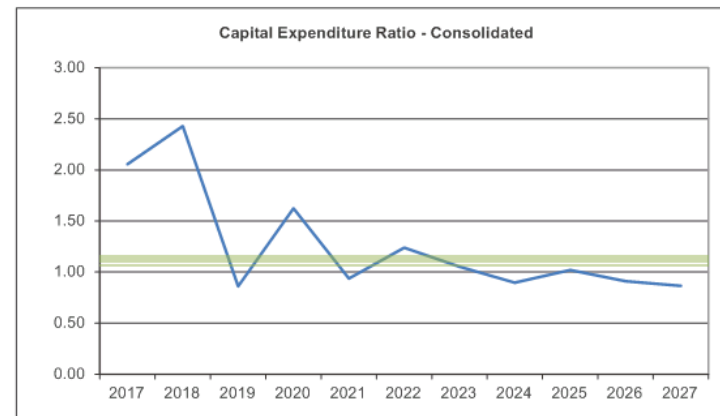
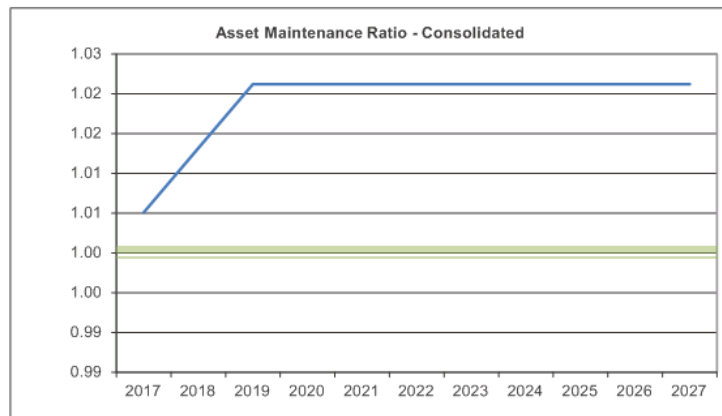
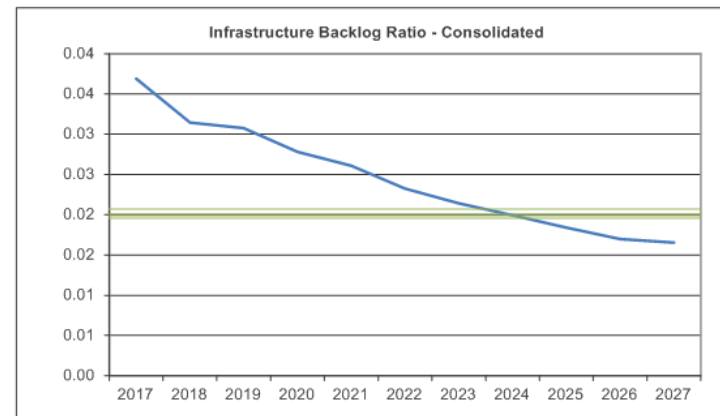
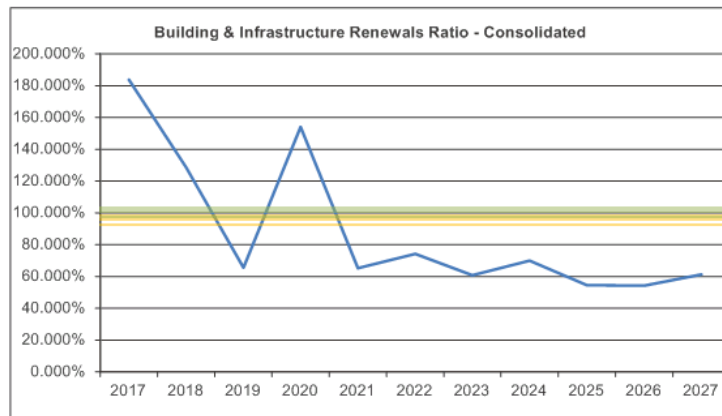


Minimum Amber
  Minimum Green
  Maximum Green
  Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

New Special Schedule 7 Ratios Charts



Minimum Amber

Minimum Green

Maximum Green

Maximum Amber



TOWARDS 2030

LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2027  
 KEY PERFORMANCE INDICATORS - CONSOLIDATED  
 Scenario: Base Scenario

		Current Year 2016/17	Projected Years									
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				Within green benchmark (green min and/or green max)				Within green benchmark				
				Within amber benchmark (amber min and/or amber max)				above green maximum and below amber maximum				
				Not within benchmark (amber min and/or amber max)				below green minimum and above amber minimum				
								above amber maximum				
								below amber minimum				
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	-4.50%	-6.79%	-5.27%	-4.81%	-6.27%	-3.35%	-4.20%	-3.03%	-1.97%	-0.78%	-1.72%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	56.24%	56.55%	72.61%	73.39%	72.79%	74.26%	74.06%	73.37%	74.20%	74.28%	73.85%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	2.53	1.84	1.82	2.04	1.93	1.98	2.08	2.18	2.32	2.50	2.59
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	5.79	6.02	6.09	5.34	6.23	6.66	6.71	7.26	8.07	8.26	8.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	4.04%	4.00%	4.00%	3.99%	3.99%	3.99%	3.99%	3.99%	3.98%	3.98%	3.98%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Renewals Ratio	Snapshot											
	Actual Ratio	183.72%	128.51%	65.46%	153.95%	65.24%	74.25%	60.73%	69.87%	54.44%	54.20%	61.14%
Infrastructure Backlog Ratio	Snapshot											
	Actual Ratio	0.04	0.03	0.03	0.03	0.03	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio	Snapshot											
	Actual Ratio	1.01	1.01	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02
Capital Expenditure Ratio	Snapshot											
	Actual Ratio	2.06	2.43	0.86	1.63	0.94	1.24	1.05	0.90	1.02	0.91	0.87



TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - GENERAL FUND Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	16,637,000	16,988,866	17,348,981	17,676,763	18,036,578	18,411,715	18,872,008	19,343,808	19,827,403	20,323,088	20,831,166	21,351,945
User Charges & Fees	8,692,000	4,564,539	5,350,508	4,517,381	4,584,377	4,655,821	4,772,217	4,891,522	5,013,810	5,139,155	5,267,634	5,399,325
Interest & Investment Revenue	1,050,000	983,583	881,045	921,064	959,829	997,858	1,286,312	1,110,855	1,183,374	1,288,339	1,411,048	332,503
Other Revenues	1,750,000	1,714,998	1,756,157	2,132,205	2,157,500	2,190,829	2,245,600	2,301,740	2,359,283	2,418,265	2,478,722	2,540,690
Grants & Contributions provided for Operating Purposes	14,706,000	12,289,369	11,304,118	11,506,490	11,678,560	11,798,978	12,093,953	12,396,301	12,706,209	13,023,864	13,349,461	13,683,197
Grants & Contributions provided for Capital Purposes	14,158,000	19,873,562	19,972,005	4,394,109	3,961,863	3,730,217	3,823,472	3,919,059	4,017,036	4,117,462	4,220,398	4,325,908
<b>Other Income:</b>												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>56,993,000</b>	<b>56,414,917</b>	<b>56,612,814</b>	<b>41,148,012</b>	<b>41,378,707</b>	<b>41,785,418</b>	<b>43,093,561</b>	<b>43,963,285</b>	<b>45,107,115</b>	<b>46,310,174</b>	<b>47,558,429</b>	<b>47,633,568</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	15,889,000	16,742,290	17,413,483	17,726,500	18,067,323	18,394,028	18,853,879	19,325,226	19,808,357	20,303,566	20,811,155	21,331,434
Borrowing Costs	335,000	299,652	262,142	222,683	181,137	84,692	41,696	7,773	-	-	-	-
Materials & Contracts	7,841,000	2,902,810	1,260,352	725,653	652,704	856,922	878,345	900,304	922,812	945,882	969,529	993,767
Depreciation & Amortisation	15,479,000	12,781,192	15,411,878	15,650,343	16,086,714	17,257,537	17,280,631	17,280,631	17,337,820	17,330,019	17,330,019	17,330,019
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,041,000	7,462,275	7,334,764	7,381,496	7,494,381	7,614,120	7,840,712	8,074,690	8,316,324	8,565,892	8,823,684	9,090,003
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,398,000	1,287,475	1,154,185	2,160,229	1,146,270	1,151,651	1,151,651	1,151,651	1,151,651	1,151,651	1,151,651	1,151,651
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>48,983,000</b>	<b>41,475,694</b>	<b>42,836,804</b>	<b>43,866,903</b>	<b>43,628,529</b>	<b>45,358,949</b>	<b>46,046,914</b>	<b>46,740,276</b>	<b>47,536,964</b>	<b>48,297,010</b>	<b>49,086,038</b>	<b>49,896,874</b>
<b>Operating Result from Continuing Operations</b>	<b>8,010,000</b>	<b>14,939,223</b>	<b>13,776,010</b>	<b>(2,718,891)</b>	<b>(2,249,822)</b>	<b>(3,573,531)</b>	<b>(2,953,353)</b>	<b>(2,776,990)</b>	<b>(2,429,848)</b>	<b>(1,986,836)</b>	<b>(1,527,609)</b>	<b>(2,263,305)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>8,010,000</b>	<b>14,939,223</b>	<b>13,776,010</b>	<b>(2,718,891)</b>	<b>(2,249,822)</b>	<b>(3,573,531)</b>	<b>(2,953,353)</b>	<b>(2,776,990)</b>	<b>(2,429,848)</b>	<b>(1,986,836)</b>	<b>(1,527,609)</b>	<b>(2,263,305)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(6,148,000)</b>	<b>(4,934,339)</b>	<b>(6,195,995)</b>	<b>(7,113,000)</b>	<b>(6,211,685)</b>	<b>(7,303,748)</b>	<b>(6,776,825)</b>	<b>(6,696,049)</b>	<b>(6,446,884)</b>	<b>(6,104,297)</b>	<b>(5,748,007)</b>	<b>(6,589,214)</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - GENERAL FUND Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	988,000	1,206,376	-	190,903	1,444,796	2,066,414	3,350,598	5,175,483	7,711,084	10,686,093	14,124,454	16,845,128
Investments	29,917,000	29,413,634	25,696,508	25,696,508	25,696,508	25,696,508	25,696,508	25,696,508	25,696,508	25,696,508	25,696,508	25,696,508
Receivables	4,866,000	4,880,000	5,066,592	4,045,179	4,082,127	4,114,597	4,205,283	4,303,908	4,412,607	4,528,274	4,651,272	4,754,140
Inventories	858,000	1,344,229	1,248,663	1,188,828	1,186,663	1,212,762	1,233,390	1,254,533	1,276,205	1,298,418	1,321,187	1,344,525
Other	11,000	37,492	35,746	34,906	35,250	36,132	37,096	38,087	39,106	40,153	41,230	42,337
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>36,640,000</b>	<b>36,861,730</b>	<b>32,047,509</b>	<b>31,156,325</b>	<b>32,445,344</b>	<b>33,126,414</b>	<b>34,522,876</b>	<b>36,466,519</b>	<b>39,135,510</b>	<b>42,249,446</b>	<b>45,834,651</b>	<b>48,682,639</b>
<b>Non-Current Assets</b>												
Investments	-	503,366	439,754	439,754	439,754	439,754	439,754	439,754	439,754	439,754	439,754	439,754
Receivables	-	115,174	193,676	240,454	143,259	168,816	154,935	141,054	127,173	113,292	99,411	99,411
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	710,959,000	726,870,634	753,068,420	750,653,191	799,385,875	796,970,455	792,567,803	796,873,046	792,254,747	787,636,449	783,018,151	778,399,853
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	316,000	385,686	343,458	298,396	217,034	175,183	91,492	7,801	(0)	(0)	(0)	(0)
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>711,275,000</b>	<b>727,874,861</b>	<b>754,045,308</b>	<b>751,631,795</b>	<b>800,185,921</b>	<b>797,754,207</b>	<b>793,253,983</b>	<b>797,461,654</b>	<b>792,821,674</b>	<b>788,189,495</b>	<b>783,557,316</b>	<b>778,939,018</b>
<b>TOTAL ASSETS</b>	<b>747,915,000</b>	<b>764,756,591</b>	<b>786,092,817</b>	<b>782,788,120</b>	<b>832,631,265</b>	<b>830,880,621</b>	<b>827,776,859</b>	<b>833,930,173</b>	<b>831,957,184</b>	<b>830,438,941</b>	<b>829,391,967</b>	<b>827,621,657</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	6,600,000	7,767,071	7,948,851	6,137,404	6,030,227	6,233,101	6,338,337	6,450,686	6,569,617	6,691,834	6,817,433	6,946,516
Borrowings	639,000	663,784	703,242	1,404,857	743,568	862,934	305,269	3,076	3,076	3,076	3,076	3,076
Provisions	6,170,000	6,581,067	6,862,789	7,148,698	7,438,851	7,733,512	8,035,540	8,345,118	8,662,436	8,987,687	9,321,068	9,662,785
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>12,409,000</b>	<b>15,011,921</b>	<b>15,514,882</b>	<b>14,690,958</b>	<b>14,212,646</b>	<b>14,829,548</b>	<b>14,679,146</b>	<b>14,798,880</b>	<b>15,235,129</b>	<b>15,682,596</b>	<b>16,141,578</b>	<b>16,612,377</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,462,000	3,807,414	3,107,248	1,705,467	964,975	305,117	2,924	2,924	2,924	2,924	2,924	2,924
Provisions	862,000	750,933	769,231	787,802	806,649	825,788	845,405	865,513	886,124	907,249	928,903	951,099
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>5,324,000</b>	<b>4,558,348</b>	<b>3,876,479</b>	<b>2,493,270</b>	<b>1,771,624</b>	<b>1,130,905</b>	<b>848,329</b>	<b>868,437</b>	<b>889,048</b>	<b>910,173</b>	<b>931,827</b>	<b>954,023</b>
<b>TOTAL LIABILITIES</b>	<b>17,733,000</b>	<b>19,570,269</b>	<b>19,391,341</b>	<b>17,184,228</b>	<b>15,984,270</b>	<b>15,760,452</b>	<b>15,527,475</b>	<b>15,667,317</b>	<b>16,124,177</b>	<b>16,592,770</b>	<b>17,073,405</b>	<b>17,566,400</b>
<b>Net Assets</b>	<b>730,182,000</b>	<b>745,186,323</b>	<b>766,701,476</b>	<b>765,603,892</b>	<b>816,646,996</b>	<b>815,120,169</b>	<b>812,249,384</b>	<b>818,262,856</b>	<b>815,833,007</b>	<b>813,846,171</b>	<b>812,318,562</b>	<b>810,055,257</b>
<b>EQUITY</b>												
Retained Earnings	249,374,000	264,313,223	278,089,232	275,370,341	273,120,519	269,546,988	266,593,636	263,816,645	261,386,797	259,399,961	257,872,352	255,609,047
Revaluation Reserves	480,808,000	480,873,100	488,612,243	490,233,551	543,526,476	545,573,181	545,655,748	554,446,210	554,446,210	554,446,210	554,446,210	554,446,210
Council Equity Interest	730,182,000	745,186,323	766,701,476	765,603,892	816,646,996	815,120,169	812,249,384	818,262,856	815,833,007	813,846,171	812,318,562	810,055,257
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>730,182,000</b>	<b>745,186,323</b>	<b>766,701,476</b>	<b>765,603,892</b>	<b>816,646,996</b>	<b>815,120,169</b>	<b>812,249,384</b>	<b>818,262,856</b>	<b>815,833,007</b>	<b>813,846,171</b>	<b>812,318,562</b>	<b>810,055,257</b>



TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - GENERAL FUND Scenario: Base Scenario	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>													
<b>Receipts:</b>													
Rates & Annual Charges	-	16,730,549	17,336,362	17,665,277	18,023,970	18,398,570	18,855,878	19,327,275	19,810,457	20,305,719	20,813,362	21,333,696	
User Charges & Fees	-	4,479,866	5,092,798	4,790,556	4,582,410	4,632,395	4,734,051	4,852,403	4,973,713	5,098,056	5,225,507	5,356,145	
Interest & Investment Revenue Received	-	1,107,862	934,986	928,026	931,643	985,818	1,267,036	1,085,425	1,149,700	1,249,572	1,366,873	296,547	
Grants & Contributions	-	32,479,585	31,318,043	16,627,402	15,652,722	15,534,453	15,899,073	16,296,590	16,703,964	17,121,563	17,549,602	17,988,342	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	1,640,708	1,781,145	2,134,462	2,165,114	2,196,653	2,247,910	2,304,107	2,361,710	2,420,753	2,481,272	2,543,303	
<b>Payments:</b>													
Employee Benefits & On-Costs	-	(16,060,957)	(17,096,558)	(17,822,258)	(17,758,323)	(18,080,228)	(18,532,234)	(18,995,540)	(19,470,428)	(19,957,189)	(20,456,119)	(20,967,522)	
Materials & Contracts	-	(807,465)	(1,330,441)	(749,462)	(629,028)	(814,096)	(821,431)	(841,686)	(862,434)	(883,686)	(905,454)	(927,750)	
Borrowing Costs	-	(444,558)	(269,555)	(230,538)	(196,864)	(93,000)	(49,099)	(11,163)	-	-	-	-	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(7,398,730)	(7,304,144)	(7,350,340)	(7,462,668)	(7,581,870)	(7,807,651)	(8,040,803)	(8,281,589)	(8,530,288)	(8,787,190)	(9,052,596)	
<b>Net Cash provided (or used in) Operating Activities</b>	-	31,726,862	30,462,633	15,993,124	15,288,975	15,178,695	15,793,534	15,976,568	16,385,093	16,824,499	17,287,853	16,570,166	
<b>Cash Flows from Investing Activities</b>													
<b>Receipts:</b>													
Sale of Investment Securities	-	-	3,780,738	-	-	-	-	-	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	1,324,501	767,918	1,402,433	504,574	874,798	914,236	914,236	914,236	914,236	914,236	914,236	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	13,084	13,477	13,881	13,881	13,881	13,881	13,881	13,881	13,881	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Payments:</b>													
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	-	(31,983,849)	(35,326,835)	(16,438,450)	(13,106,693)	(14,619,138)	(14,733,321)	(14,733,321)	(14,733,321)	(14,733,321)	(14,733,321)	(14,733,321)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	(219,336)	(80,122)	(79,123)	(44,659)	(86,127)	(44,287)	(44,287)	(44,287)	(44,287)	(44,287)	(44,287)	
Deferred Debtors & Advances Made	-	-	(150,000)	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash provided (or used in) Investing Activities</b>	-	(30,878,684)	(31,008,301)	(15,102,055)	(12,633,301)	(13,816,586)	(13,849,491)	(13,849,491)	(13,849,491)	(13,849,491)	(13,849,491)	(13,849,491)	
<b>Cash Flows from Financing Activities</b>													
<b>Receipts:</b>													
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Payments:</b>													
Repayment of Borrowings & Advances	-	(629,802)	(660,708)	(700,166)	(1,401,781)	(740,492)	(659,858)	(302,193)	-	-	-	-	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(629,802)	(660,708)	(700,166)	(1,401,781)	(740,492)	(659,858)	(302,193)	-	-	-	-	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	218,376	(1,206,376)	190,903	1,253,893	621,617	1,284,185	1,824,884	2,535,602	2,975,008	3,438,362	2,720,674	
plus: Cash, Cash Equivalents & Investments - beginning of year	-	988,000	1,206,376	(0)	190,903	1,444,796	2,066,414	3,350,598	5,175,483	7,711,084	10,686,093	14,124,454	
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>1,206,376</b>	<b>(0)</b>	<b>190,903</b>	<b>1,444,796</b>	<b>2,066,414</b>	<b>3,350,598</b>	<b>5,175,483</b>	<b>7,711,084</b>	<b>10,686,093</b>	<b>14,124,454</b>	<b>16,845,128</b>	
Cash & Cash Equivalents - end of the year	988,000	1,206,376	(0)	190,903	1,444,796	2,066,414	3,350,598	5,175,483	7,711,084	10,686,093	14,124,454	16,845,128	
Investments - end of the year	29,917,000	29,917,000	26,136,262	26,136,262	26,136,262	26,136,262	26,136,262	26,136,262	26,136,262	26,136,262	26,136,262	26,136,262	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>30,905,000</b>	<b>31,123,376</b>	<b>26,136,262</b>	<b>26,327,166</b>	<b>27,581,058</b>	<b>28,202,676</b>	<b>29,486,861</b>	<b>31,311,745</b>	<b>33,847,347</b>	<b>36,822,355</b>	<b>40,260,717</b>	<b>42,981,391</b>	
<b>Representing:</b>													
- External Restrictions	9,490,000	10,874,824	11,549,453	13,204,451	13,877,521	15,087,037	16,335,535	17,624,195	18,954,234	20,326,906	21,743,502	23,205,352	
- Internal Restrictions	8,980,000	11,875,701	6,672,876	6,122,660	7,535,944	6,807,812	7,611,680	7,478,548	7,571,416	7,548,284	7,600,152	7,072,020	
- Unrestricted	12,435,000	8,372,851	7,913,933	7,000,054	6,167,593	6,307,827	5,539,645	6,209,002	7,321,696	8,949,165	10,917,062	12,704,018	
	<b>30,905,000</b>	<b>31,123,376</b>	<b>26,136,262</b>	<b>26,327,166</b>	<b>27,581,058</b>	<b>28,202,676</b>	<b>29,486,861</b>	<b>31,311,745</b>	<b>33,847,347</b>	<b>36,822,355</b>	<b>40,260,717</b>	<b>42,981,391</b>	

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

10 Year Financial Plan for the Years ending 30 June 2027  
EQUITY STATEMENT - GENERAL FUND  
Scenario: Base Scenario

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	713,440,000	730,182,000	745,186,323	766,701,476	765,603,892	816,646,996	815,120,169	812,249,384	818,262,856	815,833,007	813,846,171	812,318,562
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	8,873,000	65,100	7,739,143	1,621,308	53,292,925	2,046,704	82,567	8,790,462	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	(8,000)	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	(133,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	8,732,000	65,100	7,739,143	1,621,308	53,292,925	2,046,704	82,567	8,790,462	-	-	-	-
b. Net Operating Result for the Year	8,010,000	14,939,223	13,776,010	(2,718,891)	(2,249,822)	(3,573,531)	(2,953,353)	(2,776,990)	(2,429,848)	(1,986,836)	(1,527,609)	(2,263,305)
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	16,742,000	15,004,323	21,515,153	(1,097,583)	51,043,104	(1,526,827)	(2,870,785)	6,013,472	(2,429,848)	(1,986,836)	(1,527,609)	(2,263,305)
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>730,182,000</b>	<b>745,186,323</b>	<b>766,701,476</b>	<b>765,603,892</b>	<b>816,646,996</b>	<b>815,120,169</b>	<b>812,249,384</b>	<b>818,262,856</b>	<b>815,833,007</b>	<b>813,846,171</b>	<b>812,318,562</b>	<b>810,055,257</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - SEWER FUND Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,107,000	5,579,356	5,898,370	6,133,602	6,378,229	6,567,295	6,829,987	7,034,886	7,316,282	7,608,933	7,913,290	8,229,822
User Charges & Fees	503,000	845,469	847,234	881,453	916,502	942,547	980,249	1,009,656	1,050,043	1,092,044	1,135,726	1,181,155
Interest & Investment Revenue	248,000	281,895	288,748	322,539	337,330	217,174	217,174	217,174	217,174	217,174	217,174	217,174
Other Revenues	34,000	17,919	18,367	18,643	18,918	19,212	19,692	20,185	20,689	21,206	21,737	22,280
Grants & Contributions provided for Operating Purposes	57,000	59,758	60,475	61,382	62,289	63,257	64,838	66,459	68,121	69,824	71,569	73,359
Grants & Contributions provided for Capital Purposes	224,000	263,500	1,025,000	229,400	228,800	728,160	233,864	239,711	995,703	251,846	258,142	264,596
<b>Other Income:</b>												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>6,173,000</b>	<b>7,047,897</b>	<b>8,138,194</b>	<b>7,647,019</b>	<b>7,942,068</b>	<b>8,537,645</b>	<b>8,345,804</b>	<b>8,588,071</b>	<b>9,668,012</b>	<b>9,261,028</b>	<b>9,617,639</b>	<b>9,988,386</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	1,160,000	1,390,739	1,477,937	1,506,096	1,534,253	1,563,867	1,597,509	1,631,883	1,667,005	1,702,892	1,739,560	1,777,026
Borrowing Costs	619,000	599,327	575,986	551,216	701,993	845,087	812,846	774,644	737,535	695,956	653,110	607,848
Materials & Contracts	927,000	1,010,199	1,327,596	1,067,766	1,082,837	1,050,913	1,068,675	1,086,753	1,105,154	1,123,883	1,142,946	1,162,351
Depreciation & Amortisation	1,858,000	1,958,057	2,057,041	2,086,898	2,102,759	2,132,962	2,132,962	2,364,511	2,364,511	2,364,511	2,364,511	2,364,511
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,416,000	1,495,442	1,580,706	1,604,417	1,628,128	1,653,418	1,682,554	1,712,258	1,742,541	1,773,416	1,804,897	1,836,996
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	30,000	61,500	63,037	63,983	64,928	65,937	65,937	65,937	65,937	65,937	65,937	65,937
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>6,010,000</b>	<b>6,515,264</b>	<b>7,082,304</b>	<b>6,880,376</b>	<b>7,114,898</b>	<b>7,312,185</b>	<b>7,360,483</b>	<b>7,635,986</b>	<b>7,682,683</b>	<b>7,726,595</b>	<b>7,770,961</b>	<b>7,814,670</b>
<b>Operating Result from Continuing Operations</b>	<b>163,000</b>	<b>532,633</b>	<b>1,055,890</b>	<b>766,643</b>	<b>827,170</b>	<b>1,225,460</b>	<b>985,321</b>	<b>952,085</b>	<b>1,985,329</b>	<b>1,534,433</b>	<b>1,846,678</b>	<b>2,173,716</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>163,000</b>	<b>532,633</b>	<b>1,055,890</b>	<b>766,643</b>	<b>827,170</b>	<b>1,225,460</b>	<b>985,321</b>	<b>952,085</b>	<b>1,985,329</b>	<b>1,534,433</b>	<b>1,846,678</b>	<b>2,173,716</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(61,000)</b>	<b>269,133</b>	<b>30,890</b>	<b>537,243</b>	<b>598,370</b>	<b>497,300</b>	<b>751,457</b>	<b>712,375</b>	<b>989,626</b>	<b>1,282,587</b>	<b>1,588,536</b>	<b>1,909,120</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - SEWER FUND Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	252,000	320,521	925,165	1,963,043	-	-	-	1,654,603	508,134	2,270,857	3,920,075	5,708,266
Investments	8,523,000	6,392,250	6,392,250	6,392,250	3,871,155	2,600,120	1,493,704	1,493,704	1,493,704	1,493,704	1,493,704	1,493,704
Receivables	743,000	583,237	1,066,129	588,901	605,265	927,851	639,664	657,907	1,146,505	705,585	730,752	756,849
Inventories	22,000	25,481	28,963	26,740	27,120	26,513	26,911	27,314	27,724	28,140	28,562	28,990
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,540,000</b>	<b>7,321,488</b>	<b>8,412,508</b>	<b>8,970,933</b>	<b>4,503,539</b>	<b>3,554,483</b>	<b>2,160,278</b>	<b>3,833,529</b>	<b>3,176,067</b>	<b>4,498,286</b>	<b>6,173,093</b>	<b>7,987,810</b>
<b>Non-Current Assets</b>												
Investments	-	2,130,750	2,130,750	2,130,750	1,290,385	866,707	497,901	497,901	497,901	497,901	497,901	497,901
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	71,474,000	78,050,563	77,859,078	77,614,150	92,398,722	93,952,860	104,863,135	103,747,687	105,659,239	105,098,791	104,455,343	103,953,895
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>71,474,000</b>	<b>80,181,313</b>	<b>79,989,828</b>	<b>79,744,900</b>	<b>93,689,107</b>	<b>94,819,566</b>	<b>105,361,037</b>	<b>104,245,588</b>	<b>106,157,140</b>	<b>105,596,692</b>	<b>104,953,245</b>	<b>104,451,796</b>
<b>TOTAL ASSETS</b>	<b>81,014,000</b>	<b>87,502,801</b>	<b>88,402,337</b>	<b>88,715,833</b>	<b>98,192,646</b>	<b>98,374,050</b>	<b>107,521,315</b>	<b>108,079,117</b>	<b>109,333,207</b>	<b>110,094,979</b>	<b>111,126,338</b>	<b>112,439,606</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	729,000	435,167	508,331	465,785	872,542	371,140	179,204	487,418	495,785	504,308	512,990	521,835
Borrowings	350,000	373,377	398,147	313,078	632,055	666,295	702,497	739,606	781,185	824,001	869,293	916,370
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,079,000</b>	<b>808,544</b>	<b>906,478</b>	<b>778,863</b>	<b>1,504,597</b>	<b>1,037,435</b>	<b>881,701</b>	<b>1,227,024</b>	<b>1,276,970</b>	<b>1,328,309</b>	<b>1,382,283</b>	<b>1,438,205</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,912,000	8,540,424	8,142,277	7,829,199	15,753,109	15,086,814	14,384,317	13,644,711	12,863,526	12,039,525	11,170,233	10,253,862
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>8,912,000</b>	<b>8,540,424</b>	<b>8,142,277</b>	<b>7,829,199</b>	<b>15,753,109</b>	<b>15,086,814</b>	<b>14,384,317</b>	<b>13,644,711</b>	<b>12,863,526</b>	<b>12,039,525</b>	<b>11,170,233</b>	<b>10,253,862</b>
<b>TOTAL LIABILITIES</b>	<b>9,991,000</b>	<b>9,348,968</b>	<b>9,048,755</b>	<b>8,608,062</b>	<b>17,257,706</b>	<b>16,124,249</b>	<b>15,266,018</b>	<b>14,871,735</b>	<b>14,140,496</b>	<b>13,367,834</b>	<b>12,552,516</b>	<b>11,692,068</b>
<b>Net Assets</b>	<b>71,023,000</b>	<b>78,153,833</b>	<b>79,353,581</b>	<b>80,107,771</b>	<b>80,934,940</b>	<b>82,249,801</b>	<b>92,255,296</b>	<b>93,207,382</b>	<b>95,192,711</b>	<b>96,727,144</b>	<b>98,573,822</b>	<b>100,747,538</b>
<b>EQUITY</b>												
Retained Earnings	46,812,000	47,344,633	48,400,523	49,167,166	49,994,336	51,219,796	52,205,117	53,157,203	55,142,532	56,676,965	58,523,643	60,697,359
Revaluation Reserves	24,211,000	30,809,200	30,953,058	30,940,604	30,940,604	31,030,004	40,050,179	40,050,179	40,050,179	40,050,179	40,050,179	40,050,179
Council Equity Interest	71,023,000	78,153,833	79,353,581	80,107,771	80,934,940	82,249,801	92,255,296	93,207,382	95,192,711	96,727,144	98,573,822	100,747,538
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>71,023,000</b>	<b>78,153,833</b>	<b>79,353,581</b>	<b>80,107,771</b>	<b>80,934,940</b>	<b>82,249,801</b>	<b>92,255,296</b>	<b>93,207,382</b>	<b>95,192,711</b>	<b>96,727,144</b>	<b>98,573,822</b>	<b>100,747,538</b>



TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - SEWER FUND Scenario: Base Scenario	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	5,555,585	5,888,777	6,126,529	6,370,873	6,561,610	6,822,088	7,028,725	7,307,820	7,600,133	7,904,138	8,220,304
User Charges & Fees	-	798,102	846,793	872,898	907,740	936,036	970,823	1,002,304	1,039,946	1,081,544	1,124,806	1,169,796
Interest & Investment Revenue Received	-	281,895	286,748	322,539	337,330	217,174	217,174	217,174	217,174	217,174	217,174	217,174
Grants & Contributions	-	557,756	612,706	783,694	290,899	481,086	604,311	301,538	593,886	781,994	324,724	332,842
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	14,323	18,277	18,588	18,863	19,153	19,596	20,086	20,588	21,103	21,630	22,171
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(1,390,739)	(1,477,937)	(1,506,096)	(1,534,253)	(1,563,867)	(1,597,509)	(1,631,883)	(1,667,005)	(1,702,892)	(1,739,560)	(1,777,026)
Materials & Contracts	-	(1,307,512)	(1,257,915)	(1,108,088)	(676,460)	(1,551,708)	(1,261,008)	(778,943)	(1,097,196)	(1,115,776)	(1,134,686)	(1,153,935)
Borrowing Costs	-	(599,327)	(575,986)	(551,216)	(701,993)	(845,087)	(812,846)	(774,644)	(737,535)	(695,956)	(653,110)	(607,848)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,495,442)	(1,580,706)	(1,604,417)	(1,628,128)	(1,653,418)	(1,682,554)	(1,712,258)	(1,742,541)	(1,773,416)	(1,804,897)	(1,836,996)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,414,640	2,762,757	3,354,430	3,384,870	2,600,978	3,280,074	3,672,100	3,935,137	4,413,909	4,260,219	4,586,483
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	3,361,460	1,694,713	1,475,221	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,997,920)	(1,784,735)	(1,918,406)	(16,952,260)	(3,663,637)	(4,089,000)	(1,315,000)	(4,342,000)	(1,870,000)	(1,787,000)	(1,929,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(1,997,920)	(1,784,735)	(1,918,406)	(13,590,800)	(1,968,924)	(2,613,779)	(1,315,000)	(4,342,000)	(1,870,000)	(1,787,000)	(1,929,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	8,700,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(348,199)	(373,377)	(398,147)	(457,113)	(632,055)	(666,295)	(702,497)	(739,606)	(781,185)	(824,001)	(869,293)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(348,199)	(373,377)	(398,147)	8,242,887	(632,055)	(666,295)	(702,497)	(739,606)	(781,185)	(824,001)	(869,293)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	68,521	604,645	1,037,877	(1,963,043)	-	0	1,654,603	(1,146,469)	1,762,723	1,649,218	1,788,191
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	252,000	320,521	925,165	1,963,043	-	-	0	1,654,603	508,134	2,270,857	3,920,075
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	320,521	925,165	1,963,043	-	-	0	1,654,603	508,134	2,270,857	3,920,075	5,708,266
<b>Cash &amp; Cash Equivalents - end of the year</b>	252,000	320,521	925,165	1,963,043	-	-	0	1,654,603	508,134	2,270,857	3,920,075	5,708,266
<b>Investments - end of the year</b>	8,523,000	8,523,000	8,523,000	8,523,000	5,161,540	3,466,826	1,991,606	1,991,606	1,991,606	1,991,606	1,991,606	1,991,606
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	8,775,000	8,843,521	9,448,165	10,486,043	5,161,540	3,466,826	1,991,606	3,646,209	2,499,740	4,262,463	5,911,681	7,699,872
<b>Representing:</b>												
- External Restrictions	1,928,000	2,221,414	2,491,414	1,861,414	2,131,414	2,301,414	1,099,414	1,226,414	1,563,414	1,910,414	2,271,414	2,646,414
- Internal Restrictions	6,952,000	5,548,762	6,462,762	7,588,262	2,960,262	1,121,262	657,262	1,568,262	802,262	1,459,262	2,700,262	4,000,262
- Unrestricted	795,000	1,073,345	473,989	1,036,367	69,864	44,150	234,930	851,533	134,064	892,787	940,005	1,053,196
	8,775,000	8,843,521	9,448,165	10,486,043	5,161,540	3,466,826	1,991,606	3,646,209	2,499,740	4,262,463	5,911,681	7,699,872

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

mid-western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 EQUITY STATEMENT - SEWER FUND Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
<b>Opening Balance</b>	69,519,000	71,023,000	78,153,833	79,353,581	80,107,771	80,934,940	82,249,801	92,255,296	93,207,382	95,192,711	96,727,144	98,573,822
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,231,000	6,598,200	143,858	(12,454)	-	89,400	9,020,175	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	110,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	<b>1,341,000</b>	<b>6,598,200</b>	<b>143,858</b>	<b>(12,454)</b>	<b>-</b>	<b>89,400</b>	<b>9,020,175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
b. Net Operating Result for the Year	163,000	532,633	1,055,890	766,643	827,170	1,225,460	985,321	952,085	1,985,329	1,534,433	1,846,678	2,173,716
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>1,504,000</b>	<b>7,130,833</b>	<b>1,199,748</b>	<b>754,189</b>	<b>827,170</b>	<b>1,314,860</b>	<b>10,005,496</b>	<b>952,085</b>	<b>1,985,329</b>	<b>1,534,433</b>	<b>1,846,678</b>	<b>2,173,716</b>
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>71,023,000</b>	<b>78,153,833</b>	<b>79,353,581</b>	<b>80,107,771</b>	<b>80,934,940</b>	<b>82,249,801</b>	<b>92,255,296</b>	<b>93,207,382</b>	<b>95,192,711</b>	<b>96,727,144</b>	<b>98,573,822</b>	<b>100,747,538</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - WATER FUND Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,259,000	1,318,584	1,360,544	1,396,677	1,433,598	1,471,197	1,507,977	1,545,676	1,584,318	1,623,926	1,664,524	1,706,137
User Charges & Fees	5,329,000	5,264,199	5,343,144	5,515,826	5,692,092	5,872,122	6,018,925	6,169,398	6,323,633	6,481,724	6,643,767	6,809,861
Interest & Investment Revenue	306,000	255,426	337,162	342,219	347,277	352,671	661,068	336,015	449,513	361,594	396,913	405,743
Other Revenues	12,000	1,092	1,119	1,136	1,153	1,170	1,199	1,229	1,260	1,291	1,324	1,357
Grants & Contributions provided for Operating Purposes	62,000	63,946	64,820	65,792	66,779	67,781	69,476	71,212	72,993	74,818	76,688	78,605
Grants & Contributions provided for Capital Purposes	481,000	600,000	1,800,000	609,000	618,000	1,127,600	643,290	659,372	675,857	692,753	710,072	727,824
<b>Other Income:</b>												
Net gains from the disposal of assets	13,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>7,462,000</b>	<b>7,503,247</b>	<b>8,906,789</b>	<b>7,930,650</b>	<b>8,158,899</b>	<b>8,892,541</b>	<b>8,901,935</b>	<b>8,782,903</b>	<b>9,107,574</b>	<b>9,236,106</b>	<b>9,493,288</b>	<b>9,729,527</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	1,367,000	1,612,418	1,693,212	1,726,201	1,759,189	1,793,853	1,838,699	1,884,667	1,931,783	1,980,078	2,029,580	2,080,320
Borrowing Costs	215,000	192,523	245,863	291,529	258,639	233,355	306,839	473,711	532,185	551,744	583,832	557,205
Materials & Contracts	1,089,000	1,080,613	1,160,941	1,123,122	1,138,886	1,107,215	1,134,895	1,163,268	1,192,350	1,222,158	1,252,712	1,284,030
Depreciation & Amortisation	1,618,000	1,585,100	1,678,022	1,700,817	1,711,072	1,735,294	1,735,294	1,957,367	1,957,463	1,957,463	1,957,463	1,957,463
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,672,000	1,736,264	1,783,746	1,810,500	1,837,260	1,865,799	1,543,425	1,584,037	1,625,766	1,668,644	1,712,706	1,757,987
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	61,500	63,037	63,983	64,928	65,937	65,937	65,937	65,937	65,937	65,937	65,937
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>5,961,000</b>	<b>6,268,418</b>	<b>6,624,821</b>	<b>6,716,152</b>	<b>6,769,974</b>	<b>6,801,453</b>	<b>6,625,090</b>	<b>7,128,987</b>	<b>7,305,484</b>	<b>7,446,024</b>	<b>7,602,230</b>	<b>7,702,942</b>
<b>Operating Result from Continuing Operations</b>	<b>1,501,000</b>	<b>1,234,829</b>	<b>2,281,968</b>	<b>1,214,498</b>	<b>1,388,925</b>	<b>2,091,088</b>	<b>2,276,845</b>	<b>1,653,916</b>	<b>1,802,090</b>	<b>1,790,082</b>	<b>1,891,058</b>	<b>2,026,586</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,501,000</b>	<b>1,234,829</b>	<b>2,281,968</b>	<b>1,214,498</b>	<b>1,388,925</b>	<b>2,091,088</b>	<b>2,276,845</b>	<b>1,653,916</b>	<b>1,802,090</b>	<b>1,790,082</b>	<b>1,891,058</b>	<b>2,026,586</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,020,000</b>	<b>634,829</b>	<b>481,968</b>	<b>605,498</b>	<b>770,925</b>	<b>963,488</b>	<b>1,633,555</b>	<b>994,544</b>	<b>1,126,233</b>	<b>1,097,329</b>	<b>1,180,987</b>	<b>1,298,762</b>

TOWARDS 2030

LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - WATER FUND Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	303,000	-	-	-	-	-	-	-	881,758	-	519,874	435,803
Investments	10,310,000	7,332,391	6,317,466	5,870,754	5,285,541	5,226,971	4,538,666	3,757,802	3,757,802	3,212,450	3,212,450	3,212,450
Receivables	1,220,000	1,251,841	1,276,086	1,311,072	1,352,160	1,396,320	1,428,507	1,463,748	1,499,870	1,536,895	1,574,846	1,613,746
Inventories	200,000	287,138	292,333	296,694	300,954	298,817	306,287	313,944	321,793	329,838	338,084	346,536
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>12,033,000</b>	<b>8,871,370</b>	<b>7,885,876</b>	<b>7,478,520</b>	<b>6,938,655</b>	<b>6,922,108</b>	<b>6,273,461</b>	<b>5,535,295</b>	<b>6,461,024</b>	<b>5,079,184</b>	<b>5,645,255</b>	<b>5,608,535</b>
<b>Non-Current Assets</b>												
Investments	-	2,444,130	2,105,819	1,956,918	1,761,847	1,742,324	1,512,889	1,252,534	1,252,534	1,070,817	1,070,817	1,070,817
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	63,529,000	71,030,747	78,243,392	79,395,167	81,089,334	82,854,805	98,747,093	105,760,675	105,754,275	111,460,875	112,138,475	113,528,075
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>63,532,000</b>	<b>73,477,877</b>	<b>80,352,211</b>	<b>81,355,086</b>	<b>82,854,181</b>	<b>84,600,128</b>	<b>100,262,981</b>	<b>107,016,209</b>	<b>107,009,809</b>	<b>112,534,692</b>	<b>113,212,292</b>	<b>114,601,892</b>
<b>TOTAL ASSETS</b>	<b>75,565,000</b>	<b>82,349,247</b>	<b>88,238,087</b>	<b>88,833,606</b>	<b>89,792,837</b>	<b>91,522,236</b>	<b>106,536,442</b>	<b>112,551,504</b>	<b>113,470,833</b>	<b>117,613,876</b>	<b>118,857,547</b>	<b>120,210,427</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	478,000	434,396	444,473	451,124	457,706	460,179	420,879	431,680	442,765	454,142	465,819	477,803
Borrowings	420,000	446,396	613,176	436,277	461,562	488,078	686,763	893,846	608,749	659,064	685,690	713,392
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>898,000</b>	<b>880,792</b>	<b>1,057,649</b>	<b>887,401</b>	<b>919,269</b>	<b>948,258</b>	<b>1,107,643</b>	<b>1,325,526</b>	<b>1,051,514</b>	<b>1,113,206</b>	<b>1,151,508</b>	<b>1,191,195</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,676,000	2,228,826	5,549,427	5,113,150	4,651,588	4,163,509	8,393,967	12,417,343	11,808,594	14,099,863	13,414,173	12,700,781
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>2,676,000</b>	<b>2,228,826</b>	<b>5,549,427</b>	<b>5,113,150</b>	<b>4,651,588</b>	<b>4,163,509</b>	<b>8,393,967</b>	<b>12,417,343</b>	<b>11,808,594</b>	<b>14,099,863</b>	<b>13,414,173</b>	<b>12,700,781</b>
<b>TOTAL LIABILITIES</b>	<b>3,574,000</b>	<b>3,109,618</b>	<b>6,607,076</b>	<b>6,000,551</b>	<b>5,570,856</b>	<b>5,111,767</b>	<b>9,501,610</b>	<b>13,742,869</b>	<b>12,860,108</b>	<b>15,213,069</b>	<b>14,565,681</b>	<b>13,891,976</b>
<b>Net Assets</b>	<b>71,991,000</b>	<b>79,239,629</b>	<b>81,631,011</b>	<b>82,833,055</b>	<b>84,221,980</b>	<b>86,410,469</b>	<b>97,034,832</b>	<b>98,808,636</b>	<b>100,610,725</b>	<b>102,400,807</b>	<b>104,291,866</b>	<b>106,318,452</b>
<b>EQUITY</b>												
Retained Earnings	53,888,000	55,122,829	57,404,797	58,619,295	60,008,221	62,099,309	64,376,154	66,030,070	67,832,160	69,622,242	71,513,300	73,539,886
Revaluation Reserves	18,103,000	24,116,800	24,226,213	24,213,760	24,213,760	24,311,160	32,658,678	32,778,565	32,778,565	32,778,565	32,778,565	32,778,565
Council Equity Interest	71,991,000	79,239,629	81,631,011	82,833,055	84,221,980	86,410,469	97,034,832	98,808,636	100,610,725	102,400,807	104,291,866	106,318,452
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>71,991,000</b>	<b>79,239,629</b>	<b>81,631,011</b>	<b>82,833,055</b>	<b>84,221,980</b>	<b>86,410,469</b>	<b>97,034,832</b>	<b>98,808,636</b>	<b>100,610,725</b>	<b>102,400,807</b>	<b>104,291,866</b>	<b>106,318,452</b>



TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - WATER FUND Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,310,076	1,359,191	1,395,512	1,432,408	1,469,985	1,506,791	1,544,461	1,583,073	1,622,649	1,663,216	1,704,796
User Charges & Fees	-	5,238,729	5,325,081	5,476,316	5,651,762	5,830,930	5,985,336	6,134,969	6,288,344	6,445,552	6,606,691	6,771,858
Interest & Investment Revenue Received	-	255,426	337,162	342,219	347,277	352,671	361,068	336,015	449,513	361,594	396,913	405,743
Grants & Contributions	-	661,033	1,859,551	680,013	684,735	1,193,141	714,883	730,506	748,769	767,488	786,676	806,342
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	5,612	1,058	1,097	1,114	1,131	1,133	1,161	1,190	1,220	1,250	1,282
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(1,612,418)	(1,693,212)	(1,726,201)	(1,759,189)	(1,793,853)	(1,838,699)	(1,884,667)	(1,931,783)	(1,980,078)	(2,029,580)	(2,080,320)
Materials & Contracts	-	(1,211,355)	(1,156,059)	(1,120,832)	(1,136,564)	(1,102,604)	(1,181,666)	(1,160,124)	(1,189,113)	(1,218,826)	(1,249,282)	(1,280,498)
Borrowing Costs	-	(192,523)	(245,863)	(291,529)	(258,639)	(233,355)	(306,839)	(473,711)	(532,185)	(551,744)	(583,832)	(557,205)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,735,734)	(1,783,246)	(1,809,993)	(1,836,745)	(1,865,278)	(1,542,889)	(1,583,488)	(1,625,203)	(1,668,067)	(1,712,114)	(1,757,380)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,718,847	4,003,663	2,946,602	3,126,160	3,852,771	3,999,118	3,645,123	3,792,604	3,779,788	3,879,938	4,014,619
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	533,478	1,353,246	595,603	780,285	78,093	917,740	1,041,419	-	726,869	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,134,547)	(8,844,290)	(2,929,029)	(3,470,167)	(3,469,301)	(9,346,000)	(8,917,000)	(2,017,000)	(7,730,000)	(2,701,000)	(3,413,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(2,601,069)	(7,491,044)	(2,333,426)	(2,689,882)	(3,391,208)	(8,428,261)	(7,875,581)	(2,017,000)	(7,003,131)	(2,701,000)	(3,413,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	4,000,000	-	-	-	5,000,000	5,000,000	-	3,000,000	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(420,778)	(512,619)	(613,176)	(436,277)	(461,562)	(570,857)	(769,542)	(893,846)	(658,416)	(659,064)	(685,690)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(420,778)	3,487,381	(613,176)	(436,277)	(461,562)	4,429,143	4,230,458	(893,846)	2,341,584	(659,064)	(685,690)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(303,000)	-	(0)	-	-	-	-	881,758	(881,758)	519,874	(84,071)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	303,000	-	-	(0)	(0)	(0)	(0)	(0)	881,758	(0)	519,874
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	-	-	(0)	(0)	(0)	(0)	(0)	881,758	(0)	519,874	435,803
Cash & Cash Equivalents - end of the year	303,000	-	-	(0)	(0)	(0)	(0)	(0)	881,758	(0)	519,874	435,803
Investments - end of the year	10,310,000	9,776,522	8,423,275	7,827,672	7,047,388	6,969,295	6,051,555	5,010,136	5,010,136	4,283,267	4,283,267	4,283,267
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>10,613,000</b>	<b>9,776,522</b>	<b>8,423,275</b>	<b>7,827,672</b>	<b>7,047,388</b>	<b>6,969,295</b>	<b>6,051,555</b>	<b>5,010,136</b>	<b>5,891,895</b>	<b>4,283,267</b>	<b>4,803,142</b>	<b>4,719,070</b>
<b>Representing:</b>												
- External Restrictions	4,257,000	3,947,936	3,295,936	2,622,136	2,322,536	2,469,816	792,096	484,376	1,205,656	437,936	251,216	1,005,496
- Internal Restrictions	2,524,000	2,823,453	4,487,053	4,999,053	4,607,053	4,481,133	4,892,133	4,074,133	4,040,133	2,993,133	3,607,133	2,580,133
- Unrestricted	3,832,000	3,005,133	640,286	206,483	117,799	18,346	367,326	451,627	646,106	852,198	944,793	1,133,441
	<b>10,613,000</b>	<b>9,776,522</b>	<b>8,423,275</b>	<b>7,827,672</b>	<b>7,047,388</b>	<b>6,969,295</b>	<b>6,051,555</b>	<b>5,010,136</b>	<b>5,891,895</b>	<b>4,283,267</b>	<b>4,803,142</b>	<b>4,719,070</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

10 Year Financial Plan for the Years ending 30 June 2027  
EQUITY STATEMENT - WATER FUND  
Scenario: Base Scenario

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	69,436,000	71,991,000	79,239,629	81,631,011	82,833,055	84,221,980	86,410,469	97,034,832	98,808,636	100,610,725	102,400,807	104,291,866
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,031,000	6,013,800	109,413	(12,454)	-	97,400	8,347,519	119,887	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	23,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	1,054,000	6,013,800	109,413	(12,454)	-	97,400	8,347,519	119,887	-	-	-	-
b. Net Operating Result for the Year	1,501,000	1,234,829	2,281,968	1,214,498	1,388,925	2,091,088	2,276,845	1,653,916	1,802,090	1,790,082	1,891,058	2,026,586
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	2,555,000	7,248,629	2,391,381	1,202,045	1,388,925	2,188,488	10,624,364	1,773,803	1,802,090	1,790,082	1,891,058	2,026,586
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>71,991,000</b>	<b>79,239,629</b>	<b>81,631,011</b>	<b>82,833,055</b>	<b>84,221,980</b>	<b>86,410,469</b>	<b>97,034,832</b>	<b>98,808,636</b>	<b>100,610,725</b>	<b>102,400,807</b>	<b>104,291,866</b>	<b>106,318,452</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - WASTE FUND Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	3,721,000	3,879,551	4,009,042	4,142,981	4,278,123	4,415,514	4,525,902	4,639,049	4,755,026	4,873,901	4,995,749	5,120,643
User Charges & Fees	1,110,000	734,650	820,000	832,300	844,600	857,720	879,163	901,142	923,671	946,762	970,431	994,692
Interest & Investment Revenue	131,000	120,368	161,172	163,590	166,007	168,586	380,265	377,999	381,119	410,492	423,586	168,586
Other Revenues	333,000	555,711	525,000	532,875	540,750	549,150	562,879	576,951	591,374	606,159	621,313	636,846
Grants & Contributions provided for Operating Purposes	832,000	384,007	301,960	305,541	309,687	314,066	321,918	329,966	338,215	346,670	355,337	364,220
Grants & Contributions provided for Capital Purposes	-	7,878	-	-	-	-	-	-	-	-	-	-
<b>Other Income:</b>												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>6,127,000</b>	<b>5,682,165</b>	<b>5,817,174</b>	<b>5,977,287</b>	<b>6,139,167</b>	<b>6,305,036</b>	<b>6,670,126</b>	<b>6,825,107</b>	<b>6,989,404</b>	<b>7,183,985</b>	<b>7,366,416</b>	<b>7,284,987</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,038,000	2,259,815	2,305,855	2,351,539	2,397,224	2,445,216	2,506,346	2,569,005	2,633,230	2,699,061	2,766,538	2,835,701
Borrowing Costs	35,000	38,179	32,455	26,124	21,177	21,506	21,506	21,506	21,506	21,506	21,506	21,506
Materials & Contracts	1,915,000	2,255,734	1,903,838	1,922,102	1,944,177	1,974,380	2,023,740	2,074,333	2,126,191	2,179,346	2,233,830	2,289,676
Depreciation & Amortisation	251,000	242,858	220,908	227,178	235,185	242,003	258,295	253,602	255,967	255,967	259,578	281,980
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	982,000	771,818	800,345	797,214	806,330	818,856	839,490	860,645	882,336	904,575	927,378	950,758
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	144,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>5,365,000</b>	<b>5,568,404</b>	<b>5,263,400</b>	<b>5,324,157</b>	<b>5,404,093</b>	<b>5,501,961</b>	<b>5,649,376</b>	<b>5,779,091</b>	<b>5,919,231</b>	<b>6,060,456</b>	<b>6,208,829</b>	<b>6,379,620</b>
<b>Operating Result from Continuing Operations</b>	<b>762,000</b>	<b>113,761</b>	<b>553,774</b>	<b>653,130</b>	<b>735,074</b>	<b>803,075</b>	<b>1,020,750</b>	<b>1,046,016</b>	<b>1,070,174</b>	<b>1,123,529</b>	<b>1,157,587</b>	<b>905,367</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>762,000</b>	<b>113,761</b>	<b>553,774</b>	<b>653,130</b>	<b>735,074</b>	<b>803,075</b>	<b>1,020,750</b>	<b>1,046,016</b>	<b>1,070,174</b>	<b>1,123,529</b>	<b>1,157,587</b>	<b>905,367</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>762,000</b>	<b>105,883</b>	<b>553,774</b>	<b>653,130</b>	<b>735,074</b>	<b>803,075</b>	<b>1,020,750</b>	<b>1,046,016</b>	<b>1,070,174</b>	<b>1,123,529</b>	<b>1,157,587</b>	<b>905,367</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - WASTE FUND Scenario: Base Scenario												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	-	-	74,106	32,004	762,490	1,519,579	2,597,180	3,171,242	4,342,595	2,845,550	2,919,620
Investments	4,550,000	3,222,550	1,627,019	1,627,019	1,627,019	1,627,019	1,627,019	1,627,019	1,627,019	1,627,019	1,627,019	1,627,019
Receivables	250,000	211,576	219,658	226,744	233,891	241,167	247,197	253,376	259,711	266,204	272,859	279,680
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>4,800,000</b>	<b>3,434,126</b>	<b>1,846,677</b>	<b>1,927,868</b>	<b>1,892,913</b>	<b>2,630,675</b>	<b>3,393,794</b>	<b>4,477,575</b>	<b>5,057,972</b>	<b>6,235,817</b>	<b>4,745,427</b>	<b>4,826,318</b>
<b>Non-Current Assets</b>												
Investments	-	1,074,183	542,340	542,340	542,340	542,340	542,340	542,340	542,340	542,340	542,340	542,340
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	5,788,000	6,116,641	8,908,277	9,409,513	10,267,981	10,861,020	11,143,725	11,350,052	11,865,085	11,890,610	15,233,279	16,083,299
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	4,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>5,792,000</b>	<b>7,190,824</b>	<b>9,450,617</b>	<b>9,951,853</b>	<b>10,810,320</b>	<b>11,403,359</b>	<b>11,686,065</b>	<b>11,892,392</b>	<b>12,407,425</b>	<b>12,432,950</b>	<b>15,775,618</b>	<b>16,625,638</b>
<b>TOTAL ASSETS</b>	<b>10,592,000</b>	<b>10,624,950</b>	<b>11,297,293</b>	<b>11,879,721</b>	<b>12,703,233</b>	<b>14,034,035</b>	<b>15,079,859</b>	<b>16,369,967</b>	<b>17,465,396</b>	<b>18,668,767</b>	<b>20,521,045</b>	<b>21,451,957</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	160,000	153,129	137,777	138,612	140,222	142,400	145,968	149,625	153,375	157,218	161,157	165,196
Borrowings	94,000	100,181	106,820	-	-	-	-	-	-	-	-	-
Provisions	153,000	152,909	157,013	161,178	165,405	169,698	173,991	178,283	182,576	186,869	191,161	195,454
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>407,000</b>	<b>406,219</b>	<b>401,610</b>	<b>299,791</b>	<b>305,627</b>	<b>312,098</b>	<b>319,959</b>	<b>327,909</b>	<b>335,951</b>	<b>344,087</b>	<b>352,319</b>	<b>360,650</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	207,000	106,820	-	-	-	-	-	-	-	-	-	-
Provisions	593,000	613,150	629,606	646,309	663,259	680,472	697,685	714,899	732,112	749,325	766,539	783,752
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>800,000</b>	<b>719,970</b>	<b>629,606</b>	<b>646,309</b>	<b>663,259</b>	<b>680,472</b>	<b>697,685</b>	<b>714,899</b>	<b>732,112</b>	<b>749,325</b>	<b>766,539</b>	<b>783,752</b>
<b>TOTAL LIABILITIES</b>	<b>1,207,000</b>	<b>1,126,189</b>	<b>1,031,216</b>	<b>946,099</b>	<b>968,886</b>	<b>992,570</b>	<b>1,017,644</b>	<b>1,042,807</b>	<b>1,068,063</b>	<b>1,093,412</b>	<b>1,118,857</b>	<b>1,144,402</b>
<b>Net Assets</b>	<b>9,385,000</b>	<b>9,498,761</b>	<b>10,266,077</b>	<b>10,933,621</b>	<b>11,734,348</b>	<b>13,041,465</b>	<b>14,062,215</b>	<b>15,327,160</b>	<b>16,397,334</b>	<b>17,575,355</b>	<b>19,402,188</b>	<b>20,307,555</b>
<b>EQUITY</b>												
Retained Earnings	7,588,000	7,701,761	8,255,535	8,908,664	9,643,738	10,446,814	11,467,564	12,513,580	13,583,753	14,707,282	15,864,869	16,770,235
Revaluation Reserves	1,797,000	1,797,000	2,010,543	2,024,957	2,090,609	2,594,651	2,594,651	2,813,580	2,813,580	2,868,073	3,537,319	3,537,319
Council Equity Interest	9,385,000	9,498,761	10,266,077	10,933,621	11,734,348	13,041,465	14,062,215	15,327,160	16,397,334	17,575,355	19,402,188	20,307,555
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>9,385,000</b>	<b>9,498,761</b>	<b>10,266,077</b>	<b>10,933,621</b>	<b>11,734,348</b>	<b>13,041,465</b>	<b>14,062,215</b>	<b>15,327,160</b>	<b>16,397,334</b>	<b>17,575,355</b>	<b>19,402,188</b>	<b>20,307,555</b>

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - WASTE FUND Scenario: Base Scenario	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	3,930,294	4,002,391	4,136,102	4,271,182	4,408,457	4,520,232	4,633,238	4,748,069	4,867,796	4,989,491	5,114,228
User Charges & Fees	-	722,331	818,569	832,094	844,394	857,500	878,803	900,774	923,293	946,375	970,035	994,285
Interest & Investment Revenue Received	-	120,368	161,172	163,590	166,007	168,586	380,265	377,959	381,119	410,492	423,586	168,586
Grants & Contributions	-	391,885	301,960	305,541	309,687	314,066	321,818	329,966	336,215	346,670	355,337	364,220
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	555,711	525,000	532,875	540,750	549,150	562,879	576,951	591,374	606,159	621,313	636,846
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,259,815)	(2,305,855)	(2,351,539)	(2,397,224)	(2,445,216)	(2,506,346)	(2,569,005)	(2,633,230)	(2,699,061)	(2,766,538)	(2,835,701)
Materials & Contracts	-	(2,262,605)	(1,919,190)	(1,921,266)	(1,942,568)	(1,972,202)	(2,020,172)	(2,070,676)	(2,122,442)	(2,175,503)	(2,229,890)	(2,285,637)
Borrowing Costs	-	(18,120)	(11,895)	(5,256)	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(771,818)	(800,345)	(797,214)	(806,330)	(818,856)	(839,490)	(860,645)	(882,336)	(904,575)	(927,378)	(950,758)
<b>Net Cash provided (or used in) Operating Activities</b>	-	408,231	771,807	894,926	985,898	1,061,486	1,298,089	1,318,601	1,345,062	1,398,353	1,435,955	1,206,070
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	253,267	2,127,375	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(567,499)	(2,799,001)	(714,000)	(1,028,000)	(331,000)	(541,000)	(241,000)	(771,000)	(227,000)	(2,933,000)	(1,132,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(314,232)	(671,626)	(714,000)	(1,028,000)	(331,000)	(541,000)	(241,000)	(771,000)	(227,000)	(2,933,000)	(1,132,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(93,999)	(100,181)	(106,820)	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(93,999)	(100,181)	(106,820)	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(0)	(0)	74,106	(42,102)	730,486	757,089	1,077,601	574,062	1,171,353	(1,497,045)	74,070
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	-	(0)	(0)	74,106	32,004	762,490	1,519,579	2,597,180	3,171,242	4,342,595	2,845,550
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	(0)	74,106	32,004	762,490	1,519,579	2,597,180	3,171,242	4,342,595	2,845,550	2,919,620
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	(0)	74,106	32,004	762,490	1,519,579	2,597,180	3,171,242	4,342,595	2,845,550	2,919,620
<b>Investments - end of the year</b>	4,550,000	4,296,733	2,169,358	2,169,358	2,169,358	2,169,358	2,169,358	2,169,358	2,169,358	2,169,358	2,169,358	2,169,358
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	4,550,000	4,296,733	2,169,358	2,243,464	2,201,362	2,931,848	3,688,937	4,766,538	5,340,600	6,511,953	5,014,908	5,088,978
<b>Representing:</b>												
- External Restrictions	526,400	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	2,889,000	3,342,359	1,543,359	1,579,359	1,501,359	2,170,359	2,579,359	3,338,359	3,767,359	4,740,359	3,207,359	3,475,359
- Unrestricted	1,134,600	954,374	625,999	664,105	700,003	761,489	1,109,579	1,428,179	1,573,241	1,771,594	1,807,549	1,613,619
	4,550,000	4,296,733	2,169,358	2,243,464	2,201,362	2,931,848	3,688,937	4,766,538	5,340,600	6,511,953	5,014,908	5,088,978



TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2027 EQUITY STATEMENT - WASTE FUND Scenario: Base Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	8,623,000	9,385,000	9,498,761	10,266,077	10,933,621	11,734,348	13,041,465	14,062,215	15,327,160	16,397,334	17,575,355	19,402,188
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	-	-	213,543	14,414	65,653	504,042	-	218,929	-	54,493	669,246	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	-	-	213,543	14,414	65,653	504,042	-	218,929	-	54,493	669,246	-
b. Net Operating Result for the Year	762,000	113,761	553,774	653,130	735,074	803,075	1,020,750	1,046,016	1,070,174	1,123,529	1,157,587	905,367
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	762,000	113,761	767,316	667,544	800,726	1,307,117	1,020,750	1,264,945	1,070,174	1,178,022	1,826,833	905,367
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>9,385,000</b>	<b>9,498,761</b>	<b>10,266,077</b>	<b>10,933,621</b>	<b>11,734,348</b>	<b>13,041,465</b>	<b>14,062,215</b>	<b>15,327,160</b>	<b>16,397,334</b>	<b>17,575,355</b>	<b>19,402,188</b>	<b>20,307,555</b>



## APPENDIX 2 - Improvement Plan Scenario

The DRAFT Long Term Financial Plan has been provided to assist users of the 2017/18 Operational Plan and 2017/21 Delivery Program to better understand the long term financial viability of these Plans.

The Improvement Plan analysis will be modelled based on the adopted 2017/18 Operational Plan and 2017/21 Delivery Program, with councils Business Improvement Plan actions, and anticipated results, modelled into the analysis.

The Improvement Plan analysis will help illustrate how Council plans to become Fit for the Future over the next 4 years, and will be provided after the Council adopts a final 2017/18 Operational Plan and 2017/21 Delivery Program.

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