



# 2017

COUNCIL BUSINESS PAPERS

Ordinary Meeting WEDNESDAY 21 JUNE 2017

SEPARATELY ATTACHED LATE ATTACHMENTS

## LATE ATTACHMENTS

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Report 9.10	Attachment 1	Long Term Financial Plan 2017/27 .....	7

For the month ended: 31-May-17

Bank Account	Opening Balance	Receipts	Payments	Closing Balance	Overdraft Limit
National Australia Bank (Cheque Account)	\$ 69,699	\$ 25,221,859	\$ 25,154,511	\$ 137,047	\$ 700,000

The bank balances have been reconciled to the General Ledger as at 31/05/2017

Investments	Type	Amount \$'000	Yield %	Maturity Date	Term	Long Term Rating
National Australia Bank	Term Deposit	1,000	2.70%	7/06/2017	203	AA-
National Australia Bank	Term Deposit	2,000	2.70%	14/06/2017	203	AA-
Bank of Queensland	Term Deposit	1,000	2.80%	21/06/2017	203	BBB+
ANZ	Term Deposit	2,300	2.66%	28/06/2017	210	AA-
National Australia Bank	Term Deposit	1,600	2.92%	5/07/2017	364	AA-
St George Bank	Term Deposit	2,500	2.70%	12/07/2017	217	AA-
Bank of Queensland	Term Deposit	800	2.75%	19/07/2017	196	BBB+
MyState Bank	Term Deposit	1,000	2.88%	19/07/2017	210	BBB
National Australia Bank	Term Deposit	1,500	2.68%	26/07/2017	217	AA-
AMP	Term Deposit	1,000	2.80%	26/07/2017	203	A
Bank of Queensland	Term Deposit	1,500	2.80%	2/08/2017	203	BBB+
AMP	Term Deposit	2,000	2.75%	9/08/2017	182	A
Bank of Queensland	Term Deposit	1,000	2.80%	16/08/2017	210	BBB+
ANZ	Term Deposit	2,500	2.66%	23/08/2017	196	AA-
Peoples Choice Credit Union	Term Deposit	1,000	2.76%	30/08/2017	217	BBB
Peoples Choice Credit Union	Term Deposit	1,500	2.73%	6/09/2017	210	BBB
Defence Bank	Term Deposit	1,000	2.88%	13/09/2017	280	BBB
Beyond Bank	Term Deposit	1,500	2.70%	20/09/2017	210	BBB
ANZ	Term Deposit	1,200	2.65%	27/09/2017	217	AA-
Bank of Queensland	Term Deposit	1,500	2.65%	27/09/2017	210	BBB+
National Australia Bank	Term Deposit	1,500	2.73%	4/10/2017	364	AA-
Bank of Queensland	Term Deposit	1,300	2.65%	11/10/2017	226	BBB+
ING Bank	Term Deposit	2,000	2.65%	18/10/2017	231	A-
National Australia Bank	Term Deposit	1,000	2.76%	25/10/2017	364	AA-
ING Bank	Term Deposit	2,000	2.64%	25/10/2017	231	A-
ING Bank	Term Deposit	1,200	2.68%	1/11/2017	182	A-
Bendigo & Adelaide Bank	Term Deposit	1,000	2.80%	1/11/2017	364	BBB+
St George Bank	Term Deposit	1,300	2.65%	15/11/2017	217	AA-
Members Equity Bank	Term Deposit	2,000	2.65%	22/11/2017	210	BBB
AMP	Term Deposit	1,000	2.75%	29/11/2017	238	A
Beyond Bank	Term Deposit	1,200	2.70%	29/11/2017	203	BBB
St George Bank	Term Deposit	1,800	2.65%	13/12/2017	238	AA-
Bankwest	Term Deposit	1,500	2.55%	20/12/2017	217	AA-
AMP	Term Deposit	1,000	2.75%	20/12/2017	280	A
Bankwest	Term Deposit	1,700	2.55%	10/01/2018	238	AA-
St George Bank	Term Deposit	2,500	2.60%	24/01/2018	238	AA-
St George Bank	Term Deposit	1,000	2.65%	30/05/2018	364	AA-
National Australia Bank	At Call	3,297	1.90%	NA	At Call	AA-
TCorp - Medium Term Growth Fund	Managed Fund	3,428				TCorp (Unrated)
TCorp - Cash Fund	Managed Fund	1,205				TCorp (Unrated)
<b>Total Investments</b>		<b>62,330</b>				

**MWRC Policy Requirements:**

Investments by Institution	Long Term Rating	Amount \$'000	% of Portfolio	
			Actual	Policy Limit
National Australia Bank	AA-	11,897	19%	30%
Bankwest	AA-	3,200	5%	30%
St George Bank	AA-	9,100	15%	30%
ANZ	AA-	6,000	10%	30%
Suncorp Metway	A+	-	0%	15%
AMP	A	5,000	8%	15%
ING Bank	A-	5,200	8%	15%
Bank of Queensland	BBB+	7,100	11%	5%
Bendigo & Adelaide Bank	BBB+	1,000	2%	5%
Beyond Bank	BBB	2,700	4%	5%
Members Equity Bank	BBB	2,000	3%	5%
MyState Bank	BBB	1,000	2%	5%
Defence Bank	BBB	1,000	2%	5%
Peoples Choice Credit Union	BBB	2,500	4%	5%
TCorp - Medium Term Growth Fund	TCorp (Unrated)	3,428	5%	15%
TCorp - Cash Fund	TCorp (Unrated)	1,205	2%	15%
		<b>62,330</b>	<b>100%</b>	

Investments by S&P Rating	Long Term Rating	Amount \$'000	% of Portfolio	
			Actual	Limit
	AAA to AA-	30,197	48%	100%
	A+ to A-	10,200	16%	40%
	BBB+ to BBB-	17,300	28%	20%
	TCorp (Unrated)	4,633	7%	15%
	Unrated	-	0%	\$250,000
		<b>\$ 62,330</b>	<b>100%</b>	

Term to Maturity - Minimum Limits	Amount \$'000	% of Portfolio		
		Actual	Cumulative Actual	Cumulative Minimum
Less than 3 months	29,630	48%	48%	20%
Between 3 months and 1 year	31,700	52%	100%	40%
Between 1 year and 2 years	-	0%	100%	50%
Between 2 years and 4 years	-	0%	100%	85%
More than 5 years	-	0%	100%	0%
	<b>61,330</b>	<b>100%</b>		

**Monthly Investment Portfolio Activity:**

The below table shows monthly investment activity within the portfolio including investments that have matured and have been redeemed or re-invested, and new investments placed.

<b>Bank Accounts</b>	<b>Opening Balance \$'000</b>	<b>Redeemed Balance \$'000</b>	<b>Re-invested Balance \$'000</b>	<b>Change in interest rate</b>	<b>Change in Term (days)</b>	<b>New Term Rate</b>
National Australia Bank	2,152		3,297			
TCorp - Cash Fund	1,203		1,205			
TCorp - Medium Term Growth Fund	1,723		3,428			
St George Bank	500	500		Redeemed		
Suncorp Metway	1,000	1,000		Redeemed		
ING Bank			1,200	New Deposit		2.68%
St George Bank	1,500	1,500		Redeemed		
Beyond Bank			1,200	New Deposit		2.70%
Bankwest	1,500		1,500	0.03%	-21	2.55%
Bankwest			1,700	New Deposit		2.55%
Bank of Queensland	1,000	1,000		Redeemed		
Suncorp Metway	1,000	1,000		Redeemed		
Suncorp Metway	2,000	2,000		Redeemed		
St George Bank			2,500	New Deposit		2.60%
St George Bank			1,000	New Deposit		2.65%
	<b>13,578</b>		<b>17,030</b>			
<b>Investment Portfolio Movement</b>	<b>3,452</b>	Addition				



## MEMORANDUM

**TO:** Councillors  
**CC:** Leonie Johnson, Brad Cam  
**FROM:** Neil Bungate, Manager Financial Planning  
**SUBJECT:** Revision of Developer Contribution Fees  
**FILE NO.:** FIN300117  
**DATE:** 16 June 2017

Dear Councillors,

Each year Developer Contributions fees are required to be increased by the Consumer Price Index (CPI). Whilst preparing the draft Operational Plan the final CPI figures were not available. These are now required to be updated and to factor in a prior year CPI correction. The changes are shown in the table below.

Fee	Description	Current displayed fees	Proposed for 2017/18	Change
13.62	Section 64 Sewer	4,029.00	4,008.00	-21.00
13.63	Section 64 Water	8,823.00	8,780.00	-43.00
13.64	Catchment 1 Mudgee Town Centre	7,127.00	7,085.00	-42.00
13.65	Catchment 2 Mudgee Residential Area	7,127.00	7,085.00	-42.00
13.66	Catchment 2A Mudgee Residential South/West	12,565.00	12,490.00	-75.00
13.67	Catchment 3 Gulgong	6,560.00	6,520.00	-40.00
13.68	Catchment 4 All Other Areas	4,573.00	4,545.00	-28.00

It is recommended to include an amendment to the Operational Plan at 21 June meeting. The additional recommendation should read that Council:

make the following changes to the 2017/18 Fees and Charges as exhibited:

- 1) Developer Contributions - fee 13.62 Section 64 Sewer, be reduced to \$4,008
- 2) Developer Contributions - fee 13.63 Section 64 Water, be reduced to \$8,780
- 3) Developer Contributions - fee 13.64 Catchment 1 Mudgee Town Centre, be reduced to \$7,085
- 4) Developer Contributions – fee 13.65 Catchment 2 Mudgee Residential Area, be reduced to \$7,085
- 5) Developer Contributions – fee 13.66 Catchment 2A Mudgee Residential South/West, be reduced to \$12,490
- 6) Developer Contributions – fee 13.67 Catchment Gulgong, be reduced to \$6,520
- 7) Developer Contributions – fee 13.68 Catchment 4 All Other Areas, be reduced to \$4,545

Neil Bungate  
**Manager Financial Planning**



LONG TERM FINANCIAL PLAN  
2017/2027  
Mid-Western Regional Council



# MID-WESTERN REGIONAL COUNCIL

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Email [council@midwestern.nsw.gov.au](mailto:council@midwestern.nsw.gov.au)  
Telephone 02 6378 2850  
Mayor Des Kennedy  
General Manager Brad Cam  
Prepared By Leonie Johnson, CFO  
Date of Publication 5 April 2017



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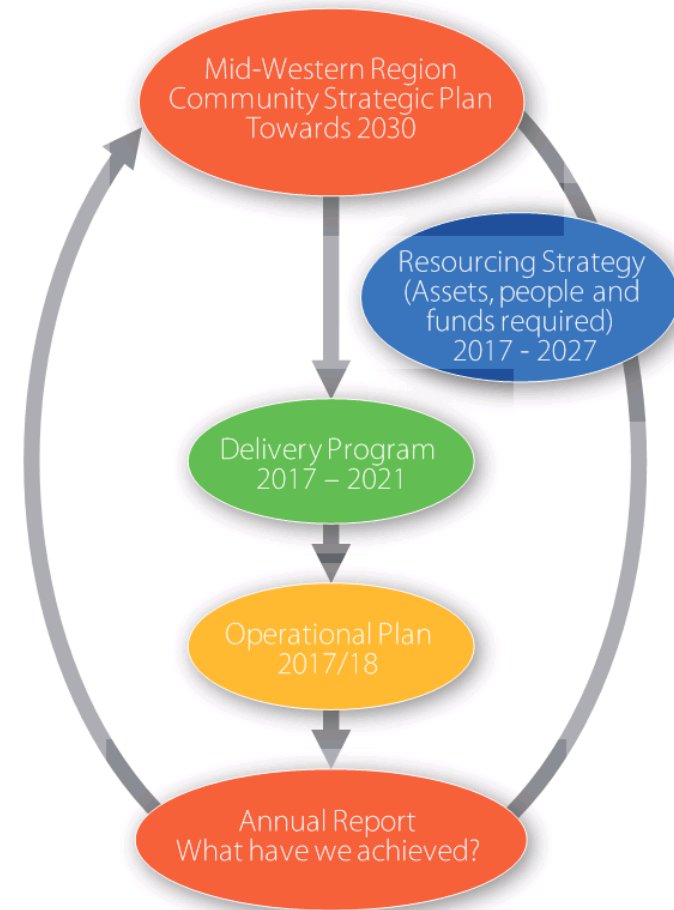
## INTRODUCTION

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

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

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

## 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

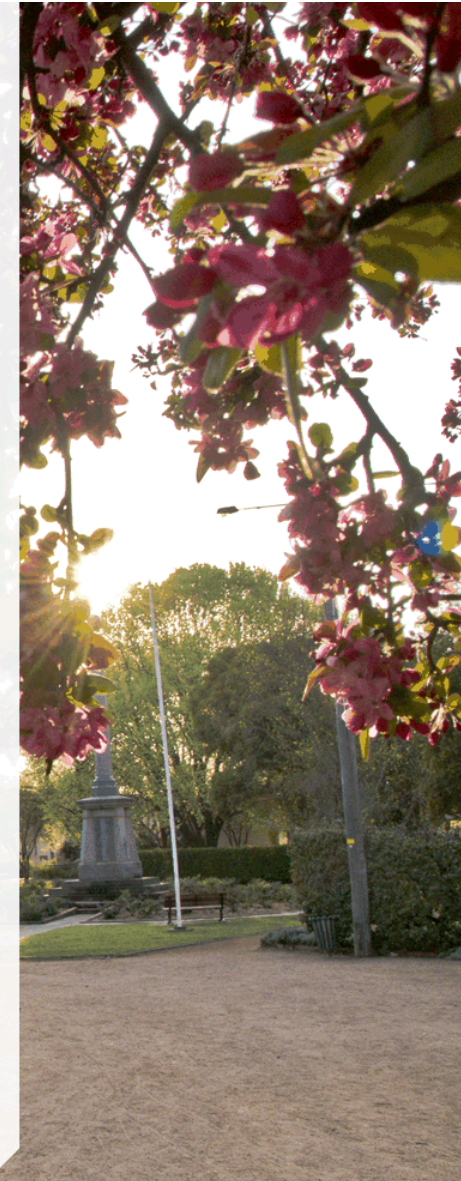
Council has previously undertaken a process of engagement with the relevant stakeholders to inform the Community Strategic Plan and the Delivery Program. This in turn has driven the direction that has been taken in the Asset Management Policy, Strategy and Plan.

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

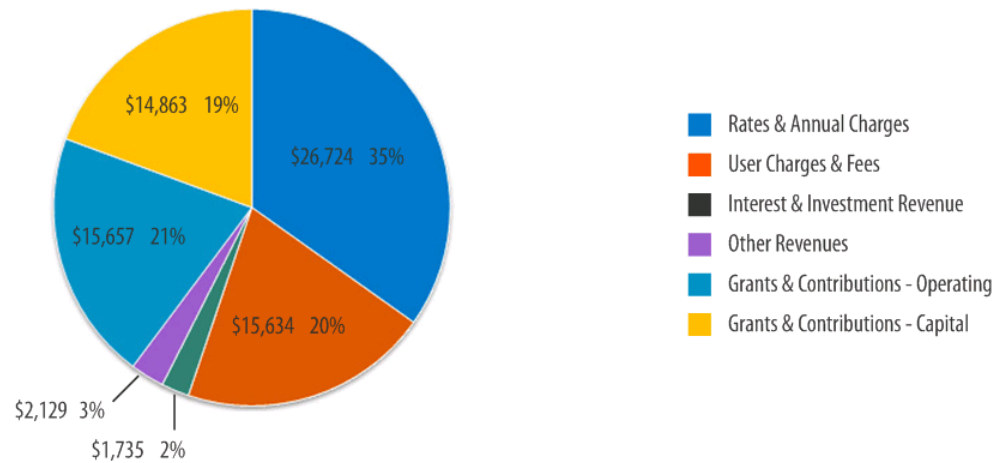
Council has historically maintained a sound financial position evidenced by acceptable key financial performance indicators.

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

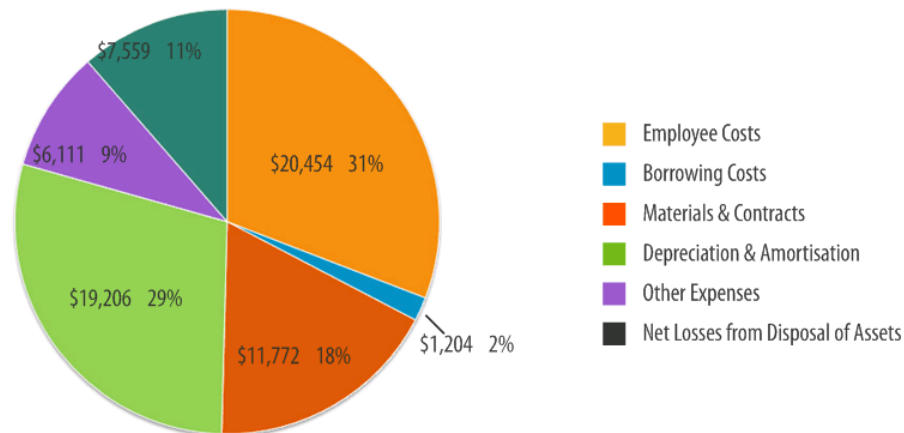


## OUR CURRENT POSITION

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.

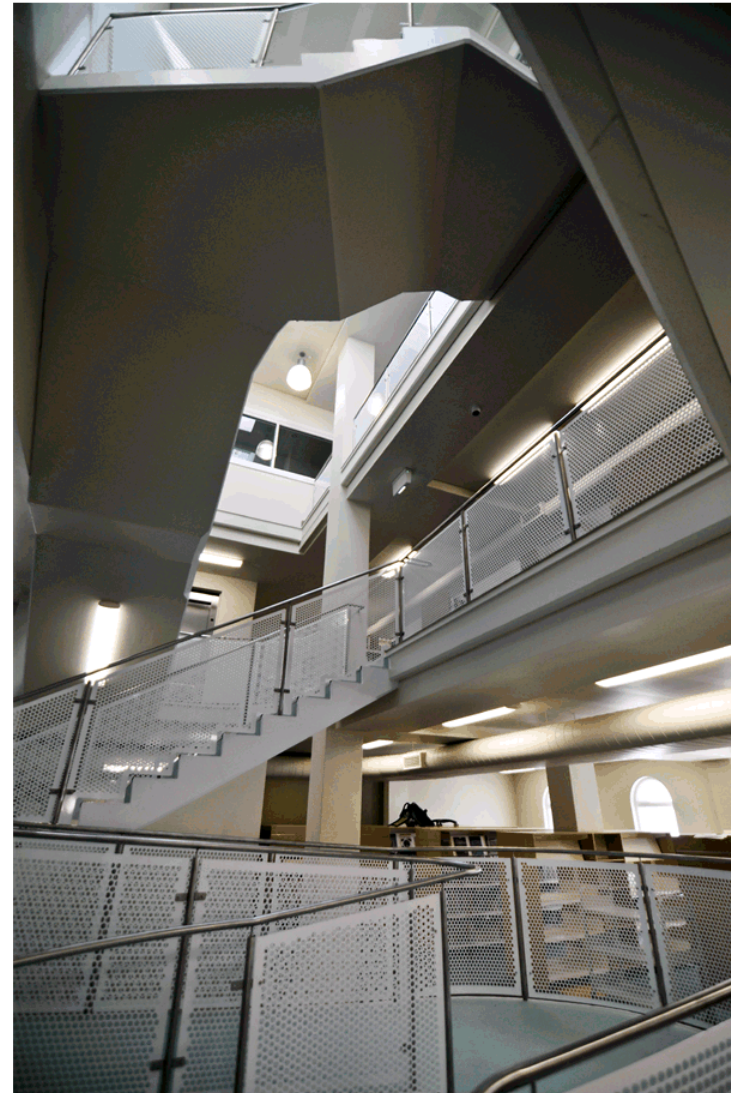
The rate cap set for 2017/18 is 1.5%. Mid-Western Regional Council's budget is based on the full 1.5% increase. Estimated rate pegging amounts used in future years of the LTFP are also set at 1.5%, however a 1% additional increase in the Urban and Rural Residential categories for years 2018/19 – 2020/21 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 LTFF, 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 LTFF.

## 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**





## 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 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>												
Revenue:												
Rates & Annual Charges	26,724,000	27,766,357	28,823,526	29,557,849	30,340,500	31,078,223	31,954,416	32,787,678	33,713,673	34,667,069	35,648,723	36,659,517
User Charges & Fees	15,634,000	13,502,973	12,368,431	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	1,685,272	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	2,222,031	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	13,619,532	11,777,138	11,927,866	12,117,315	12,244,082	12,550,194	12,863,939	13,185,537	13,515,176	13,853,055	14,199,381
Grants & Contributions provided for Capital Purposes	14,863,000	18,782,790	25,273,081	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>77,578,955</b>	<b>82,210,946</b>	<b>62,899,455</b>	<b>63,832,813</b>	<b>65,733,142</b>	<b>67,229,969</b>	<b>68,383,625</b>	<b>71,102,749</b>	<b>72,228,512</b>	<b>74,279,765</b>	<b>74,887,438</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	20,454,000	21,606,212	22,971,332	23,391,181	23,838,834	24,277,809	24,879,300	25,495,719	26,127,437	26,774,834	27,438,301	28,118,236
Borrowing Costs	1,204,000	1,129,881	1,116,446	1,091,552	1,162,346	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	9,403,115	6,728,700	4,843,976	4,833,604	5,004,430	5,121,030	5,240,417	5,362,659	5,487,626	5,615,988	5,747,219
Depreciation & Amortisation	19,206,000	19,017,915	19,368,257	19,665,644	20,046,080	21,278,732	21,312,609	21,786,897	21,826,547	21,818,746	21,822,357	21,844,590
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6,111,000	12,003,651	11,706,795	11,925,216	12,097,688	12,283,782	12,620,073	12,966,526	13,323,486	13,691,308	14,070,364	14,461,037
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,572,000	2,835,775	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>65,996,349</b>	<b>63,171,790</b>	<b>63,205,763</b>	<b>63,255,277</b>	<b>65,312,918</b>	<b>66,399,423</b>	<b>68,030,718</b>	<b>69,214,880</b>	<b>70,325,446</b>	<b>71,488,983</b>	<b>72,641,167</b>
<b>Operating Result from Continuing Operations</b>	<b>10,436,000</b>	<b>11,582,606</b>	<b>19,039,157</b>	<b>(306,308)</b>	<b>577,536</b>	<b>420,224</b>	<b>830,545</b>	<b>352,906</b>	<b>1,887,868</b>	<b>1,903,067</b>	<b>2,790,782</b>	<b>2,246,271</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>11,582,606</b>	<b>19,039,157</b>	<b>(306,308)</b>	<b>577,536</b>	<b>420,224</b>	<b>830,545</b>	<b>352,906</b>	<b>1,887,868</b>	<b>1,903,067</b>	<b>2,790,782</b>	<b>2,246,271</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(4,427,000)</b>	<b>(7,200,184)</b>	<b>(6,233,924)</b>	<b>(5,538,817)</b>	<b>(4,231,127)</b>	<b>(5,165,753)</b>	<b>(3,870,081)</b>	<b>(4,465,236)</b>	<b>(3,800,727)</b>	<b>(3,158,994)</b>	<b>(2,397,830)</b>	<b>(3,072,056)</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 - CONSOLIDATED Scenario: Base Scenario												
	Actuals 2016/17	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	1,543,000	4,024,732	1,205,261	2,346,664	1,353,224	2,719,552	4,773,112	9,307,474	11,626,571	17,125,133	20,693,654	25,231,346
Investments	53,300,000	46,948,179	39,440,995	38,926,640	35,915,423	34,469,068	32,954,551	31,809,375	31,809,375	30,502,800	30,494,725	30,021,715
Receivables	7,079,000	7,770,876	7,759,937	6,174,095	6,278,279	6,684,580	6,525,417	6,663,783	7,323,598	7,041,895	7,234,668	7,409,324
Inventories	1,080,000	1,906,389	1,588,484	1,512,742	1,516,089	1,539,444	1,567,974	1,597,212	1,627,178	1,657,888	1,689,362	1,721,619
Other	11,000	36,230	35,159	35,159	35,518	36,401	37,372	38,370	39,396	40,452	41,537	42,652
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>63,013,000</b>	<b>60,692,144</b>	<b>50,030,927</b>	<b>48,995,300</b>	<b>45,098,533</b>	<b>45,469,045</b>	<b>45,856,425</b>	<b>49,436,214</b>	<b>52,426,118</b>	<b>56,368,166</b>	<b>60,143,945</b>	<b>64,426,656</b>
<b>Non-Current Assets</b>												
Investments	-	6,348,215	5,088,724	4,917,272	3,913,533	3,438,082	2,926,576	2,544,850	2,544,850	2,109,325	2,106,634	1,948,964
Receivables	-	83,974	224,876	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	873,278,476	915,428,553	914,180,011	980,322,730	981,803,149	1,003,724,689	1,014,121,874	1,011,911,240	1,012,452,099	1,011,193,249	1,008,300,771
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	323,000	415,278	372,642	327,172	245,402	203,143	119,044	34,945	26,736	26,328	25,920	25,512
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>852,073,000</b>	<b>880,125,943</b>	<b>921,114,795</b>	<b>919,664,909</b>	<b>984,624,924</b>	<b>985,613,190</b>	<b>1,006,925,244</b>	<b>1,016,642,723</b>	<b>1,014,609,999</b>	<b>1,014,701,045</b>	<b>1,013,425,213</b>	<b>1,010,374,658</b>
<b>TOTAL ASSETS</b>	<b>915,086,000</b>	<b>940,818,088</b>	<b>971,145,722</b>	<b>968,660,209</b>	<b>1,029,723,457</b>	<b>1,031,082,235</b>	<b>1,052,783,669</b>	<b>1,066,278,937</b>	<b>1,067,036,117</b>	<b>1,071,069,212</b>	<b>1,073,569,158</b>	<b>1,074,801,314</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	6,967,000	9,020,101	9,398,945	7,243,264	7,552,624	7,258,713	7,189,258	7,627,523	7,772,994	7,922,391	8,075,826	8,233,418
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>17,337,814</b>	<b>18,240,112</b>	<b>16,707,352</b>	<b>16,994,065</b>	<b>16,979,230</b>	<b>17,093,317</b>	<b>17,767,452</b>	<b>18,011,016</b>	<b>18,583,086</b>	<b>19,146,114</b>	<b>19,724,495</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,257,000	14,683,464	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>33,385,382</b>	<b>36,437,901</b>	<b>32,789,280</b>	<b>39,833,645</b>	<b>38,040,930</b>	<b>41,417,616</b>	<b>45,432,842</b>	<b>44,304,295</b>	<b>46,381,973</b>	<b>45,428,886</b>	<b>44,416,913</b>
<b>Net Assets</b>	<b>882,581,000</b>	<b>907,432,706</b>	<b>934,707,820</b>	<b>935,870,930</b>	<b>989,889,812</b>	<b>993,041,305</b>	<b>1,011,366,053</b>	<b>1,020,846,096</b>	<b>1,022,731,822</b>	<b>1,024,687,239</b>	<b>1,028,140,272</b>	<b>1,030,384,401</b>
<b>EQUITY</b>												
Retained Earnings	357,662,000	369,244,606	388,283,763	387,977,454	388,554,990	388,974,102	389,802,506	390,153,270	392,038,996	393,939,921	396,728,561	398,972,690
Revaluation Reserves	524,919,000	538,218,100	546,424,058	547,893,475	601,334,822	604,067,202	621,563,547	630,692,825	630,692,825	630,747,318	631,411,711	631,411,711
Council Equity Interest	882,581,000	907,462,706	934,707,820	935,870,930	989,889,812	993,041,305	1,011,366,053	1,020,846,096	1,022,731,822	1,024,687,239	1,028,140,272	1,030,384,401
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>882,581,000</b>	<b>907,462,706</b>	<b>934,707,820</b>	<b>935,870,930</b>	<b>989,889,812</b>	<b>993,041,305</b>	<b>1,011,366,053</b>	<b>1,020,846,096</b>	<b>1,022,731,822</b>	<b>1,024,687,239</b>	<b>1,028,140,272</b>	<b>1,030,384,401</b>



TOWARDS 2030

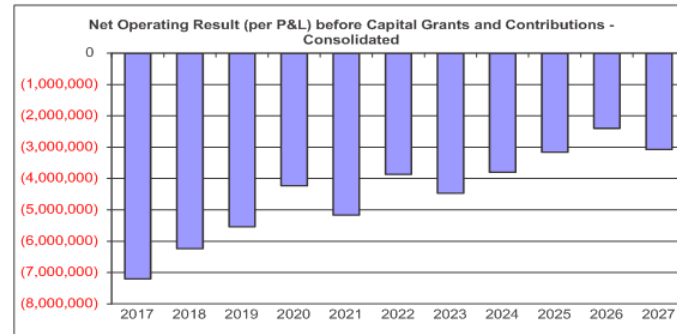
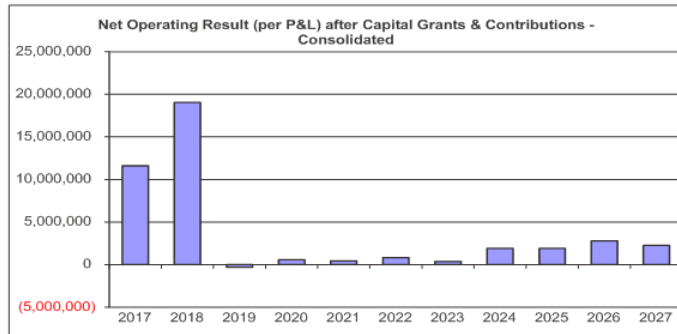
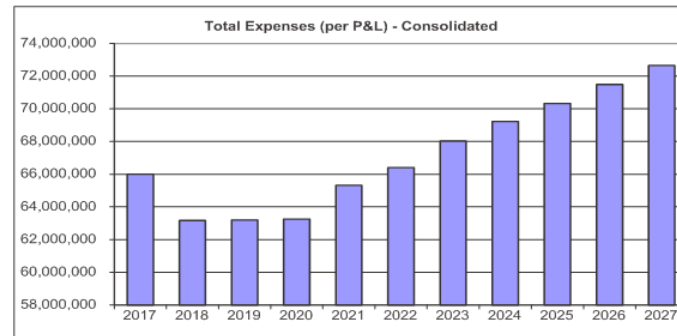
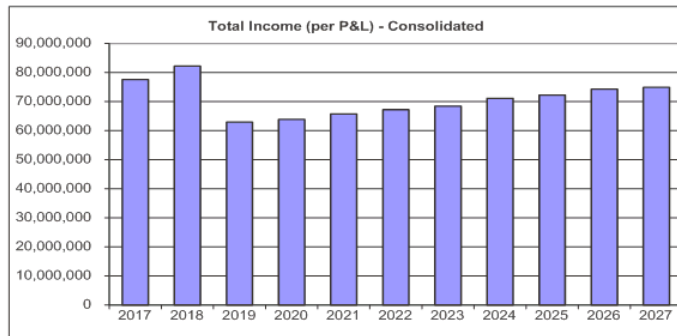


LONG TERM FINANCIAL PLAN 2018/2028

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	906,840,706	934,085,820	935,248,930	989,216,704	992,336,747	1,010,663,637	1,020,145,822	1,022,033,690	1,023,991,250	1,027,446,425
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	11,135,000	12,677,100	8,205,958	1,469,418	53,390,239	2,699,818	17,496,345	9,129,278	-	54,493	664,393	-
- 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	1,469,418	53,390,239	2,699,818	17,496,345	9,129,278	-	54,493	664,393	-
b. Net Operating Result for the Year	10,436,000	11,582,606	19,039,157	(306,308)	577,536	420,224	830,545	352,906	1,867,868	1,903,067	2,790,782	2,246,271
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	21,563,000	24,259,706	27,245,114	1,163,109	53,967,775	3,120,043	18,326,890	9,482,185	1,867,868	1,957,559	3,455,175	2,246,271
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>906,840,706</b>	<b>934,085,820</b>	<b>935,248,930</b>	<b>989,216,704</b>	<b>992,336,747</b>	<b>1,010,663,637</b>	<b>1,020,145,822</b>	<b>1,022,033,690</b>	<b>1,023,991,250</b>	<b>1,027,446,425</b>	<b>1,029,692,696</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





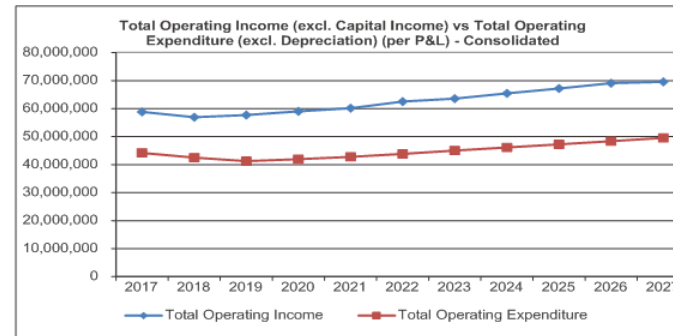
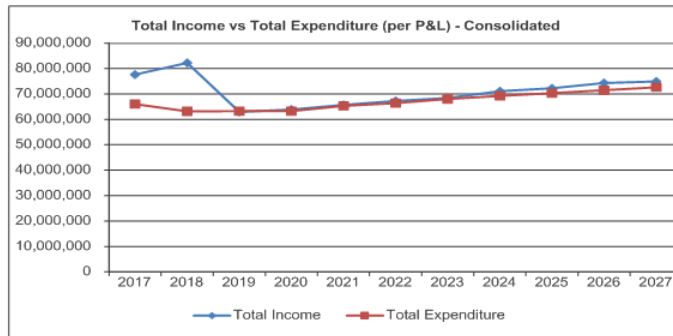
TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

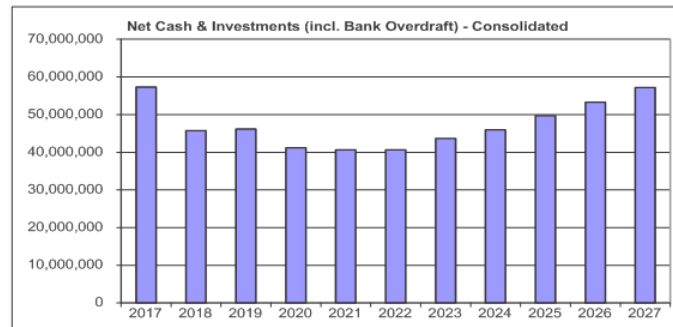
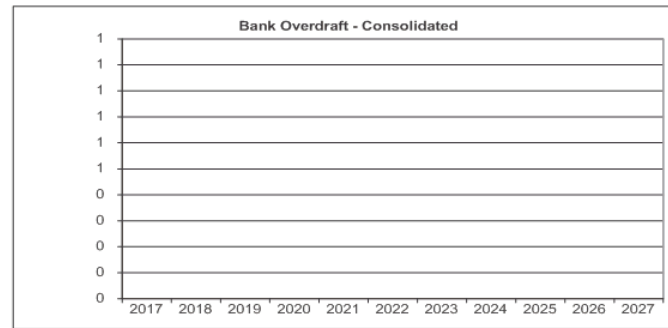
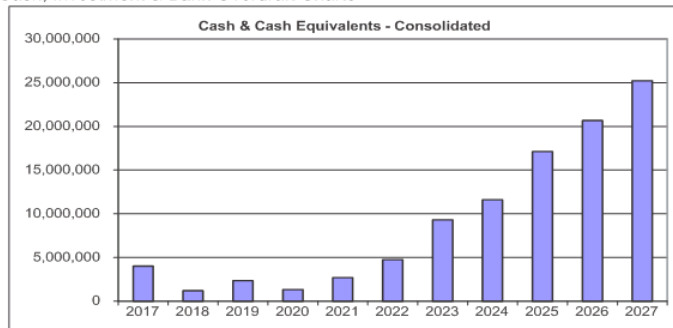
**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Scenario**

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**

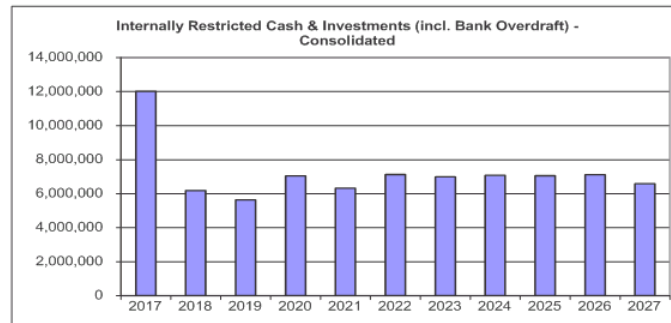
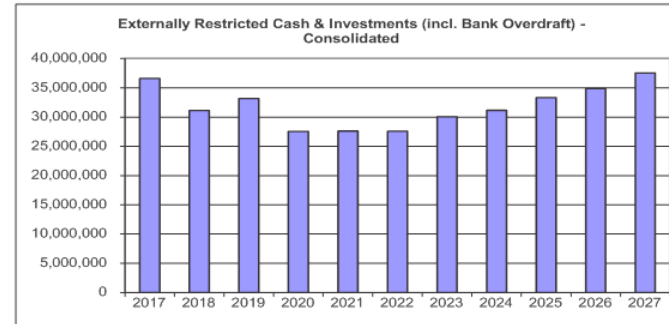
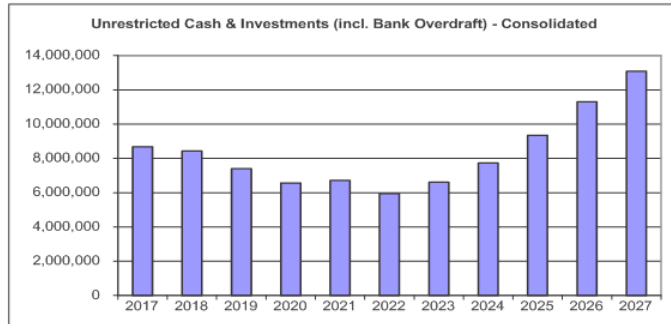
Cash, Investment & Bank Overdraft Charts





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

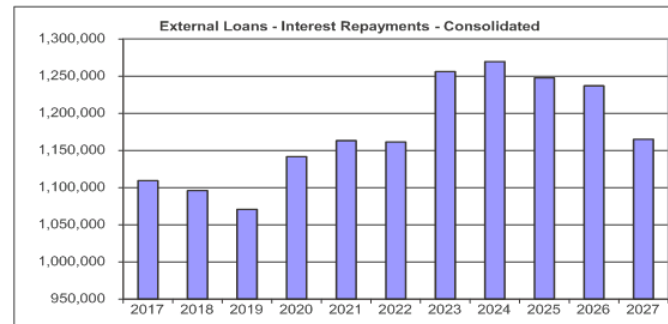
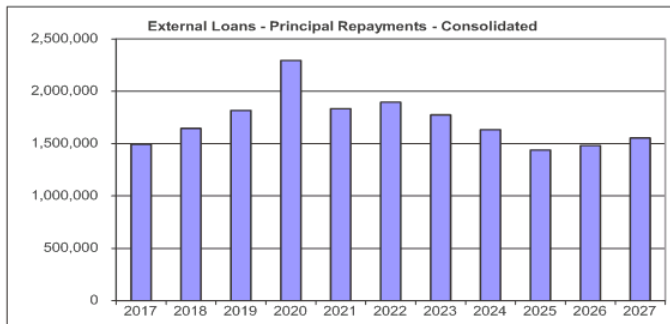
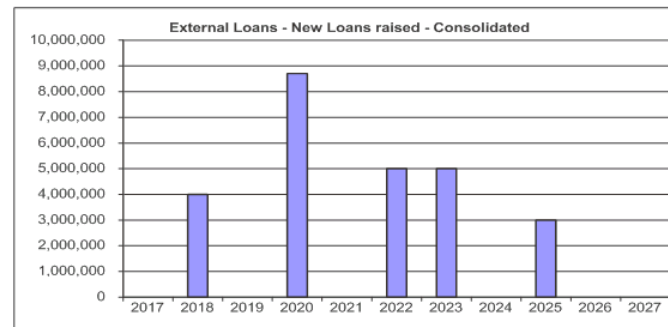
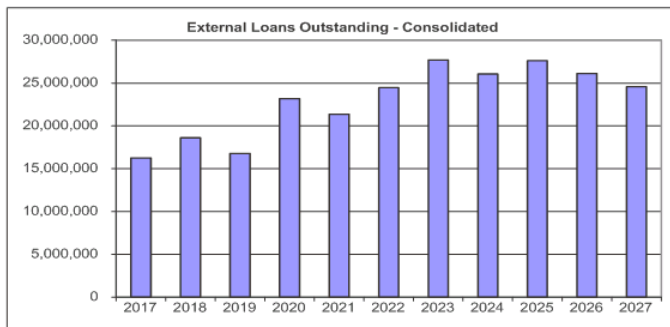
Cash Restrictions Charts





**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



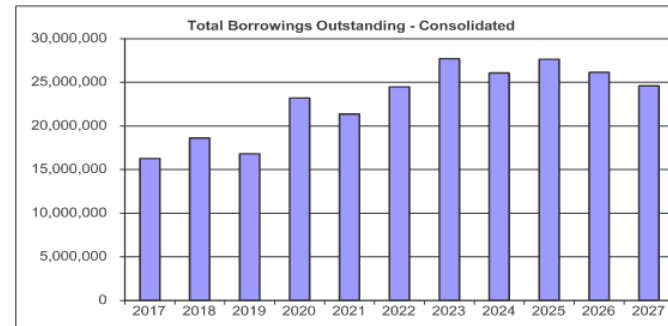
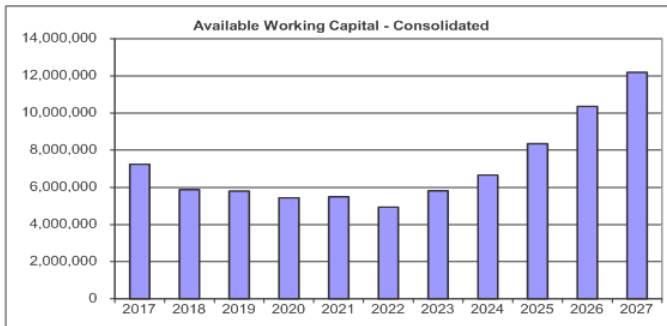
TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

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

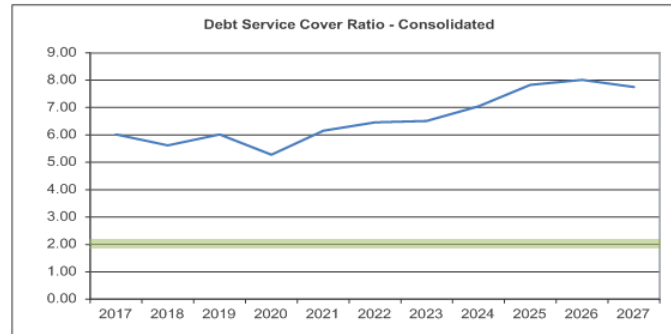
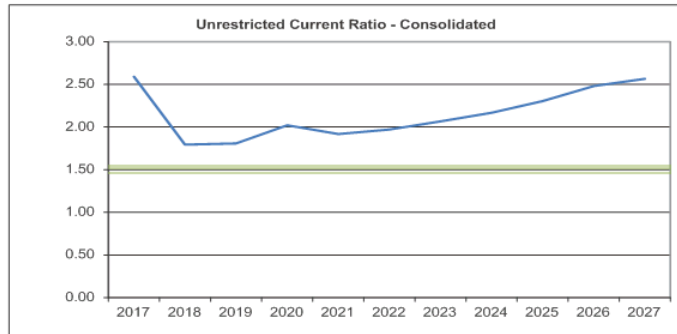
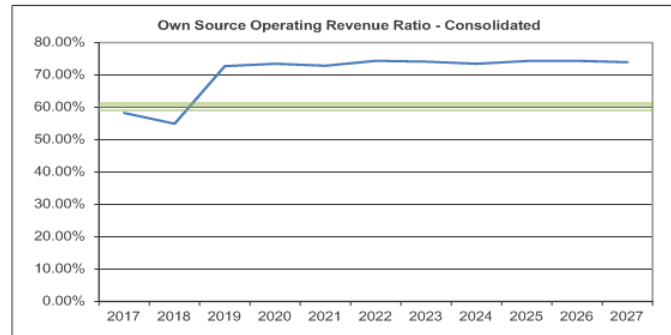
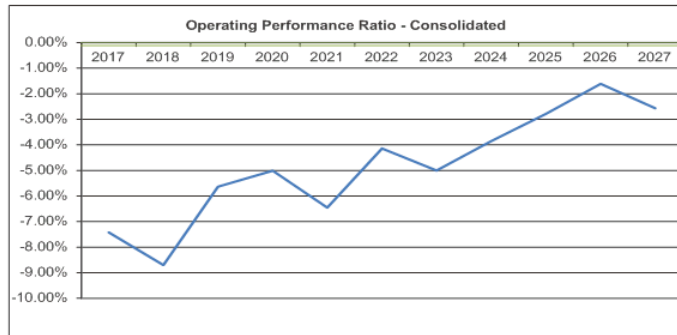
Other Charts





**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

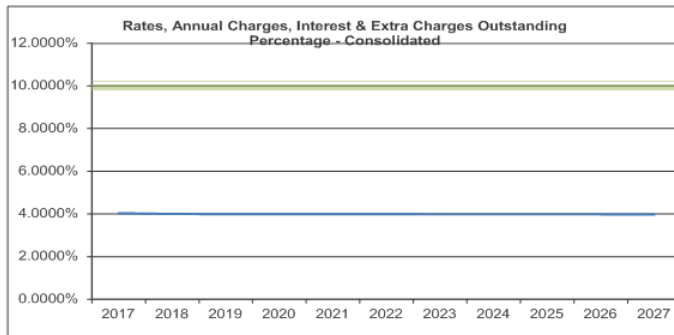


Minimum Amber Minimum Green Maximum Green Maximum Amber

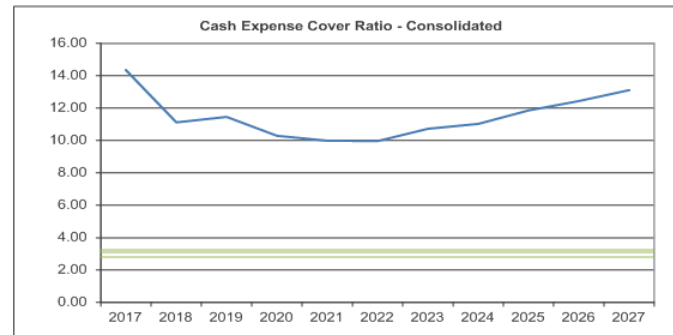


**Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2027  
 CHARTS - ALL FUNDS (CONSOLIDATED)  
 Scenario: Base Scenario**

New Note 13 Ratios Charts (continued)



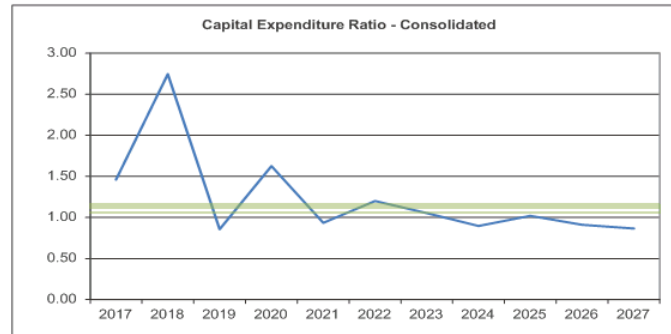
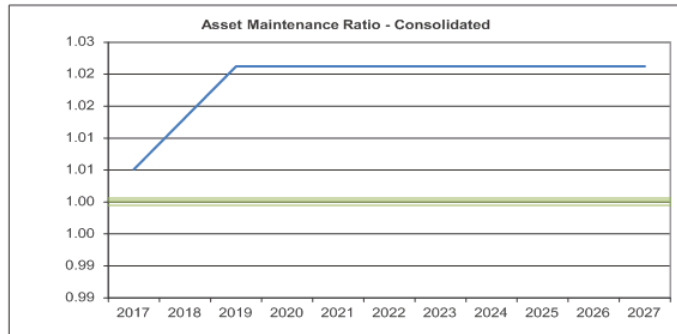
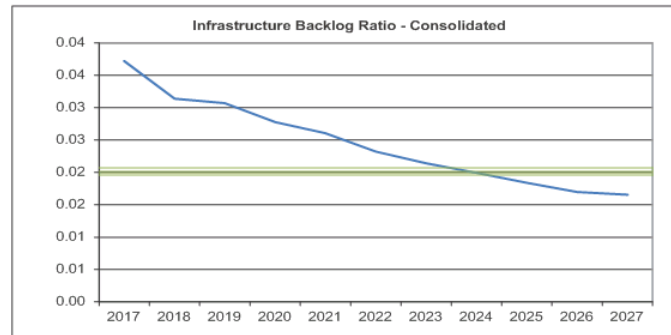
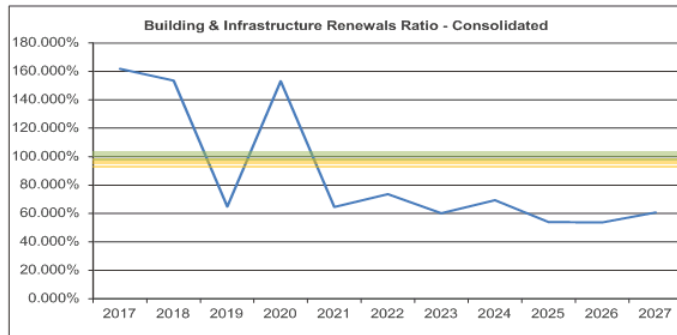
Minimum Amber Minimum Green



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 amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)		Within green benchmark above green maximum and below amber maximum 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	-7.42%	-8.70%	-5.64%	-5.01%	-6.46%	-4.14%	-5.01%	-3.85%	-2.80%	-1.62%	-2.57%		
Own Source Operating Revenue Ratio 1)	Snapshot													
	Actual Ratio	58.23%	54.93%	72.72%	73.48%	72.88%	74.34%	74.14%	73.46%	74.28%	74.36%	73.94%		
Unrestricted Current Ratio	Snapshot													
	Actual Ratio	2.59	1.79	1.81	2.02	1.92	1.97	2.07	2.17	2.31	2.48	2.57		
Debt Service Cover Ratio 1)	Snapshot													
	Actual Ratio	6.02	5.62	6.02	5.28	6.16	6.46	6.51	7.04	7.83	8.01	7.75		
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	14.35	11.12	11.47	10.29	9.99	9.96	10.73	11.03	11.86	12.44	13.11		
<b>New Special Schedule 7 Ratios</b>														
Building & Infrastructure Renewals Ratio	Snapshot													
	Actual Ratio	158.04%	158.04%	64.81%	153.19%	64.65%	73.66%	60.21%	69.36%	53.94%	53.71%	60.66%		
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	1.46	2.75	0.86	1.63	0.94	1.20	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>												
Revenue:												
Rates & Annual Charges	16,637,000	16,988,866	17,476,070	17,805,089	18,171,050	18,544,717	19,008,335	19,483,543	19,970,632	20,469,898	20,981,645	21,506,186
User Charges & Fees	8,692,000	6,693,655	5,358,053	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	910,583	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	1,827,309	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	13,218,868	11,292,836	11,495,151	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	17,389,412	22,448,081	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>57,028,693</b>	<b>59,212,242</b>	<b>41,264,999</b>	<b>41,613,179</b>	<b>41,918,420</b>	<b>43,229,888</b>	<b>44,103,021</b>	<b>45,250,344</b>	<b>46,456,983</b>	<b>47,708,908</b>	<b>47,787,810</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	15,889,000	16,374,240	17,494,328	17,807,345	18,148,168	18,474,873	18,936,745	19,410,164	19,895,418	20,392,803	20,902,623	21,425,189
Borrowing Costs	335,000	299,852	262,142	222,883	181,137	84,692	41,696	7,773	-	-	-	-
Materials & Contracts	7,841,000	5,352,536	1,765,858	730,968	667,704	871,922	893,720	916,063	938,965	962,439	986,500	1,011,162
Depreciation & Amortisation	15,479,000	15,424,692	15,411,878	15,650,343	16,083,472	17,254,882	17,276,947	17,276,947	17,334,136	17,326,335	17,326,335	17,326,335
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,041,000	7,998,127	7,448,998	7,527,085	7,639,970	7,759,709	7,990,265	8,228,318	8,474,137	8,728,005	8,990,216	9,261,075
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,398,000	1,798,275	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>47,247,522</b>	<b>43,537,389</b>	<b>44,098,670</b>	<b>43,866,721</b>	<b>45,597,729</b>	<b>46,291,024</b>	<b>46,990,916</b>	<b>47,794,306</b>	<b>48,561,233</b>	<b>49,357,325</b>	<b>50,175,412</b>
<b>Operating Result from Continuing Operations</b>	<b>8,010,000</b>	<b>9,781,171</b>	<b>15,674,853</b>	<b>(2,833,671)</b>	<b>(2,353,542)</b>	<b>(3,679,309)</b>	<b>(3,061,136)</b>	<b>(2,887,895)</b>	<b>(2,543,963)</b>	<b>(2,104,250)</b>	<b>(1,648,417)</b>	<b>(2,387,602)</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>9,781,171</b>	<b>15,674,853</b>	<b>(2,833,671)</b>	<b>(2,353,542)</b>	<b>(3,679,309)</b>	<b>(3,061,136)</b>	<b>(2,887,895)</b>	<b>(2,543,963)</b>	<b>(2,104,250)</b>	<b>(1,648,417)</b>	<b>(2,387,602)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(6,148,000)</b>	<b>(7,608,241)</b>	<b>(6,773,228)</b>	<b>(7,227,780)</b>	<b>(6,315,405)</b>	<b>(7,409,526)</b>	<b>(6,884,609)</b>	<b>(6,806,954)</b>	<b>(6,560,998)</b>	<b>(6,221,712)</b>	<b>(5,868,815)</b>	<b>(6,713,510)</b>

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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	2,113,500	-	59,062	1,304,055	1,917,398	3,190,835	5,001,904	7,520,534	10,475,325	13,890,133	16,583,821
Investments	29,917,000	29,413,634	25,483,130	25,483,130	25,483,130	25,483,130	25,483,130	25,483,130	25,483,130	25,483,130	25,483,130	25,483,130
Receivables	4,866,000	5,565,473	5,195,175	4,044,490	4,084,075	4,116,354	4,207,067	4,305,686	4,414,347	4,529,944	4,652,836	4,755,564
Inventories	858,000	1,590,625	1,267,187	1,189,309	1,188,015	1,214,115	1,234,776	1,255,953	1,277,661	1,299,910	1,322,716	1,346,093
Other	11,000	41,968	36,230	35,159	35,518	36,401	37,372	38,370	39,396	40,452	41,537	42,652
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>36,640,000</b>	<b>38,725,199</b>	<b>31,981,723</b>	<b>30,811,150</b>	<b>32,094,794</b>	<b>32,767,397</b>	<b>34,153,180</b>	<b>36,085,045</b>	<b>38,735,069</b>	<b>41,828,761</b>	<b>45,390,353</b>	<b>48,211,261</b>
<b>Non-Current Assets</b>												
Investments	-	503,366	436,102	436,102	436,102	436,102	436,102	436,102	436,102	436,102	436,102	436,102
Receivables	-	83,974	224,876	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	720,699,870	750,759,856	748,194,314	796,913,009	794,399,131	789,898,022	794,104,807	789,388,051	784,671,295	779,954,540	775,237,784
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	316,000	412,486	370,258	325,196	243,834	201,963	118,292	34,601	26,800	26,800	26,800	26,800
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>711,275,000</b>	<b>721,699,697</b>	<b>751,791,092</b>	<b>749,196,066</b>	<b>797,736,204</b>	<b>795,206,032</b>	<b>790,607,351</b>	<b>794,716,564</b>	<b>789,978,126</b>	<b>785,247,489</b>	<b>780,516,853</b>	<b>775,800,097</b>
<b>TOTAL ASSETS</b>	<b>747,915,000</b>	<b>760,424,896</b>	<b>783,772,815</b>	<b>780,007,216</b>	<b>829,830,998</b>	<b>827,973,429</b>	<b>824,760,531</b>	<b>830,801,608</b>	<b>828,713,195</b>	<b>827,076,251</b>	<b>825,907,205</b>	<b>824,011,358</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,600,000	8,001,428	8,266,058	6,158,802	6,053,212	6,256,052	6,382,077	6,475,237	6,595,000	6,718,071	6,844,549	6,974,533
Borrowings	639,000	663,784	703,242	1,404,857	743,568	662,934	305,269	3,076	3,076	3,076	3,076	3,076
Provisions	6,170,000	6,581,067	6,862,769	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>15,246,278</b>	<b>15,832,069</b>	<b>14,712,356</b>	<b>14,235,631</b>	<b>14,652,498</b>	<b>14,702,886</b>	<b>14,823,431</b>	<b>15,260,512</b>	<b>15,708,834</b>	<b>16,168,693</b>	<b>16,640,394</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>19,804,626</b>	<b>19,708,548</b>	<b>17,205,626</b>	<b>16,007,255</b>	<b>15,783,403</b>	<b>15,551,215</b>	<b>15,691,868</b>	<b>16,149,559</b>	<b>16,619,007</b>	<b>17,100,520</b>	<b>17,594,417</b>
<b>Net Assets</b>	<b>730,182,000</b>	<b>740,620,271</b>	<b>764,064,267</b>	<b>762,801,590</b>	<b>813,823,743</b>	<b>812,190,026</b>	<b>809,209,316</b>	<b>815,109,741</b>	<b>812,563,636</b>	<b>810,457,244</b>	<b>808,806,685</b>	<b>806,416,941</b>
<b>EQUITY</b>												
Retained Earnings	249,374,000	259,155,171	274,830,023	271,996,352	269,642,810	265,962,390	262,899,112	260,009,075	257,462,970	255,356,578	253,706,019	251,316,274
Revaluation Reserves	480,808,000	481,495,100	489,234,243	490,805,238	544,180,932	546,227,637	546,310,204	555,100,666	555,100,666	555,100,666	555,100,666	555,100,666
Council Equity Interest	730,182,000	740,650,271	764,064,267	762,801,590	813,823,743	812,190,026	809,209,316	815,109,741	812,563,636	810,457,244	808,806,685	806,416,941
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>730,182,000</b>	<b>740,650,271</b>	<b>764,064,267</b>	<b>762,801,590</b>	<b>813,823,743</b>	<b>812,190,026</b>	<b>809,209,316</b>	<b>815,109,741</b>	<b>812,563,636</b>	<b>810,457,244</b>	<b>808,806,685</b>	<b>806,416,941</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 - 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	740,028,271	763,442,267	762,179,590	813,150,635	811,485,469	808,506,900	814,409,467	811,865,504	809,761,254	808,112,837
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	8,873,000	65,100	7,739,143	1,570,995	53,324,586	2,014,143	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	1,570,995	53,324,586	2,014,143	82,567	8,790,462	-	-	-	-
b. Net Operating Result for the Year	8,010,000	9,781,171	15,674,853	(2,833,671)	(2,353,542)	(3,679,309)	(3,061,136)	(2,887,895)	(2,543,963)	(2,104,250)	(1,648,417)	(2,387,602)
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	16,742,000	9,846,271	23,413,996	(1,262,677)	50,971,045	(1,665,166)	(2,978,569)	5,902,567	(2,543,963)	(2,104,250)	(1,648,417)	(2,387,602)
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>740,028,271</b>	<b>763,442,267</b>	<b>762,179,590</b>	<b>813,150,635</b>	<b>811,485,469</b>	<b>808,506,900</b>	<b>814,409,467</b>	<b>811,865,504</b>	<b>809,761,254</b>	<b>808,112,837</b>	<b>805,725,235</b>

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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 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	5,107,000	5,579,356	5,946,870	6,182,102	6,426,729	6,615,795	6,880,427	7,086,840	7,370,313	7,665,126	7,971,731	8,290,600
User Charges & Fees	503,000	845,469	847,234	881,453	916,502	942,547	980,240	1,009,656	1,050,043	1,092,044	1,135,726	1,181,155
Interest & Investment Revenue	248,000	279,895	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	64,338	65,459	66,121	69,824	71,569	73,359
Grants & Contributions provided for Capital Purposes	224,000	518,500	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>7,300,897</b>	<b>8,186,694</b>	<b>7,695,519</b>	<b>7,990,568</b>	<b>8,586,145</b>	<b>8,396,244</b>	<b>8,640,025</b>	<b>9,722,043</b>	<b>9,317,220</b>	<b>9,676,079</b>	<b>10,049,164</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	1,160,000	1,355,739	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	1,085,199	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	1,861,957	2,057,041	2,086,898	2,065,659	2,095,862	2,095,862	2,327,324	2,327,324	2,327,324	2,327,324	2,327,324
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,416,000	1,495,442	1,620,706	1,684,417	1,708,128	1,733,418	1,764,954	1,797,130	1,829,959	1,863,457	1,897,639	1,932,520
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	30,000	432,500	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>6,830,164</b>	<b>7,122,304</b>	<b>6,960,376</b>	<b>7,157,798</b>	<b>7,355,085</b>	<b>7,405,783</b>	<b>7,683,670</b>	<b>7,732,913</b>	<b>7,779,448</b>	<b>7,826,516</b>	<b>7,873,006</b>
<b>Operating Result from Continuing Operations</b>	<b>163,000</b>	<b>470,733</b>	<b>1,064,390</b>	<b>735,143</b>	<b>832,770</b>	<b>1,231,060</b>	<b>990,461</b>	<b>956,354</b>	<b>1,989,130</b>	<b>1,537,773</b>	<b>1,849,563</b>	<b>2,176,157</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>470,733</b>	<b>1,064,390</b>	<b>735,143</b>	<b>832,770</b>	<b>1,231,060</b>	<b>990,461</b>	<b>956,354</b>	<b>1,989,130</b>	<b>1,537,773</b>	<b>1,849,563</b>	<b>2,176,157</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(61,000)</b>	<b>(47,767)</b>	<b>39,390</b>	<b>505,743</b>	<b>603,970</b>	<b>502,900</b>	<b>756,597</b>	<b>716,643</b>	<b>993,426</b>	<b>1,285,927</b>	<b>1,591,421</b>	<b>1,911,562</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	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	252,000	969,370	1,205,281	2,218,832	-	-	-	1,622,082	442,620	2,171,901	3,787,234	5,541,108
Investments	8,523,000	6,392,250	6,392,250	6,392,250	4,039,372	2,744,712	1,614,605	1,614,605	1,614,605	1,614,605	1,614,605	1,614,605
Receivables	743,000	741,402	1,067,588	590,359	606,723	929,309	641,180	659,470	1,148,130	707,275	732,509	758,676
Inventories	22,000	27,817	28,963	26,740	27,120	28,513	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>8,130,839</b>	<b>8,694,082</b>	<b>9,228,181</b>	<b>4,673,215</b>	<b>3,700,534</b>	<b>2,282,696</b>	<b>3,923,471</b>	<b>3,233,079</b>	<b>4,521,920</b>	<b>6,162,910</b>	<b>7,943,379</b>
<b>Non-Current Assets</b>												
Investments	-	2,130,750	2,130,750	2,130,750	1,346,457	914,904	538,202	538,202	538,202	538,202	538,202	538,202
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	71,474,000	77,192,763	77,531,278	77,249,250	92,070,922	93,662,160	104,605,472	103,527,211	105,475,950	104,952,690	104,346,430	103,882,169
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>79,323,513</b>	<b>79,662,028</b>	<b>79,380,000</b>	<b>93,417,379</b>	<b>94,577,064</b>	<b>105,143,673</b>	<b>104,065,413</b>	<b>106,014,152</b>	<b>105,490,892</b>	<b>104,884,631</b>	<b>104,420,370</b>
<b>TOTAL ASSETS</b>	<b>81,014,000</b>	<b>87,454,352</b>	<b>88,356,110</b>	<b>88,608,181</b>	<b>98,090,594</b>	<b>98,277,598</b>	<b>107,426,369</b>	<b>107,988,884</b>	<b>109,247,231</b>	<b>110,012,812</b>	<b>111,047,542</b>	<b>112,363,750</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	729,000	448,618	515,505	480,133	886,890	385,488	193,982	502,640	511,463	520,457	529,623	538,967
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>821,995</b>	<b>913,652</b>	<b>793,211</b>	<b>1,518,944</b>	<b>1,051,783</b>	<b>896,479</b>	<b>1,242,246</b>	<b>1,292,648</b>	<b>1,344,457</b>	<b>1,398,916</b>	<b>1,455,337</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	12,863,528	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>12,863,528</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>9,362,419</b>	<b>9,055,929</b>	<b>8,622,410</b>	<b>17,272,054</b>	<b>16,138,597</b>	<b>15,280,796</b>	<b>14,888,957</b>	<b>14,156,174</b>	<b>13,383,983</b>	<b>12,569,149</b>	<b>11,709,199</b>
<b>Net Assets</b>	<b>71,023,000</b>	<b>78,091,933</b>	<b>79,300,181</b>	<b>79,985,771</b>	<b>80,818,540</b>	<b>82,139,001</b>	<b>92,145,573</b>	<b>93,101,927</b>	<b>95,091,057</b>	<b>96,628,830</b>	<b>98,478,393</b>	<b>100,654,550</b>
<b>EQUITY</b>												
Retained Earnings	46,812,000	47,262,733	48,347,123	49,082,266	49,915,036	51,146,096	52,136,557	53,092,911	55,082,041	56,619,814	58,469,377	60,645,535
Revaluation Reserves	24,211,000	30,809,200	30,953,058	30,903,504	30,903,504	30,992,904	40,009,016	40,009,016	40,009,016	40,009,016	40,009,016	40,009,016
Council Equity Interest	71,023,000	78,091,933	79,300,181	79,985,771	80,818,540	82,139,001	92,145,573	93,101,927	95,091,057	96,628,830	98,478,393	100,654,550
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>71,023,000</b>	<b>78,091,933</b>	<b>79,300,181</b>	<b>79,985,771</b>	<b>80,818,540</b>	<b>82,139,001</b>	<b>92,145,573</b>	<b>93,101,927</b>	<b>95,091,057</b>	<b>96,628,830</b>	<b>98,478,393</b>	<b>100,654,550</b>

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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					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	-	5,555,585	5,935,819	6,175,029	6,419,373	6,610,110	6,872,489	7,080,633	7,361,789	7,656,261	7,962,511	8,281,012
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	1,169,798
Interest & Investment Revenue Received	-	279,895	285,748	322,539	337,330	217,174	217,174	217,174	217,174	217,174	217,174	217,174
Grants & Contributions	-	654,591	770,871	783,694	290,899	481,086	604,311	301,538	593,886	781,994	324,724	332,842
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	14,323	19,277	18,568	18,863	19,153	19,596	20,086	20,588	21,103	21,630	22,171
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(1,355,739)	(1,477,937)	(1,506,090)	(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	-	(1,371,386)	(1,261,856)	(1,100,914)	(876,460)	(1,551,708)	(1,260,578)	(776,488)	(1,036,745)	(1,115,305)	(1,134,292)	(1,153,436)
Borrowing Costs	-	(899,327)	(875,986)	(851,216)	(701,993)	(845,087)	(812,846)	(874,644)	(737,535)	(695,956)	(653,115)	(607,948)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,495,442)	(1,620,706)	(1,684,417)	(1,708,128)	(1,733,418)	(1,764,954)	(1,797,130)	(1,829,959)	(1,863,457)	(1,897,839)	(1,932,520)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,480,569	2,924,023	3,330,104	3,353,370	2,569,478	3,248,486	3,639,579	3,902,144	4,380,468	4,226,334	4,552,166
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	3,137,171	1,728,213	1,506,809	-	-	-	-	-
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	-	(1,415,020)	(2,314,735)	(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>	-	(1,415,020)	(2,314,735)	(1,918,406)	(13,915,090)	(1,937,424)	(2,582,191)	(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	-	(348,190)	(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>	-	(348,190)	(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>	-	717,370	235,911	1,013,551	(2,218,832)	-	0	1,622,082	(1,179,462)	1,729,280	1,815,333	1,753,873
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	252,000	969,370	1,205,281	2,218,832	-	-	0	1,622,082	442,820	2,171,901	3,787,234
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	969,370	1,205,281	2,218,832	-	-	0	1,622,082	442,820	2,171,901	3,787,234	5,541,108
<b>Investments</b>												
Cash & Cash Equivalents - end of the year	252,000	969,370	1,205,281	2,218,832	-	-	0	1,622,082	442,820	2,171,901	3,787,234	5,541,108
Investments - end of the year	8,523,000	8,523,000	8,523,000	8,523,000	5,385,829	3,659,615	2,152,807	2,152,807	2,152,807	2,152,807	2,152,807	2,152,807
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>8,775,000</b>	<b>9,492,370</b>	<b>9,728,281</b>	<b>10,741,832</b>	<b>5,385,829</b>	<b>3,659,615</b>	<b>2,152,807</b>	<b>3,774,889</b>	<b>2,595,427</b>	<b>4,324,708</b>	<b>5,940,041</b>	<b>7,693,914</b>
<b>Representing:</b>												
- External Restrictions	1,928,000	2,434,414	2,706,414	2,076,414	2,344,414	2,514,414	1,312,414	1,439,414	1,776,414	2,123,414	2,484,414	2,859,414
- Internal Restrictions	6,052,000	6,124,162	6,529,182	7,833,662	3,039,662	1,166,662	702,662	1,813,662	847,662	1,500,662	2,745,662	4,045,662
- Unrestricted	795,000	933,794	496,795	1,033,756	35,753	(21,461)	137,731	721,813	(28,649)	696,632	709,965	788,838
	<b>8,775,000</b>	<b>9,492,370</b>	<b>9,728,281</b>	<b>10,741,832</b>	<b>5,385,829</b>	<b>3,659,615</b>	<b>2,152,807</b>	<b>3,774,889</b>	<b>2,595,427</b>	<b>4,324,708</b>	<b>5,940,041</b>	<b>7,693,914</b>



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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	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>	69,519,000	71,023,000	78,091,933	79,300,181	79,985,771	80,818,540	82,139,001	92,145,573	93,101,927	95,091,057	96,628,830	98,478,393
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,231,000	6,598,200	143,858	(49,554)	-	89,400	9,016,111	-	-	-	-	-
- 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>(49,554)</b>	<b>-</b>	<b>89,400</b>	<b>9,016,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
b. Net Operating Result for the Year	163,000	470,733	1,064,390	735,143	832,770	1,231,060	990,461	956,354	1,989,130	1,537,773	1,849,563	2,176,157
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>1,504,000</b>	<b>7,068,933</b>	<b>1,208,248</b>	<b>685,589</b>	<b>832,770</b>	<b>1,320,460</b>	<b>10,006,572</b>	<b>956,354</b>	<b>1,989,130</b>	<b>1,537,773</b>	<b>1,849,563</b>	<b>2,176,157</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>78,091,933</b>	<b>79,300,181</b>	<b>79,985,771</b>	<b>80,818,540</b>	<b>82,139,001</b>	<b>92,145,573</b>	<b>93,101,927</b>	<b>95,091,057</b>	<b>96,628,830</b>	<b>98,478,393</b>	<b>100,654,550</b>

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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					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	1,259,000	1,318,584	1,369,044	1,405,177	1,442,098	1,479,697	1,516,889	1,554,607	1,593,472	1,633,309	1,674,141	1,715,995
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	342,426	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	867,000	1,800,000	609,000	618,000	1,127,600	643,200	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>7,857,247</b>	<b>8,915,289</b>	<b>7,939,150</b>	<b>8,167,399</b>	<b>8,901,041</b>	<b>8,910,647</b>	<b>8,791,834</b>	<b>9,116,727</b>	<b>9,245,489</b>	<b>9,502,905</b>	<b>9,739,385</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	1,367,000	1,616,418	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	1,084,613	1,160,941	1,123,122	1,138,856	1,107,215	1,134,895	1,153,268	1,192,350	1,222,158	1,252,712	1,284,030
Depreciation & Amortisation	1,618,000	1,518,700	1,678,022	1,700,817	1,661,722	1,685,944	1,685,944	1,908,771	1,908,866	1,908,866	1,908,866	1,908,866
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,672,000	1,738,264	1,836,746	1,916,500	1,943,260	1,971,799	2,025,363	2,080,434	2,137,054	2,195,271	2,255,132	2,316,685
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	555,000	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>6,705,518</b>	<b>6,677,821</b>	<b>6,822,152</b>	<b>6,826,624</b>	<b>6,858,103</b>	<b>7,057,678</b>	<b>7,576,787</b>	<b>7,768,175</b>	<b>7,924,055</b>	<b>8,096,059</b>	<b>8,213,043</b>
<b>Operating Result from Continuing Operations</b>	<b>1,501,000</b>	<b>1,151,729</b>	<b>2,237,468</b>	<b>1,116,998</b>	<b>1,340,775</b>	<b>2,042,938</b>	<b>1,852,969</b>	<b>1,215,047</b>	<b>1,348,552</b>	<b>1,321,434</b>	<b>1,406,846</b>	<b>1,526,341</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>1,151,729</b>	<b>2,237,468</b>	<b>1,116,998</b>	<b>1,340,775</b>	<b>2,042,938</b>	<b>1,852,969</b>	<b>1,215,047</b>	<b>1,348,552</b>	<b>1,321,434</b>	<b>1,406,846</b>	<b>1,526,341</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,020,000</b>	<b>284,729</b>	<b>437,468</b>	<b>507,998</b>	<b>722,775</b>	<b>915,338</b>	<b>1,209,679</b>	<b>555,674</b>	<b>672,695</b>	<b>628,681</b>	<b>696,774</b>	<b>798,518</b>

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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 2016/17	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>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	303,000	941,862	-	-	-	-	-	-	381,667	-	-	-
Investments	10,310,000	7,732,500	6,178,499	5,664,144	5,005,805	4,874,111	4,469,700	3,324,524	3,324,524	2,017,948	2,009,873	1,536,864
Receivables	1,220,000	1,253,012	1,276,360	1,311,346	1,352,434	1,396,594	1,428,788	1,464,036	1,500,165	1,537,198	1,575,156	1,614,063
Inventories	200,000	287,947	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>10,215,321</b>	<b>7,747,192</b>	<b>7,272,184</b>	<b>6,659,194</b>	<b>6,569,521</b>	<b>6,204,775</b>	<b>5,102,504</b>	<b>5,528,149</b>	<b>3,884,984</b>	<b>3,923,113</b>	<b>3,497,463</b>
<b>Non-Current Assets</b>												
Investments	-	2,577,500	2,059,500	1,888,048	1,668,602	1,624,704	1,489,900	1,108,175	1,108,175	672,649	669,958	512,288
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	63,529,000	69,471,152	78,308,092	79,410,517	81,154,034	82,968,855	98,160,640	105,222,819	105,265,016	111,020,212	111,746,409	113,184,605
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>72,051,652</b>	<b>80,370,591</b>	<b>81,301,565</b>	<b>82,825,636</b>	<b>84,596,556</b>	<b>99,653,540</b>	<b>106,333,994</b>	<b>106,376,190</b>	<b>111,695,861</b>	<b>112,419,368</b>	<b>113,699,893</b>
<b>TOTAL ASSETS</b>	<b>75,565,000</b>	<b>82,266,973</b>	<b>88,117,784</b>	<b>88,573,749</b>	<b>89,484,830</b>	<b>91,166,077</b>	<b>105,858,315</b>	<b>111,436,498</b>	<b>111,904,339</b>	<b>115,580,845</b>	<b>116,342,479</b>	<b>117,197,356</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	478,000	435,222	451,770	465,717	472,300	474,773	487,230	500,021	513,157	526,645	540,497	554,722
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>881,618</b>	<b>1,064,946</b>	<b>901,994</b>	<b>933,862</b>	<b>962,851</b>	<b>1,173,993</b>	<b>1,393,867</b>	<b>1,121,906</b>	<b>1,185,709</b>	<b>1,226,187</b>	<b>1,268,113</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>3,110,444</b>	<b>6,614,373</b>	<b>6,015,144</b>	<b>5,585,450</b>	<b>5,126,360</b>	<b>9,567,961</b>	<b>13,811,210</b>	<b>12,930,499</b>	<b>15,285,572</b>	<b>14,640,359</b>	<b>13,968,894</b>
<b>Net Assets</b>	<b>71,991,000</b>	<b>79,156,529</b>	<b>81,503,411</b>	<b>82,558,605</b>	<b>83,899,380</b>	<b>86,039,719</b>	<b>96,290,354</b>	<b>97,625,288</b>	<b>98,973,840</b>	<b>100,295,274</b>	<b>101,702,120</b>	<b>103,228,461</b>
<b>EQUITY</b>												
Retained Earnings	53,888,000	55,039,729	57,277,197	58,394,195	59,734,971	61,777,909	63,630,879	64,845,925	66,194,477	67,515,911	68,922,757	70,449,099
Revaluation Reserves	18,103,000	24,116,800	24,226,213	24,164,410	24,164,410	24,261,810	32,659,476	32,779,363	32,779,363	32,779,363	32,779,363	32,779,363
Council Equity Interest	71,991,000	79,156,529	81,503,411	82,558,605	83,899,380	86,039,719	96,290,354	97,625,288	98,973,840	100,295,274	101,702,120	103,228,461
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>71,991,000</b>	<b>79,156,529</b>	<b>81,503,411</b>	<b>82,558,605</b>	<b>83,899,380</b>	<b>86,039,719</b>	<b>96,290,354</b>	<b>97,625,288</b>	<b>98,973,840</b>	<b>100,295,274</b>	<b>101,702,120</b>	<b>103,228,461</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 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	-	1,310,076	1,367,417	1,404,012	1,440,908	1,478,485	1,515,407	1,553,384	1,592,219	1,632,024	1,672,825	1,714,646
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	-	342,426	337,182	342,219	347,277	352,671	661,068	336,015	449,513	361,594	396,815	405,743
Grants & Contributions	-	526,862	1,860,723	690,013	684,735	1,193,141	714,683	730,506	748,769	767,488	786,876	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	-	(1,616,418)	(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	-	(1,215,336)	(1,148,770)	(1,113,526)	(1,136,354)	(1,102,404)	(1,129,809)	(1,155,134)	(1,187,363)	(1,216,718)	(1,247,107)	(1,279,257)
Borrowing Costs	-	(192,523)	(245,863)	(291,529)	(258,639)	(233,355)	(306,839)	(473,711)	(532,185)	(551,744)	(583,832)	(657,205)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,737,734)	(1,836,246)	(1,915,903)	(1,942,745)	(1,971,276)	(2,024,827)	(2,079,884)	(2,136,401)	(2,194,694)	(2,254,540)	(2,316,079)
<b>Net Cash provided (or used in) Operating Activities</b>	-	3,061,682	3,967,340	2,856,399	3,028,660	3,755,271	3,577,642	3,159,641	3,292,512	3,264,649	3,349,297	3,468,010
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	2,072,002	685,806	877,785	175,593	539,215	1,526,901	-	1,742,100	10,787	630,679
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	-	(2,002,052)	(10,468,585)	(2,929,029)	(3,470,167)	(3,468,301)	(8,546,000)	(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>	-	(2,002,052)	(8,396,583)	(2,243,223)	(2,592,382)	(3,293,708)	(8,006,786)	(7,390,099)	(2,017,000)	(5,987,899)	(2,690,233)	(2,782,320)
<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)	(858,416)	(659,064)	(685,600)
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>	-	638,862	(941,862)	(0)	(0)	(0)	(0)	381,667	(381,667)	-	-	0
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	303,050	941,862	0	0	0	0	0	0	381,667	-	-
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	941,862	0	0	0	0	0	0	381,667	-	-	0
Cash & Cash Equivalents - end of the year	303,050	941,862	0	0	0	0	0	0	381,667	-	-	0
Investments - end of the year	10,310,000	10,310,000	8,237,998	7,552,192	6,674,407	6,498,814	5,959,599	4,432,698	4,432,698	2,690,598	2,679,831	2,049,152
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>10,613,050</b>	<b>11,251,862</b>	<b>8,237,998</b>	<b>7,552,192</b>	<b>6,674,407</b>	<b>6,498,814</b>	<b>5,959,599</b>	<b>4,432,698</b>	<b>4,814,365</b>	<b>2,690,598</b>	<b>2,679,831</b>	<b>2,049,152</b>
<b>Representing:</b>												
- External Restrictions	4,257,000	5,176,231	3,549,936	2,876,136	2,576,536	2,723,816	1,046,096	730,376	1,459,656	691,936	505,216	1,259,496
- Internal Restrictions	2,524,000	2,901,653	3,915,253	4,427,263	4,035,253	3,908,333	4,320,333	3,502,333	2,218,333	1,171,333	1,785,333	758,333
- Unrestricted	3,832,050	3,173,978	772,809	248,803	62,618	(134,355)	593,170	191,989	1,136,376	827,329	389,282	31,323
<b>Total</b>	<b>10,613,050</b>	<b>11,251,862</b>	<b>8,237,998</b>	<b>7,552,192</b>	<b>6,674,407</b>	<b>6,498,814</b>	<b>5,959,599</b>	<b>4,432,698</b>	<b>4,814,365</b>	<b>2,690,598</b>	<b>2,679,831</b>	<b>2,049,152</b>

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LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council 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	79,156,529	81,503,411	82,558,605	83,899,380	86,039,719	96,290,354	97,625,288	98,973,840	100,295,274	101,702,120
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,031,000	6,013,800	109,413	(61,804)	-	97,400	8,397,666	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	(61,804)	-	97,400	8,397,666	119,887	-	-	-	-
b. Net Operating Result for the Year	1,501,000	1,151,729	2,237,468	1,116,998	1,340,775	2,042,938	1,852,969	1,215,047	1,348,552	1,321,434	1,406,846	1,526,341
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	2,555,000	7,165,529	2,346,881	1,055,195	1,340,775	2,140,338	10,250,636	1,334,934	1,348,552	1,321,434	1,406,846	1,526,341
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>79,156,529</b>	<b>81,503,411</b>	<b>82,558,605</b>	<b>83,899,380</b>	<b>86,039,719</b>	<b>96,290,354</b>	<b>97,625,288</b>	<b>98,973,840</b>	<b>100,295,274</b>	<b>101,702,120</b>	<b>103,228,461</b>

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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>												
Revenue:												
Rates & Annual Charges	3,721,000	3,879,551	4,031,542	4,165,481	4,300,623	4,438,014	4,548,964	4,662,688	4,779,256	4,898,737	5,021,206	5,146,736
User Charges & Fees	1,110,000	699,650	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	152,368	161,172	163,590	166,007	168,586	180,265	377,999	381,119	410,492	423,586	168,586
Other Revenues	333,000	375,711	525,000	532,875	540,750	549,150	562,879	576,951	591,374	606,159	621,313	636,848
Grants & Contributions provided for Operating Purposes	832,000	276,960	359,007	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>5,392,116</b>	<b>5,896,721</b>	<b>5,999,787</b>	<b>6,161,667</b>	<b>6,327,536</b>	<b>6,693,189</b>	<b>6,848,746</b>	<b>7,013,635</b>	<b>7,208,820</b>	<b>7,391,873</b>	<b>7,311,080</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	1,850,787	2,474,305	1,922,102	1,944,177	1,974,350	2,023,740	2,074,333	2,126,191	2,179,346	2,233,830	2,289,676
Depreciation & Amortisation	251,000	212,566	221,316	227,586	235,227	242,044	253,856	253,856	256,222	256,222	259,832	282,065
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	50,000	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>5,365,000</b>	<b>5,213,145</b>	<b>5,834,275</b>	<b>5,324,565</b>	<b>5,404,135</b>	<b>5,502,002</b>	<b>5,644,938</b>	<b>5,779,345</b>	<b>5,919,485</b>	<b>6,060,710</b>	<b>6,209,084</b>	<b>6,379,705</b>
<b>Operating Result from Continuing Operations</b>	<b>762,000</b>	<b>178,973</b>	<b>62,446</b>	<b>675,222</b>	<b>757,532</b>	<b>825,534</b>	<b>1,048,251</b>	<b>1,069,401</b>	<b>1,094,149</b>	<b>1,148,110</b>	<b>1,182,789</b>	<b>931,375</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>178,973</b>	<b>62,446</b>	<b>675,222</b>	<b>757,532</b>	<b>825,534</b>	<b>1,048,251</b>	<b>1,069,401</b>	<b>1,094,149</b>	<b>1,148,110</b>	<b>1,182,789</b>	<b>931,375</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>762,000</b>	<b>171,095</b>	<b>62,446</b>	<b>675,222</b>	<b>757,532</b>	<b>825,534</b>	<b>1,048,251</b>	<b>1,069,401</b>	<b>1,094,149</b>	<b>1,148,110</b>	<b>1,182,789</b>	<b>931,375</b>

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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
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	-	-	68,770	49,168	802,154	1,582,277	2,683,488	3,281,749	4,477,907	3,006,287	3,106,417
Investments	4,550,000	3,400,796	1,387,116	1,387,116	1,387,116	1,387,116	1,387,116	1,387,116	1,387,116	1,387,116	1,387,116	1,387,116
Receivables	250,000	210,889	220,814	227,899	235,046	242,323	248,381	254,591	260,955	267,479	274,166	281,020
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>4,800,000</b>	<b>3,620,785</b>	<b>1,607,930</b>	<b>1,683,785</b>	<b>1,671,331</b>	<b>2,431,593</b>	<b>3,217,774</b>	<b>4,325,194</b>	<b>4,929,821</b>	<b>6,132,502</b>	<b>4,667,569</b>	<b>4,774,553</b>
<b>Non-Current Assets</b>												
Investments	-	1,136,599	462,372	462,372	462,372	462,372	462,372	462,372	462,372	462,372	462,372	462,372
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	5,788,000	5,914,691	8,829,327	9,325,930	10,184,764	10,773,004	11,060,556	11,267,037	11,782,223	11,807,902	15,145,871	15,996,214
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	4,000	(208)	(616)	(1,024)	(1,432)	(1,840)	(2,248)	(2,656)	(3,064)	(3,472)	(3,880)	(4,288)
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>5,792,000</b>	<b>7,051,082</b>	<b>9,291,083</b>	<b>9,787,278</b>	<b>10,645,704</b>	<b>11,233,536</b>	<b>11,520,680</b>	<b>11,728,753</b>	<b>12,241,531</b>	<b>12,266,802</b>	<b>15,604,363</b>	<b>16,454,298</b>
<b>TOTAL ASSETS</b>	<b>10,592,000</b>	<b>10,671,866</b>	<b>10,899,013</b>	<b>11,471,063</b>	<b>12,317,035</b>	<b>13,665,129</b>	<b>14,738,454</b>	<b>16,051,947</b>	<b>17,171,352</b>	<b>18,399,304</b>	<b>20,271,931</b>	<b>21,228,851</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	160,000	134,833	165,612	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>387,923</b>	<b>429,445</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>1,107,893</b>	<b>1,059,051</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>9,563,973</b>	<b>9,839,961</b>	<b>10,524,964</b>	<b>11,348,149</b>	<b>12,672,559</b>	<b>13,720,810</b>	<b>15,009,140</b>	<b>16,103,289</b>	<b>17,305,892</b>	<b>19,153,074</b>	<b>20,084,449</b>
<b>EQUITY</b>												
Retained Earnings	7,588,000	7,766,973	7,829,419	8,504,640	9,262,173	10,087,707	11,135,958	12,205,359	13,299,508	14,447,618	15,630,407	16,561,782
Revaluation Reserves	1,797,000	1,797,000	2,010,543	2,020,323	2,085,976	2,584,852	2,584,852	2,803,781	2,803,781	2,859,274	3,522,667	3,522,667
Council Equity Interest	9,385,000	9,563,973	9,839,961	10,524,964	11,348,149	12,672,559	13,720,810	15,009,140	16,103,289	17,305,892	19,153,074	20,084,449
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>9,385,000</b>	<b>9,563,973</b>	<b>9,839,961</b>	<b>10,524,964</b>	<b>11,348,149</b>	<b>12,672,559</b>	<b>13,720,810</b>	<b>15,009,140</b>	<b>16,103,289</b>	<b>17,305,892</b>	<b>19,153,074</b>	<b>20,084,449</b>

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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	4,023,736	4,158,802	4,203,682	4,430,957	4,543,266	4,656,847	4,773,269	4,892,800	5,014,915	5,140,288
User Charges & Fees	-	687,918	817,982	832,094	844,304	857,500	878,803	900,774	923,293	946,375	970,035	994,285
Interest & Investment Revenue Received	-	152,366	161,172	163,590	168,007	168,586	380,265	377,999	381,119	410,492	423,586	168,586
Grants & Contributions	-	284,836	359,007	305,541	309,687	314,066	321,918	329,866	338,215	346,670	355,337	364,200
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	375,711	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	-	(1,905,934)	(2,443,528)	(1,848,102)	(1,942,568)	(1,972,202)	(2,020,172)	(2,070,676)	(2,122,442)	(2,175,503)	(2,229,690)	(2,285,637)
Borrowing Costs	-	(18,120)	(11,895)	(5,255)	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(771,818)	(800,345)	(797,214)	(808,330)	(818,856)	(830,490)	(860,645)	(882,336)	(904,575)	(927,378)	(950,758)
<b>Net Cash provided (or used in) Operating Activities</b>	-	475,442	325,276	889,591	1,008,398	1,083,968	1,321,123	1,342,211	1,369,262	1,423,187	1,461,380	1,232,130
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	3,606	2,696,908	-	-	-	-	-	-	-	-	-
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	-	(385,049)	(2,922,001)	(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>	-	(381,443)	(225,096)	(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	-	(83,999)	(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>	-	(83,999)	(100,181)	(106,820)	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(9)	(9)	68,770	(19,602)	752,966	780,123	1,101,211	588,262	1,196,187	(1,471,620)	100,130
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	-	(9)	(9)	68,770	49,168	802,154	1,582,277	2,683,488	3,281,749	4,477,907	3,006,287
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(9)	(9)	68,770	49,168	802,154	1,582,277	2,683,488	3,281,749	4,477,907	3,006,287	3,106,417
<b>Cash &amp; Cash Equivalents - end of the year</b>												
Cash & Cash Equivalents - end of the year	-	(9)	(9)	68,770	49,168	802,154	1,582,277	2,683,488	3,281,749	4,477,907	3,006,287	3,106,417
Investments - end of the year	4,550,000	4,546,394	1,849,488	1,849,488	1,849,488	1,849,488	1,849,488	1,849,488	1,849,488	1,849,488	1,849,488	1,849,488
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>4,550,000</b>	<b>4,546,394</b>	<b>1,849,488</b>	<b>1,918,258</b>	<b>1,898,656</b>	<b>2,651,642</b>	<b>3,431,765</b>	<b>4,532,976</b>	<b>5,131,237</b>	<b>6,327,395</b>	<b>4,855,775</b>	<b>4,955,905</b>
<b>Representing:</b>												
- External Restrictions	526,400	513,420	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	2,889,000	3,324,800	1,402,809	1,438,800	1,360,809	2,029,809	2,438,809	3,197,809	3,626,809	4,599,809	3,066,809	3,334,809
- Unrestricted	1,134,600	708,165	446,679	479,449	537,847	621,833	992,956	1,335,167	1,504,428	1,727,586	1,788,966	1,621,096
	<b>4,550,000</b>	<b>4,546,394</b>	<b>1,849,488</b>	<b>1,918,258</b>	<b>1,898,656</b>	<b>2,651,642</b>	<b>3,431,765</b>	<b>4,532,976</b>	<b>5,131,237</b>	<b>6,327,395</b>	<b>4,855,775</b>	<b>4,955,905</b>

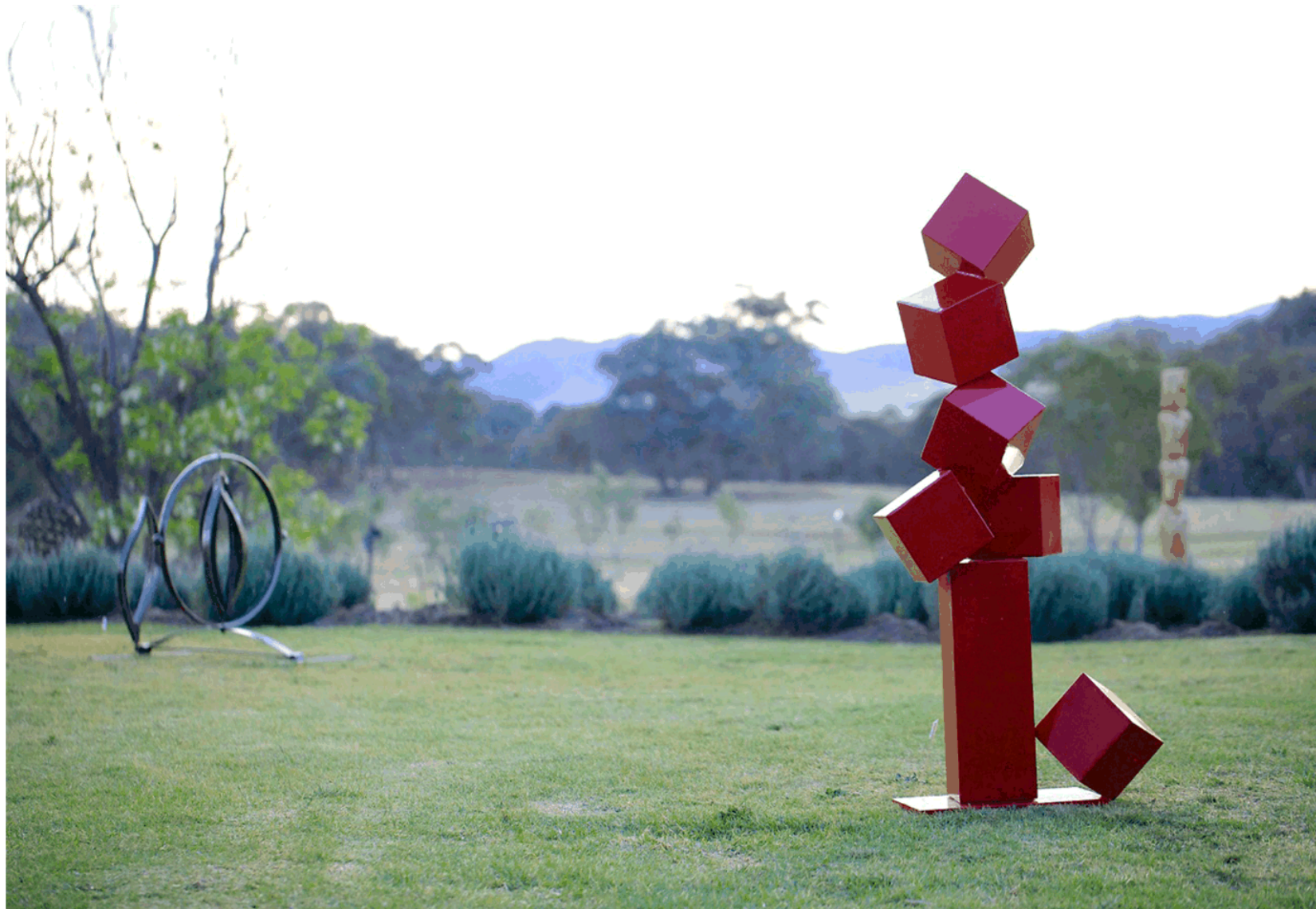


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LONG TERM FINANCIAL PLAN 2018/2028

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	9,563,973	9,839,961	10,524,964	11,348,149	12,672,559	13,720,810	15,009,140	16,103,289	17,305,892	19,153,074
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	-	-	213,543	9,780	65,653	498,876	-	218,929	-	54,493	664,393	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	-	-	213,543	9,780	65,653	498,876	-	218,929	-	54,493	664,393	-
b. Net Operating Result for the Year	762,000	178,973	62,446	675,222	757,532	825,534	1,048,251	1,069,401	1,094,149	1,148,110	1,182,789	931,375
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	762,000	178,973	275,988	685,002	823,185	1,324,410	1,048,251	1,288,330	1,094,149	1,202,603	1,847,182	931,375
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>9,563,973</b>	<b>9,839,961</b>	<b>10,524,964</b>	<b>11,348,149</b>	<b>12,672,559</b>	<b>13,720,810</b>	<b>15,009,140</b>	<b>16,103,289</b>	<b>17,305,892</b>	<b>19,153,074</b>	<b>20,084,449</b>



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LONG TERM FINANCIAL PLAN 2018/2028

## APPENDIX 2 - Improvement Plan Scenario

The Improvement Plan analysis has been 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. The Improvement Plan is monitored, and amended as required.

Assumptions used in producing the Improvement Plan analysis have been itemised on page 18 of the Long Term Financial Plan.

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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: Improvement Plan												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	16,637,000	16,988,866	17,476,070	17,805,089	18,171,050	18,544,717	19,363,612	20,041,165	20,742,427	21,468,229	22,219,430	22,996,918
User Charges & Fees	8,692,000	6,693,655	5,358,053	4,517,381	4,584,377	4,655,821	4,791,364	4,911,148	5,033,926	5,159,774	5,288,769	5,420,988
Interest & Investment Revenue	1,050,000	910,583	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	1,827,309	1,709,577	2,083,296	2,106,146	2,136,907	2,243,752	2,299,846	2,357,342	2,416,276	2,476,683	2,538,600
Grants & Contributions provided for Operating Purposes	14,706,000	15,022,686	14,245,271	12,394,941	12,734,695	12,855,113	13,176,491	13,505,903	13,843,551	14,189,640	14,544,381	14,907,990
Grants & Contributions provided for Capital Purposes	14,158,000	15,585,594	19,495,646	3,494,319	4,905,728	4,724,082	4,842,184	4,963,239	5,087,320	5,214,503	5,344,865	5,478,487
<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>57,028,693</b>	<b>59,165,662</b>	<b>41,216,090</b>	<b>43,461,825</b>	<b>43,914,498</b>	<b>45,703,715</b>	<b>46,832,155</b>	<b>48,247,940</b>	<b>49,736,760</b>	<b>51,285,175</b>	<b>51,675,485</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	15,889,000	16,374,240	16,673,078	16,986,095	17,392,618	17,757,101	18,201,028	18,656,054	19,122,456	19,600,517	20,090,530	20,592,793
Borrowing Costs	335,000	299,652	262,142	222,683	181,137	84,692	41,696	7,773	-	-	-	-
Materials & Contracts	7,841,000	5,352,536	1,565,858	530,986	468,704	668,942	617,609	563,631	506,916	447,367	384,884	319,367
Depreciation & Amortisation	15,479,000	15,424,692	12,511,878	12,750,343	11,280,004	11,530,927	11,552,992	11,552,992	11,610,181	11,602,380	11,602,380	11,602,380
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,041,000	7,998,127	7,448,998	7,527,085	7,289,970	7,392,209	7,599,588	7,813,279	8,033,498	8,260,467	8,494,416	8,735,586
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,398,000	1,798,275	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>47,247,522</b>	<b>39,616,139</b>	<b>40,177,420</b>	<b>37,758,702</b>	<b>38,585,521</b>	<b>39,164,564</b>	<b>39,745,381</b>	<b>40,424,702</b>	<b>41,062,382</b>	<b>41,723,862</b>	<b>42,401,777</b>
<b>Operating Result from Continuing Operations</b>	<b>8,010,000</b>	<b>9,781,171</b>	<b>19,549,523</b>	<b>1,038,670</b>	<b>5,703,122</b>	<b>5,328,977</b>	<b>6,539,151</b>	<b>7,086,774</b>	<b>7,823,238</b>	<b>8,674,379</b>	<b>9,561,313</b>	<b>9,273,708</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>9,781,171</b>	<b>19,549,523</b>	<b>1,038,670</b>	<b>5,703,122</b>	<b>5,328,977</b>	<b>6,539,151</b>	<b>7,086,774</b>	<b>7,823,238</b>	<b>8,674,379</b>	<b>9,561,313</b>	<b>9,273,708</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(6,148,000)	(5,804,423)	53,877	(2,455,649)	797,394	604,895	1,696,967	2,123,536	2,735,918	3,459,876	4,216,448	3,795,222

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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: Improvement Plan												
	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>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	988,000	2,113,500	-	1,043,944	719,359	-	8,888	349,589	1,607,304	3,549,985	6,208,330	8,407,832
Investments	29,917,000	29,413,634	26,407,186	26,407,186	26,407,186	26,045,863	26,045,863	26,045,863	26,045,863	26,045,863	26,045,863	26,045,863
Receivables	4,866,000	5,565,473	5,194,031	4,054,124	4,182,710	4,196,380	4,311,458	4,404,947	4,511,843	4,629,142	4,757,307	4,868,983
Inventories	858,000	1,590,625	1,249,159	1,171,280	1,170,077	1,195,818	1,209,887	1,224,185	1,238,715	1,253,481	1,268,486	1,283,733
Other	11,000	41,968	35,896	34,824	34,601	35,447	36,257	37,087	37,937	38,809	39,702	40,617
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>36,640,000</b>	<b>38,725,199</b>	<b>32,886,272</b>	<b>32,711,359</b>	<b>32,513,933</b>	<b>31,473,507</b>	<b>31,612,353</b>	<b>32,061,671</b>	<b>33,441,663</b>	<b>35,517,280</b>	<b>38,319,688</b>	<b>40,647,028</b>
<b>Non-Current Assets</b>												
Investments	-	503,366	451,916	451,916	451,916	445,732	445,732	445,732	445,732	445,732	445,732	445,732
Receivables	-	83,974	224,876	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	720,699,870	753,659,856	752,423,319	785,860,229	794,038,857	800,390,705	816,087,458	823,008,640	830,089,631	837,343,214	844,783,198
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	316,000	412,486	370,258	325,196	243,834	201,983	118,292	34,601	26,800	26,800	26,800	26,800
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>711,275,000</b>	<b>721,699,697</b>	<b>754,706,906</b>	<b>753,440,885</b>	<b>786,699,238</b>	<b>794,855,388</b>	<b>801,109,664</b>	<b>816,708,845</b>	<b>823,608,345</b>	<b>830,675,455</b>	<b>837,915,158</b>	<b>845,355,142</b>
<b>TOTAL ASSETS</b>	<b>747,915,000</b>	<b>760,424,896</b>	<b>787,593,178</b>	<b>786,152,244</b>	<b>819,213,171</b>	<b>826,328,895</b>	<b>832,722,017</b>	<b>848,770,516</b>	<b>857,050,008</b>	<b>866,192,735</b>	<b>876,234,845</b>	<b>886,002,170</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,600,000	8,001,428	8,211,752	6,127,814	6,287,958	6,487,256	6,596,872	6,740,641	6,858,968	6,980,939	7,106,700	7,236,404
Borrowings	639,000	683,784	703,242	1,404,857	743,568	662,934	305,269	3,076	3,076	3,076	3,076	3,076
Provisions	6,170,000	6,581,067	6,862,769	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>15,246,278</b>	<b>15,777,763</b>	<b>14,681,368</b>	<b>14,470,377</b>	<b>14,883,702</b>	<b>14,937,681</b>	<b>15,088,835</b>	<b>15,524,479</b>	<b>15,971,701</b>	<b>16,430,844</b>	<b>16,902,265</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>19,804,626</b>	<b>19,654,242</b>	<b>17,174,638</b>	<b>16,242,001</b>	<b>16,014,607</b>	<b>15,786,010</b>	<b>15,957,272</b>	<b>16,413,527</b>	<b>16,881,875</b>	<b>17,362,672</b>	<b>17,856,288</b>
<b>Net Assets</b>	<b>730,182,000</b>	<b>740,620,271</b>	<b>767,938,937</b>	<b>768,977,606</b>	<b>802,971,170</b>	<b>810,314,289</b>	<b>816,936,007</b>	<b>832,813,244</b>	<b>840,636,481</b>	<b>849,310,860</b>	<b>858,872,174</b>	<b>868,145,882</b>
<b>EQUITY</b>												
Retained Earnings	249,374,000	259,777,171	279,326,693	280,365,363	286,068,485	291,397,462	297,936,613	305,023,387	312,846,625	321,521,004	331,082,317	340,356,026
Revaluation Reserves	480,808,000	480,873,100	488,612,243	488,612,243	516,902,684	518,916,827	518,999,394	527,789,856	527,789,856	527,789,856	527,789,856	527,789,856
Council Equity Interest	730,182,000	740,650,271	767,938,937	768,977,606	802,971,170	810,314,289	816,936,007	832,813,244	840,636,481	849,310,860	858,872,174	868,145,882
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>730,182,000</b>	<b>740,650,271</b>	<b>767,938,937</b>	<b>768,977,606</b>	<b>802,971,170</b>	<b>810,314,289</b>	<b>816,936,007</b>	<b>832,813,244</b>	<b>840,636,481</b>	<b>849,310,860</b>	<b>858,872,174</b>	<b>868,145,882</b>



TOWARDS 2030

LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council  
10 Year Financial Plan for the Years ending 30 June 2027  
SCENARIOS - GENERAL FUND  
Scenario: Improvement Plan

Headline Figure / KPI	Scenario	New Scenario (After):		Old Scenario (Before):		Improvement Plan Base Scenario							
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Rates & Annual Charges Revenue	After Before	16,988,866 16,988,866	17,476,070 17,476,070	17,476,070 17,476,070	18,171,050 18,171,050	18,544,717 18,544,717	19,363,612 19,363,612	20,041,165 20,041,165	20,742,427 20,742,427	21,468,229 21,468,229	22,219,430 22,219,430	22,996,918 22,996,918	
User Charges & Fees Revenue	After Before	6,693,655 6,693,655	5,358,053 5,358,053	4,517,381 4,517,381	4,584,377 4,584,377	4,655,821 4,655,821	4,791,364 4,791,364	4,911,148 4,911,148	5,033,926 5,033,926	5,159,774 5,159,774	5,288,769 5,288,769	5,420,988 5,420,988	
Interest & Investment Revenue	After Before	910,583 910,583	881,045 881,045	921,064 921,064	959,829 959,829	997,858 997,858	1,286,312 1,286,312	1,110,855 1,110,855	1,183,374 1,183,374	1,288,339 1,288,339	1,411,048 1,411,048	332,503 332,503	
Grants Income - Operating & Capital	After Before	30,608,280 30,608,280	33,740,917 33,740,917	15,889,260 15,889,260	17,640,423 17,640,423	17,579,195 17,579,195	18,018,675 18,018,675	18,469,142 18,469,142	18,930,870 18,930,870	19,404,142 19,404,142	19,889,246 19,889,246	20,386,477 20,386,477	
Other Revenue	After Before	1,827,309 1,827,309	1,709,577 1,756,157	2,083,296 2,132,935	2,106,146 2,157,609	2,136,907 2,190,829	2,243,752 2,345,800	2,299,846 2,351,740	2,357,342 2,418,265	2,416,276 2,478,722	2,476,663 2,540,690	2,538,600 2,604,485	
Total Income from Continuing Operations	After Before	57,028,693 57,028,693	59,165,662 59,212,242	43,461,825 41,264,999	43,914,498 41,513,179	43,914,498 41,918,420	45,703,715 43,229,688	46,832,155 44,103,021	48,247,940 45,250,344	49,736,760 46,456,963	51,285,175 47,706,908	51,675,485 47,787,810	
Employee Benefits & On-cost Expenses	After Before	18,374,240 18,374,240	18,873,078 17,494,338	16,986,095 17,807,345	17,392,818 18,149,168	17,757,101 18,474,873	18,201,028 18,936,745	18,656,054 19,410,364	19,122,456 19,695,418	19,600,517 20,392,803	20,090,530 20,902,633	20,592,793 21,425,189	
Borrowing Costs	After Before	299,652 299,652	262,142 262,142	222,683 222,683	181,137 181,137	84,692 84,692	41,696 41,696	7,773 7,773	-	-	-	-	
Materials & Contracts Expenses	After Before	5,352,536 5,352,536	1,565,858 1,795,958	530,986 730,986	468,704 667,704	688,942 871,322	617,609 893,720	563,631 916,063	506,916 838,965	447,367 802,439	384,884 886,599	319,367 1,011,162	
Other Expenses	After Before	7,998,127 7,998,127	7,448,998 7,448,998	7,527,085 7,527,085	7,289,970 7,639,970	7,392,209 7,759,709	7,599,588 7,990,265	7,813,279 8,228,318	8,033,498 8,474,137	8,260,467 8,726,005	8,494,416 8,990,216	8,735,586 9,261,075	
Total Expenses from Continuing Operations	After Before	47,247,522 47,247,522	39,816,139 43,537,389	40,177,420 44,098,670	37,758,702 43,866,721	38,585,521 45,597,729	39,164,564 46,291,024	39,745,381 46,990,916	40,424,702 47,794,306	41,062,382 48,561,233	41,723,862 49,357,325	42,401,777 50,175,412	
Net Operating Surplus/(Deficit)	After Before	9,781,171 9,781,171	19,549,523 15,674,853	1,038,670 (2,433,671)	5,703,122 (2,353,542)	5,328,977 (3,678,309)	6,539,151 (3,061,136)	7,086,774 (2,887,895)	7,823,238 (2,543,963)	8,674,379 (2,104,260)	9,561,313 (1,648,417)	9,273,708 (2,387,602)	
Net Operating Surplus/(Deficit) before Capital Grants & Contributions	After Before	(5,804,423) (7,608,241)	53,877 (6,773,228)	(2,455,649) (7,227,780)	797,394 (6,315,405)	604,895 (7,409,526)	1,686,967 (6,886,954)	2,123,536 (6,560,998)	2,735,918 (6,221,712)	3,459,876 (5,868,815)	4,216,448 (5,868,815)	3,795,222 (6,713,510)	
Total Operating Income (excl. Capital Income)	After Before	41,443,099 39,539,281	39,870,016 36,764,161	37,721,771 36,870,890	38,556,097 37,551,316	39,190,416 37,551,316	40,861,531 39,406,416	41,868,917 40,183,961	43,160,820 42,339,621	44,522,258 43,488,510	45,940,310 43,488,510	46,196,999 43,461,902	
Total Operating Expenditure (excl. Depreciation)	After Before	30,024,555 30,024,555	25,950,076 26,971,326	25,266,849 26,288,099	25,332,429 26,636,979	25,902,943 27,191,196	26,459,921 27,862,427	27,040,738 28,562,318	27,662,870 29,308,520	28,308,351 30,083,248	28,969,831 30,879,339	29,647,746 31,697,426	
Sale Proceeds from LPP&E	After Before	965,701 965,701	1,095,518 1,095,518	1,433,633 1,433,633	504,574 504,574	874,798 874,798	914,236 914,236	914,236 914,236	914,236 914,236	914,236 914,236	914,236 914,236	914,236 914,236	
New Loan Borrowings & Advances	After Before	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
Cash Purchases of LPP&E	After Before	28,822,785 28,822,785	39,085,400 39,085,400	16,619,953 16,619,953	17,883,290 13,006,693	19,519,138 14,519,138	19,751,977 14,633,321	20,355,990 14,633,321	20,535,592 14,633,321	20,694,634 14,633,321	20,866,400 14,633,321	21,051,907 14,633,321	
Loan Repayments	After Before	629,802 629,802	660,708 660,708	700,166 700,166	1,401,781 1,401,781	740,492 740,492	659,858 659,858	302,193 302,193	- -	- -	- -	- -	





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LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2027  
 SCENARIOS - GENERAL FUND  
 Scenario: Improvement Plan

Headline Figure / KPI	Scenario	New Scenario (After): Old Scenario (Before):					Improvement Plan Base Scenario					
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Current Assets	After	38,725,199	32,886,272	32,711,359	32,513,933	31,473,507	31,612,353	32,061,671	33,441,663	35,517,280	38,319,688	40,647,028
	Before	38,725,199	31,981,723	30,811,150	32,094,794	32,767,397	34,153,180	36,085,045	38,735,069	41,828,761	45,390,353	48,211,261
Current Liabilities	After	15,246,278	15,777,763	14,681,368	14,470,377	14,883,702	14,937,681	15,088,835	15,524,479	15,971,701	16,430,844	16,902,265
	Before	15,246,278	15,832,069	14,712,356	14,235,631	14,652,498	14,702,866	14,823,431	15,260,512	15,708,834	16,168,693	16,640,394
Net Current Assets	After	23,478,921	17,108,510	18,029,991	18,043,555	16,589,806	16,674,672	16,972,836	17,917,184	19,545,579	21,888,843	23,744,763
	Before	23,478,921	16,149,653	16,098,794	17,859,163	18,114,899	19,450,294	21,261,614	23,474,558	26,119,928	29,221,660	31,570,866
Non-current Assets	After	721,699,697	754,706,906	753,440,885	786,699,238	794,855,388	801,109,664	816,708,845	823,608,345	830,675,455	837,915,158	845,355,142
	Before	721,699,697	751,791,092	749,196,066	797,685,096	795,123,474	790,526,935	794,636,290	789,901,995	785,173,500	780,445,005	775,730,391
Non-current Liabilities	After	4,558,348	3,876,479	2,493,270	1,771,624	1,130,905	848,329	868,437	889,048	910,173	931,827	954,023
	Before	4,558,348	3,876,479	2,493,270	1,771,624	1,130,905	848,329	868,437	889,048	910,173	931,827	954,023
Net Non-current Assets	After	717,141,349	750,830,427	750,947,616	784,927,614	793,724,483	800,261,335	815,840,408	822,719,298	829,765,281	836,983,330	844,401,119
	Before	717,141,349	747,914,613	746,702,796	795,913,472	793,992,570	789,678,606	793,769,853	789,012,947	784,263,326	779,513,178	774,176,369
Total Assets	After	760,424,896	787,593,178	786,152,244	819,213,171	826,328,895	832,722,017	848,770,516	857,050,008	866,192,735	876,234,845	886,002,170
	Before	760,424,896	783,772,815	780,007,216	829,779,890	827,890,872	824,880,115	830,723,335	828,637,084	827,002,261	825,835,358	823,941,652
Total Liabilities	After	19,804,626	19,654,242	17,174,838	16,242,001	16,014,607	15,786,010	15,957,272	16,413,527	16,881,875	17,362,672	17,856,288
	Before	19,804,626	19,708,548	17,205,626	16,007,255	15,783,403	15,551,215	15,691,868	16,149,559	16,619,007	17,100,520	17,594,417
Total Net Assets	After	740,620,271	767,938,937	768,977,606	802,971,170	810,314,289	816,936,007	832,813,244	840,636,481	849,310,860	858,872,174	868,145,882
	Before	740,620,271	764,064,267	762,801,590	813,772,635	812,107,469	809,128,900	815,031,467	812,487,504	810,383,254	808,734,837	806,347,235
Available Working Capital (Unrestricted Net Current Assets)	After	6,325,385	6,167,009	7,292,570	4,825,584	3,107,235	1,260,611	813,832	1,301,303	2,833,672	5,277,912	8,150,808
	Before	6,325,385	5,192,028	5,348,177	4,652,183	4,644,446	3,860,221	4,510,025	5,601,678	7,207,590	9,153,514	10,911,795
Cash & Investments - Unrestricted	After	8,686,786	9,369,855	9,320,947	6,922,295	5,366,701	3,531,010	3,144,790	3,657,360	5,210,641	7,671,410	10,562,640
	Before	8,686,786	8,420,985	7,396,195	6,567,121	6,711,736	5,945,843	6,614,811	7,724,363	9,345,860	11,304,875	13,070,958
Cash & Investments - Internally Restricted	After	12,015,376	6,185,551	5,635,335	7,048,619	6,320,487	6,917,439	6,345,690	5,741,057	4,729,753	3,476,153	1,283,547
	Before	12,015,376	6,185,551	5,635,335	7,048,619	6,320,487	7,124,355	6,991,223	7,084,091	7,058,959	7,112,827	6,584,895
Cash & Investments - Externally Restricted	After	11,328,337	11,303,696	12,946,764	13,607,547	14,804,407	16,052,035	17,350,705	18,700,482	20,101,186	21,552,362	23,053,241
	Before	11,328,337	11,303,696	12,946,764	13,607,547	14,804,407	16,039,869	17,315,102	18,031,312	19,989,739	21,391,663	22,836,401
Cash & Investments - Total	After	32,030,500	26,859,102	27,903,046	27,578,461	26,491,595	26,500,484	26,841,185	28,098,899	30,041,581	32,699,925	34,899,428
	Before	32,030,500	25,919,233	25,918,295	27,223,288	27,836,630	29,110,067	30,921,137	33,439,767	36,394,558	39,809,365	42,503,054
Cash & Cash Equivalents - Total	After	2,113,500	0	1,043,944	719,359	0	8,888	349,589	1,607,304	3,549,985	6,208,330	8,407,832
	Before	2,113,500	(0)	59,062	1,304,055	1,917,398	3,190,835	5,001,904	7,520,534	10,476,325	13,890,133	16,683,821
Bankoverdraft - Total	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-

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Mid-Western Regional Council  
10 Year Financial Plan for the Years ending 30 June 2027  
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Scenario: Improvement Plan

Headline Figure / KPI	Scenario	New Scenario (After): Old Scenario (Before):										
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
External Loans Outstanding - Current	After	660,708	700,166	1,401,781	740,492	659,858	302,193	-	-	-	-	-
	Before	660,708	700,166	1,401,781	740,492	659,858	302,193	-	-	-	-	-
External Loans Outstanding - Non-current	After	3,804,490	3,104,324	1,702,543	962,051	302,193	-	-	-	-	-	-
	Before	3,804,490	3,104,324	1,702,543	962,051	302,193	-	-	-	-	-	-
External Loans Outstanding - Total	After	4,465,198	3,804,490	3,104,324	1,702,543	962,051	302,193	-	-	-	-	-
	Before	4,465,198	3,804,490	3,104,324	1,702,543	962,051	302,193	-	-	-	-	-
Internal Loans Outstanding - Current	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Internal Loans Outstanding - Non-current	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Internal Loans Outstanding - Total	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Total Borrowings Outstanding - Current	After	663,784	703,242	1,404,857	743,568	662,934	305,269	3,076	3,076	3,076	3,076	3,076
	Before	663,784	703,242	1,404,857	743,568	662,934	305,269	3,076	3,076	3,076	3,076	3,076
Total Borrowings Outstanding - Non-current	After	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
	Before	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
Total Borrowings Outstanding - Total	After	4,471,198	3,810,490	3,110,324	1,708,543	968,051	308,193	6,000	6,000	6,000	6,000	6,000
	Before	4,471,198	3,810,490	3,110,324	1,708,543	968,051	308,193	6,000	6,000	6,000	6,000	6,000
External Loans Repayments - Interest	After	299,277	262,142	222,683	181,137	84,692	41,696	7,773	-	-	-	-
	Before	299,277	262,142	222,683	181,137	84,692	41,696	7,773	-	-	-	-
External Loans Repayments - Principal	After	629,802	660,708	700,166	1,401,781	740,492	659,858	302,193	-	-	-	-
	Before	629,802	660,708	700,166	1,401,781	740,492	659,858	302,193	-	-	-	-
External Loans Repayments - Total	After	929,079	922,850	922,849	1,582,918	825,184	701,554	309,966	-	-	-	-
	Before	929,079	922,850	922,849	1,582,918	825,184	701,554	309,966	-	-	-	-
External Loans - New Loans raised	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Total Value of I,PP&E (excl. Land & Earthworks)	After	678,761,759	724,995,976	736,555,980	753,880,901	772,522,241	790,346,675	819,060,159	837,701,272	856,520,079	875,530,872	894,749,086
	Before	678,761,759	724,995,976	739,761,776	795,457,026	809,098,366	821,780,834	844,699,030	857,379,268	870,058,365	882,736,306	895,413,074
Total Accumulated Depreciation	After	(41,938,111)	(28,663,879)	(15,867,339)	(31,979,329)	(21,516,616)	(10,044,030)	2,972,701	14,692,632	26,430,448	38,187,658	49,965,888
	Before	(41,938,111)	(25,763,879)	(8,432,538)	(1,404,875)	14,781,793	31,963,228	50,672,497	68,067,349	85,461,059	102,853,614	120,244,996
Indicative Remaining Useful Life (as a % of GBV)	After	106%	-4%	-2%	-4%	-3%	-1%	0%	2%	3%	4%	6%
	Before	106%	-4%	-1%	0%	2%	4%	6%	8%	10%	12%	13%

TOWARDS 2030



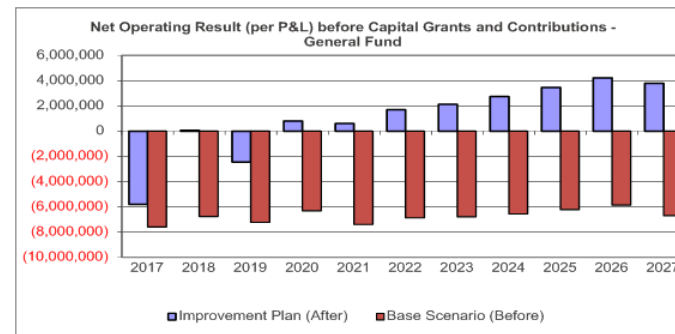
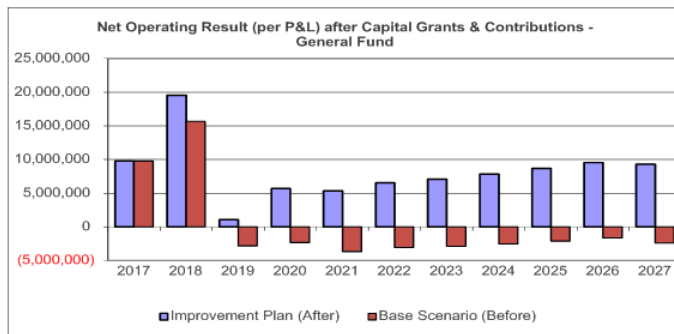
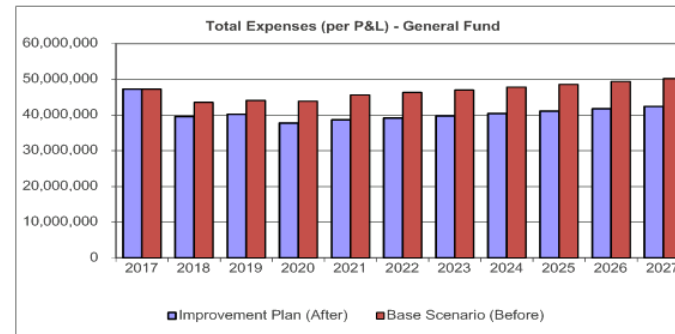
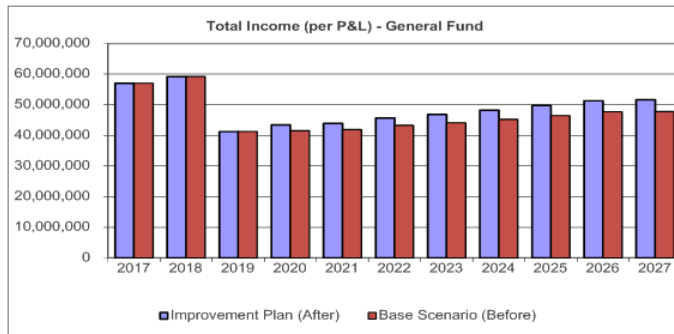
LONG TERM FINANCIAL PLAN 2018/2028

Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2027  
 SCENARIOS - GENERAL FUND  
 Scenario: Improvement Plan

Headline Figure / KPI	Scenario	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	-9.67%	3.05%	-0.76%	5.04%	4.48%	6.97%	7.82%	9.01%	10.36%	11.68%	10.71%
	Before	+14.66%	+15.28%	+13.74%	+13.77%	+16.39%	+14.65%	+14.07%	+13.12%	+11.97%	+10.85%	+12.80%
Own Source Operating Revenue Ratio 1)	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	46.33%	42.97%	61.45%	59.41%	60.00%	60.58%	60.56%	60.76%	60.99%	61.22%	60.55%
	Before	46.33%	43.02%	61.49%	62.32%	62.95%	63.18%	63.01%	63.04%	63.10%	63.17%	62.31%
Unrestricted Current Ratio	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	2.59	1.96	2.08	2.08	1.79	1.70	1.61	1.58	1.61	1.72	1.77
	Before	2.59	1.87	1.87	2.09	1.99	2.04	2.15	2.25	2.40	2.58	2.67
Debt Service Cover Ratio 1)	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	12.61	15.15	13.74	8.47	16.21	20.59	47.86	0.00	0.00	0.00	0.00
	Before	10.67	10.90	11.71	7.01	13.43	16.51	37.52	0.00	0.00	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%
	Before	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%
Cash Expense Cover Ratio 1)	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	13.90	11.98	12.65	12.31	11.90	11.70	11.76	12.18	12.74	13.57	14.16
	Before	0.93	0.00	0.03	0.57	0.84	1.36	2.11	3.13	4.24	5.48	6.37
<b>1) different Calculation to TCorp's calculation for same ratio</b>												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Renewals Ratio	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	185.22%	123.39%	65.76%	99.94%	98.59%	94.88%	95.64%	94.21%	92.76%	91.43%	90.22%
	Before	185.22%	123.39%	65.76%	64.13%	58.32%	57.02%	56.64%	54.07%	52.87%	51.71%	50.56%
Infrastructure Backlog Ratio	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	0.03	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.01
	Before	0.03	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.01
Asset Maintenance Ratio	Snapshot	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	1.01	1.01	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02
	Before	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	After	●	●	●	●	●	●	●	●	●	●
	Before	●	●	●	●	●	●	●	●	●	●	●
Ratio	After	1.62	3.01	0.89	1.45	1.52	1.53	1.59	1.59	1.61	1.62	1.64
	Before	1.62	2.44	0.73	0.70	0.73	0.73	0.73	0.73	0.73	0.73	0.73



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
Income Statement Charts

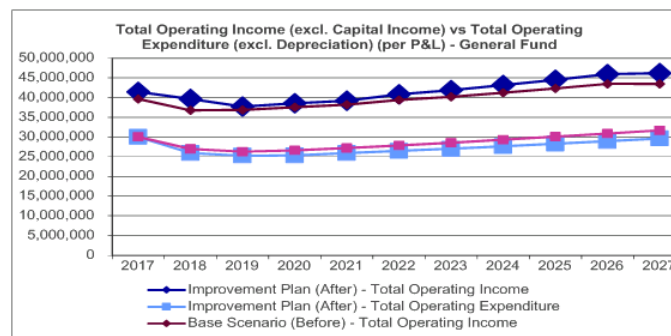
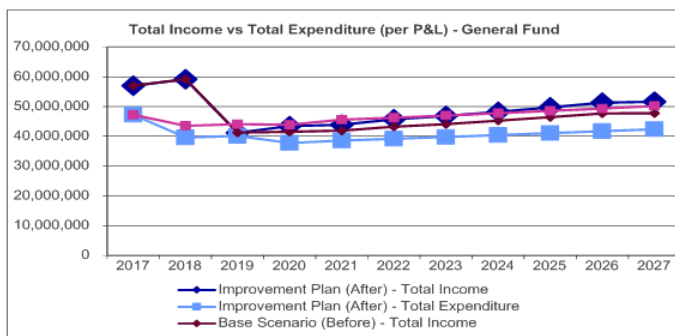


TOWARDS 2030



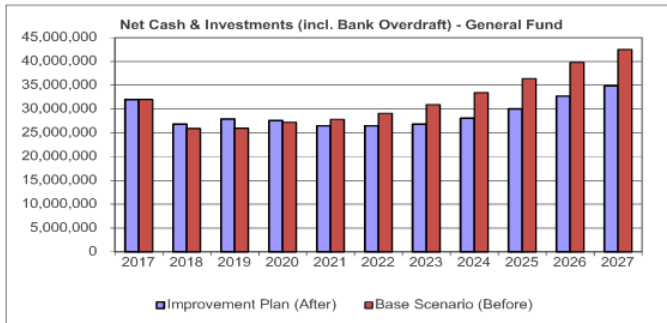
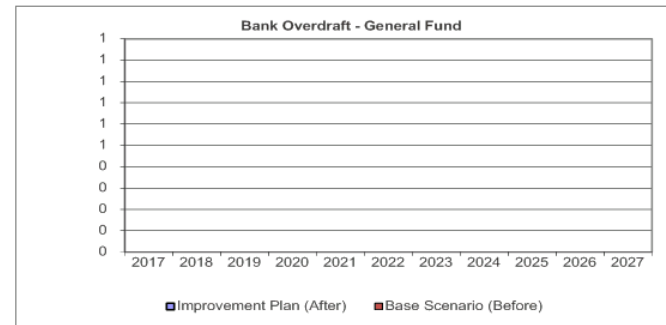
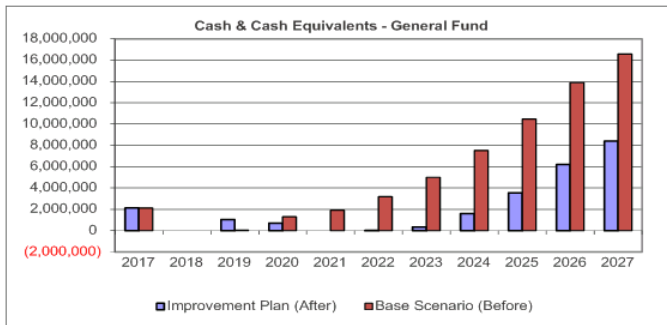
LONG TERM FINANCIAL PLAN 2018/2028

**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 Income Statement Charts



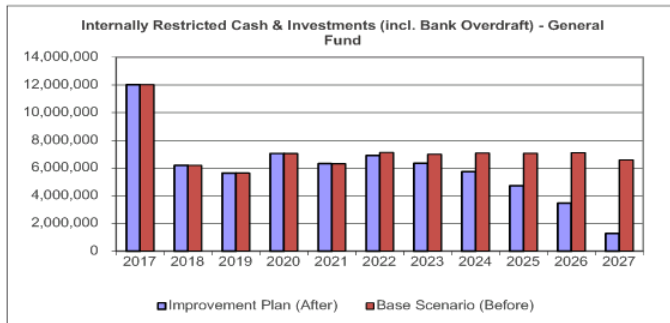
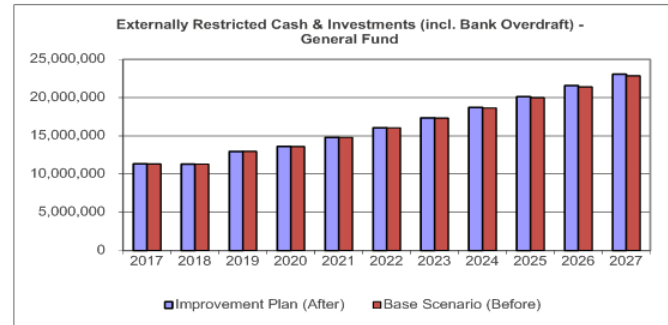
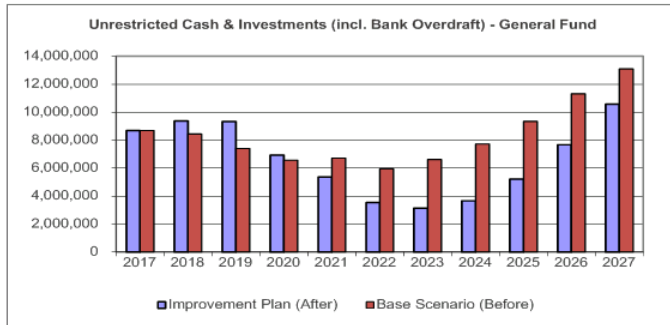


**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
Cash, Investment & Bank Overdraft Charts



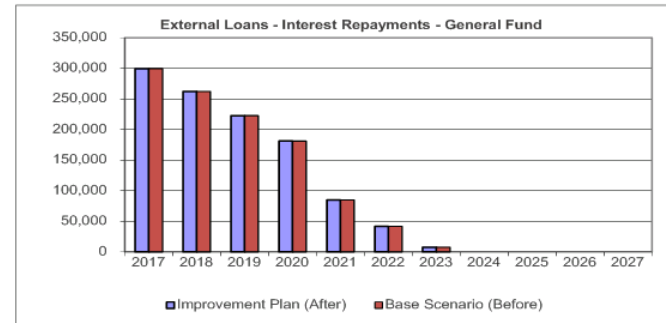
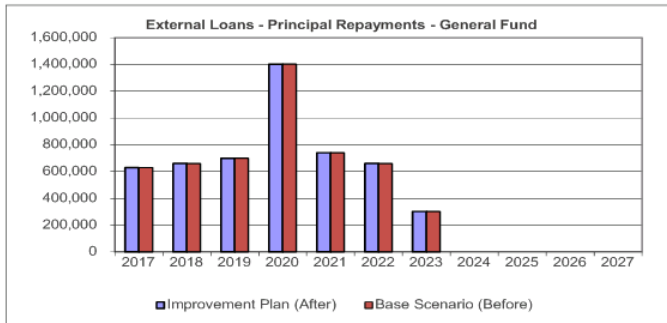
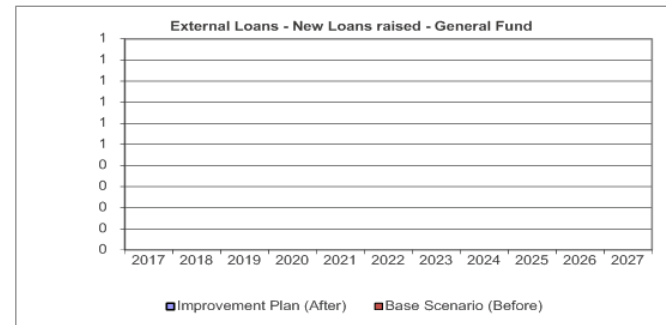
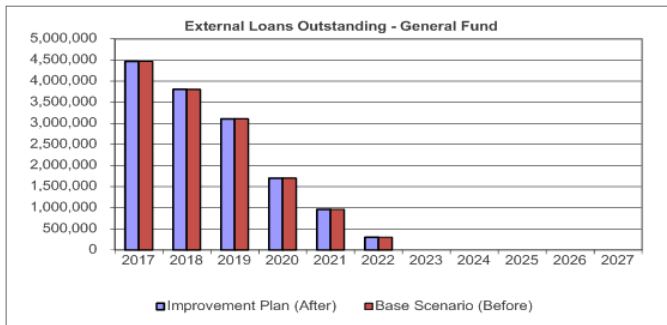


**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 Cash Restrictions Charts





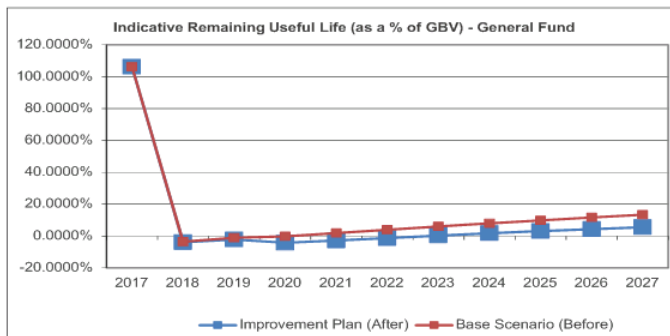
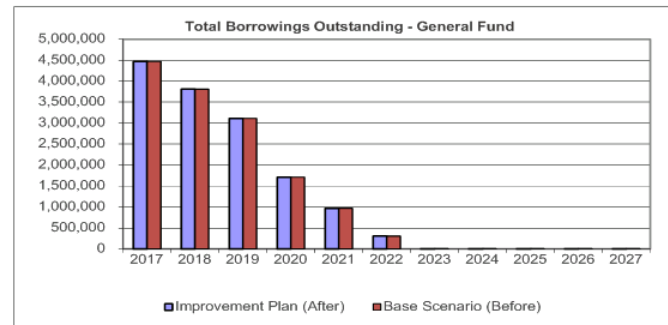
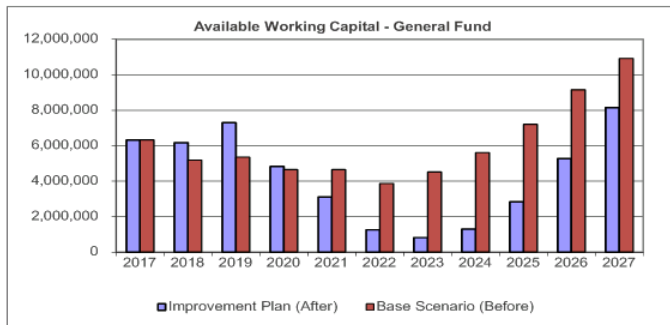
**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
External Loans Charts





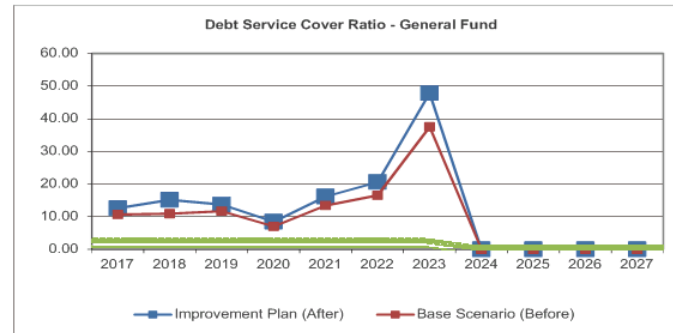
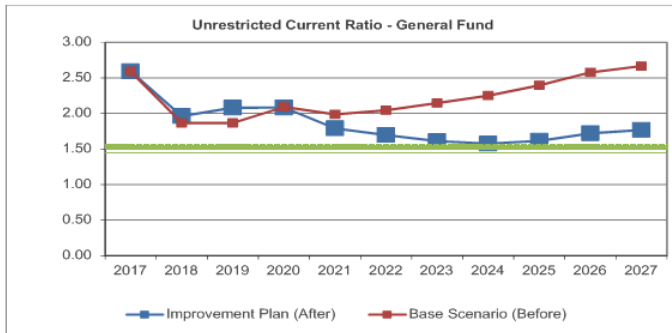
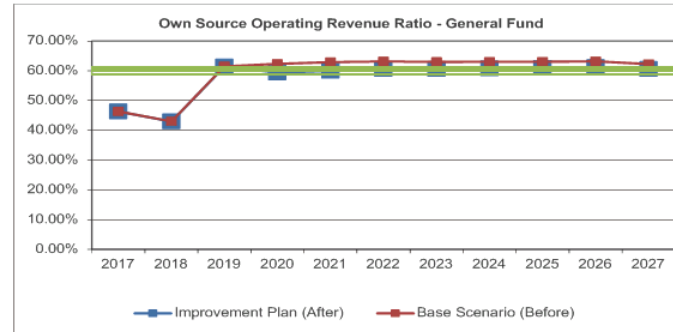
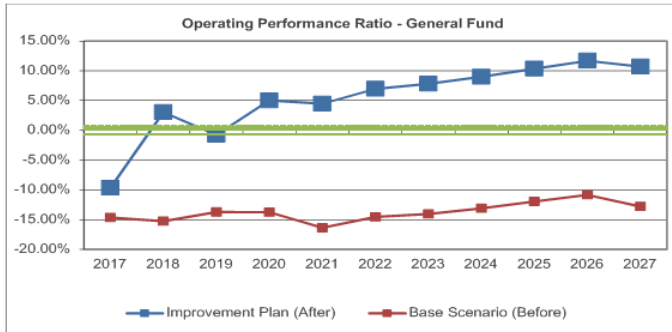


**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 Other Charts





**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
New Note 13 Ratios Charts



Minimum Amber Minimum Green

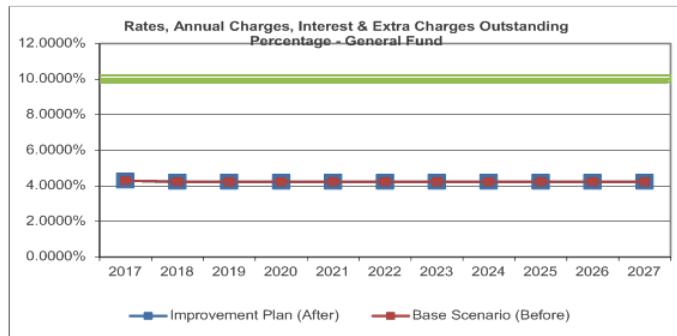
Maximum Green Maximum Amber

TOWARDS 2030

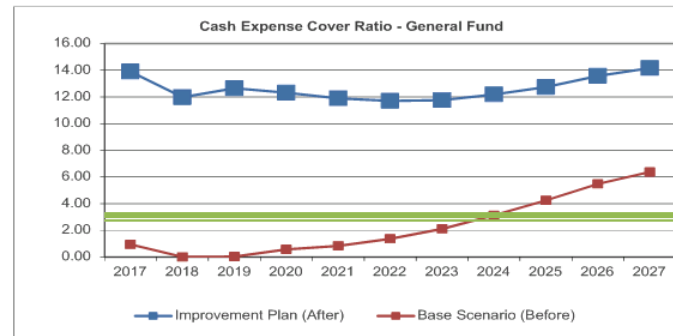


LONG TERM FINANCIAL PLAN 2018/2028

**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 New Note 13 Ratios Charts (continued)



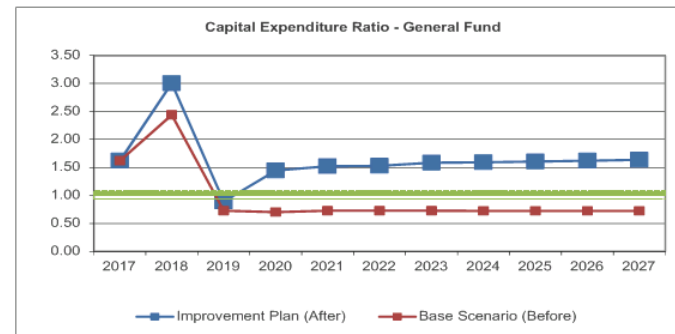
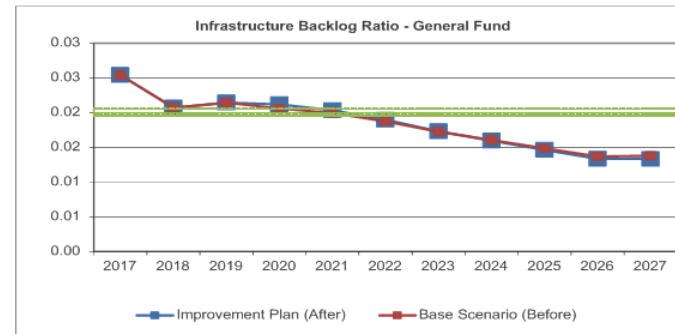
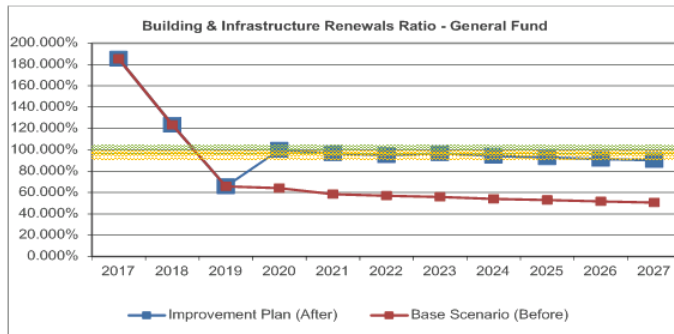
Minimum Amber Minimum Green



Maximum Green Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
New Special Schedule 7 Ratios Charts

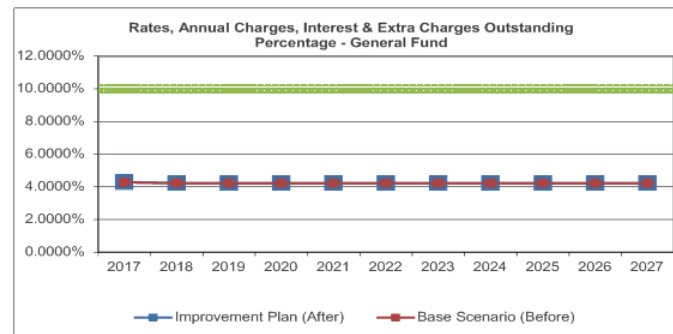
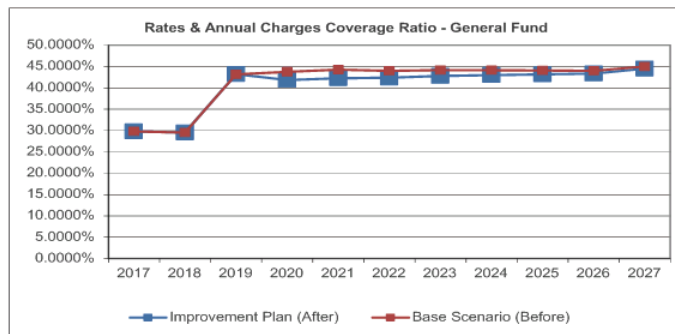
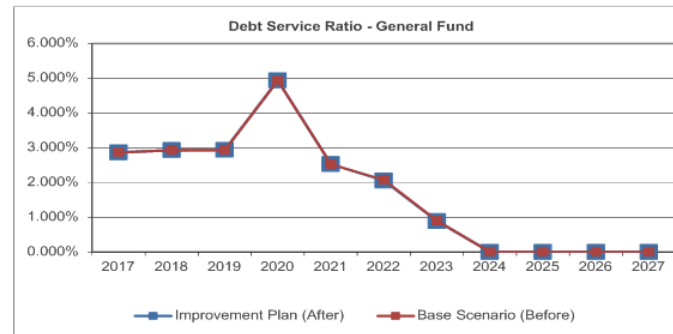
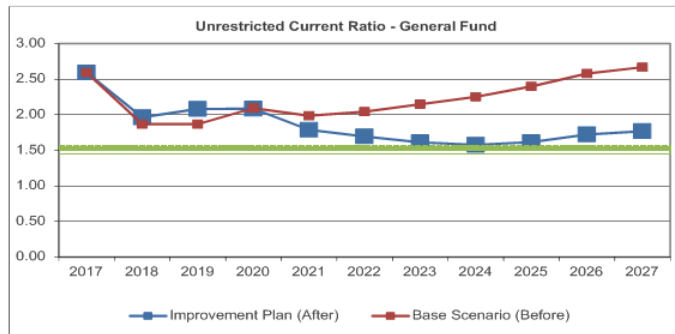


Minimum Amber Minimum Green

Maximum Green Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 Old Note 13 Ratios Charts

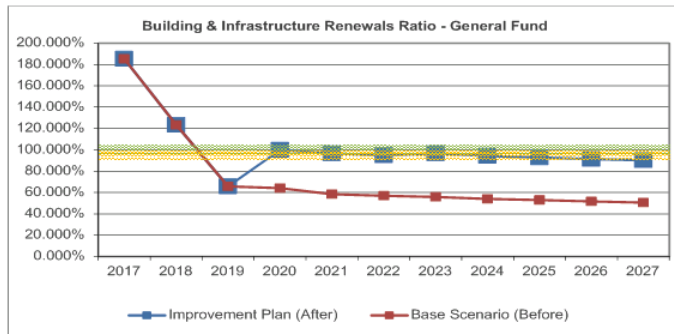


Minimum Amber Minimum Green

Maximum Green Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
Old Note 13 Ratios Charts (continued)



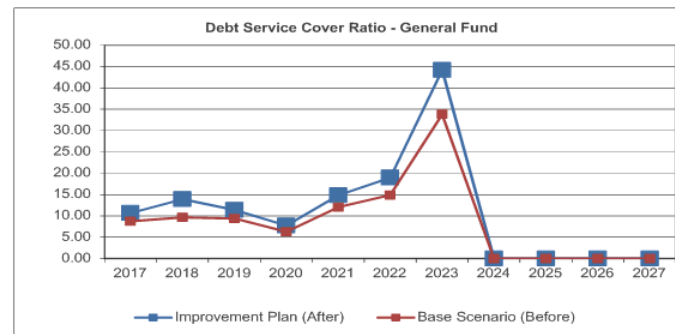
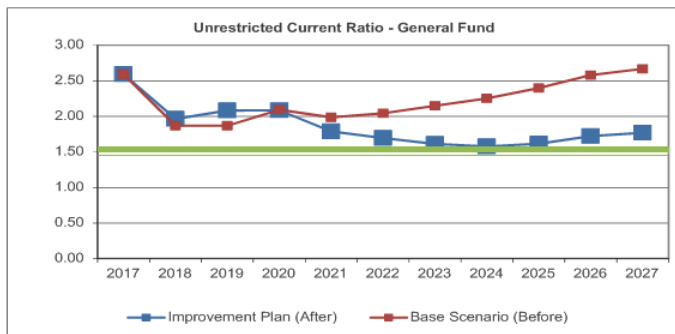
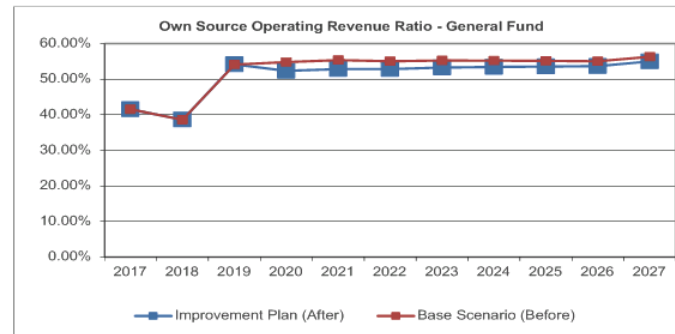
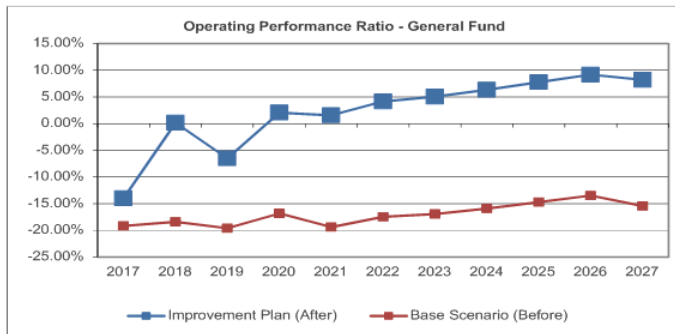
Minimum Amber      Minimum Green      Maximum Green      Maximum Amber

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

**Mid-Western Regional Council  
 10 Year Financial Plan for the Years ending 30 June 2027  
 CHARTS - GENERAL FUND  
 Scenario: Improvement Plan  
 TCorp Ratios Charts**

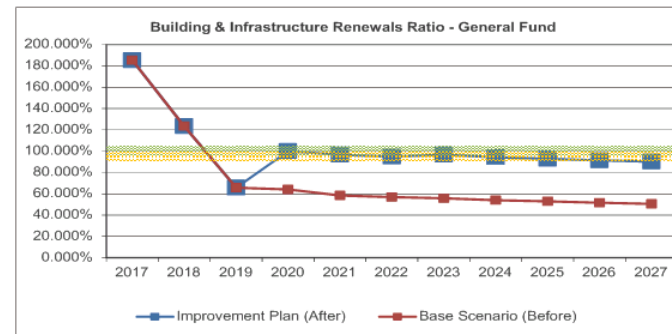
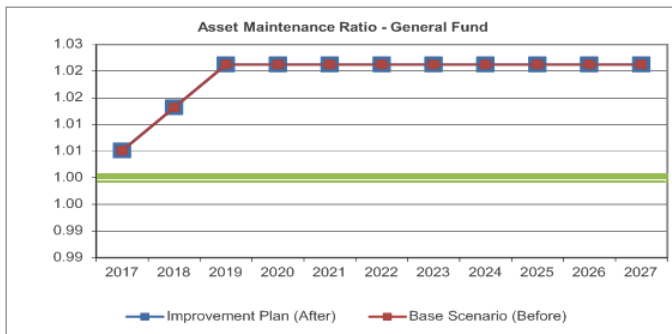
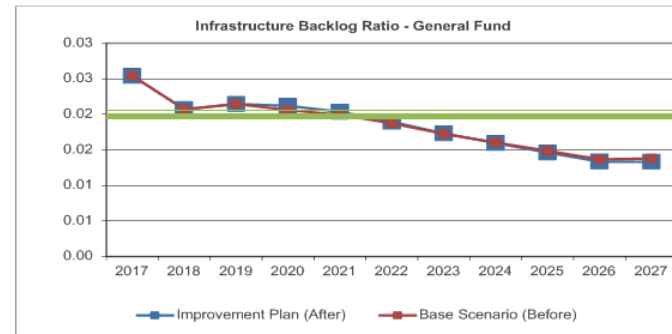
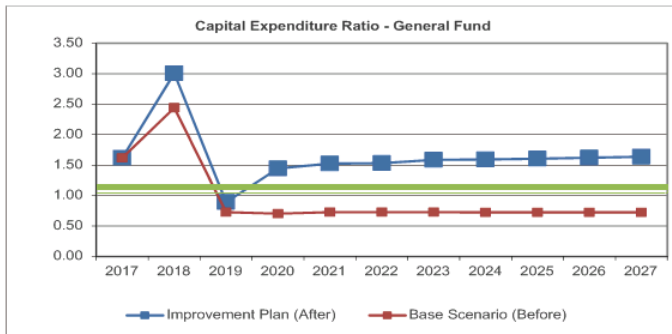


Minimum Amber Minimum Green

Maximum Green Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
TCorp Ratios Charts (continued)



Minimum Amber Minimum Green

Maximum Green Maximum Amber

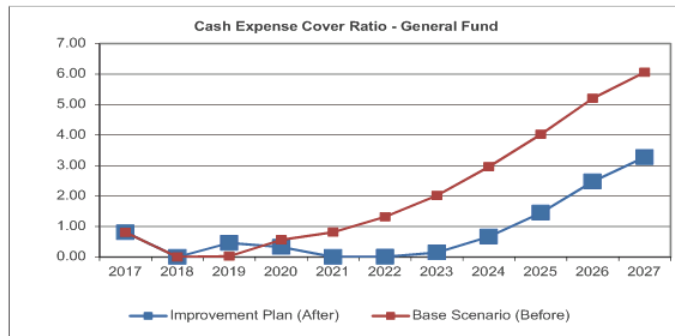


TOWARDS 2030

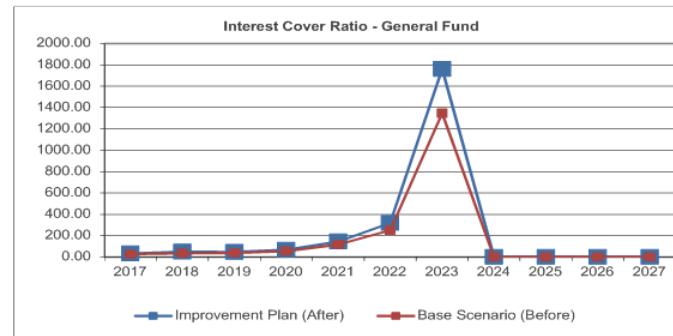


LONG TERM FINANCIAL PLAN 2018/2028

**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 TCorp Ratios Charts (continued)



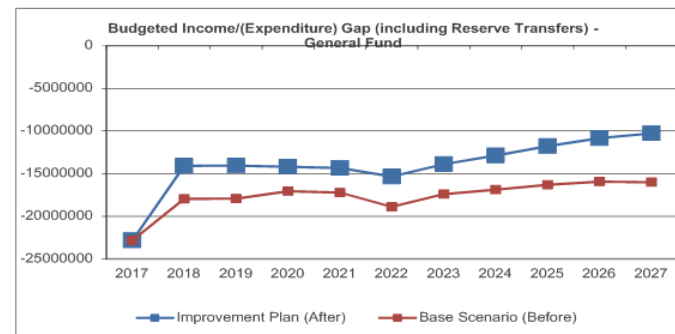
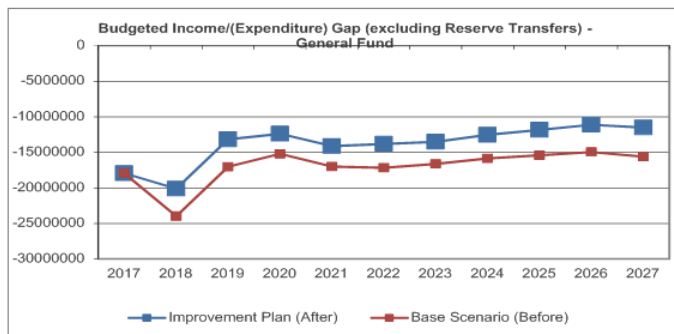
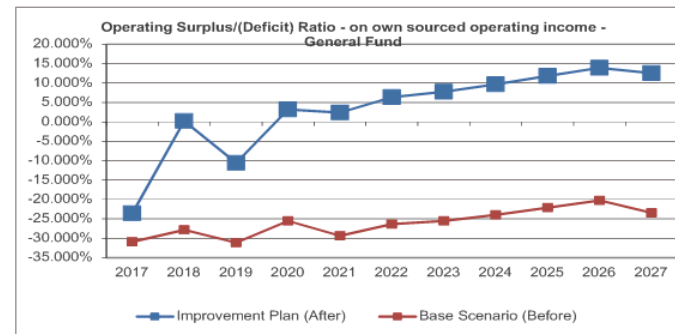
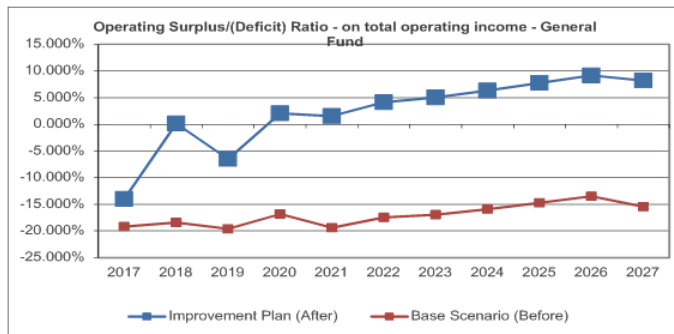
Minimum Amber Minimum Green



Maximum Green Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
Other KPIs



Minimum Amber Minimum Green

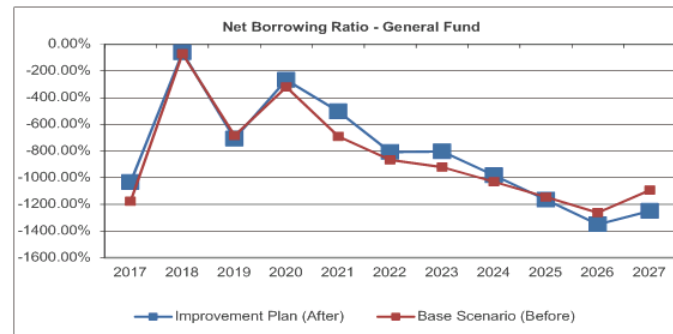
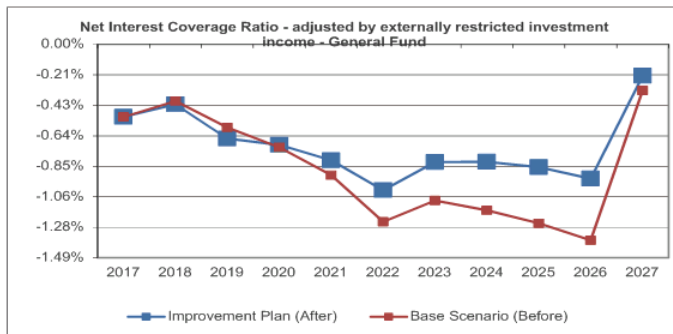
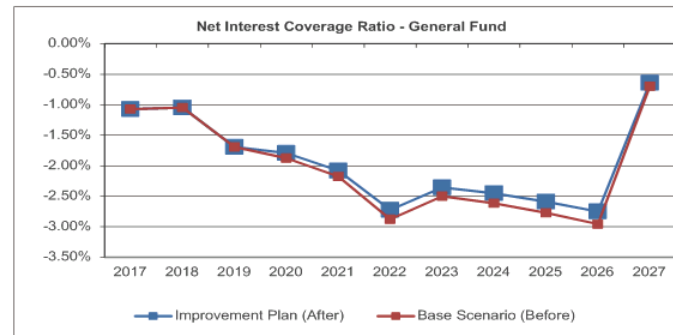
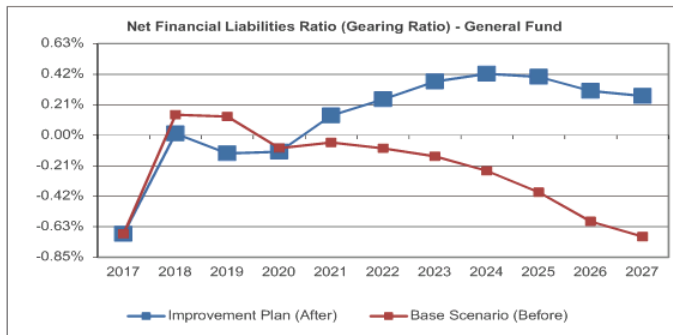
Maximum Green Maximum Amber

TOWARDS 2030



LONG TERM FINANCIAL PLAN 2018/2028

**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 Other KPIs

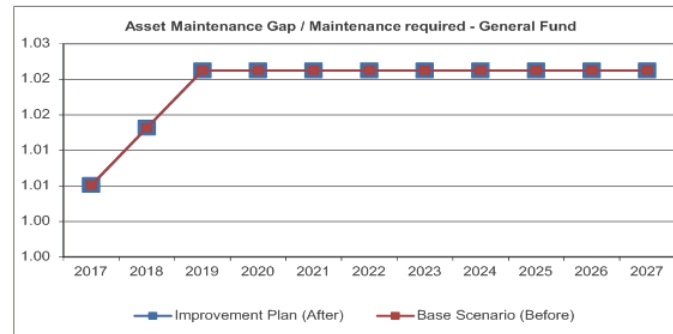
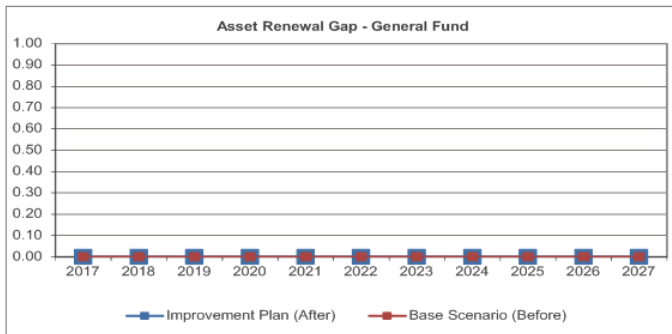
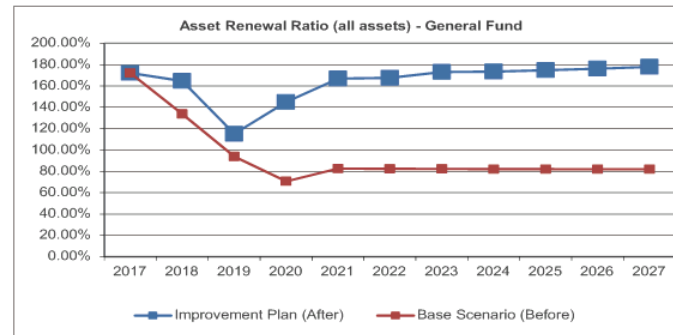
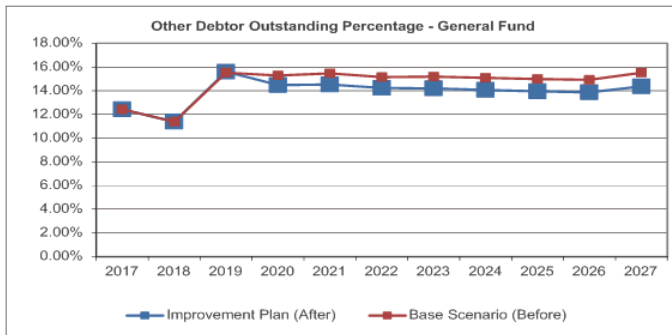


Minimum Amber Minimum Green

Maximum Green Maximum Amber



**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
Other KPIs



Minimum Amber Minimum Green

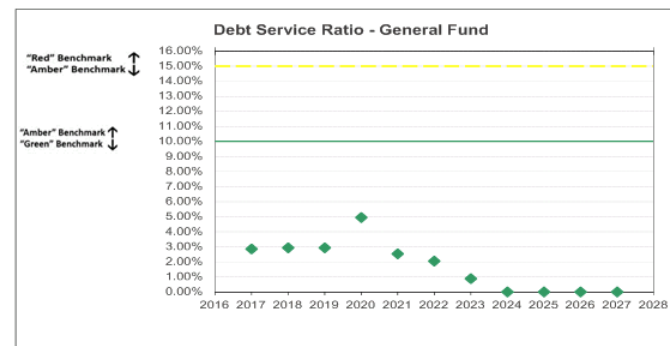
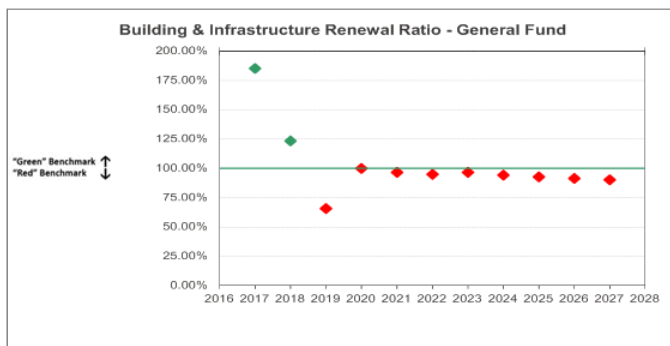
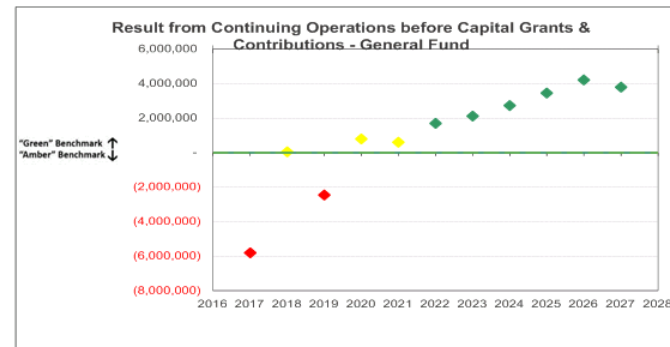
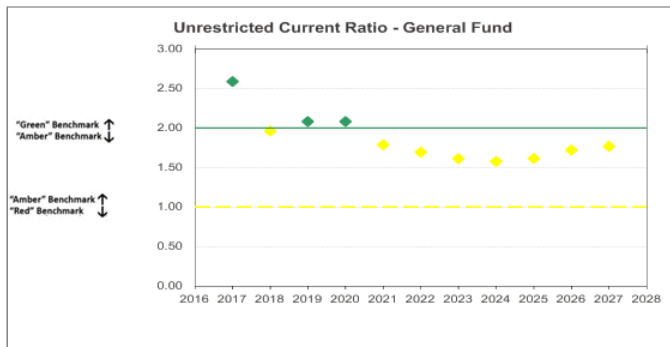
Maximum Green Maximum Amber

TOWARDS 2030



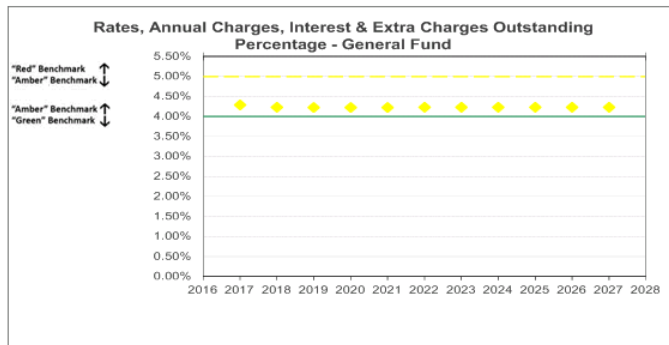
LONG TERM FINANCIAL PLAN 2018/2028

**Mid-Western Regional Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**CHARTS - GENERAL FUND**  
**Scenario: Improvement Plan**  
 NSW Local Government Financial Health Check Performance Indicator Charts





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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 - GENERAL FUND**  
**Scenario: Improvement Plan**

		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	-9.67%	3.05%	-0.78%	5.04%	4.48%	6.97%	7.82%	9.01%	10.36%	11.68%	10.71%				
Own Source Operating Revenue Ratio 1)	Snapshot															
	Actual Ratio	46.33%	42.97%	61.45%	59.41%	60.00%	60.58%	60.56%	60.76%	60.99%	61.22%	60.55%				
Unrestricted Current Ratio	Snapshot															
	Actual Ratio	2.59	1.96	2.08	2.08	1.79	1.70	1.61	1.58	1.61	1.72	1.77				
Debt Service Cover Ratio 1)	Snapshot															
	Actual Ratio	12.61	15.15	13.74	8.47	16.21	20.59	47.86	0.00	0.00	0.00	0.00				
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot															
	Actual Ratio	4.29%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%	4.23%				
Cash Expense Cover Ratio 1)	Snapshot															
	Actual Ratio	13.90	11.98	12.65	12.31	11.90	11.70	11.76	12.18	12.74	13.57	14.16				
<b>1) different Calculation to TCorp's calculation for same ratio</b>																
<b>New Special Schedule 7 Ratios</b>																
Building & Infrastructure Renewals Ratio	Snapshot															
	Actual Ratio	185.22%	123.39%	65.76%	99.94%	96.59%	94.88%	96.64%	94.21%	92.76%	91.43%	90.22%				
Infrastructure Backlog Ratio	Snapshot															
	Actual Ratio	0.03	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.01				
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	1.62	3.01	0.89	1.45	1.52	1.53	1.59	1.59	1.61	1.62	1.64				

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 - GENERAL FUND**  
**Scenario: Improvement Plan**

	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
		<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Within green benchmark (green min and/or green max)</li> <li><span style="color: orange;">●</span> Within amber benchmark (amber min and/or amber max)</li> <li><span style="color: red;">●</span> Not within benchmark (amber min and/or amber max)</li> <li><span style="color: green;">—</span> Within green benchmark</li> <li><span style="color: orange;">↗</span> above green maximum and below amber maximum</li> <li><span style="color: orange;">↘</span> below green minimum and above amber minimum</li> <li><span style="color: red;">↑</span> above amber maximum</li> <li><span style="color: red;">↓</span> below amber minimum</li> </ul>									
<b>KPI within LG Financial Health Check Guidelines</b>											
Operational Result before capital Grants & Contributions	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
Unrestricted Current Ratio	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>
Debt Service Ratio	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>
Building & Infrastructure Renewals Ratio	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: red;">●</span>





**MID-WESTERN REGIONAL COUNCIL**

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