



*A prosperous and progressive
community we proudly call home*



Business Papers 2020

MID-WESTERN REGIONAL COUNCIL

ORDINARY MEETING
WEDNESDAY 21 OCTOBER 2020

SEPARATELY ATTACHED ATTACHMENTS

ATTACHMENTS

Report 9.1 Attachment 1	Long Term Financial Plan 2020-2030 (DRAFT)	3
Report 10.1 Attachment 1	Mudgee Parking Study	110
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LONG TERM FINANCIAL PLAN 2020/30

MID-WESTERN REGIONAL COUNCIL



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MID-WESTERN REGIONAL COUNCIL

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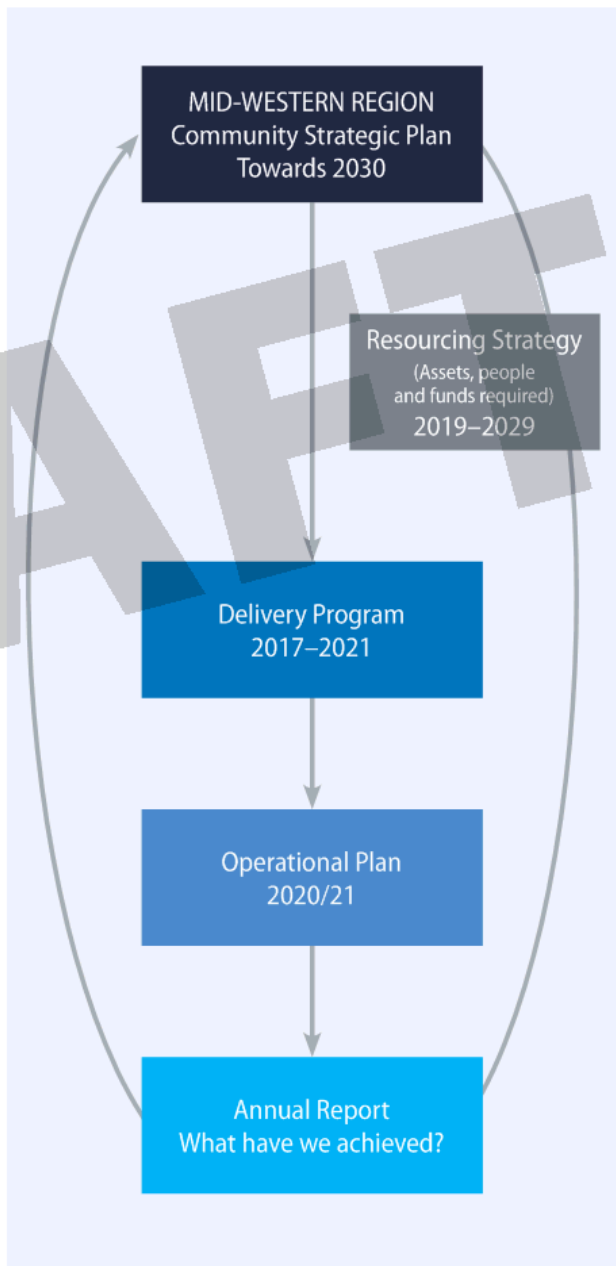
INTRODUCTION

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



'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



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 increased from \$34m to \$42m for the past three years. With a change in rating revenue, Council will now have the capacity to reduce this figure, however, further planning is required to decrease this figure over the short or medium term.
- 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.

Council regularly updates its 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

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.

The result of Council's renewed Business Improvement Program was a Fit for the Future proposal that met forecast performance benchmarks.



FIT FOR THE FUTURE

The Long Term Financial Plan currently has the below forecast performance. Council is a Group 4 Council.

Mid-Western Regional Council has identified unique challenges in meeting the Fit for the Future benchmarks, including its large area; large road network and infrastructure requirements from multiple town centres; and its smaller rate base. Council has implemented business improvement programs resulting in improved performance ratios, and continues to work towards further improving benchmark ratios in infrastructure management and sustainability.

SUSTAINABILITY

Measure/ benchmark	Actual 2018/19 performance (unaudited)	Achieves FFTF benchmark?	Forecast performance 2020/21	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even – actual/forecast year only)	6.79%	Yes	13.19%	Yes
Own Source Revenue Ratio (Greater than 60% – actual/forecast year only)	53%	No	50.07%	No
Building and Infrastructure Asset Renewal Ratio (Greater than 100% – actual/forecast year only)	227%	Yes	91.85%	No

INFRASTRUCTURE AND SERVICE MANAGEMENT

Measure/ benchmark	Actual 2018/19 performance (unaudited)	Achieves FFTF benchmark?	Forecast performance 2020/21	Achieves FFTF benchmark?
Infrastructure Backlog Ratio (Less than 2% – actual/forecast year only)	5.02%	No	5%	No
Asset Maintenance Ratio (Greater than 100% – actual/forecast year only)	106%	Yes	94%	No
Debt Service Ratio (Greater than 0% and less than or equal to 10% – actual/forecast year only)	3.48%	Yes	1.63%	Yes

GENERAL FUND RESULTS

The Long Term Financial Plan highlights Council's improved sustainability through the financial indicators. Council's Own Source Revenue Ratio is not forecast to meet the FFTF benchmark in 2020/21 due to a significant increase in Capital Grants and Contributions. In order to become Fit for the Future, Council has also recognised the need to invest more into infrastructure renewals. Council has commenced a program to address this in the 2020/21 budget process by increasing funding in areas such as unsealed roads, local sealed roads, footpaths and bridges.

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%



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

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

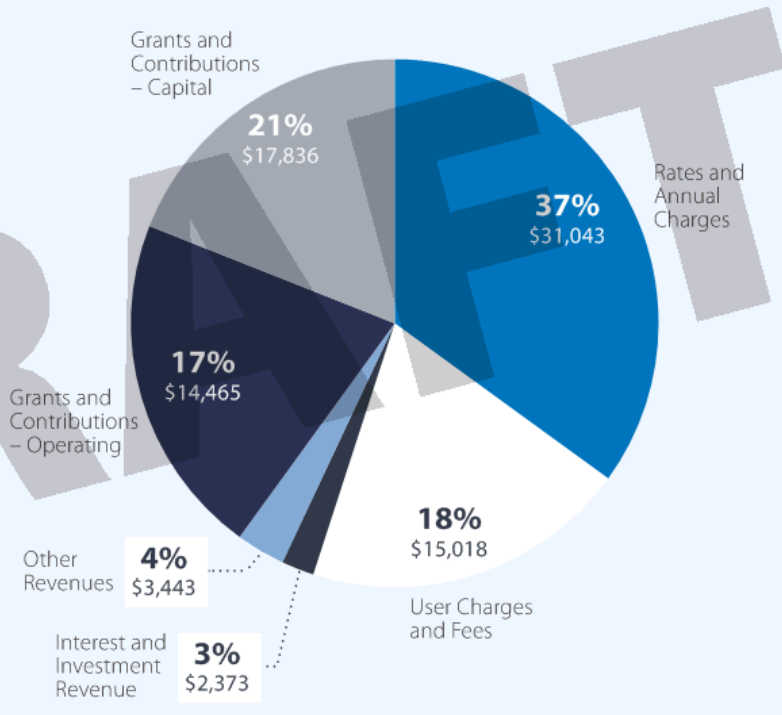
Council has historically maintained a sound financial position evidenced by acceptable key financial performance indicators.

We maintain a cash and investments portfolio in the vicinity of \$70 million; with sufficient levels of unrestricted cash to service obligations as and when they fall due. Council's Unrestricted Current Ratio at 30 June 2019 was 4.3:1.

Our total borrowings as at 30 June 2019 were \$12.98 million, with a debt service cover ratio of 8.42%.

Council typically relies on Rates and Annual Charges for 37% 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 2019 was \$84.1 million.

REVENUE BY TYPE 2019 – \$MILLION

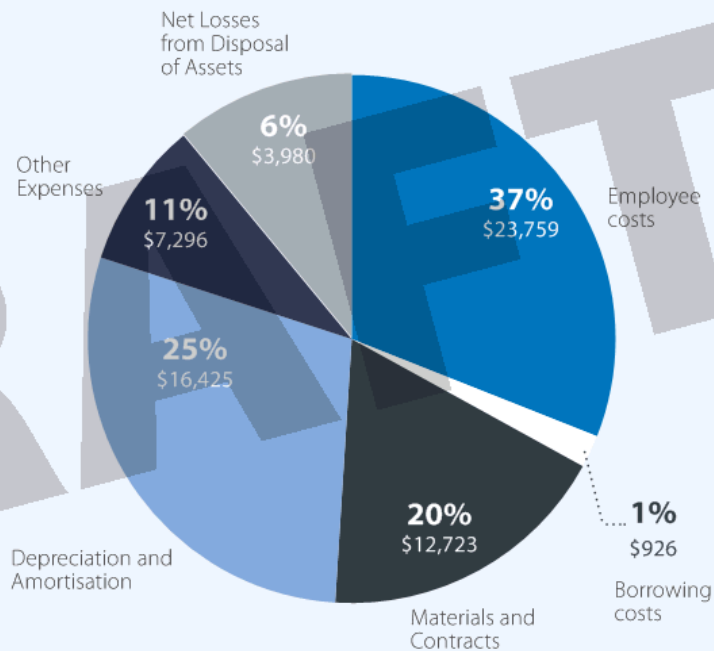


OUR CURRENT POSITION

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 \$16 million in 2019. 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 2019 – \$MILLION



Our total operational expenditure in 2019 was \$65.1 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 2017-2021 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.

It should be noted that Rates income has increased by about \$8.6million in 2019/20 due to a material increase in mining land values. This income is reflected in Council's cash levels and Council is currently undergoing a review on future spending priorities.

The rate cap set for 2020/21 is 2.6%. Mid-Western Regional Council's budget is based on the full 2.6% increase. Estimated rate pegging amounts used in future years of the LTFP are set at lower amounts in line with expected consumer price index.

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 AND 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 1.8%.

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 AND 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.

CAPITAL GRANTS AND CONTRIBUTIONS

The budget for 2020/21 is forecast to receive over \$32 million in capital grants and contributions. This is a reflection of many successful grant applications and will see Council improving and providing new infrastructure for the growing community and industry. Some of the larger projects include Glen Willow Sports Ground Upgrades Stage 2, Munghorn Gap Road Realignment, Dixons Long Point Crossing, Hill End Road Safety Improvement and an Art Gallery Facility.

INTEREST INCOME

Investment return has been modelled based on an average rate of 3%. The average return on Council's investment portfolio over the 2018/19 financial year was 2.98%. Within the long term financial plan Scenario 1, it is forecast that average return will decline due to lowering interest rates. 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 2.2%–4%.

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

CASH RESERVES

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

EXPENDITURE FORECASTS

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

Council's ongoing financial sustainability is strongly linked to constraining annual increases in expenditure items to the corresponding amount of increases in its revenue streams. For example, annual increases in expenditure is set at the same rate as rates revenue increase.

Service levels have been largely maintained throughout the LTFP.

PLANNING ASSUMPTIONS

SENSITIVITY ANALYSIS

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

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

Set out in Appendix 6 of the LTFP is a likely scenario involving reduced investment earnings and a significant increase to the cost of the Rylstone Kandos Sewer project. The scenario is based upon:

- A reduction in average investment return down to 2%;
- Increasing the Rylstone Kandos Sewer project by \$4 million in 21/22 to a project total of \$12 million;
- Increased annual charges and user fees in Sewer Fund and Water Fund to maintain sufficient revenue for servicing of borrowings and reduced investment revenue;
- Mudgee Sewer Augmentation loan refinance in 2021/22 – the fixed rate leg ends on the existing loan; and
- A reduction of \$750k per year in the transfer to the Community Plan Reserve. From the year 25/26 this requires the removal of the additional road asset renewal expenditure that is modelled in the base case scenario.

The result of this scenario is that Council is forecast to meet 3 out of the 6 Fit for the Future performance benchmarks in 2021/22.

SUSTAINABILITY

Measure/ benchmark	Forecast performance 2021/22	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even – actual/forecast year only)	8.43%	Yes
Own Source Revenue Ratio (Greater than 60% – actual/forecast year only)	67.8%	Yes
Building and Infrastructure Asset Renewal Ratio (Greater than 100% – actual/forecast year only)	70.87%	No

INFRASTRUCTURE AND SERVICE MANAGEMENT

Measure/ benchmark	Forecast performance 2021/22	Achieves FFTF benchmark?
Infrastructure Backlog Ratio (Less than 2% – actual/forecast year only)	5%	No
Asset Maintenance Ratio (Greater than 100% – actual/forecast year only)	0.94%	No
Debt Service Ratio (Greater than 0% and less than or equal to 10% – actual/forecast year only)	1.75%	Yes

Scenario 2 models a more negative outlook than Scenario 1. It tests reducing investment returns to 1% and rating revenue increases capped at 0.5% lower than CPI increases. The outcome required that in order to maintain satisfactory cash levels in general fund, a reduction must be made to the transfers to the Capital Program Reserve and Future Fund Reserve. Within Council's Waste Fund the annual charges are required to increase at 2% above the CPI assumption.

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 KPIs featured from page 2.

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 year's 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 2020/21 to 2029/30, which includes a consolidated:

- Income Statement;
- Balance Sheet;
- Cash Flow Statement;
- Equity Statement; 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.

DRAFT

APPENDIX
ONE

CONSOLIDATED BASE
CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	31,043,000	38,974,049	43,319,887	42,809,649	43,901,030	45,121,552	46,470,154	47,785,636	49,101,115	50,454,664	51,847,459	53,201,076
User Charges & Fees	15,018,000	17,791,879	12,874,664	13,169,554	13,600,299	14,087,736	14,576,956	15,084,573	15,461,687	15,848,229	16,244,435	16,650,546
Interest & Investment Revenue	2,373,000	2,018,013	2,097,442	2,008,794	1,820,982	1,784,961	2,097,644	2,125,981	2,173,293	2,217,985	2,039,480	1,953,226
Other Revenues	3,443,000	3,537,420	3,621,308	3,580,057	3,651,729	3,733,942	3,827,291	3,922,973	4,021,047	4,121,573	4,224,613	4,330,228
Grants & Contributions provided for Operating Purposes	14,465,000	13,959,723	18,356,474	14,727,698	14,817,315	14,972,848	15,347,169	15,730,848	16,124,120	16,527,223	16,940,403	17,363,913
Grants & Contributions provided for Capital Purposes	17,836,000	24,080,894	32,393,528	7,280,507	4,243,874	8,981,959	6,287,758	6,344,952	6,403,576	6,463,665	6,525,257	6,588,388
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	84,178,000	100,361,978	112,663,303	83,576,259	82,035,229	88,682,998	88,606,972	90,994,963	93,284,838	95,633,340	97,821,647	100,087,377
Expenses from Continuing Operations												
Employee Benefits & On-Costs	23,759,000	25,236,727	28,999,262	30,434,174	31,180,592	31,936,159	32,734,563	33,552,928	34,391,751	35,251,545	36,132,833	37,036,154
Borrowing Costs	926,000	848,487	776,808	759,806	823,302	948,899	841,678	844,028	844,169	821,372	804,489	742,843
Materials & Contracts	12,723,000	18,153,137	10,029,947	7,376,751	7,382,138	7,500,454	7,704,298	8,163,238	8,127,401	8,346,918	8,571,923	9,102,554
Depreciation & Amortisation	16,425,000	15,243,135	15,931,492	16,316,259	16,676,127	17,049,910	16,972,197	17,488,015	17,675,473	17,920,602	18,025,915	18,220,537
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	7,297,000	14,535,778	14,655,869	14,362,494	14,646,657	14,970,434	15,344,695	15,728,313	16,121,521	16,524,559	16,937,673	17,361,115
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	3,980,000	2,419,611	2,453,649	2,501,672	2,691,187	2,551,564	2,551,564	2,551,564	2,551,564	2,551,564	2,551,564	2,551,564
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	65,110,000	76,436,874	72,847,027	71,751,156	73,400,003	74,957,420	76,148,996	78,328,085	79,711,879	81,416,561	83,024,397	85,014,766
Operating Result from Continuing Operations	19,068,000	23,925,104	39,816,276	11,825,103	8,635,226	13,725,578	12,457,976	12,666,878	13,572,959	14,216,779	14,797,250	15,072,611
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	19,068,000	23,925,104	39,816,276	11,825,103	8,635,226	13,725,578	12,457,976	12,666,878	13,572,959	14,216,779	14,797,250	15,072,611
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,232,000	(155,790)	7,422,748	4,544,596	4,391,352	4,743,619	6,170,218	6,321,926	7,169,383	7,753,114	8,271,993	8,484,223

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,121,000	8,008,738	6,452,453	6,268,239	6,768,381	6,530,445	6,720,108	6,719,725	7,257,283	7,469,990	5,673,165	6,981,160
Investments	67,727,000	67,843,356	54,868,450	53,302,080	57,555,057	55,531,781	57,144,573	56,402,206	57,971,056	51,221,952	48,241,892	51,373,182
Receivables	8,606,000	9,648,646	9,135,689	7,451,140	7,500,920	7,986,004	8,058,718	8,269,720	8,468,793	8,605,869	8,747,912	8,978,135
Inventories	1,314,000	3,323,033	2,519,120	2,243,519	2,272,073	2,316,858	2,374,779	2,463,052	2,495,002	2,557,377	2,621,312	2,721,528
Other	146,000	149,918	120,398	108,633	110,204	112,431	115,242	119,165	121,076	124,102	127,205	131,636
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	82,914,000	88,973,691	73,096,111	69,373,611	74,206,634	72,477,518	74,413,420	73,973,869	76,313,211	69,979,291	65,411,486	70,185,642
Non-Current Assets												
Investments	5,000,000	3,961,311	3,203,625	3,112,073	3,360,369	3,242,220	3,336,401	3,293,060	3,384,671	2,990,562	2,816,595	2,999,432
Receivables	123,000	110,597	257,180	268,423	116,275	118,850	121,600	124,238	127,189	129,106	131,091	134,584
Inventories	-	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565
Infrastructure, Property, Plant & Equipment	942,287,000	963,838,003	1,021,710,482	1,036,312,019	1,046,423,365	1,066,556,243	1,106,605,658	1,127,217,898	1,147,716,670	1,175,362,868	1,194,959,580	1,202,927,026
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000
Intangible Assets	239,000	198,062	151,174	103,074	53,780	3,377	30,687	57,997	85,307	112,617	139,927	167,237
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	953,921,000	976,079,539	1,033,294,027	1,047,767,154	1,057,925,355	1,077,892,255	1,118,065,912	1,138,664,757	1,159,285,401	1,186,566,718	1,206,018,758	1,214,199,844
TOTAL ASSETS	1,036,835,000	1,065,053,230	1,106,390,138	1,117,140,765	1,132,131,989	1,150,369,773	1,192,479,331	1,212,638,626	1,235,598,612	1,256,546,009	1,271,430,244	1,284,385,486
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,874,000	9,572,746	10,694,805	7,302,326	6,982,720	7,906,790	7,558,798	7,992,830	7,879,665	8,655,394	8,678,455	8,202,628
Income received in advance	1,050,000	2,408,527	2,086,909	2,110,255	2,154,034	2,203,163	2,259,261	2,316,807	2,374,727	2,434,096	2,494,948	2,557,322
Borrowings	2,009,000	1,481,752	1,628,643	1,452,312	1,674,109	1,614,335	1,595,051	1,754,244	1,817,040	1,952,647	2,059,963	1,969,017
Provisions	7,301,000	8,250,491	8,507,715	8,769,827	9,037,186	9,310,564	9,590,660	9,877,643	10,171,684	10,472,960	10,781,652	11,097,945
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	16,234,000	21,713,516	22,918,073	19,634,720	19,848,049	21,034,852	21,003,769	21,941,524	22,243,116	23,515,097	24,015,018	23,826,912
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,971,000	10,442,743	10,724,150	12,897,701	19,004,337	22,292,895	20,697,844	21,893,932	20,076,892	20,091,133	18,986,850	17,017,832
Provisions	4,987,000	4,328,867	4,363,535	4,398,861	4,434,895	4,471,740	4,509,041	4,546,808	4,585,054	4,623,791	4,663,031	4,702,786
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	15,958,000	14,771,610	15,087,685	17,296,562	23,439,232	26,764,635	25,206,885	26,440,741	24,661,946	24,714,924	23,649,880	21,720,618
TOTAL LIABILITIES	32,192,000	36,485,126	38,005,758	36,931,282	43,287,280	47,799,486	46,210,654	48,382,265	46,905,063	48,230,021	47,664,899	45,547,530
Net Assets	1,004,643,000	1,028,568,104	1,068,384,380	1,080,209,483	1,088,844,709	1,102,570,287	1,146,268,677	1,164,256,361	1,188,693,549	1,208,315,987	1,223,765,345	1,238,837,956
EQUITY												
Retained Earnings	429,261,000	453,186,104	493,002,380	504,827,483	513,462,709	527,188,287	539,646,263	552,313,141	565,886,099	580,102,879	594,900,129	609,972,740
Revaluation Reserves	575,382,000	575,382,000	575,382,000	575,382,000	575,382,000	575,382,000	606,622,415	611,943,221	622,807,450	628,213,109	628,865,216	628,865,216
Council Equity Interest	1,004,643,000	1,028,568,104	1,068,384,380	1,080,209,483	1,088,844,709	1,102,570,287	1,146,268,677	1,164,256,361	1,188,693,549	1,208,315,987	1,223,765,345	1,238,837,956
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,004,643,000	1,028,568,104	1,068,384,380	1,080,209,483	1,088,844,709	1,102,570,287	1,146,268,677	1,164,256,361	1,188,693,549	1,208,315,987	1,223,765,345	1,238,837,956

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - CONSOLIDATED
 Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	31,197,000	38,517,290	43,159,389	42,827,295	43,860,479	45,076,336	46,419,042	47,735,134	49,050,166	50,402,170	51,793,370	53,149,507
User Charges & Fees	14,825,000	17,632,350	14,210,816	13,108,536	13,502,130	13,976,925	14,465,559	14,969,041	15,374,630	15,758,995	16,152,970	16,556,795
Interest & Investment Revenue Received	1,779,000	1,973,292	2,125,994	1,956,777	1,702,156	1,762,563	2,082,870	2,122,013	2,154,006	2,266,569	2,088,000	1,913,000
Grants & Contributions	30,883,000	37,770,415	50,139,308	23,499,940	19,240,741	23,705,154	21,731,486	22,050,638	22,501,904	22,964,452	23,438,563	23,924,527
Bonds & Deposits Received	467,000	-	-	-	-	-	-	-	-	-	-	-
Other	6,505,000	4,659,479	3,216,022	3,891,821	3,719,316	3,722,925	3,888,089	3,961,449	4,059,421	4,160,906	4,264,929	4,371,552
Payments:												
Employee Benefits & On-Costs	(23,102,000)	(24,966,156)	(28,729,175)	(30,159,017)	(30,899,937)	(31,649,186)	(32,440,416)	(33,251,426)	(34,082,712)	(34,934,780)	(35,808,149)	(36,703,353)
Materials & Contracts	(16,925,000)	(17,203,957)	(10,057,320)	(7,425,102)	(7,345,937)	(7,459,161)	(7,656,450)	(8,114,014)	(8,077,309)	(8,255,391)	(8,519,107)	(9,048,203)
Borrowing Costs	(919,000)	(860,413)	(789,885)	(769,158)	(816,384)	(829,742)	(822,604)	(825,039)	(825,266)	(802,559)	(785,766)	(721,883)
Bonds & Deposits Refunded	(400,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(8,630,000)	(14,635,259)	(14,655,337)	(14,361,952)	(14,646,104)	(14,969,869)	(15,344,116)	(15,727,719)	(16,120,912)	(16,523,935)	(16,937,039)	(17,360,459)
Net Cash provided (or used in) Operating Activities	35,680,000	42,987,041	58,619,811	32,569,140	28,316,459	33,235,945	32,323,441	32,920,077	34,033,926	34,996,426	35,687,776	36,081,482
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	63,200,000	1,860,187	13,732,592	6,571,905	1,513,231	2,570,546	454,763	1,877,804	-	7,330,736	4,154,441	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,054,000	-	1,656,000	1,938,000	156,000	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	13,477	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(69,560,000)	(937,854)	-	(4,913,982)	(6,014,504)	(429,121)	(2,161,736)	(1,092,096)	(1,660,461)	(187,523)	(1,000,414)	(3,314,127)
Purchase of Investment Property	(6,272,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(24,768,000)	(38,379,937)	(75,948,352)	(38,301,014)	(29,753,084)	(38,796,653)	(28,765,033)	(35,014,013)	(30,034,226)	(42,029,345)	(39,594,223)	(29,351,959)
Purchase of Real Estate Assets	-	(1,649,666)	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(5,000)	(73,545)	(44,634)	(45,482)	(46,393)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)
Deferred Debtors & Advances Made	-	123,438	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(35,351,000)	(39,043,799)	(60,604,395)	(34,750,574)	(34,144,750)	(36,702,665)	(30,519,443)	(34,275,742)	(31,742,124)	(34,933,568)	(36,487,633)	(32,713,524)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,000,000	2,000,000	3,700,000	8,000,000	5,000,000	-	3,000,000	-	2,000,000	1,000,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(1,689,000)	(2,055,505)	(1,571,702)	(1,702,780)	(1,671,567)	(1,771,216)	(1,614,335)	(1,644,718)	(1,754,244)	(1,850,152)	(1,996,968)	(2,059,963)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,689,000)	(1,055,505)	428,298	1,997,220	6,328,433	3,228,784	(1,614,335)	1,355,282	(1,754,244)	149,848	(996,968)	(2,059,963)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,360,000)	2,887,738	(1,556,285)	(184,214)	500,141	(237,936)	189,664	(383)	537,558	212,708	(1,796,825)	1,307,995
plus: Cash, Cash Equivalents & Investments - beginning of year	6,481,000	5,121,000	8,008,738	6,452,453	6,268,239	6,768,381	6,530,445	6,720,108	6,719,725	7,257,283	7,469,990	5,673,165
Cash & Cash Equivalents - end of the year	5,121,000	8,008,738	6,452,453	6,268,239	6,768,381	6,530,445	6,720,108	6,719,725	7,257,283	7,469,990	5,673,165	6,981,160
Cash & Cash Equivalents - end of the year	5,121,000	8,008,738	6,452,453	6,268,239	6,768,381	6,530,445	6,720,108	6,719,725	7,257,283	7,469,990	5,673,165	6,981,160
Investments - end of the year	72,727,000	71,804,667	58,072,075	56,414,153	60,915,426	58,774,001	60,480,974	59,695,266	61,355,727	54,212,514	51,058,487	54,372,614
Cash, Cash Equivalents & Investments - end of the year	77,848,000	79,813,405	64,524,528	62,682,392	67,683,806	65,304,446	67,201,082	66,414,991	68,613,010	61,682,504	56,731,652	61,353,775
Representing:												
- External Restrictions	51,655,000	50,410,309	36,687,173	31,232,238	31,907,843	30,675,536	30,230,671	28,387,468	28,422,922	23,752,797	21,151,541	22,378,537
- Internal Restrictions	16,628,000	14,542,181	18,052,804	23,484,022	28,155,684	26,859,362	28,459,887	29,294,015	31,465,074	28,665,472	26,342,242	30,400,916
- Unrestricted	9,565,000	14,860,915	9,784,551	7,966,132	7,620,279	7,969,548	8,510,525	8,733,509	8,725,014	9,264,235	9,237,870	8,574,322
	77,848,000	79,813,405	64,524,528	62,682,392	67,683,806	65,304,446	67,201,082	66,414,991	68,613,010	61,682,504	56,731,652	61,353,775

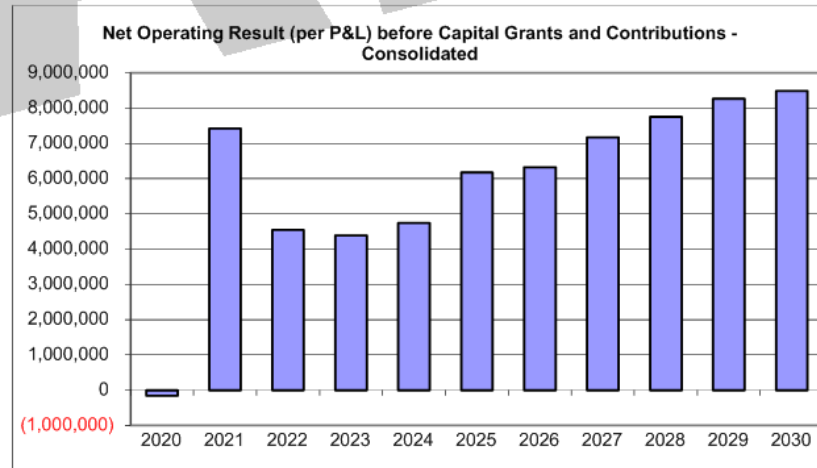
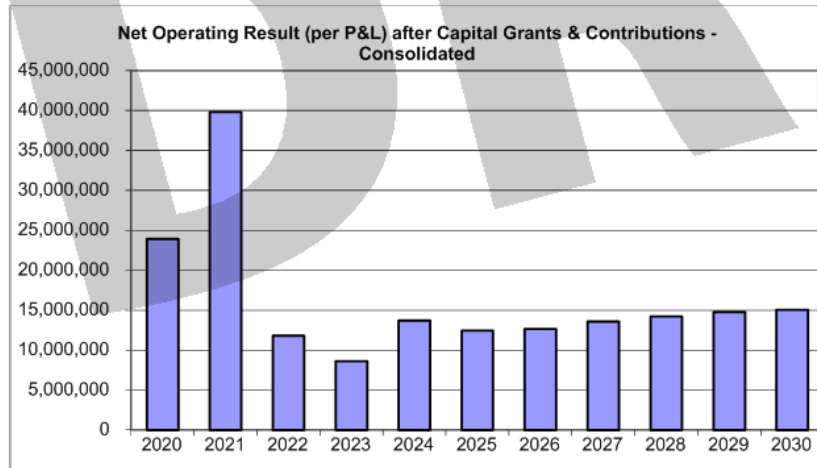
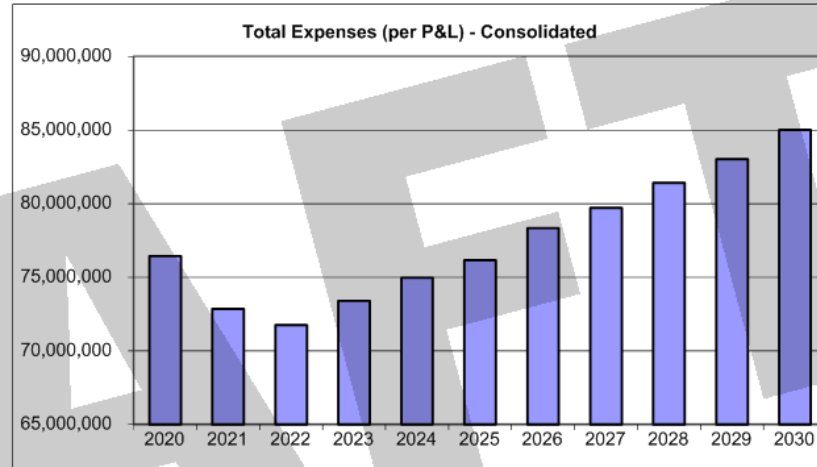
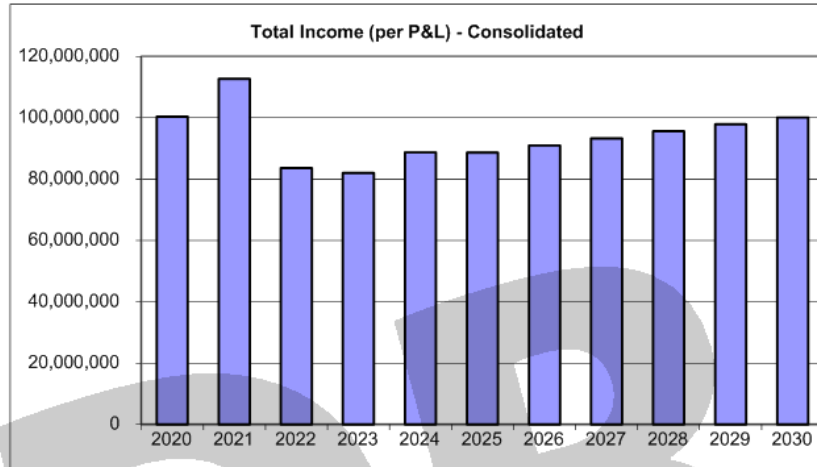
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - CONSOLIDATED
 Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	981,277,000	1,004,643,000	1,028,568,104	1,068,384,380	1,080,209,483	1,088,844,709	1,102,570,287	1,146,268,677	1,164,256,361	1,188,693,549	1,208,315,987	1,223,765,345
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	981,277,000	1,004,643,000	1,028,568,104	1,068,384,380	1,080,209,483	1,088,844,709	1,102,570,287	1,146,268,677	1,164,256,361	1,188,693,549	1,208,315,987	1,223,765,345
Net Operating Result for the Year	19,068,000	23,925,104	39,816,276	11,825,103	8,635,226	13,725,578	12,457,976	12,666,878	13,572,959	14,216,779	14,797,250	15,072,611
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	19,068,000	23,925,104	39,816,276	11,825,103	8,635,226	13,725,578	12,457,976	12,666,878	13,572,959	14,216,779	14,797,250	15,072,611
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	6,010,000	-	-	-	-	-	31,240,415	5,320,806	10,864,229	5,405,659	652,108	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	(1,712,000)	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	4,298,000	-	-	-	-	-	31,240,415	5,320,806	10,864,229	5,405,659	652,108	-
Total Recognised Income & Expenses	23,366,000	23,925,104	39,816,276	11,825,103	8,635,226	13,725,578	43,698,391	17,987,684	24,437,188	19,622,438	15,449,358	15,072,611
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	1,004,643,000	1,028,568,104	1,068,384,380	1,080,209,483	1,088,844,709	1,102,570,287	1,146,268,677	1,164,256,361	1,188,693,549	1,208,315,987	1,223,765,345	1,238,837,956

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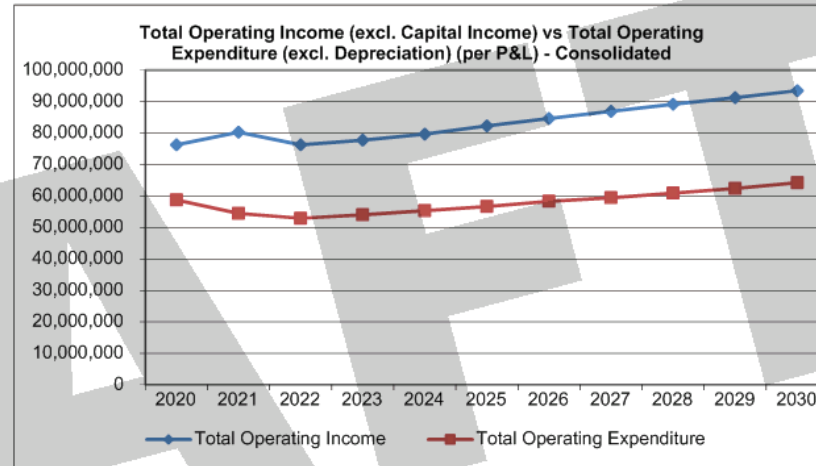
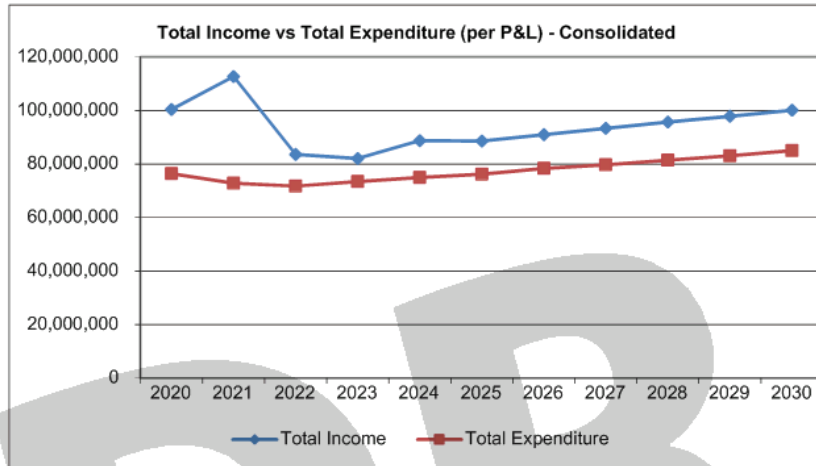
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Income Statement Charts



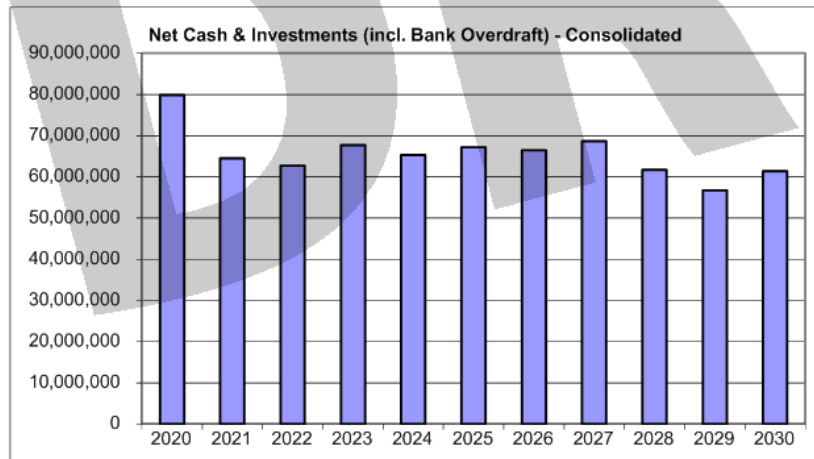
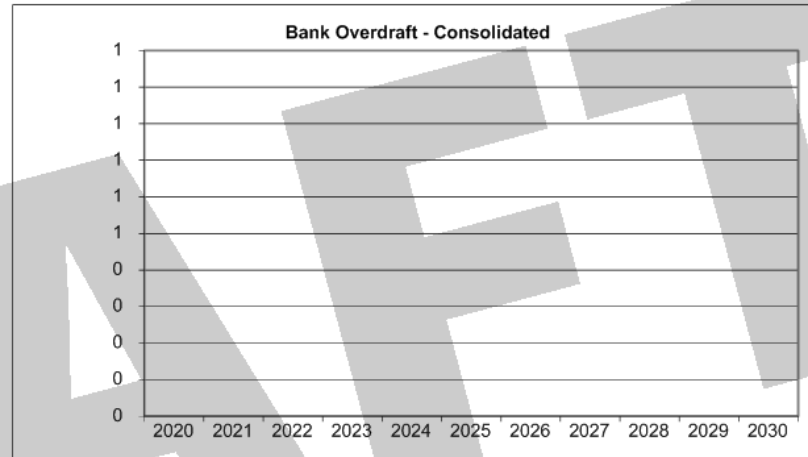
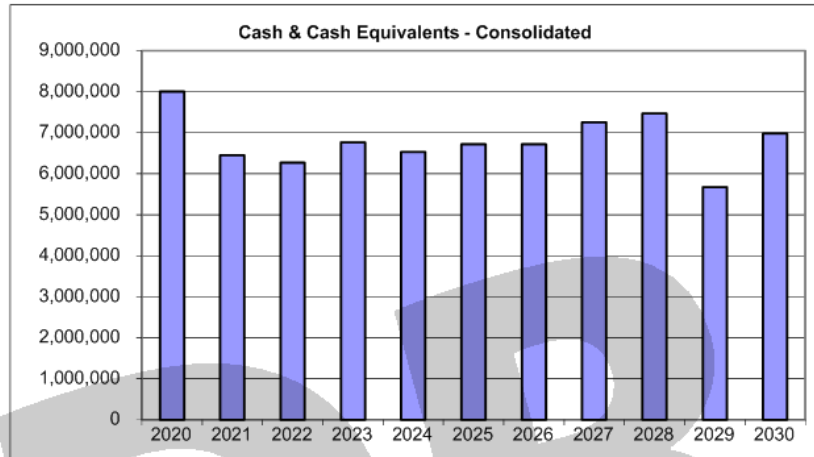
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Income Statement Charts



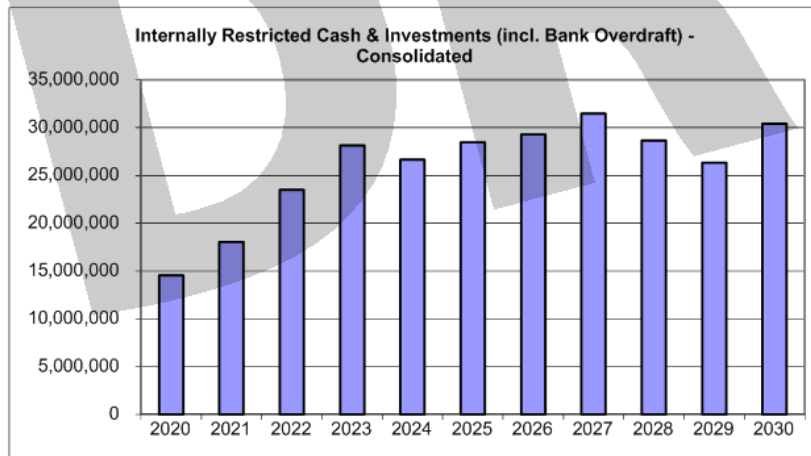
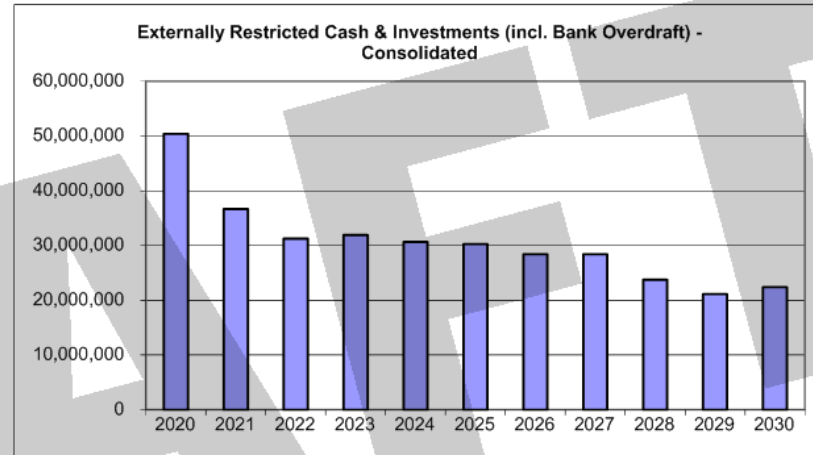
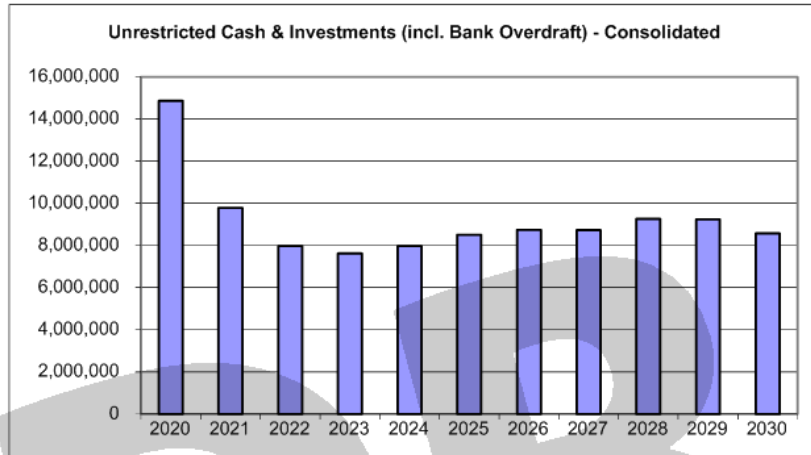
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash, Investment & Bank Overdraft Charts



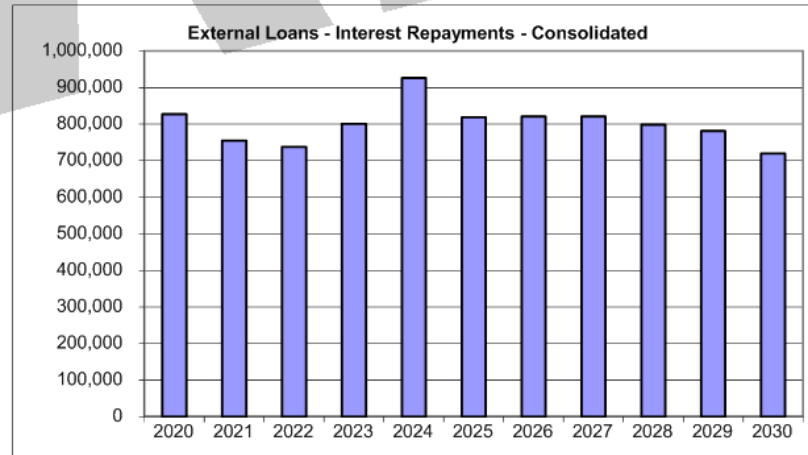
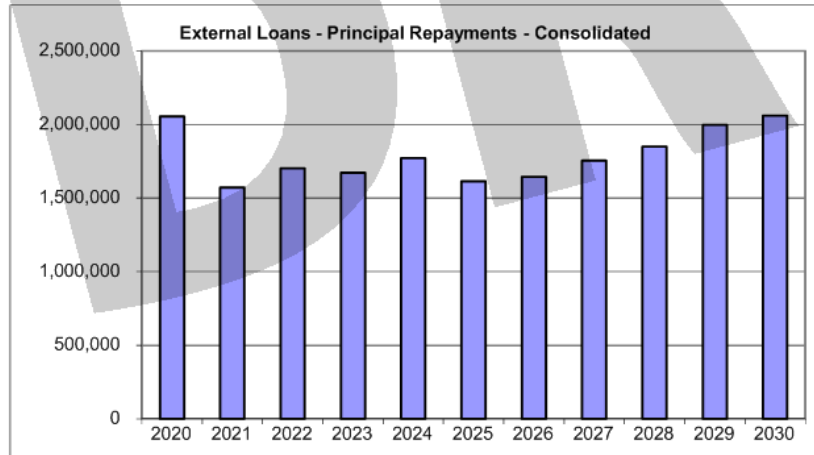
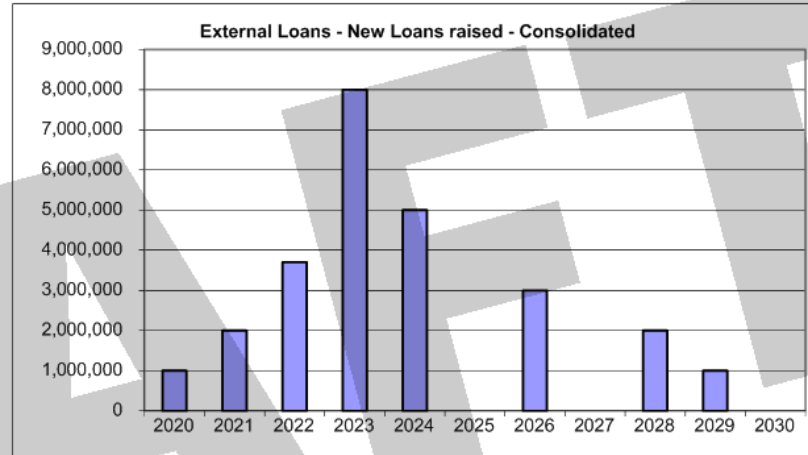
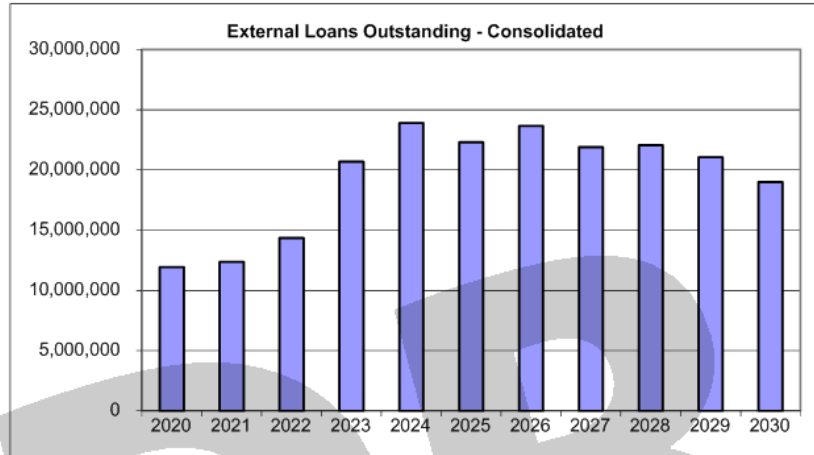
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash Restrictions Charts



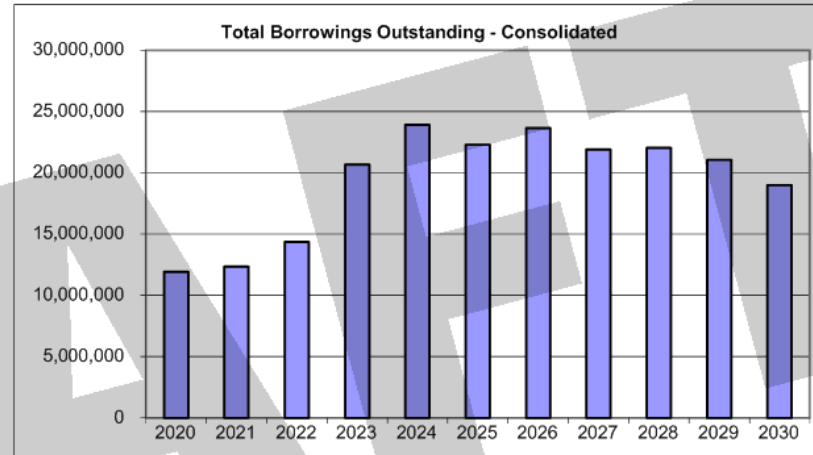
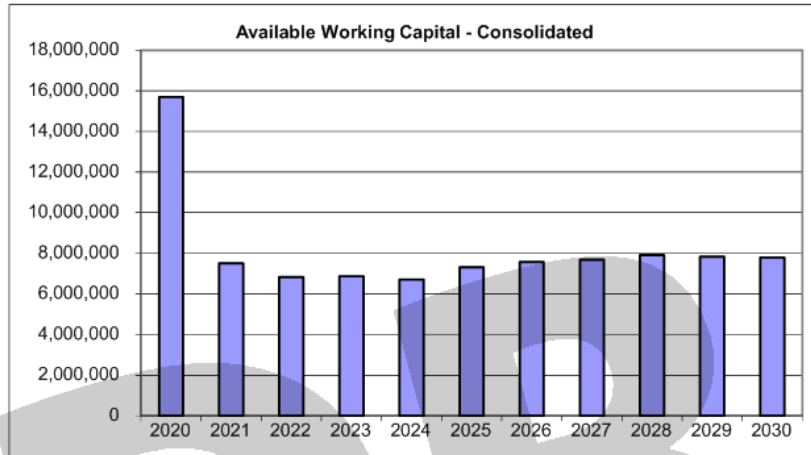
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

External Loans Charts



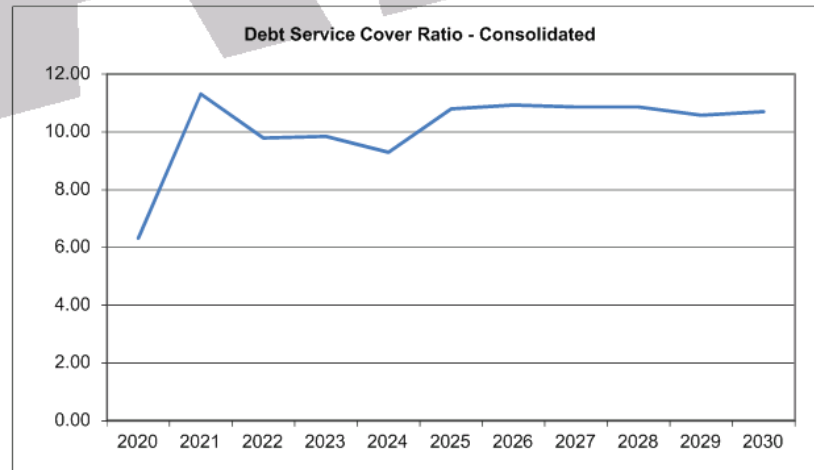
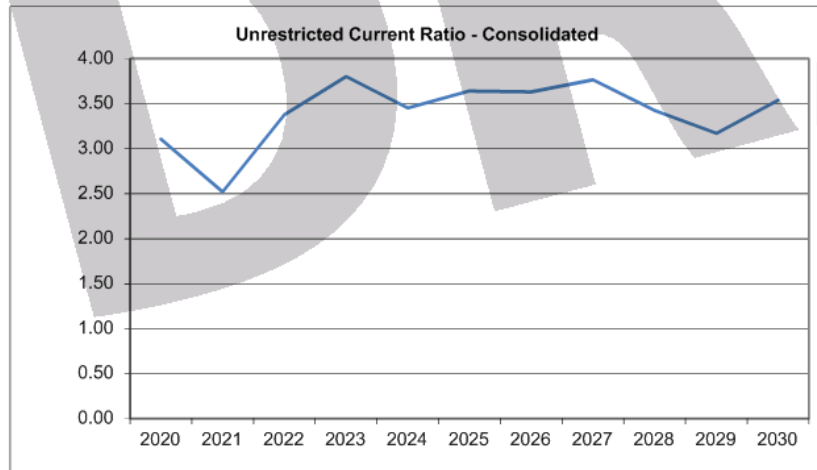
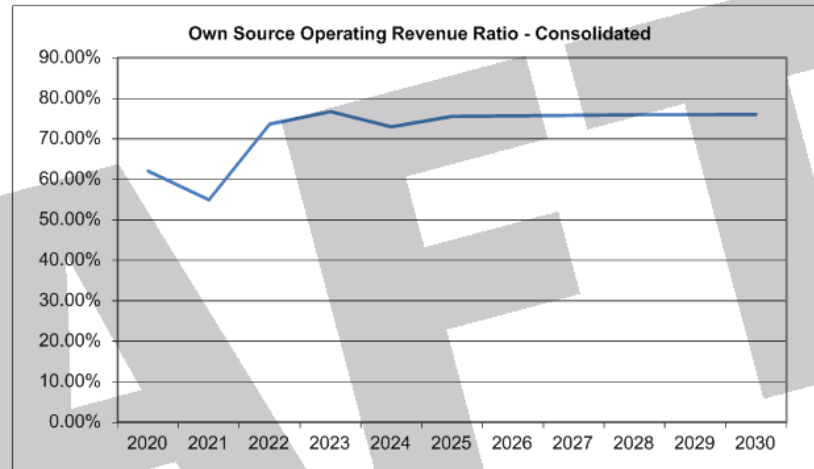
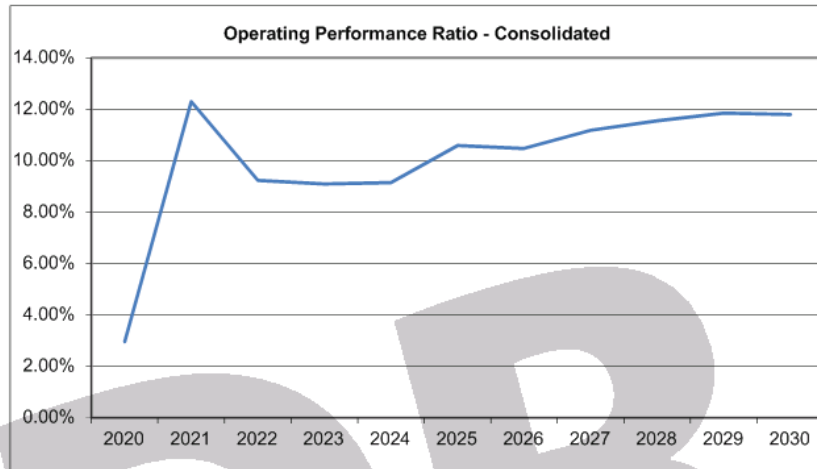
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Other Charts



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

New Note 13 Ratios Charts



Minimum Amber

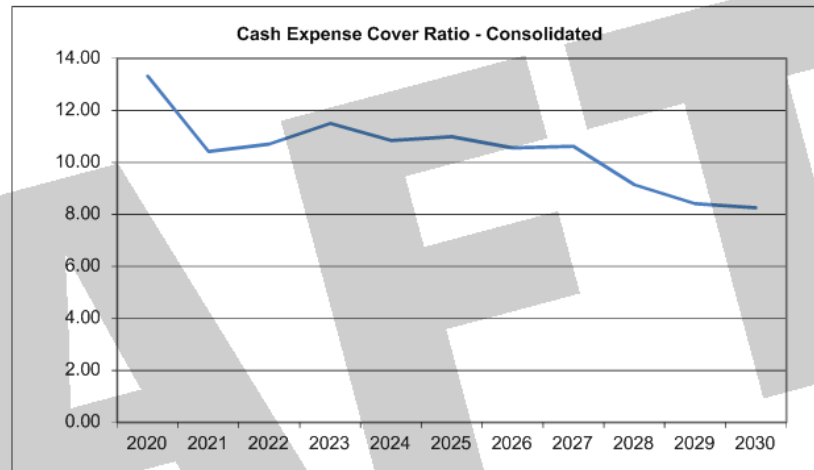
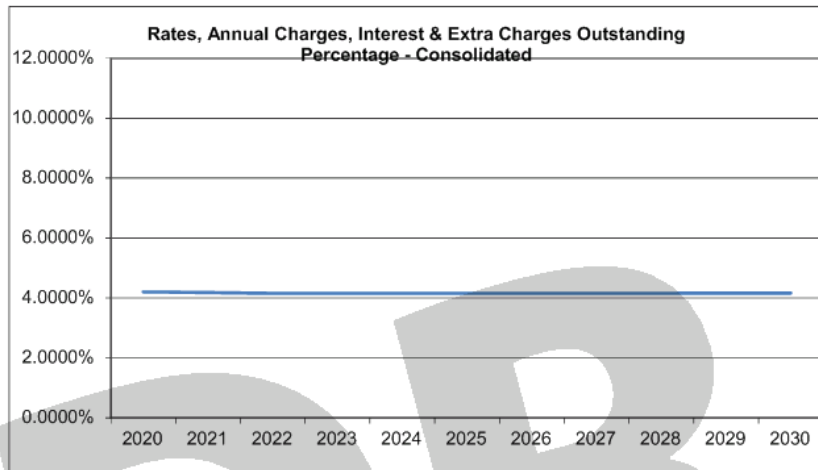
Minimum Green

Maximum Green

Maximum Amber

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

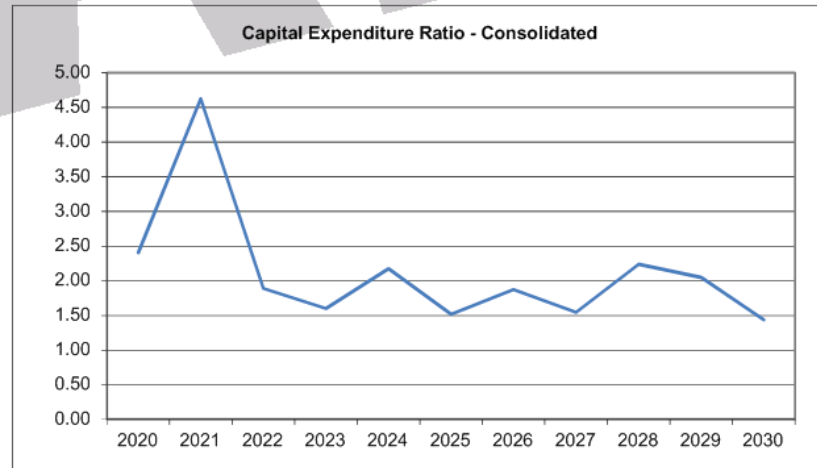
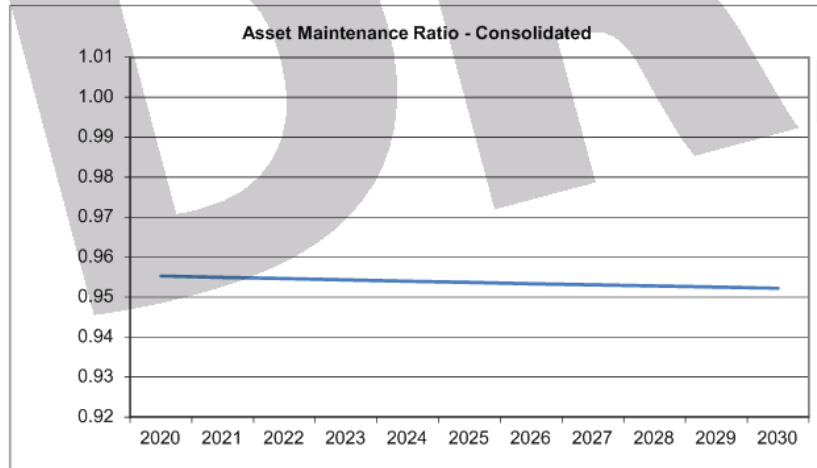
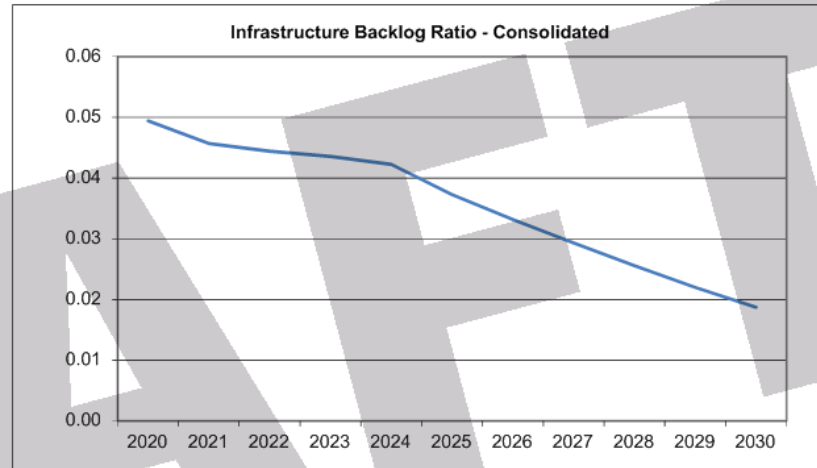
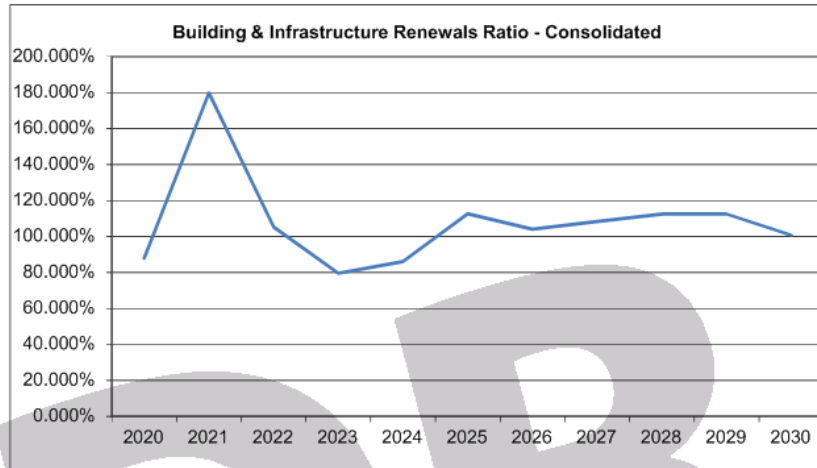
New Note 13 Ratios Charts (continued)



Minimum Amber
 Minimum Green
 Maximum Green
 Maximum Amber

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

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 2030
KEY PERFORMANCE INDICATORS - CONSOLIDATED
Scenario: Base Case

		Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
							2024/25	2025/26	2026/27	2027/28	2028/29	
				<ul style="list-style-type: none"> ● 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) 		<ul style="list-style-type: none"> — Within green benchmark ↗ above green maximum and below amber maximum ↘ below green minimum and above amber minimum ↑ above amber maximum ↓ below amber minimum 						
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	2.97%	12.30%	9.24%	9.10%	9.15%	10.60%	10.48%	11.19%	11.56%	11.86%	11.80%
Own Source Operating Revenue Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	62.10%	54.95%	73.67%	76.76%	72.99%	75.58%	75.74%	75.85%	75.96%	76.01%	76.07%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.11	2.52	3.38	3.80	3.45	3.64	3.63	3.77	3.42	3.17	3.54
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	6.32	11.32	9.80	9.85	9.30	10.80	10.93	10.87	10.87	10.59	10.70
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	4.21%	4.19%	4.16%	4.16%	4.16%	4.16%	4.16%	4.16%	4.16%	4.16%	4.16%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	13.32	10.42	10.70	11.49	10.84	10.99	10.55	10.62	9.15	8.41	8.25
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	87.85%	179.85%	105.29%	79.59%	86.07%	112.70%	104.02%	108.35%	112.45%	112.49%	100.66%
Infrastructure Backlog Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	0.05	0.05	0.04	0.04	0.04	0.04	0.03	0.03	0.03	0.02	0.02
Asset Maintenance Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	0.96	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Capital Expenditure Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	2.41	4.63	1.89	1.60	2.18	1.52	1.87	1.54	2.24	2.05	1.44

APPENDIX
TWO

GENERAL FUND BASE CASE



Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 INCOME STATEMENT - GENERAL FUND
 Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	18,399,000	25,694,940	29,573,909	28,552,869	29,124,488	29,780,166	30,524,670	31,287,787	32,069,982	32,871,731	33,693,524	34,535,862
User Charges & Fees	6,995,000	9,516,900	4,865,925	4,857,721	4,958,810	5,070,410	5,197,170	5,327,100	5,460,277	5,596,784	5,736,704	5,880,121
Interest & Investment Revenue	1,364,000	1,312,222	1,327,050	1,352,050	1,358,639	1,371,492	1,703,592	1,737,088	1,742,864	1,772,198	1,683,065	1,614,992
Other Revenues	2,878,000	2,933,444	3,041,979	2,989,721	3,049,574	3,118,231	3,196,187	3,276,092	3,357,994	3,441,944	3,527,992	3,616,192
Grants & Contributions provided for Operating Purposes	13,915,000	13,613,099	18,023,639	14,389,317	14,473,011	14,621,813	14,987,358	15,362,042	15,746,093	16,139,746	16,543,239	16,956,820
Grants & Contributions provided for Capital Purposes	16,683,000	21,995,115	27,669,778	6,669,107	3,620,234	7,594,279	5,634,136	5,674,989	5,716,864	5,759,786	5,803,780	5,848,875
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	60,234,000	75,065,720	84,502,280	58,810,785	56,584,756	61,556,391	61,243,114	62,665,098	64,094,074	65,582,188	66,988,305	68,452,863
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,207,000	19,283,740	22,301,351	23,615,354	24,192,744	24,758,017	25,376,968	26,011,392	26,661,677	27,328,219	28,011,425	28,711,710
Borrowing Costs	218,000	190,985	103,528	58,663	22,824	13,095	11,109	9,082	7,014	4,904	2,751	555
Materials & Contracts	7,376,000	12,334,527	4,401,294	1,677,220	1,568,494	1,555,925	1,594,824	1,884,695	1,675,562	1,717,451	1,760,388	2,104,397
Depreciation & Amortisation	11,718,000	11,688,665	12,306,765	12,617,153	12,898,977	13,187,746	13,110,033	13,625,492	13,765,100	13,765,100	13,870,413	14,065,035
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,002,000	9,352,783	9,375,918	8,982,224	9,158,754	9,359,033	9,593,009	9,832,835	10,078,655	10,330,622	10,588,887	10,853,610
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	3,534,000	2,204,124	2,232,775	2,276,602	2,461,610	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	43,055,000	55,054,824	50,721,631	49,227,216	50,303,403	51,190,635	52,002,762	53,680,314	54,504,828	55,463,115	56,550,682	58,052,126
Operating Result from Continuing Operations	17,179,000	20,010,896	33,780,649	9,583,569	6,281,353	10,365,756	9,240,352	8,984,783	9,589,246	10,119,073	10,437,623	10,400,737
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,179,000	20,010,896	33,780,649	9,583,569	6,281,353	10,365,756	9,240,352	8,984,783	9,589,246	10,119,073	10,437,623	10,400,737
Net Operating Result before Grants and Contributions provided for Capital Purposes	496,000	(1,984,219)	6,110,871	2,914,462	2,661,119	2,771,477	3,606,216	3,309,794	3,872,382	4,359,287	4,633,843	4,551,862

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,032,000	4,650,465	4,357,485	4,903,483	5,494,617	5,542,297	5,632,892	5,596,209	5,671,262	5,305,240	4,931,547	5,133,608
Investments	40,093,000	39,545,422	37,054,052	41,696,969	46,723,704	47,129,153	47,899,534	47,587,601	48,225,816	45,113,333	41,935,620	43,653,854
Receivables	6,601,000	7,546,166	7,010,252	5,243,178	5,204,836	5,590,605	5,565,156	5,676,078	5,804,747	5,869,387	5,936,901	6,094,604
Inventories	1,092,000	3,074,774	2,253,744	1,973,101	1,996,241	2,034,815	2,085,686	2,166,731	2,191,273	2,246,055	2,302,207	2,394,445
Other	146,000	149,918	120,398	108,633	110,204	112,431	115,242	119,165	121,076	124,102	127,205	131,636
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	50,964,000	54,966,745	50,795,931	53,925,364	59,529,601	60,409,302	61,298,509	61,145,785	62,014,174	58,658,118	55,233,480	57,408,148
Non-Current Assets												
Investments	2,959,000	2,308,761	2,163,309	2,434,374	2,727,848	2,751,519	2,796,495	2,778,284	2,815,545	2,633,830	2,448,307	2,548,622
Receivables	123,000	110,597	257,180	268,423	116,275	118,850	121,600	124,238	127,189	129,106	131,091	134,584
Inventories	-	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565
Infrastructure, Property, Plant & Equipment	763,435,000	783,984,729	821,650,225	824,251,006	824,506,708	835,166,216	874,786,635	888,545,408	897,602,769	917,436,214	932,479,173	940,551,866
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000
Intangible Assets	236,000	195,062	148,174	100,074	50,780	377	27,687	54,997	82,307	109,617	136,927	164,237
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	773,025,000	794,570,714	832,190,453	835,025,442	835,373,176	846,008,526	885,703,983	899,474,492	908,599,375	928,280,332	943,167,064	951,370,874
TOTAL ASSETS	823,989,000	849,537,460	882,986,384	888,950,806	894,902,777	906,417,828	947,002,492	960,620,277	970,613,549	986,938,451	998,400,544	1,008,779,023
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,187,000	8,589,809	9,141,823	5,979,956	5,705,323	6,618,765	6,521,487	6,774,666	6,785,393	7,316,936	7,413,458	7,052,484
Income received in advance	1,050,000	2,362,628	2,041,488	2,062,911	2,104,604	2,151,349	2,205,132	2,260,261	2,316,767	2,374,686	2,434,053	2,494,905
Borrowings	1,402,000	832,598	753,833	377,080	97,847	99,834	101,860	103,928	106,038	108,191	54,917	-
Provisions	7,143,000	7,376,550	7,629,405	7,887,063	8,149,880	8,418,614	8,694,066	8,976,405	9,265,802	9,562,433	9,866,481	10,178,130
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	13,782,000	19,161,586	19,566,549	16,307,011	16,057,654	17,288,561	17,522,546	18,115,259	18,474,000	19,362,247	19,768,910	19,725,519
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,682,000	1,803,528	1,049,695	672,615	574,768	474,934	373,074	269,146	163,108	54,917	-	-
Provisions	788,000	824,450	841,595	859,067	876,888	895,110	913,788	932,932	952,556	972,670	993,286	1,014,419
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,470,000	2,627,978	1,891,290	1,531,682	1,451,656	1,370,044	1,286,862	1,202,078	1,115,664	1,027,587	993,286	1,014,419
TOTAL LIABILITIES	16,252,000	21,789,564	21,457,840	17,838,692	17,509,310	18,658,605	18,809,408	19,317,338	19,589,663	20,389,834	20,762,196	20,739,937
Net Assets	807,737,000	827,747,896	861,528,545	871,112,114	877,393,467	887,759,223	928,193,085	941,302,939	951,023,885	966,548,617	977,638,348	988,039,085
EQUITY												
Retained Earnings	312,973,000	332,983,896	366,764,545	376,348,114	382,629,467	392,995,223	402,235,574	411,220,358	420,809,604	430,928,677	441,366,300	451,767,037
Revaluation Reserves	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	525,957,510	530,082,581	530,214,281	535,619,940	536,272,048
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	807,737,000	827,747,896	861,528,545	871,112,114	877,393,467	887,759,223	928,193,085	941,302,939	951,023,885	966,548,617	977,638,348	988,039,085
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	807,737,000	827,747,896	861,528,545	871,112,114	877,393,467	887,759,223	928,193,085	941,302,939	951,023,885	966,548,617	977,638,348	988,039,085

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - GENERAL FUND Scenario: Base Case												
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	25,254,539	29,432,095	28,590,198	29,103,590	29,756,195	30,497,451	31,259,888	32,041,385	32,842,419	33,663,480	34,505,067
User Charges & Fees	-	9,429,013	6,206,882	4,860,086	4,929,664	5,038,234	5,160,623	5,289,639	5,421,880	5,557,427	5,696,362	5,838,771
Interest & Investment Revenue Received	-	1,267,501	1,355,602	1,300,033	1,239,813	1,349,094	1,688,818	1,733,120	1,723,577	1,820,782	1,731,585	1,574,766
Grants & Contributions	-	35,338,012	45,082,723	22,550,159	18,272,797	21,966,439	20,718,053	21,011,869	21,437,166	21,873,095	22,319,923	22,777,921
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,019,605	2,637,170	3,299,562	3,115,075	3,104,830	3,254,651	3,312,150	3,394,953	3,479,827	3,566,823	3,655,994
Payments:												
Employee Benefits & On-Costs	-	(19,013,170)	(22,031,264)	(23,340,197)	(23,912,089)	(24,471,044)	(25,082,820)	(25,709,891)	(26,352,638)	(27,011,454)	(27,686,740)	(28,379,909)
Materials & Contracts	-	(10,512,888)	(4,403,154)	(1,733,746)	(1,543,783)	(1,527,814)	(1,561,947)	(1,850,817)	(1,641,200)	(1,682,047)	(1,724,098)	(2,066,886)
Borrowing Costs	-	(224,269)	(138,497)	(90,324)	(36,661)	(17,205)	(15,302)	(13,360)	(11,379)	(9,358)	(7,285)	(2,861)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(9,352,783)	(9,375,918)	(8,982,224)	(9,158,754)	(9,359,033)	(9,593,009)	(9,832,835)	(10,078,655)	(10,330,622)	(10,588,887)	(10,853,610)
Net Cash provided (or used in) Operating Activities	-	36,205,559	48,765,639	26,453,548	22,007,651	25,839,696	25,066,518	25,199,763	25,935,089	26,540,071	26,971,152	27,050,153
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,197,817	2,636,822	-	-	-	-	330,144	-	3,294,197	3,863,236	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	1,656,000	1,938,000	156,000	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	13,477	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	(4,913,982)	(5,320,208)	(429,121)	(815,357)	-	(675,475)	-	-	(1,818,548)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(33,750,842)	(52,474,209)	(22,132,253)	(15,828,836)	(25,217,611)	(24,013,295)	(25,417,293)	(25,033,196)	(30,046,815)	(30,552,453)	(24,927,189)
Purchase of Real Estate Assets	-	(1,649,565)	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(73,545)	(44,634)	(45,462)	(46,393)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)
Deferred Debtors Made	-	123,438	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(34,139,220)	(48,226,021)	(25,153,717)	(21,039,437)	(25,694,169)	(24,876,089)	(25,134,586)	(25,756,108)	(26,800,055)	(27,236,654)	(26,793,175)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,000,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,447,874)	(832,598)	(753,833)	(377,080)	(97,847)	(99,834)	(101,860)	(103,928)	(106,038)	(108,191)	(54,917)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(447,874)	(832,598)	(753,833)	(377,080)	(97,847)	(99,834)	(101,860)	(103,928)	(106,038)	(108,191)	(54,917)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,618,465	(292,980)	545,998	591,134	47,680	90,595	(36,683)	75,053	(366,022)	(373,693)	202,061
plus: Cash, Cash Equivalents & Investments - beginning of year	-	3,032,000	4,650,465	4,357,485	4,903,483	5,494,617	5,542,297	5,632,892	5,596,209	5,671,262	5,305,240	4,931,547
Cash & Cash Equivalents - end of the year	-	4,650,465	4,357,485	4,903,483	5,494,617	5,542,297	5,632,892	5,596,209	5,671,262	5,305,240	4,931,547	5,133,608
Cash & Cash Equivalents - end of the year	3,032,000	4,650,465	4,357,485	4,903,483	5,494,617	5,542,297	5,632,892	5,596,209	5,671,262	5,305,240	4,931,547	5,133,608
Investments - end of the year	43,052,000	41,854,183	39,217,361	44,131,344	49,451,551	49,880,672	50,696,029	50,365,885	51,041,360	47,747,163	44,383,927	46,202,476
Cash, Cash Equivalents & Investments - end of the year	46,084,000	46,504,648	43,574,846	49,034,826	54,946,168	55,422,969	56,328,922	55,962,095	56,712,622	53,052,404	49,315,475	51,336,084
Representing:												
- External Restrictions	19,891,000	17,101,552	15,737,491	17,584,672	19,170,205	20,794,059	19,358,510	17,934,571	16,522,534	15,122,697	13,735,363	12,360,847
- Internal Restrictions	16,628,000	14,542,181	18,052,804	23,484,022	28,155,684	26,659,362	28,459,887	29,294,015	31,465,074	28,665,472	26,342,242	30,400,916
- Unrestricted	9,565,000	14,860,915	9,784,551	7,966,132	7,620,279	7,969,548	8,510,525	8,733,509	8,725,014	9,264,235	9,237,870	8,574,322
	46,084,000	46,504,648	43,574,846	49,034,826	54,946,168	55,422,969	56,328,922	55,962,095	56,712,622	53,052,404	49,315,475	51,336,084

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	789,144,000	807,737,000	827,747,896	861,528,545	871,112,114	877,393,467	887,759,223	928,193,085	941,302,939	951,023,885	966,548,617	977,638,348
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	789,144,000	807,737,000	827,747,896	861,528,545	871,112,114	877,393,467	887,759,223	928,193,085	941,302,939	951,023,885	966,548,617	977,638,348
Net Operating Result for the Year	17,179,000	20,010,896	33,780,649	9,583,569	6,281,353	10,365,756	9,240,352	8,984,783	9,589,246	10,119,073	10,437,623	10,400,737
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	17,179,000	20,010,896	33,780,649	9,583,569	6,281,353	10,365,756	9,240,352	8,984,783	9,589,246	10,119,073	10,437,623	10,400,737
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	3,739,000	-	-	-	-	-	31,193,510	4,125,071	131,700	5,405,659	652,108	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	(2,325,000)	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,414,000	-	-	-	-	-	31,193,510	4,125,071	131,700	5,405,659	652,108	-
Total Recognised Income & Expenses	18,593,000	20,010,896	33,780,649	9,583,569	6,281,353	10,365,756	40,433,862	13,109,855	9,720,946	15,524,732	11,089,731	10,400,737
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	807,737,000	827,747,896	861,528,545	871,112,114	877,393,467	887,759,223	928,193,085	941,302,939	951,023,885	966,548,617	977,638,348	988,039,085

DRAFT

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Base Case

**Current
Year
2019/20**

Projected Years

2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

Council's Target Benchmarks

New Note 13 Ratios

Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	0.41%	14.68%	9.96%	9.67%	9.43%	10.65%	9.87%	10.60%	11.16%	11.36%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	52.56%	45.93%	64.19%	68.02%	63.91%	66.33%	66.43%	66.51%	66.61%	66.64%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.11	2.81	3.89	4.52	4.04	4.25	4.23	4.39	3.96	3.71
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	7.38	22.17	21.99	45.12	164.85	171.66	173.61	179.93	184.30	187.70
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	4.46%	4.40%	4.36%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	12.28	12.68	15.04	16.79	16.72	16.59	15.97	15.90	14.51	13.16

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	● —
	Actual Ratio	83.26%	92.12%	71.06%	69.75%	71.54%	121.91%	116.45%	114.58%	113.66%	112.05%
Infrastructure Backlog Ratio	Snapshot	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● —
	Actual Ratio	0.05	0.05	0.05	0.05	0.05	0.04	0.04	0.03	0.03	0.02
Asset Maintenance Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94
Capital Expenditure Ratio	Snapshot	● —	● —	● ↓	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	2.75	4.05	1.20	1.01	1.80	1.64	1.71	1.65	2.05	2.04

APPENDIX
THREE

WATER FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND
 Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	Projected Years									
	\$	\$	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,462,000	1,522,247	1,577,089	1,647,704	1,729,188	1,811,549	1,893,069	1,978,257	2,027,713	2,078,406	2,130,366	2,183,625
User Charges & Fees	5,893,000	6,566,437	6,492,775	6,758,696	7,047,000	7,376,592	7,687,743	8,012,840	8,202,871	8,397,652	8,597,304	8,801,946
Interest & Investment Revenue	462,000	242,217	368,922	312,992	261,214	225,762	175,762	129,762	132,762	129,762	155,762	143,762
Other Revenues	11,000	2,000	2,050	2,089	2,131	2,179	2,233	2,289	2,347	2,405	2,465	2,527
Grants & Contributions provided for Operating Purposes	152,000	65,214	64,890	65,345	65,802	66,263	67,920	69,618	71,358	73,142	74,971	76,845
Grants & Contributions provided for Capital Purposes	988,000	1,343,094	3,747,500	407,600	415,760	425,120	435,748	446,642	457,808	469,253	480,984	493,009
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	8,968,000	9,741,209	12,253,226	9,194,426	9,521,095	9,907,465	10,262,475	10,639,407	10,894,858	11,150,621	11,441,852	11,701,714
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,709,000	1,865,561	2,133,259	2,152,237	2,205,550	2,265,573	2,322,212	2,380,268	2,439,774	2,500,769	2,563,288	2,627,370
Borrowing Costs	131,000	108,151	88,602	86,753	151,155	253,673	285,813	330,328	374,835	397,898	418,477	397,802
Materials & Contracts	1,413,000	1,674,925	1,643,529	1,671,046	1,704,502	1,742,878	1,786,450	1,831,111	1,876,889	1,923,811	1,971,907	2,021,204
Depreciation & Amortisation	1,803,000	1,821,419	1,873,760	1,909,382	1,947,607	1,991,453	1,991,453	1,991,453	1,991,453	2,123,190	2,123,190	2,123,190
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,278,000	2,315,652	2,242,262	2,284,866	2,330,577	2,383,028	2,442,604	2,503,669	2,566,261	2,630,417	2,696,177	2,763,582
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	29,000	65,487	67,124	68,399	69,769	71,339	71,339	71,339	71,339	71,339	71,339	71,339
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,363,000	7,851,195	8,048,556	8,172,683	8,409,160	8,707,944	8,899,872	9,108,168	9,320,551	9,647,424	9,844,378	10,004,487
Operating Result from Continuing Operations	1,605,000	1,890,014	4,204,670	1,021,743	1,111,935	1,199,521	1,362,604	1,531,239	1,574,307	1,503,197	1,597,474	1,697,227
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,605,000	1,890,014	4,204,670	1,021,743	1,111,935	1,199,521	1,362,604	1,531,239	1,574,307	1,503,197	1,597,474	1,697,227
Net Operating Result before Grants and Contributions provided for Capital Purposes	617,000	546,920	457,170	614,143	696,175	774,401	926,856	1,084,598	1,116,500	1,033,944	1,116,490	1,204,218

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
 Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	958,000	1,438,514	878,628	685,213	557,372	537,809	504,616	332,654	672,386	1,652,739	319,552	1,186,639
Investments	12,673,000	12,232,295	7,471,348	5,826,659	4,739,570	4,573,220	4,290,966	2,828,699	2,828,699	2,828,699	2,717,268	2,717,288
Receivables	1,371,000	1,404,048	1,391,003	1,449,099	1,512,275	1,584,254	1,654,140	1,727,171	1,769,589	1,813,067	1,857,633	1,903,312
Inventories	202,000	225,612	244,389	249,033	254,018	259,737	266,231	272,887	279,709	286,702	293,869	301,216
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,204,000	15,300,469	9,985,369	8,210,004	7,063,236	6,955,021	6,715,954	5,161,410	5,550,382	6,581,206	5,188,342	6,108,455
Non-Current Assets												
Investments	936,000	714,335	436,308	340,262	276,779	267,065	250,582	165,189	165,189	165,189	158,683	158,683
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	78,870,000	79,727,141	89,471,483	93,533,620	100,932,299	106,437,988	107,361,196	113,132,404	119,158,508	121,016,979	123,313,451	123,286,922
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	79,809,000	80,444,476	89,910,791	93,876,882	101,212,078	106,708,053	107,614,778	113,300,593	119,326,697	121,185,168	123,475,133	123,448,605
TOTAL ASSETS	95,013,000	95,744,946	99,896,160	102,086,886	108,275,314	113,663,074	114,330,731	118,462,003	124,877,079	127,766,375	128,663,475	129,557,060
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,271,000	361,255	622,146	457,686	564,504	515,425	385,159	537,989	384,823	439,897	460,994	399,461
Income received in advance	-	45,899	45,421	47,344	49,430	51,814	54,128	56,547	57,960	59,409	60,894	62,417
Borrowings	294,000	313,869	334,418	425,592	667,958	566,995	505,548	620,375	637,312	722,956	743,632	764,932
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,565,000	721,022	1,001,985	930,623	1,281,892	1,134,234	944,836	1,214,911	1,080,096	1,222,262	1,265,521	1,226,810
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,458,000	1,143,909	809,491	2,049,836	6,775,060	11,110,957	10,605,409	12,935,367	12,298,054	13,541,987	12,798,355	12,033,423
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,458,000	1,143,909	809,491	2,049,836	6,775,060	11,110,957	10,605,409	12,935,367	12,298,054	13,541,987	12,798,355	12,033,423
TOTAL LIABILITIES	3,023,000	1,864,931	1,811,476	2,980,459	8,056,951	12,245,191	11,550,245	14,150,278	13,378,150	14,764,249	14,063,876	13,260,233
Net Assets	91,990,000	93,880,014	98,084,684	99,106,427	100,218,362	101,417,883	102,780,487	104,311,726	111,498,929	113,002,126	114,599,600	116,296,827
EQUITY												
Retained Earnings	58,755,000	60,645,014	64,849,684	65,871,427	66,983,362	68,182,883	69,545,487	71,076,726	72,651,033	74,154,230	75,751,703	77,448,931
Revaluation Reserves	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	38,847,896	38,847,896	38,847,896	38,847,896
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	91,990,000	93,880,014	98,084,684	99,106,427	100,218,362	101,417,883	102,780,487	104,311,726	111,498,929	113,002,126	114,599,600	116,296,827
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	91,990,000	93,880,014	98,084,684	99,106,427	100,218,362	101,417,883	102,780,487	104,311,726	111,498,929	113,002,126	114,599,600	116,296,827

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - WATER FUND Scenario: Base Case												
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,521,011	1,575,531	1,645,698	1,726,874	1,809,210	1,890,753	1,975,837	2,026,309	2,076,966	2,128,890	2,182,113
User Charges & Fees	-	6,544,106	6,506,846	6,702,064	6,985,585	7,306,388	7,619,593	7,941,635	8,161,249	8,354,990	8,553,575	8,757,124
Interest & Investment Revenue Received	-	242,217	368,922	312,992	261,214	225,762	175,762	129,762	132,762	129,762	155,762	143,762
Grants & Contributions	-	1,408,308	3,812,390	472,945	481,562	491,383	503,668	516,259	529,166	542,395	555,955	569,854
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	37,899	1,573	4,012	4,217	4,563	4,548	4,707	3,760	3,854	3,951	4,049
Payments:												
Employee Benefits & On-Costs	-	(1,865,561)	(2,133,259)	(2,152,237)	(2,205,550)	(2,265,573)	(2,322,212)	(2,380,268)	(2,439,774)	(2,500,769)	(2,563,289)	(2,627,370)
Materials & Contracts	-	(2,690,603)	(1,669,652)	(1,670,789)	(1,703,955)	(1,742,249)	(1,785,734)	(1,830,378)	(1,876,137)	(1,923,040)	(1,971,116)	(2,020,394)
Borrowing Costs	-	(108,151)	(86,602)	(86,753)	(151,155)	(253,673)	(285,813)	(330,328)	(374,835)	(397,898)	(418,477)	(397,802)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,315,133)	(2,241,730)	(2,284,324)	(2,330,024)	(2,382,463)	(2,442,025)	(2,503,075)	(2,565,652)	(2,629,793)	(2,695,538)	(2,762,927)
Net Cash provided (or used in) Operating Activities	-	2,774,092	6,132,019	2,943,609	3,068,767	3,193,347	3,358,539	3,524,163	3,596,847	3,666,467	3,749,713	3,848,409
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	662,370	5,038,974	1,740,735	1,150,572	176,064	298,737	1,547,660	-	-	117,917	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,061,726)	(11,417,010)	(6,209,278)	(9,314,771)	(7,823,908)	(3,123,474)	(7,688,560)	(2,636,740)	(4,005,690)	(4,477,860)	(2,237,690)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,999,356)	(6,378,036)	(4,468,543)	(8,164,199)	(7,447,844)	(2,824,737)	(6,140,900)	(2,636,740)	(4,005,690)	(4,359,943)	(2,237,690)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	1,700,000	5,600,000	5,000,000	-	3,000,000	-	2,000,000	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(294,222)	(313,869)	(368,481)	(532,410)	(765,065)	(566,995)	(555,215)	(620,375)	(670,424)	(722,956)	(743,632)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(294,222)	(313,869)	1,331,519	4,967,590	4,234,935	(566,995)	2,444,785	(620,375)	1,329,576	(722,956)	(743,632)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	480,514	(559,886)	(193,415)	(127,841)	(19,563)	(33,193)	(171,962)	339,732	980,353	(1,333,187)	867,087
plus: Cash, Cash Equivalents & Investments - beginning of year	-	958,000	1,438,514	878,628	685,213	557,372	537,809	504,616	332,654	672,386	1,652,739	319,552
Cash & Cash Equivalents - end of the year	-	1,438,514	878,628	685,213	557,372	537,809	504,616	332,654	672,386	1,652,739	319,552	1,186,639
Cash & Cash Equivalents - end of the year	958,000	1,438,514	878,628	685,213	557,372	537,809	504,616	332,654	672,386	1,652,739	319,552	1,186,639
Investments - end of the year	13,609,000	12,946,630	7,907,656	6,166,921	5,016,349	4,840,285	4,541,548	2,993,888	2,993,888	2,993,888	2,875,971	2,875,971
Cash, Cash Equivalents & Investments - end of the year	14,567,000	14,385,144	8,786,285	6,852,135	5,573,721	5,378,094	5,046,164	3,326,542	3,666,273	4,646,627	3,195,523	4,062,610
Representing:												
- External Restrictions	5,233,000	5,609,859	4,439,950	3,579,070	1,699,982	1,191,126	2,215,270	1,892,414	2,283,558	3,317,702	2,355,846	3,397,990
- Internal Restrictions	6,805,000	7,047,188	1,952,341	557,341	1,116,341	1,666,341	1,181,341	300,341	767,341	717,341	330,341	265,341
- Unrestricted	2,529,000	1,728,097	2,393,994	2,715,724	2,757,398	2,520,627	1,649,553	1,133,787	615,374	611,584	509,336	399,279
	14,567,000	14,385,144	8,786,285	6,852,135	5,573,721	5,378,094	5,046,164	3,326,542	3,666,273	4,646,627	3,195,523	4,062,610

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	89,252,000	91,990,000	93,880,014	98,084,684	99,106,427	100,218,362	101,417,883	102,780,487	104,311,726	111,498,929	113,002,126	114,599,600
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	89,252,000	91,990,000	93,880,014	98,084,684	99,106,427	100,218,362	101,417,883	102,780,487	104,311,726	111,498,929	113,002,126	114,599,600
Net Operating Result for the Year	1,605,000	1,890,014	4,204,670	1,021,743	1,111,935	1,199,521	1,362,604	1,531,239	1,574,307	1,503,197	1,597,474	1,697,227
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	1,605,000	1,890,014	4,204,670	1,021,743	1,111,935	1,199,521	1,362,604	1,531,239	1,574,307	1,503,197	1,597,474	1,697,227
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,120,000	-	-	-	-	-	-	-	5,612,896	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	13,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,133,000	-	-	-	-	-	-	-	5,612,896	-	-	-
Total Recognised Income & Expenses	2,738,000	1,890,014	4,204,670	1,021,743	1,111,935	1,199,521	1,362,604	1,531,239	7,187,204	1,503,197	1,597,474	1,697,227
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	91,990,000	93,880,014	98,084,684	99,106,427	100,218,362	101,417,883	102,780,487	104,311,726	111,498,929	113,002,126	114,599,600	116,296,827

DRAFT

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - WATER FUND
 Scenario: Base Case

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	7.29%	6.16%	7.77%	8.41%	8.92%	10.16%	11.34%	11.38%	10.35%	10.84%	11.38%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	85.54%	68.89%	94.86%	94.94%	95.04%	95.09%	95.15%	95.14%	95.14%	95.14%	95.13%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	14.43	5.97	5.34	4.40	5.32	5.03	2.83	3.18	2.81	2.36	2.34
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	6.32	6.18	5.88	4.19	3.03	3.84	3.93	3.57	3.39	3.27	3.33
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.73%	2.73%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	12.88	9.68	9.15	7.61	7.05	6.91	4.46	4.82	6.12	4.03	1.67

- 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

1) **different** Calculation to TCorp's calculation for same ratio

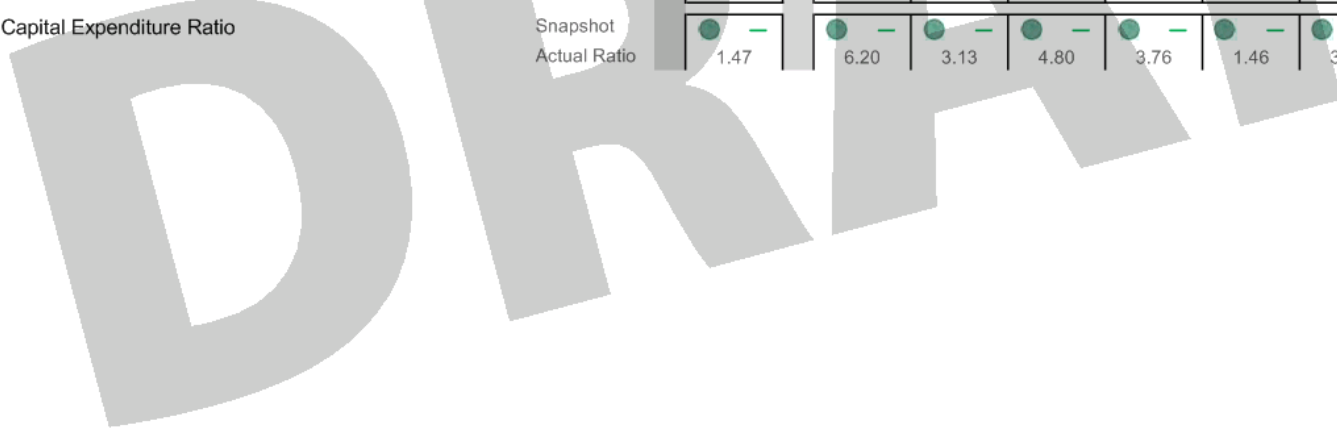
Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - WATER FUND
 Scenario: Base Case

Current Year 2019/20 Projected Years 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

New Special Schedule 7 Ratios

	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio 130.35%	● — 472.46%	● — 177.71%	● — 161.08%	● ↓ 62.57%	● — 117.79%	● ↓ 58.17%	● ↓ 90.04%	● — 140.36%	● — 152.55%	● ↓ 69.41%
Infrastructure Backlog Ratio	Snapshot Actual Ratio 0.09	● ↑ 0.08	● ↑ 0.07	● ↑ 0.06	● ↑ 0.05	● ↑ 0.05	● ↑ 0.04	● ↑ 0.04	● ↑ 0.04	● ↑ 0.04	● ↑ 0.03
Asset Maintenance Ratio	Snapshot Actual Ratio 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00
Capital Expenditure Ratio	Snapshot Actual Ratio 1.47	● — 6.20	● — 3.13	● — 4.80	● — 3.76	● — 1.46	● — 3.90	● — 1.21	● — 1.88	● — 2.08	● ↓ 0.99



APPENDIX
FOUR

SEWER FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - SEWER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,133,000	6,359,189	6,556,256	6,794,283	7,042,948	7,324,744	7,581,052	7,770,537	7,964,758	8,163,836	8,367,890	8,577,046
User Charges & Fees	809,000	905,242	980,746	1,007,750	1,038,183	1,071,904	1,098,702	1,126,169	1,154,323	1,183,181	1,212,761	1,243,080
Interest & Investment Revenue	391,000	297,243	284,574	254,630	121,764	149,064	159,064	203,064	239,064	253,064	149,064	149,064
Other Revenues	38,000	16,126	16,529	16,843	17,180	17,567	18,006	18,456	18,918	19,391	19,875	20,372
Grants & Contributions provided for Operating Purposes	-	61,410	62,945	64,141	65,425	66,898	68,570	70,285	72,042	73,843	75,689	77,581
Grants & Contributions provided for Capital Purposes	165,000	742,685	976,250	203,800	207,880	962,560	217,874	223,321	228,904	234,626	240,492	246,504
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,536,000	8,381,895	8,877,300	8,341,447	8,493,380	9,592,737	9,143,268	9,411,832	9,678,009	9,927,941	10,065,772	10,313,648
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,370,000	1,470,836	1,784,945	1,824,627	1,869,613	1,920,281	1,968,288	2,017,495	2,067,933	2,119,631	2,172,622	2,226,937
Borrowing Costs	550,000	527,993	540,786	551,061	562,093	574,747	446,655	416,006	383,407	349,570	311,893	272,645
Materials & Contracts	790,000	1,307,599	1,228,350	1,246,176	1,271,131	1,299,748	1,332,242	1,365,548	1,399,686	1,434,679	1,470,546	1,507,309
Depreciation & Amortisation	1,559,000	1,536,700	1,554,720	1,589,702	1,625,470	1,662,043	1,662,043	1,662,043	1,662,043	1,775,435	1,775,435	1,775,435
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,105,000	1,935,523	1,917,999	1,954,440	1,993,541	2,038,403	2,089,363	2,141,597	2,195,137	2,250,016	2,306,266	2,363,923
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	371,000	150,000	153,750	156,671	159,808	163,406	163,406	163,406	163,406	163,406	163,406	163,406
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,745,000	6,928,651	7,180,550	7,322,677	7,481,656	7,658,628	7,661,997	7,766,095	7,871,612	8,092,737	8,200,167	8,309,655
Operating Result from Continuing Operations	791,000	1,453,244	1,696,750	1,018,770	1,011,724	1,934,109	1,481,271	1,645,736	1,806,397	1,835,205	1,865,605	2,003,993
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	791,000	1,453,244	1,696,750	1,018,770	1,011,724	1,934,109	1,481,271	1,645,736	1,806,397	1,835,205	1,865,605	2,003,993
Net Operating Result before Grants and Contributions provided for Capital Purposes	626,000	710,559	720,500	814,970	803,844	971,549	1,263,397	1,422,415	1,577,494	1,600,578	1,625,112	1,757,489

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	830,000	1,414,206	823,296	392,898	470,042	363,850	513,448	634,409	733,188	284,684	395,841	530,104
Investments	10,979,000	12,025,522	7,000,795	3,340,959	3,996,943	3,093,952	4,366,037	5,394,619	6,234,572	2,420,772	3,365,982	4,507,670
Receivables	379,000	415,850	440,600	454,447	469,467	486,298	500,638	513,154	525,983	539,133	552,611	566,426
Inventories	20,000	22,647	20,987	21,386	21,814	22,305	22,863	23,434	24,020	24,621	25,236	25,867
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,208,000	13,878,225	8,285,679	4,209,689	4,958,266	3,966,405	5,402,985	6,565,616	7,517,763	3,269,209	4,339,670	5,630,666
Non-Current Assets												
Investments	811,000	702,332	408,870	195,123	233,435	180,697	254,991	315,064	364,120	141,381	196,585	263,263
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,766,000	89,481,493	96,953,966	103,853,050	103,400,800	105,989,021	105,350,572	105,247,123	110,607,307	116,477,466	116,392,625	116,355,784
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	90,577,000	90,183,825	97,362,837	104,048,174	103,634,236	106,169,719	105,605,564	105,562,188	110,971,427	116,618,847	116,589,210	116,619,047
TOTAL ASSETS	102,785,000	104,062,050	105,648,515	108,257,863	108,592,502	110,136,123	111,008,549	112,127,804	118,489,190	119,888,056	120,928,880	122,249,114
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	159,000	296,215	521,215	509,380	295,011	393,170	302,888	325,620	342,789	522,100	350,645	359,461
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	313,000	335,285	357,513	462,716	488,646	518,564	549,213	581,813	615,649	653,327	692,575	734,337
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	472,000	631,500	878,728	972,095	783,657	911,734	852,102	907,433	958,438	1,175,426	1,043,220	1,093,798
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	7,831,000	7,495,306	7,137,793	8,635,003	8,146,357	7,627,793	7,078,580	6,496,767	5,881,118	5,227,791	4,535,216	3,800,879
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	7,831,000	7,495,306	7,137,793	8,635,003	8,146,357	7,627,793	7,078,580	6,496,767	5,881,118	5,227,791	4,535,216	3,800,879
TOTAL LIABILITIES	8,303,000	8,126,806	8,016,521	9,607,098	8,930,014	8,539,527	7,930,681	7,404,200	6,839,556	6,403,217	5,578,437	4,894,677
Net Assets	94,482,000	95,935,244	97,631,994	98,650,764	99,662,488	101,596,597	103,077,868	104,723,604	111,649,634	113,484,839	115,350,443	117,354,436
EQUITY												
Retained Earnings	50,375,000	51,828,244	53,524,994	54,543,764	55,555,488	57,489,597	58,970,868	60,616,604	62,423,002	64,258,206	66,123,811	68,127,804
Revaluation Reserves	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	49,226,632	49,226,632	49,226,632	49,226,632
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	94,482,000	95,935,244	97,631,994	98,650,764	99,662,488	101,596,597	103,077,868	104,723,604	111,649,634	113,484,839	115,350,443	117,354,436
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	94,482,000	95,935,244	97,631,994	98,650,764	99,662,488	101,596,597	103,077,868	104,723,604	111,649,634	113,484,839	115,350,443	117,354,436

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 CASH FLOW STATEMENT - SEWER FUND
 Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,371,649	6,550,382	6,787,188	7,035,536	7,316,344	7,573,411	7,764,887	7,958,968	8,157,901	8,361,807	8,570,810
User Charges & Fees	-	855,932	961,870	1,000,999	1,030,575	1,063,474	1,092,002	1,119,302	1,147,285	1,175,967	1,205,366	1,235,500
Interest & Investment Revenue Received	-	297,243	284,574	254,630	121,764	149,064	159,064	203,064	239,064	253,064	149,064	149,064
Grants & Contributions	-	804,095	1,039,195	267,941	273,305	1,029,458	286,444	293,606	300,946	308,469	316,181	324,086
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	16,126	16,529	16,843	17,180	17,567	18,006	18,456	18,918	19,391	19,875	20,372
Payments:												
Employee Benefits & On-Costs	-	(1,470,836)	(1,784,945)	(1,824,627)	(1,869,613)	(1,920,281)	(1,968,288)	(2,017,495)	(2,067,933)	(2,119,631)	(2,172,622)	(2,226,937)
Materials & Contracts	-	(1,215,096)	(1,235,052)	(1,242,346)	(1,266,566)	(1,294,499)	(1,326,280)	(1,359,437)	(1,393,423)	(1,428,259)	(1,463,965)	(1,500,565)
Borrowing Costs	-	(527,993)	(540,786)	(551,061)	(562,093)	(574,747)	(446,655)	(416,006)	(383,407)	(349,570)	(311,853)	(272,645)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,935,523)	(1,917,999)	(1,954,440)	(1,993,541)	(2,038,403)	(2,089,363)	(2,141,597)	(2,195,137)	(2,250,016)	(2,306,266)	(2,363,923)
Net Cash provided (or used in) Operating Activities	-	3,195,596	3,373,768	2,755,127	2,786,557	3,747,976	3,298,341	3,464,780	3,625,281	3,767,316	3,797,547	3,935,763
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	5,318,188	3,873,584	-	955,729	-	-	-	4,036,539	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(937,854)	-	-	(694,296)	-	(1,346,379)	(1,088,655)	(889,009)	-	(1,000,414)	(1,208,366)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,360,128)	(8,947,581)	(8,661,522)	(1,552,401)	(4,321,251)	(1,283,800)	(1,705,950)	(2,055,680)	(7,636,710)	(2,032,650)	(1,900,560)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,297,981)	(3,629,392)	(4,787,938)	(2,246,697)	(3,365,522)	(2,630,179)	(2,794,605)	(2,944,689)	(3,600,171)	(3,033,064)	(3,108,926)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	2,000,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(313,409)	(335,285)	(397,587)	(462,716)	(488,646)	(518,564)	(549,213)	(581,813)	(615,649)	(653,327)	(692,575)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(313,409)	(335,285)	1,602,413	(462,716)	(488,646)	(518,564)	(549,213)	(581,813)	(615,649)	(653,327)	(692,575)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	584,206	(590,910)	(430,398)	77,144	(106,192)	149,598	120,962	98,779	(448,504)	111,157	134,263
plus: Cash, Cash Equivalents & Investments - beginning of year	-	830,000	1,414,206	823,296	392,898	470,042	363,850	513,448	634,409	733,188	284,684	395,841
Cash & Cash Equivalents - end of the year	-	1,414,206	823,296	392,898	470,042	363,850	513,448	634,409	733,188	284,684	395,841	530,104
Cash & Cash Equivalents - end of the year	830,000	1,414,206	823,296	392,898	470,042	363,850	513,448	634,409	733,188	284,684	395,841	530,104
Investments - end of the year	11,790,000	12,727,854	7,409,666	3,536,082	4,230,378	3,274,650	4,621,028	5,709,883	6,998,692	2,562,153	3,562,567	4,770,933
Cash, Cash Equivalents & Investments - end of the year	12,620,000	14,142,060	8,232,962	3,928,980	4,700,420	3,638,499	5,134,476	6,344,092	7,331,880	2,846,837	3,958,408	5,301,037
Representing:												
- External Restrictions	3,022,000	3,272,000	2,339,000	85,598	137,133	394,331	656,843	924,802	1,198,344	477,608	762,738	1,053,880
- Internal Restrictions	9,009,000	8,351,934	3,346,303	1,467,103	2,645,783	1,345,943	2,483,943	3,286,943	3,947,943	862,943	1,956,943	3,083,943
- Unrestricted	589,000	2,518,126	2,547,659	2,376,279	1,917,504	1,898,225	1,993,690	2,132,347	2,185,593	1,486,286	1,238,727	1,163,214
	12,620,000	14,142,060	8,232,962	3,928,980	4,700,420	3,638,499	5,134,476	6,344,092	7,331,880	2,846,837	3,958,408	5,301,037

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - SEWER FUND
 Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	92,083,000	94,482,000	95,935,244	97,631,994	98,650,764	99,662,488	101,596,597	103,077,868	104,723,604	111,649,634	113,484,839	115,350,443
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	92,083,000	94,482,000	95,935,244	97,631,994	98,650,764	99,662,488	101,596,597	103,077,868	104,723,604	111,649,634	113,484,839	115,350,443
Net Operating Result for the Year	791,000	1,453,244	1,696,750	1,018,770	1,011,724	1,934,109	1,481,271	1,645,736	1,806,397	1,835,205	1,865,605	2,003,993
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	791,000	1,453,244	1,696,750	1,018,770	1,011,724	1,934,109	1,481,271	1,645,736	1,806,397	1,835,205	1,865,605	2,003,993
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,053,000	-	-	-	-	-	-	-	5,119,632	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	555,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,608,000	-	-	-	-	-	-	-	5,119,632	-	-	-
Total Recognised Income & Expenses	2,399,000	1,453,244	1,696,750	1,018,770	1,011,724	1,934,109	1,481,271	1,645,736	6,926,030	1,835,205	1,865,605	2,003,993
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	94,482,000	95,935,244	97,631,994	98,650,764	99,662,488	101,596,597	103,077,868	104,723,604	111,649,634	113,484,839	115,350,443	117,354,436

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Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - SEWER FUND
 Scenario: Base Case

Current Year 2019/20 Projected Years 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

Council's Target Benchmarks

New Note 13 Ratios

		Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	11.27%	11.06%	11.94%	11.63%	13.15%	15.99%	17.26%	18.42%	18.20%	18.20%	19.08%
Own Source Operating Revenue Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	90.41%	88.29%	96.79%	96.78%	89.27%	96.87%	96.88%	96.89%	96.89%	96.86%	96.86%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	17.91	7.23	4.33	6.33	4.12	5.87	6.56	6.97	2.50	3.62	4.42
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.48	3.39	3.28	3.07	3.17	3.66	3.80	3.92	4.03	4.02	4.11
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	2.88%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	27.71	15.16	7.04	8.18	6.17	8.66	10.47	11.85	4.51	6.13	8.04

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - SEWER FUND
Scenario: Base Case

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot											
	Actual Ratio	76.80%	471.04%	259.69%	61.02%	203.86%	52.07%	75.51%	89.75%	73.79%	71.61%	72.69%
Infrastructure Backlog Ratio	Snapshot											
	Actual Ratio	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	Snapshot											
	Actual Ratio	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09
Capital Expenditure Ratio	Snapshot											
	Actual Ratio	0.81	5.81	5.34	0.72	2.56	0.62	0.94	1.14	4.31	0.95	0.98

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APPENDIX
FIVE

WASTE FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WASTE FUND
Scenario: Base Case

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,049,000	5,399,200	5,614,198	5,816,388	6,006,033	6,206,756	6,473,026	6,750,719	7,040,324	7,342,354	7,657,341	7,906,205
User Charges & Fees	1,321,000	1,420,327	1,148,335	1,170,153	1,193,580	1,220,450	1,244,961	1,270,084	1,295,836	1,322,232	1,349,287	1,377,019
Interest & Investment Revenue	156,000	166,331	116,896	89,122	79,365	38,643	59,226	56,067	58,603	62,961	51,589	45,408
Other Revenues	516,000	585,850	560,750	571,404	582,844	595,965	610,864	626,136	641,789	657,834	674,280	691,137
Grants & Contributions provided for Operating Purposes	398,000	220,000	205,000	208,895	213,077	217,874	223,321	228,904	234,626	240,492	246,504	252,667
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,440,000	7,791,708	7,645,179	7,855,962	8,074,899	8,279,688	8,611,398	8,931,910	9,271,179	9,625,873	9,979,002	10,272,435
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,473,000	2,616,589	2,779,707	2,841,956	2,912,685	2,992,288	3,067,095	3,143,773	3,222,367	3,302,926	3,385,499	3,470,137
Borrowing Costs	27,000	21,358	43,892	63,329	87,230	107,383	98,100	88,611	78,913	69,000	71,368	71,842
Materials & Contracts	3,144,000	3,454,640	3,371,456	3,408,670	3,476,912	3,555,186	3,644,066	3,735,167	3,828,547	3,924,260	4,022,367	4,122,926
Depreciation & Amortisation	1,345,000	196,351	196,227	200,022	204,073	208,668	208,668	209,027	256,877	256,877	256,877	256,877
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	912,000	931,820	1,119,690	1,140,964	1,163,785	1,189,970	1,219,719	1,250,212	1,281,468	1,313,504	1,346,342	1,380,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,947,000	7,220,758	7,510,972	7,654,941	7,844,685	8,053,495	8,237,648	8,426,791	8,668,171	8,866,568	9,082,453	9,301,782
Operating Result from Continuing Operations	(507,000)	570,950	134,207	201,021	230,214	226,193	373,749	505,119	603,008	759,305	896,549	970,653
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(507,000)	570,950	134,207	201,021	230,214	226,193	373,749	505,119	603,008	759,305	896,549	970,653
Net Operating Result before Grants and Contributions provided for Capital Purposes	(507,000)	570,950	134,207	201,021	230,214	226,193	373,749	505,119	603,008	759,305	896,549	970,653

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WASTE FUND
 Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	301,000	505,553	393,044	286,645	246,350	86,488	69,152	156,452	180,447	227,327	26,225	130,809
Investments	3,982,000	4,040,117	3,342,254	2,437,493	2,094,840	735,455	588,036	591,288	681,970	859,148	223,002	494,371
Receivables	255,000	282,582	293,834	304,416	314,342	324,847	338,783	353,317	368,474	384,282	400,767	413,792
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,538,000	4,828,251	4,029,132	3,028,554	2,655,531	1,146,790	995,971	1,101,057	1,230,891	1,470,757	649,994	1,038,972
Non-Current Assets												
Investments	294,000	235,883	195,138	142,313	122,308	42,940	34,333	34,522	39,817	50,161	13,020	28,864
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	10,216,000	10,644,640	13,634,808	14,674,343	17,583,558	18,963,018	19,107,255	20,292,962	20,348,085	20,432,208	22,774,331	22,732,454
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	10,510,000	10,880,523	13,829,946	14,816,656	17,705,866	19,005,958	19,141,587	20,327,485	20,387,902	20,482,370	22,787,351	22,761,318
TOTAL ASSETS	15,048,000	15,708,774	17,859,078	17,845,211	20,361,397	20,152,748	20,137,559	21,428,542	21,618,793	21,953,127	23,437,345	23,800,290
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	257,000	325,466	409,621	355,303	417,883	379,432	349,262	354,555	366,659	376,462	453,357	391,222
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	182,879	186,924	419,658	428,941	438,430	448,128	458,041	468,174	568,840	469,747
Provisions	158,000	873,941	878,311	882,764	887,306	891,950	896,594	901,238	905,882	910,527	915,171	919,815
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	415,000	1,199,407	1,470,811	1,424,991	1,724,846	1,700,322	1,684,286	1,703,921	1,730,583	1,755,162	1,937,368	1,780,784
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	1,727,171	1,540,247	3,508,152	3,079,211	2,640,781	2,192,653	1,734,612	1,266,438	1,653,278	1,183,531
Provisions	4,199,000	3,504,417	3,521,939	3,539,794	3,558,007	3,576,630	3,595,253	3,613,876	3,632,499	3,651,121	3,669,744	3,688,367
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,199,000	3,504,417	5,249,111	5,080,041	7,066,159	6,655,841	6,236,034	5,806,529	5,367,110	4,917,560	5,323,022	4,871,898
TOTAL LIABILITIES	4,614,000	4,703,824	6,719,921	6,505,033	8,791,005	8,356,164	7,920,320	7,510,450	7,097,693	6,672,721	7,260,390	6,652,682
Net Assets	10,434,000	11,004,950	11,139,157	11,340,178	11,570,392	11,796,584	12,217,238	13,918,092	14,521,100	15,280,405	16,176,954	17,147,607
EQUITY												
Retained Earnings	7,158,000	7,728,950	7,863,157	8,064,178	8,294,392	8,520,584	8,894,334	9,399,453	10,002,461	10,761,766	11,658,315	12,628,968
Revaluation Reserves	3,276,000	3,276,000	3,276,000	3,276,000	3,276,000	3,276,000	3,322,905	4,518,640	4,518,640	4,518,640	4,518,640	4,518,640
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	10,434,000	11,004,950	11,139,157	11,340,178	11,570,392	11,796,584	12,217,238	13,918,092	14,521,100	15,280,405	16,176,954	17,147,607
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	10,434,000	11,004,950	11,139,157	11,340,178	11,570,392	11,796,584	12,217,238	13,918,092	14,521,100	15,280,405	16,176,954	17,147,607

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - WASTE FUND Scenario: Base Case												
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,371,618	5,602,946	5,805,806	5,996,107	6,196,251	6,459,090	6,736,185	7,025,167	7,326,547	7,640,856	7,893,180
User Charges & Fees	-	1,420,327	1,148,335	1,170,153	1,193,580	1,220,450	1,244,961	1,270,084	1,295,836	1,322,232	1,349,287	1,377,019
Interest & Investment Revenue Received	-	166,331	116,896	89,122	79,365	38,643	59,226	56,067	58,603	62,961	51,589	45,408
Grants & Contributions	-	220,000	205,000	208,895	213,077	217,874	223,321	228,904	234,626	240,492	246,504	252,667
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	585,850	560,750	571,404	582,844	595,965	610,864	626,136	641,789	657,834	674,280	691,137
Payments:												
Employee Benefits & On-Costs	-	(2,616,589)	(2,779,707)	(2,841,956)	(2,912,685)	(2,992,288)	(3,067,095)	(3,143,773)	(3,222,367)	(3,302,926)	(3,385,499)	(3,470,137)
Materials & Contracts	-	(3,403,923)	(3,364,144)	(3,404,582)	(3,470,545)	(3,547,882)	(3,635,771)	(3,726,665)	(3,819,532)	(3,915,328)	(4,013,211)	(4,113,541)
Borrowing Costs	-	-	(22,000)	(41,021)	(64,475)	(84,116)	(74,833)	(65,344)	(55,646)	(45,733)	(48,101)	(48,575)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(931,620)	(1,119,690)	(1,140,964)	(1,163,785)	(1,189,970)	(1,219,719)	(1,250,212)	(1,281,468)	(1,313,504)	(1,346,342)	(1,380,000)
Net Cash provided (or used in) Operating Activities	-	811,794	348,386	416,857	453,483	454,926	600,043	731,381	876,710	1,032,574	1,169,363	1,247,157
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	738,608	957,586	362,659	1,438,753	156,026	-	-	-	673,288	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	(3,441)	(95,977)	(187,523)	-	(287,213)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(807,241)	(3,109,553)	(1,297,902)	(3,057,076)	(1,833,883)	(344,464)	(202,210)	(308,610)	(340,130)	(2,531,260)	(286,520)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(807,241)	(2,370,945)	(340,376)	(2,694,417)	(195,130)	(188,438)	(205,651)	(404,587)	(527,653)	(1,857,972)	(573,733)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	2,000,000	-	2,600,000	-	-	-	-	-	1,000,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(89,950)	(182,879)	(299,362)	(419,658)	(428,941)	(438,430)	(448,128)	(458,041)	(512,494)	(568,840)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	1,910,050	(182,879)	2,200,638	(419,658)	(428,941)	(438,430)	(448,128)	(458,041)	487,506	(568,840)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	204,553	(112,509)	(106,398)	(40,295)	(159,861)	(17,336)	87,300	23,994	46,881	(201,103)	104,584
plus: Cash, Cash Equivalents & Investments - beginning of year	-	301,000	505,553	393,044	286,645	246,350	86,488	69,152	156,452	180,447	227,327	26,225
Cash & Cash Equivalents - end of the year	-	505,553	393,044	286,645	246,350	86,488	69,152	156,452	180,447	227,327	26,225	130,809
Cash & Cash Equivalents - end of the year	301,000	505,553	393,044	286,645	246,350	86,488	69,152	156,452	180,447	227,327	26,225	130,809
Investments - end of the year	4,276,000	4,276,000	3,537,392	2,579,806	2,217,147	778,394	622,369	625,810	721,787	909,310	236,022	523,235
Cash, Cash Equivalents & Investments - end of the year	4,577,000	4,781,553	3,930,436	2,866,451	2,463,497	864,883	691,521	782,262	902,234	1,136,637	262,246	654,044
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	3,372,735	3,747,744	2,801,869	1,762,312	1,349,024	10,896	104,896	405,896	743,896	1,002,896	103,896	488,896
- Unrestricted	1,204,265	1,033,809	1,128,567	1,104,139	1,114,473	853,987	586,625	376,366	158,338	133,741	158,350	165,148
	4,577,000	4,781,553	3,930,436	2,866,451	2,463,497	864,883	691,521	782,262	902,234	1,136,637	262,246	654,044

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - WASTE FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	10,798,000	10,434,000	11,004,950	11,139,157	11,340,178	11,570,392	11,796,584	12,217,238	13,918,092	14,521,100	15,280,405	16,176,954
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	10,798,000	10,434,000	11,004,950	11,139,157	11,340,178	11,570,392	11,796,584	12,217,238	13,918,092	14,521,100	15,280,405	16,176,954
Net Operating Result for the Year	(507,000)	570,950	134,207	201,021	230,214	226,193	373,749	505,119	603,008	759,305	896,549	970,653
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	(507,000)	570,950	134,207	201,021	230,214	226,193	373,749	505,119	603,008	759,305	896,549	970,653
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	98,000	-	-	-	-	-	46,905	1,195,735	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	45,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	143,000	-	-	-	-	-	46,905	1,195,735	-	-	-	-
Total Recognised Income & Expenses	(364,000)	570,950	134,207	201,021	230,214	226,193	420,654	1,700,854	603,008	759,305	896,549	970,653
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	10,434,000	11,004,950	11,139,157	11,340,178	11,570,392	11,796,584	12,217,238	13,918,092	14,521,100	15,280,405	16,176,954	17,147,607

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - WASTE FUND
 Scenario: Base Case

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	7.33%	1.76%	2.56%	2.85%	2.73%	4.34%	5.66%	6.50%	7.89%	8.98%	9.45%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	97.18%	97.32%	97.34%	97.36%	97.37%	97.41%	97.44%	97.47%	97.50%	97.53%	97.54%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	4.03	2.74	2.13	1.54	0.67	0.59	0.65	0.71	0.84	0.34	0.58
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	36.93	2.80	1.89	1.35	1.03	1.29	1.52	1.78	2.06	2.10	2.03
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	4.99%	4.97%	4.97%	4.97%	4.97%	4.97%	4.97%	4.98%	4.98%	4.98%	4.97%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	7.37	5.70	4.03	3.33	1.12	0.88	0.98	1.11	1.36	0.30	0.74

- 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

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - WASTE FUND
 Scenario: Base Case

	Current Year 2019/20	Projected Years									
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		<ul style="list-style-type: none"> ● 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) 					<ul style="list-style-type: none"> — Within green benchmark ↗ above green maximum and below amber maximum ↘ below green minimum and above amber minimum ↑ above amber maximum ↓ below amber minimum 				
Council's Target Benchmarks											
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%
Infrastructure Backlog Ratio	Snapshot Actual Ratio	● ↑ 0.08	● ↑ 0.05	● ↑ 0.04	● ↑ 0.03	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02
Asset Maintenance Ratio	Snapshot Actual Ratio	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00
Capital Expenditure Ratio	Snapshot Actual Ratio	● — 3.18	● — 16.24	● — 6.20	● — 15.26	● — 7.61	● — 1.47	● ↓ 0.95	● — 1.21	● — 1.33	● ↓ 10.12

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APPENDIX
SIX

SCENARIO ONE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	18,399,000	25,694,940	29,573,909	28,552,869	29,124,488	29,780,166	30,524,670	31,287,787	32,069,982	32,871,731	33,693,524	34,535,862
User Charges & Fees	6,995,000	9,516,900	4,865,925	4,857,721	4,958,810	5,070,410	5,197,170	5,327,100	5,460,277	5,596,784	5,736,704	5,880,121
Interest & Investment Revenue	1,364,000	1,312,222	1,033,222	989,037	1,101,455	1,212,447	1,212,447	1,212,447	1,212,447	1,212,447	1,112,158	1,040,767
Other Revenues	2,878,000	2,933,444	3,041,979	2,989,721	3,049,574	3,118,231	3,196,187	3,276,092	3,357,994	3,441,944	3,527,992	3,616,192
Grants & Contributions provided for Operating Purposes	13,915,000	13,613,099	18,023,639	14,389,317	14,473,011	14,621,813	14,987,358	15,362,042	15,746,093	16,139,746	16,543,239	16,956,820
Grants & Contributions provided for Capital Purposes	16,683,000	21,995,115	27,669,778	6,669,107	3,620,234	7,594,279	5,634,136	5,674,989	5,716,864	5,759,786	5,803,780	5,848,875
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	60,234,000	75,065,720	84,208,452	58,447,772	56,327,572	61,397,346	60,751,969	62,140,457	63,563,657	65,022,437	66,417,398	67,878,638
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,207,000	19,283,740	22,301,351	23,615,354	24,192,744	24,758,017	25,376,968	26,011,392	26,661,677	27,328,219	28,011,425	28,711,710
Borrowing Costs	218,000	190,985	103,528	58,663	22,824	13,095	11,109	9,082	7,014	4,904	2,751	555
Materials & Contracts	7,376,000	12,334,527	4,523,852	2,108,273	2,012,600	2,001,946	2,041,422	2,346,388	2,192,875	2,250,411	2,309,023	2,718,738
Depreciation & Amortisation	11,718,000	11,688,665	12,306,765	12,617,153	12,898,977	13,187,746	13,110,033	13,625,492	13,765,100	13,765,100	13,870,413	14,065,035
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,002,000	9,352,783	9,375,918	8,982,224	9,158,754	9,359,033	9,593,009	9,832,835	10,078,655	10,330,622	10,588,887	10,853,610
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	3,534,000	2,204,124	2,232,775	2,276,602	2,461,610	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	43,055,000	55,054,824	50,844,189	49,658,269	50,747,509	51,636,656	52,449,360	54,142,007	55,022,140	55,996,075	57,099,318	58,666,466
Operating Result from Continuing Operations	17,179,000	20,010,896	33,364,263	8,789,503	5,580,063	9,760,690	8,302,609	7,998,449	8,541,517	9,026,362	9,318,080	9,212,172
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,179,000	20,010,896	33,364,263	8,789,503	5,580,063	9,760,690	8,302,609	7,998,449	8,541,517	9,026,362	9,318,080	9,212,172
Net Operating Result before Grants and Contributions provided for Capital Purposes	496,000	(1,984,219)	5,694,485	2,120,396	1,959,829	2,166,411	2,668,473	2,323,460	2,824,652	3,266,576	3,514,300	3,363,297

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,032,000	4,650,465	4,316,485	4,784,292	5,306,342	5,294,416	5,360,564	5,300,601	5,346,331	4,946,551	4,536,457	4,695,322
Investments	40,093,000	39,545,422	36,705,413	40,683,424	45,122,699	45,021,288	45,583,778	45,073,884	45,462,745	42,063,203	38,575,951	39,926,865
Receivables	6,601,000	7,546,166	7,004,049	5,225,241	5,176,627	5,553,536	5,524,525	5,631,980	5,756,265	5,815,865	5,877,950	6,029,201
Inventories	1,092,000	3,074,774	2,267,913	2,022,936	2,047,585	2,086,381	2,137,318	2,220,108	2,251,081	2,307,672	2,365,636	2,465,471
Other	146,000	149,918	120,909	110,431	112,056	114,291	117,104	121,091	123,233	126,325	129,493	134,198
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	50,964,000	54,966,745	50,414,770	52,826,322	57,765,308	58,069,912	58,723,288	58,347,663	58,939,655	55,259,616	51,485,486	53,251,057
Non-Current Assets												
Investments	2,959,000	2,308,761	2,142,955	2,375,201	2,634,377	2,628,456	2,661,296	2,631,527	2,654,230	2,455,756	2,252,161	2,331,031
Receivables	123,000	110,597	257,078	268,127	115,811	118,239	120,931	123,512	126,390	128,224	130,121	133,507
Inventories	-	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565
Infrastructure, Property, Plant & Equipment	763,435,000	783,984,729	821,650,225	824,251,006	824,506,708	835,166,216	874,036,635	887,045,408	895,352,769	914,436,214	928,729,173	936,051,866
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000
Intangible Assets	236,000	195,062	148,174	100,074	50,780	377	27,687	54,997	82,307	109,617	136,927	164,237
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	773,025,000	794,570,714	832,169,997	834,965,973	835,279,241	845,884,853	884,818,114	897,827,008	906,187,261	925,101,377	939,219,947	946,652,206
TOTAL ASSETS	823,989,000	849,537,460	882,584,767	887,792,295	893,044,549	903,954,765	943,541,403	956,174,672	965,126,916	980,360,993	990,705,433	999,903,263
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,187,000	8,589,809	9,156,591	6,031,897	5,758,837	6,672,509	6,514,948	6,769,945	6,787,375	7,320,803	7,419,214	7,066,157
Income received in advance	1,050,000	2,362,628	2,041,488	2,062,911	2,104,604	2,151,349	2,205,132	2,260,261	2,316,767	2,374,686	2,434,053	2,494,905
Borrowings	1,402,000	832,598	753,833	377,080	97,847	99,834	101,860	103,928	106,038	108,191	54,917	-
Provisions	7,143,000	7,376,550	7,629,405	7,887,063	8,149,880	8,418,614	8,694,066	8,976,405	9,265,802	9,562,433	9,866,481	10,178,130
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	13,782,000	19,161,586	19,581,317	16,358,951	16,111,168	17,342,306	17,516,006	18,110,539	18,475,981	19,366,114	19,774,665	19,739,192
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,682,000	1,803,528	1,049,695	672,615	574,768	474,934	373,074	269,146	163,108	54,917	-	-
Provisions	788,000	824,450	841,595	859,067	876,888	895,110	913,788	932,932	952,556	972,670	993,286	1,014,419
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,470,000	2,627,978	1,891,290	1,531,682	1,451,656	1,370,044	1,286,862	1,202,078	1,115,664	1,027,587	993,286	1,014,419
TOTAL LIABILITIES	16,252,000	21,789,564	21,472,608	17,890,633	17,562,824	18,712,350	18,802,868	19,312,617	19,591,645	20,393,700	20,767,952	20,753,610
Net Assets	807,737,000	827,747,896	861,112,159	869,901,662	875,481,725	885,242,416	924,738,535	936,862,055	945,535,271	959,967,293	969,937,481	979,149,652
EQUITY												
Retained Earnings	312,973,000	332,983,896	366,348,159	375,137,662	380,717,725	390,478,416	398,781,024	406,779,474	415,320,990	424,347,352	433,665,433	442,877,604
Revaluation Reserves	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	807,737,000	827,747,896	861,112,159	869,901,662	875,481,725	885,242,416	924,738,535	936,862,055	945,535,271	959,967,293	969,937,481	979,149,652
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	807,737,000	827,747,896	861,112,159	869,901,662	875,481,725	885,242,416	924,738,535	936,862,055	945,535,271	959,967,293	969,937,481	979,149,652

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 CASH FLOW STATEMENT - GENERAL FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	25,254,539	29,432,095	28,590,198	29,103,590	29,756,195	30,497,451	31,259,888	32,041,385	32,842,419	33,663,480	34,505,067
User Charges & Fees	-	9,429,013	6,206,882	4,860,086	4,929,664	5,038,234	5,160,623	5,289,639	5,421,880	5,557,427	5,696,362	5,838,771
Interest & Investment Revenue Received	-	1,267,501	1,068,079	948,948	993,069	1,199,055	1,201,295	1,212,004	1,197,615	1,266,154	1,166,197	1,007,089
Grants & Contributions	-	35,338,012	45,082,723	22,550,159	18,272,797	21,966,439	20,718,053	21,011,869	21,437,166	21,873,095	22,319,923	22,777,921
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,019,605	2,637,170	3,299,562	3,115,075	3,104,830	3,254,651	3,312,150	3,394,953	3,479,827	3,566,823	3,655,994
Payments:												
Employee Benefits & On-Costs	-	(19,013,170)	(22,031,264)	(23,340,197)	(23,912,089)	(24,471,044)	(25,082,820)	(25,709,891)	(26,352,638)	(27,011,454)	(27,686,740)	(28,378,909)
Materials & Contracts	-	(10,512,888)	(4,525,624)	(2,164,578)	(1,987,880)	(1,973,833)	(2,008,545)	(2,312,500)	(2,158,472)	(2,214,995)	(2,272,722)	(2,681,279)
Borrowing Costs	-	(224,269)	(138,497)	(90,324)	(38,661)	(17,205)	(15,302)	(13,360)	(11,379)	(9,358)	(7,295)	(2,861)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(9,352,783)	(9,375,918)	(8,982,224)	(9,158,754)	(9,359,033)	(9,593,009)	(9,832,835)	(10,078,655)	(10,330,622)	(10,588,887)	(10,853,610)
Net Cash provided (or used in) Operating Activities	-	36,205,559	48,355,646	25,671,631	21,316,811	25,243,638	24,132,397	24,216,964	24,891,855	25,452,494	25,857,140	25,868,192
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,197,817	3,005,816	-	-	107,331	-	539,663	-	3,598,016	3,690,847	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	1,656,000	1,938,000	156,000	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	13,477	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	(4,210,257)	(4,098,452)	-	(695,330)	-	(411,564)	-	-	(1,429,784)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(33,750,842)	(52,474,209)	(22,132,253)	(15,828,836)	(25,217,611)	(23,323,648)	(24,667,293)	(24,283,196)	(29,296,815)	(29,802,453)	(24,177,189)
Purchase of Real Estate Assets	-	(1,649,565)	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(73,545)	(44,634)	(45,482)	(46,393)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)
Deferred Debtors & Advances Made	-	123,438	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(34,139,220)	(47,857,027)	(24,449,991)	(20,417,681)	(25,157,717)	(23,966,415)	(24,175,067)	(24,742,197)	(25,746,236)	(26,159,043)	(25,654,410)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,000,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,447,874)	(832,598)	(753,833)	(377,080)	(97,847)	(99,834)	(101,860)	(103,928)	(106,038)	(108,191)	(54,917)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(447,874)	(832,598)	(753,833)	(377,080)	(97,847)	(99,834)	(101,860)	(103,928)	(106,038)	(108,191)	(54,917)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,618,465	(333,980)	467,806	522,050	(11,926)	66,148	(59,963)	45,729	(399,780)	(410,094)	158,865
plus: Cash, Cash Equivalents & Investments - beginning of year	-	3,032,000	4,650,465	4,316,485	4,784,292	5,306,342	5,294,416	5,360,564	5,300,601	5,346,331	4,946,551	4,536,457
Cash & Cash Equivalents - end of the year	3,032,000	4,650,465	4,316,485	4,784,292	5,306,342	5,294,416	5,360,564	5,300,601	5,346,331	4,946,551	4,536,457	4,695,322
Cash & Cash Equivalents - end of the year	3,032,000	4,650,465	4,316,485	4,784,292	5,306,342	5,294,416	5,360,564	5,300,601	5,346,331	4,946,551	4,536,457	4,695,322
Investments - end of the year	43,052,000	41,854,183	38,848,368	43,058,624	47,757,076	47,649,744	48,245,074	47,705,411	48,116,975	44,518,959	40,828,112	42,257,896
Cash, Cash Equivalents & Investments - end of the year	46,084,000	46,504,648	43,164,853	47,842,916	53,063,418	52,944,161	53,605,638	53,006,012	53,463,305	49,465,510	45,364,569	46,953,217
Representing:												
- External Restrictions	19,891,000	17,101,552	15,737,491	17,584,672	19,170,205	20,794,059	19,358,510	17,934,571	16,522,534	15,122,697	13,735,363	12,360,847
- Internal Restrictions	16,628,000	14,542,181	18,052,804	22,734,022	26,655,684	24,409,362	26,191,137	26,987,296	29,100,687	26,223,225	23,801,439	27,740,343
- Unrestricted	9,565,000	14,860,915	9,374,558	7,524,222	7,237,529	7,740,740	8,055,991	8,084,145	7,840,083	8,119,588	7,827,766	6,852,028
	46,084,000	46,504,648	43,164,853	47,842,916	53,063,418	52,944,161	53,605,638	53,006,012	53,463,305	49,465,510	45,364,569	46,953,217

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - GENERAL FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	789,144,000	807,737,000	827,747,896	861,112,159	869,901,662	875,481,725	885,242,416	924,738,535	936,862,055	945,535,271	959,967,293	969,937,481
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	789,144,000	807,737,000	827,747,896	861,112,159	869,901,662	875,481,725	885,242,416	924,738,535	936,862,055	945,535,271	959,967,293	969,937,481
Net Operating Result for the Year	17,179,000	20,010,896	33,364,263	8,789,503	5,580,063	9,760,690	8,302,609	7,998,449	8,541,517	9,026,362	9,318,080	9,212,172
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	17,179,000	20,010,896	33,364,263	8,789,503	5,580,063	9,760,690	8,302,609	7,998,449	8,541,517	9,026,362	9,318,080	9,212,172
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	3,739,000	-	-	-	-	-	31,193,510	4,125,071	131,700	5,405,659	652,108	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	(2,325,000)	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,414,000	-	-	-	-	-	31,193,510	4,125,071	131,700	5,405,659	652,108	-
Total Recognised Income & Expenses	18,593,000	20,010,896	33,364,263	8,789,503	5,580,063	9,760,690	39,496,119	12,123,520	8,673,217	14,432,021	9,970,188	9,212,172
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	807,737,000	827,747,896	861,112,159	869,901,662	875,481,725	885,242,416	924,738,535	936,862,055	945,535,271	959,967,293	969,937,481	979,149,652

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Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - GENERAL FUND
 Scenario: Scenario 1

Current Year 2019/20 Projected Years 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

Council's Target Benchmarks

New Note 13 Ratios

Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	0.41%	14.02%	8.49%	8.39%	8.33%	9.04%	8.22%	8.89%	9.42%	9.62%	9.16%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	52.56%	45.74%	63.97%	67.88%	63.82%	66.06%	66.15%	66.23%	66.32%	66.35%	66.40%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	3.11	2.78	3.75	4.30	3.78	3.99	3.95	4.09	3.65	3.37	3.72
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	7.38	21.73	21.01	43.37	159.40	163.20	164.72	170.48	174.45	177.61	355.96
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	4.46%	4.40%	4.36%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	12.28	12.52	14.49	16.01	15.78	15.59	14.94	14.79	13.35	11.94	11.97

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	
	Actual Ratio	83.26%	92.12%	71.06%	69.75%	71.54%	116.46%	111.43%	109.82%	109.11%	107.71%	106.80%
Infrastructure Backlog Ratio	Snapshot	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	
	Actual Ratio	0.05	0.05	0.05	0.05	0.05	0.04	0.04	0.03	0.03	0.03	0.02
Asset Maintenance Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	
	Actual Ratio	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94
Capital Expenditure Ratio	Snapshot	● —	● —	● ↓	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	2.75	4.05	1.20	1.01	1.80	1.58	1.65	1.59	1.99	1.98	1.52

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND
Scenario: Scenario 1

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,133,000	6,359,189	6,556,256	6,794,283	7,042,948	7,324,744	7,727,513	8,152,435	8,600,728	9,073,676	9,572,637	10,099,041
User Charges & Fees	809,000	905,242	980,746	1,007,750	1,038,183	1,071,904	1,129,319	1,189,853	1,253,677	1,320,971	1,391,924	1,466,738
Interest & Investment Revenue	391,000	297,243	299,679	130,862	110,106	111,143	81,064	108,422	124,064	177,064	52,064	139,064
Other Revenues	38,000	16,126	16,529	16,843	17,180	17,567	18,006	18,456	18,918	19,391	19,875	20,372
Grants & Contributions provided for Operating Purposes	-	61,410	62,945	64,141	65,425	66,898	68,570	70,285	72,042	73,843	75,689	77,581
Grants & Contributions provided for Capital Purposes	165,000	742,685	976,250	203,800	207,880	962,560	217,874	223,321	228,904	234,626	240,492	246,504
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,536,000	8,381,895	8,892,405	8,217,679	8,481,722	9,554,816	9,242,347	9,762,772	10,298,332	10,899,571	11,352,682	12,049,300
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,370,000	1,470,836	1,784,945	1,824,627	1,869,613	1,920,281	1,968,288	2,017,495	2,067,933	2,119,631	2,172,622	2,226,937
Borrowing Costs	550,000	525,263	507,180	404,232	302,767	282,230	261,188	239,626	217,532	194,893	171,696	147,927
Materials & Contracts	790,000	1,307,599	1,228,350	1,246,176	1,671,131	1,699,748	1,742,242	1,785,798	1,830,443	1,876,204	1,923,109	1,971,187
Depreciation & Amortisation	1,559,000	1,536,700	1,554,720	1,589,702	1,625,470	1,662,043	1,662,043	1,662,043	1,662,043	1,778,559	1,778,559	1,778,559
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,105,000	1,935,523	1,917,999	1,954,440	1,993,541	2,038,403	2,089,363	2,141,597	2,195,137	2,250,016	2,306,266	2,363,923
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	371,000	150,000	153,750	156,671	159,808	163,406	163,406	163,406	163,406	163,406	163,406	163,406
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,745,000	6,925,921	7,146,944	7,175,848	7,622,330	7,766,111	7,886,529	8,009,965	8,136,493	8,382,709	8,515,658	8,651,938
Operating Result from Continuing Operations	791,000	1,455,974	1,745,461	1,041,831	859,392	1,788,705	1,355,817	1,752,807	2,161,839	2,516,862	2,837,024	3,397,362
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	791,000	1,455,974	1,745,461	1,041,831	859,392	1,788,705	1,355,817	1,752,807	2,161,839	2,516,862	2,837,024	3,397,362
Net Operating Result before Grants and Contributions provided for Capital Purposes	626,000	713,289	769,211	838,031	651,512	826,145	1,137,943	1,529,486	1,932,935	2,282,236	2,596,532	3,150,858

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	830,000	1,414,204	828,165	393,246	408,088	250,533	350,506	445,679	544,438	129,841	305,195	547,254
Investments	10,979,000	12,025,507	7,042,196	3,343,922	3,470,121	2,130,377	2,980,485	3,789,778	4,629,561	1,104,086	2,595,184	4,653,507
Receivables	379,000	415,850	440,600	454,447	469,467	486,298	512,659	540,461	569,781	600,705	633,319	667,716
Inventories	20,000	22,647	20,967	21,386	30,898	31,389	32,174	32,978	33,802	34,648	35,514	36,402
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,208,000	13,878,208	8,331,948	4,213,000	4,378,573	2,896,597	3,875,824	4,808,896	5,777,583	1,869,279	3,569,211	5,904,878
Non-Current Assets												
Investments	811,000	702,331	411,268	195,296	202,667	124,421	174,071	221,336	270,382	64,482	151,568	271,781
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,766,000	89,481,493	96,953,966	107,853,050	107,400,800	109,989,021	109,350,572	109,247,123	114,794,810	120,661,845	120,573,880	120,533,915
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	90,577,000	90,183,824	97,365,255	108,048,347	107,603,467	110,113,443	109,524,643	109,468,459	115,065,193	120,726,328	120,725,448	120,805,696
TOTAL ASSETS	102,785,000	104,062,032	105,697,202	112,261,347	111,982,041	113,012,039	113,400,467	114,277,356	120,842,775	122,595,607	124,294,659	126,710,574
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	159,000	296,215	521,215	629,380	327,011	425,170	335,688	359,240	377,250	557,422	386,850	396,571
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	313,000	335,291	465,628	836,329	856,865	877,909	899,471	921,564	944,203	967,400	991,168	1,015,524
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	472,000	631,506	986,843	1,465,709	1,183,876	1,303,078	1,235,159	1,280,805	1,321,453	1,524,822	1,378,019	1,412,096
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	7,831,000	7,492,552	7,026,924	12,070,372	11,213,507	10,335,598	9,436,128	8,514,563	7,570,361	6,602,961	5,611,792	4,596,268
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	7,831,000	7,492,552	7,026,924	12,070,372	11,213,507	10,335,598	9,436,128	8,514,563	7,570,361	6,602,961	5,611,792	4,596,268
TOTAL LIABILITIES	8,303,000	8,124,058	8,013,767	13,536,081	12,397,383	11,638,677	10,671,287	9,795,368	8,891,813	8,127,782	6,989,811	6,008,363
Net Assets	94,482,000	95,937,974	97,683,435	98,725,266	99,584,658	101,373,363	102,729,180	104,481,987	111,950,962	114,467,824	117,304,848	120,702,210
EQUITY												
Retained Earnings	50,375,000	51,830,974	53,576,435	54,618,266	55,477,658	57,266,363	58,622,180	60,374,987	62,536,826	65,053,688	67,890,712	71,288,074
Revaluation Reserves	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	49,414,136	49,414,136	49,414,136	49,414,136
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	94,482,000	95,937,974	97,683,435	98,725,266	99,584,658	101,373,363	102,729,180	104,481,987	111,950,962	114,467,824	117,304,848	120,702,210
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	94,482,000	95,937,974	97,683,435	98,725,266	99,584,658	101,373,363	102,729,180	104,481,987	111,950,962	114,467,824	117,304,848	120,702,210

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 EQUITY STATEMENT - SEWER FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	92,083,000	94,482,000	95,937,974	97,683,435	98,725,266	99,584,658	101,373,363	102,729,180	104,481,987	111,950,962	114,467,824	117,304,848
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	92,083,000	94,482,000	95,937,974	97,683,435	98,725,266	99,584,658	101,373,363	102,729,180	104,481,987	111,950,962	114,467,824	117,304,848
Net Operating Result for the Year	791,000	1,455,974	1,745,461	1,041,831	859,392	1,788,705	1,355,817	1,752,807	2,161,839	2,516,862	2,837,024	3,397,362
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	791,000	1,455,974	1,745,461	1,041,831	859,392	1,788,705	1,355,817	1,752,807	2,161,839	2,516,862	2,837,024	3,397,362
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,053,000	-	-	-	-	-	-	-	5,307,136	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	555,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,608,000	-	-	-	-	-	-	-	5,307,136	-	-	-
Total Recognised Income & Expenses	2,399,000	1,455,974	1,745,461	1,041,831	859,392	1,788,705	1,355,817	1,752,807	7,468,975	2,516,862	2,837,024	3,397,362
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	94,482,000	95,937,974	97,683,435	98,725,266	99,584,658	101,373,363	102,729,180	104,481,987	111,950,962	114,467,824	117,304,848	120,702,210

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - SEWER FUND
 Scenario: Scenerio 1

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	11.30%	11.66%	12.41%	9.81%	11.52%	14.42%	17.75%	20.82%	22.93%	24.84%	28.08%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	90.41%	88.31%	96.74%	96.78%	89.23%	96.90%	96.99%	97.08%	97.17%	97.21%	97.31%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	17.91	6.49	2.87	3.70	2.02	2.75	3.21	3.67	0.95	2.15	3.63
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	3.48	3.54	3.02	2.41	2.58	2.83	3.16	3.49	3.88	4.14	4.60
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	2.88%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	27.71	15.34	7.00	6.57	3.95	5.41	6.74	8.07	1.88	4.34	7.61

- 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

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - SEWER FUND
 Scenario: Scenerio 1

	Current Year 2019/20	Projected Years									
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio 76.80%	471.04%	462.53%	59.29%	198.14%	50.65%	73.46%	87.35%	71.84%	69.81%	70.89%
Infrastructure Backlog Ratio	Snapshot Actual Ratio 0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	Snapshot Actual Ratio 1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09
Capital Expenditure Ratio	Snapshot Actual Ratio 0.81	5.81	7.86	0.72	2.56	0.62	0.94	1.14	4.30	0.95	0.98

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Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 INCOME STATEMENT - WASTE FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,049,000	5,399,200	5,614,198	5,816,388	6,006,033	6,206,756	6,473,026	6,750,719	7,040,324	7,342,354	7,657,341	7,906,205
User Charges & Fees	1,321,000	1,420,327	1,148,335	1,170,153	1,193,580	1,220,450	1,244,961	1,270,084	1,295,836	1,322,232	1,349,287	1,377,019
Interest & Investment Revenue	156,000	166,331	99,896	101,122	59,365	71,643	43,736	42,159	44,015	47,417	40,194	36,505
Other Revenues	516,000	585,850	560,750	571,404	582,844	595,965	610,864	626,136	641,789	657,834	674,280	691,137
Grants & Contributions provided for Operating Purposes	398,000	220,000	205,000	208,895	213,077	217,874	223,321	228,904	234,626	240,492	246,504	252,667
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,440,000	7,791,708	7,628,179	7,867,962	8,054,899	8,312,688	8,595,908	8,918,002	9,256,591	9,610,329	9,967,607	10,263,532
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,473,000	2,616,589	2,779,707	2,841,956	2,912,685	2,992,288	3,067,095	3,143,773	3,222,367	3,302,926	3,385,499	3,470,137
Borrowing Costs	27,000	21,358	43,892	63,329	87,230	107,383	98,100	88,611	78,913	69,000	71,368	71,842
Materials & Contracts	3,144,000	3,454,640	3,371,456	3,408,670	3,476,912	3,555,186	3,644,066	3,735,167	3,828,547	3,924,260	4,022,367	4,122,926
Depreciation & Amortisation	1,345,000	196,351	196,227	200,022	204,073	208,668	208,668	209,027	256,877	256,877	256,877	256,877
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	912,000	931,820	1,119,690	1,140,964	1,163,785	1,189,970	1,219,719	1,250,212	1,281,468	1,313,504	1,346,342	1,380,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,947,000	7,220,758	7,510,972	7,654,941	7,844,685	8,053,495	8,237,648	8,426,791	8,668,171	8,866,568	9,082,453	9,301,782
Operating Result from Continuing Operations	(507,000)	570,950	117,207	213,021	210,214	259,193	358,259	491,211	588,420	743,761	885,154	961,750
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(507,000)	570,950	117,207	213,021	210,214	259,193	358,259	491,211	588,420	743,761	885,154	961,750
Net Operating Result before Grants and Contributions provided for Capital Purposes	(507,000)	570,950	117,207	213,021	210,214	259,193	358,259	491,211	588,420	743,761	885,154	961,750

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WASTE FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	301,000	505,553	391,344	286,145	243,850	87,288	68,403	145,237	173,250	217,021	19,932	116,443
Investments	3,982,000	4,040,117	3,327,798	2,433,241	2,073,581	742,258	581,667	581,667	654,769	820,198	169,493	440,078
Receivables	255,000	282,582	293,834	304,416	314,342	324,847	338,783	353,317	368,474	384,282	400,767	413,792
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,538,000	4,828,251	4,012,976	3,023,803	2,631,773	1,154,393	988,853	1,080,221	1,196,493	1,421,501	590,193	970,314
Non-Current Assets												
Investments	294,000	235,883	194,294	142,065	121,066	43,337	33,961	33,961	38,229	47,887	9,896	25,694
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	10,216,000	10,644,640	13,634,808	14,674,343	17,583,558	18,963,018	19,107,255	20,292,962	20,348,085	20,432,208	22,774,331	22,732,454
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	10,510,000	10,880,523	13,829,102	14,816,408	17,704,624	19,006,355	19,141,215	20,326,923	20,386,314	20,480,095	22,794,227	22,758,148
TOTAL ASSETS	15,048,000	15,708,774	17,842,078	17,840,211	20,336,397	20,160,748	20,130,069	21,407,144	21,582,807	21,901,597	23,374,420	23,728,462
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	257,000	325,466	409,621	355,303	417,883	379,432	349,262	354,555	366,659	376,462	453,357	391,222
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	182,879	186,924	419,658	428,941	438,430	448,128	458,041	468,174	568,840	469,747
Provisions	158,000	873,941	878,311	882,764	887,306	891,950	896,594	901,238	905,882	910,527	915,171	919,815
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	415,000	1,199,407	1,470,811	1,424,991	1,724,846	1,700,322	1,684,266	1,703,921	1,730,583	1,755,162	1,937,368	1,780,784
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	1,727,171	1,540,247	3,508,152	3,079,211	2,640,781	2,192,653	1,734,612	1,266,438	1,653,278	1,183,531
Provisions	4,199,000	3,504,417	3,521,939	3,539,794	3,558,007	3,576,630	3,595,253	3,613,876	3,632,499	3,651,121	3,669,744	3,688,367
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,199,000	3,504,417	5,249,111	5,080,041	7,066,159	6,655,841	6,236,034	5,806,529	5,367,110	4,917,560	5,323,022	4,871,898
TOTAL LIABILITIES	4,614,000	4,703,824	6,719,921	6,505,033	8,791,005	8,356,164	7,920,320	7,510,450	7,097,693	6,672,721	7,260,390	6,652,682
Net Assets	10,434,000	11,004,950	11,122,157	11,335,178	11,545,392	11,804,584	12,209,748	13,896,694	14,485,114	15,228,875	16,114,029	17,075,779
EQUITY												
Retained Earnings	7,158,000	7,728,950	7,846,157	8,059,178	8,269,392	8,528,584	8,886,844	9,378,055	9,966,475	10,710,236	11,595,390	12,557,140
Revaluation Reserves	3,276,000	3,276,000	3,276,000	3,276,000	3,276,000	3,276,000	3,322,905	4,518,640	4,518,640	4,518,640	4,518,640	4,518,640
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	10,434,000	11,004,950	11,122,157	11,335,178	11,545,392	11,804,584	12,209,748	13,896,694	14,485,114	15,228,875	16,114,029	17,075,779
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	10,434,000	11,004,950	11,122,157	11,335,178	11,545,392	11,804,584	12,209,748	13,896,694	14,485,114	15,228,875	16,114,029	17,075,779

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 EQUITY STATEMENT - WASTE FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	10,798,000	10,434,000	11,004,950	11,122,157	11,335,178	11,545,392	11,804,584	12,209,748	13,896,694	14,485,114	15,228,875	16,114,029
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	10,798,000	10,434,000	11,004,950	11,122,157	11,335,178	11,545,392	11,804,584	12,209,748	13,896,694	14,485,114	15,228,875	16,114,029
Net Operating Result for the Year	(507,000)	570,950	117,207	213,021	210,214	259,193	358,259	491,211	588,420	743,761	885,154	961,750
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	(507,000)	570,950	117,207	213,021	210,214	259,193	358,259	491,211	588,420	743,761	885,154	961,750
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	98,000	-	-	-	-	-	46,905	1,195,735	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	45,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	143,000	-	-	-	-	-	46,905	1,195,735	-	-	-	-
Total Recognised Income & Expenses	(364,000)	570,950	117,207	213,021	210,214	259,193	405,164	1,686,946	588,420	743,761	885,154	961,750
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	10,434,000	11,004,950	11,122,157	11,335,178	11,545,392	11,804,584	12,209,748	13,896,694	14,485,114	15,228,875	16,114,029	17,075,779

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - WASTE FUND
 Scenario: Scenario 1

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	7.33%	1.54%	2.71%	2.61%	3.12%	4.17%	5.51%	6.36%	7.74%	8.88%	9.37%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	97.18%	97.31%	97.34%	97.35%	97.38%	97.40%	97.43%	97.47%	97.50%	97.53%	97.54%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	4.03	2.73	2.12	1.53	0.68	0.59	0.63	0.69	0.81	0.30	0.54
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	36.93	2.67	1.93	1.30	1.09	1.26	1.50	1.75	2.03	2.08	2.01
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	4.99%	4.97%	4.97%	4.97%	4.97%	4.97%	4.97%	4.98%	4.98%	4.98%	4.97%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	7.37	5.68	4.02	3.30	1.13	0.87	0.96	1.06	1.30	0.23	0.66

- 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

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - WASTE FUND
 Scenario: Scenario 1

	Current Year 2019/20	Projected Years										
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
		● 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					
Council's Target Benchmarks												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	
Infrastructure Backlog Ratio	Snapshot Actual Ratio	● ↑ 0.08	● ↑ 0.05	● ↑ 0.04	● ↑ 0.03	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02	
Asset Maintenance Ratio	Snapshot Actual Ratio	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	
Capital Expenditure Ratio	Snapshot Actual Ratio	● — 3.18	● — 16.24	● — 6.20	● — 15.26	● — 7.61	● — 1.47	● ↓ 0.95	● — 1.21	● — 1.33	● ↓ 10.12 0.84	

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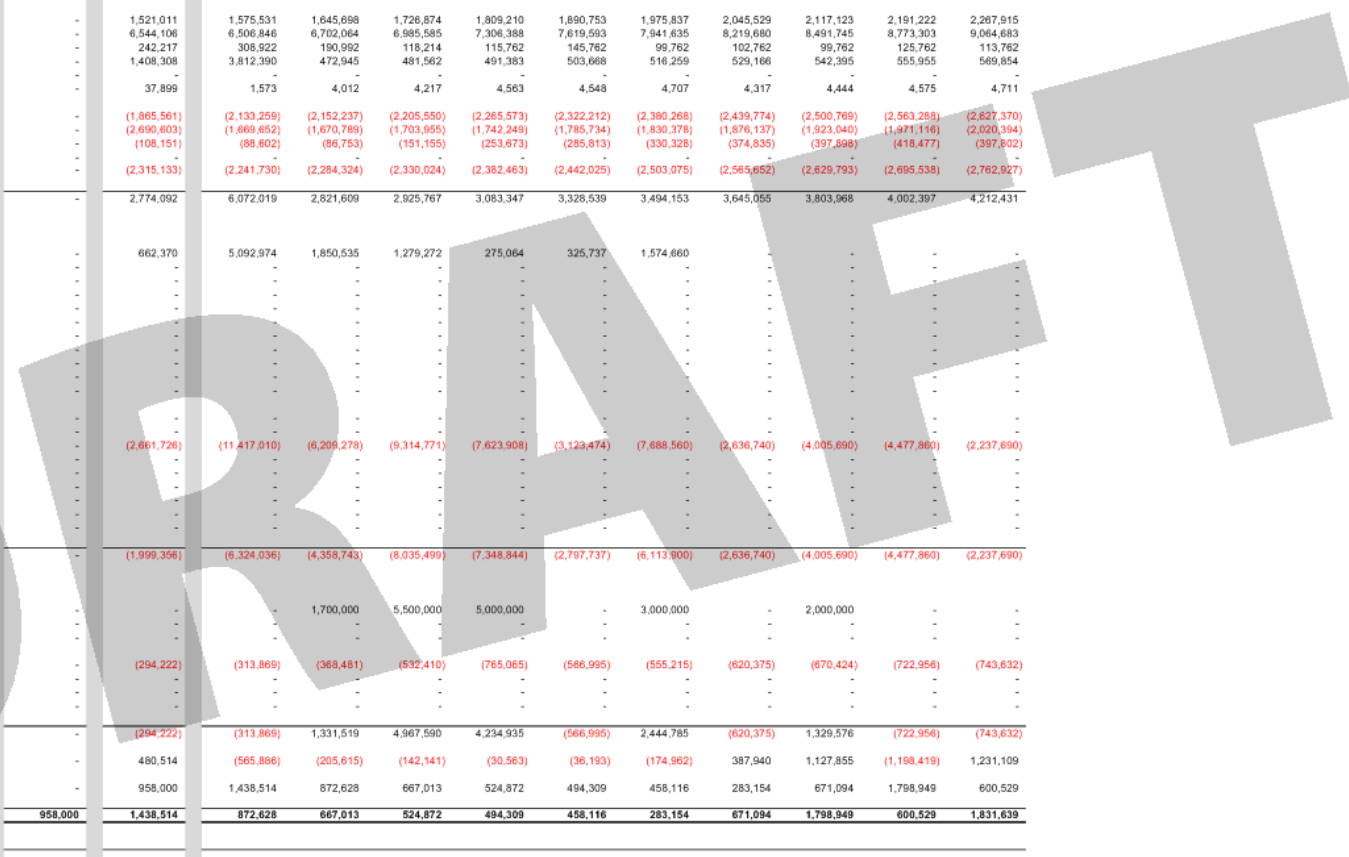
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND
 Scenario: Scenario 1

	Actuals 2018/19	Current Year 2019/20	Projected Years									
	\$	\$	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,462,000	1,522,247	1,577,089	1,647,704	1,729,188	1,811,549	1,893,069	1,978,257	2,047,496	2,119,158	2,193,329	2,270,095
User Charges & Fees	5,893,000	6,566,437	6,492,775	6,758,696	7,047,000	7,376,592	7,687,743	8,012,840	8,277,689	8,551,778	8,835,430	9,128,978
Interest & Investment Revenue	462,000	242,217	308,922	190,992	118,214	115,762	145,762	99,762	102,762	99,762	125,762	113,762
Other Revenues	11,000	2,000	2,050	2,089	2,131	2,179	2,233	2,289	2,347	2,405	2,465	2,527
Grants & Contributions provided for Operating Purposes	152,000	65,214	64,890	65,345	65,802	66,263	67,920	69,618	71,358	73,142	74,971	76,845
Grants & Contributions provided for Capital Purposes	988,000	1,343,094	3,747,500	407,600	415,760	425,120	435,748	446,642	457,808	469,253	480,984	493,009
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	8,968,000	9,741,209	12,193,226	9,072,426	9,378,095	9,797,465	10,232,475	10,609,407	10,959,459	11,315,498	11,712,940	12,085,215
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,709,000	1,865,561	2,133,259	2,152,237	2,205,550	2,265,573	2,322,212	2,380,268	2,439,774	2,500,769	2,563,288	2,627,370
Borrowing Costs	131,000	108,151	88,602	86,753	151,155	253,673	285,813	330,328	374,835	397,898	418,477	397,802
Materials & Contracts	1,413,000	1,674,925	1,643,529	1,671,046	1,704,502	1,742,878	1,786,450	1,831,111	1,876,889	1,923,811	1,971,907	2,021,204
Depreciation & Amortisation	1,803,000	1,821,419	1,873,760	1,909,382	1,947,607	1,991,453	1,991,453	1,991,453	1,991,453	2,123,190	2,123,190	2,123,190
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,278,000	2,315,652	2,242,262	2,284,866	2,330,577	2,383,028	2,442,604	2,503,669	2,566,261	2,630,417	2,696,177	2,763,582
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	29,000	65,487	67,124	68,399	69,769	71,339	71,339	71,339	71,339	71,339	71,339	71,339
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,363,000	7,851,195	8,048,556	8,172,683	8,409,160	8,707,944	8,899,872	9,108,168	9,320,551	9,647,424	9,844,378	10,004,487
Operating Result from Continuing Operations	1,605,000	1,890,014	4,144,670	899,743	968,935	1,089,521	1,332,604	1,501,239	1,638,908	1,668,074	1,868,562	2,080,729
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,605,000	1,890,014	4,144,670	899,743	968,935	1,089,521	1,332,604	1,501,239	1,638,908	1,668,074	1,868,562	2,080,729
Net Operating Result before Grants and Contributions provided for Capital Purposes	617,000	546,920	397,170	492,143	553,175	664,401	896,856	1,054,598	1,181,100	1,198,821	1,387,578	1,587,720

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	958,000	1,438,514	872,628	667,013	524,872	494,309	458,116	283,154	671,094	1,798,949	600,529	1,831,639
Investments	12,673,000	12,232,295	7,420,328	5,671,897	4,463,209	4,203,322	3,895,557	2,407,779	2,407,779	2,407,779	2,407,779	2,407,779
Receivables	1,371,000	1,404,048	1,391,003	1,449,099	1,512,275	1,584,254	1,654,140	1,727,171	1,786,538	1,847,982	1,911,577	1,977,396
Inventories	202,000	225,612	244,389	249,033	254,018	259,737	266,231	272,887	279,709	286,702	293,869	301,216
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,204,000	15,300,469	9,928,348	8,037,041	6,754,375	6,541,623	6,274,045	4,690,991	5,145,120	6,341,412	5,213,754	6,518,030
Non-Current Assets												
Investments	936,000	714,335	433,329	331,225	260,640	245,463	227,491	140,608	140,608	140,608	140,608	140,608
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	78,870,000	79,727,141	89,471,483	93,533,620	100,932,299	106,437,988	107,361,196	113,132,404	119,158,508	121,016,979	123,313,451	123,286,922
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	79,809,000	80,444,476	89,907,812	93,867,845	101,195,939	106,686,451	107,591,687	113,276,012	119,302,117	121,160,588	123,457,059	123,430,530
TOTAL ASSETS	95,013,000	95,744,946	99,836,160	101,904,886	107,950,314	113,228,074	113,865,731	117,967,003	124,447,237	127,502,000	128,670,813	129,948,560
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,271,000	361,255	622,146	457,686	564,504	515,425	385,159	537,989	384,823	439,897	460,994	399,461
Income received in advance	-	45,899	45,421	47,344	49,430	51,814	54,128	56,547	58,517	60,555	62,665	64,849
Borrowings	294,000	313,869	334,418	425,592	667,958	566,995	505,548	620,375	637,312	722,956	743,632	764,932
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,565,000	721,022	1,001,985	930,623	1,281,892	1,134,234	944,836	1,214,911	1,080,652	1,223,408	1,267,292	1,229,242
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,458,000	1,143,909	809,491	2,049,836	6,775,060	11,110,957	10,605,409	12,935,367	12,298,054	13,541,987	12,798,355	12,033,423
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,458,000	1,143,909	809,491	2,049,836	6,775,060	11,110,957	10,605,409	12,935,367	12,298,054	13,541,987	12,798,355	12,033,423
TOTAL LIABILITIES	3,023,000	1,864,931	1,811,476	2,980,459	8,056,951	12,245,191	11,550,245	14,150,278	13,378,706	14,765,395	14,065,647	13,262,665
Net Assets	91,990,000	93,880,014	98,024,684	98,924,427	99,893,362	100,982,883	102,315,487	103,816,726	111,068,530	112,736,604	114,605,167	116,685,895
EQUITY												
Retained Earnings	58,755,000	60,645,014	64,789,684	65,689,427	66,658,362	67,747,883	69,080,487	70,581,726	72,220,634	73,888,708	75,757,270	77,837,999
Revaluation Reserves	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	38,847,896	38,847,896	38,847,896	38,847,896
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	91,990,000	93,880,014	98,024,684	98,924,427	99,893,362	100,982,883	102,315,487	103,816,726	111,068,530	112,736,604	114,605,167	116,685,895
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	91,990,000	93,880,014	98,024,684	98,924,427	99,893,362	100,982,883	102,315,487	103,816,726	111,068,530	112,736,604	114,605,167	116,685,895

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - WATER FUND Scenario: Scenario 1												
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,521,011	1,575,531	1,645,698	1,728,874	1,809,210	1,890,753	1,975,837	2,045,529	2,117,123	2,191,222	2,267,915
User Charges & Fees	-	6,544,106	6,506,848	6,702,064	6,985,585	7,306,388	7,619,593	7,941,635	8,219,680	8,491,745	8,773,303	9,044,683
Interest & Investment Revenue Received	-	242,217	308,922	190,992	118,214	115,762	145,762	99,762	102,762	99,762	125,762	113,762
Grants & Contributions	-	1,408,308	3,812,390	472,945	481,562	491,383	503,668	516,259	529,166	542,395	555,955	569,854
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	37,899	1,573	4,012	4,217	4,563	4,548	4,707	4,317	4,444	4,575	4,711
Payments:												
Employee Benefits & On-Costs	-	(1,865,561)	(2,133,259)	(2,152,237)	(2,205,550)	(2,265,573)	(2,322,212)	(2,380,268)	(2,439,774)	(2,500,769)	(2,563,284)	(2,627,370)
Materials & Contracts	-	(2,690,603)	(1,869,652)	(1,670,789)	(1,703,955)	(1,742,249)	(1,785,734)	(1,830,378)	(1,876,137)	(1,923,040)	(1,971,116)	(2,020,394)
Borrowing Costs	-	(108,151)	(88,602)	(86,753)	(151,155)	(253,673)	(285,613)	(330,326)	(374,635)	(397,898)	(418,477)	(397,602)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,315,133)	(2,241,730)	(2,284,324)	(2,330,024)	(2,382,463)	(2,442,025)	(2,503,075)	(2,565,652)	(2,629,793)	(2,695,538)	(2,762,927)
Net Cash provided (or used in) Operating Activities	-	2,774,092	6,072,019	2,821,609	2,925,767	3,083,347	3,328,539	3,494,153	3,645,055	3,803,068	4,002,307	4,212,431
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	662,370	5,092,974	1,850,535	1,279,272	275,064	325,737	1,574,660	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,661,726)	(11,417,010)	(6,209,278)	(9,314,771)	(7,623,908)	(3,129,474)	(7,688,560)	(2,636,740)	(4,005,690)	(4,477,860)	(2,237,690)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,999,356)	(6,324,036)	(4,358,743)	(8,035,499)	(7,348,844)	(2,797,737)	(6,113,900)	(2,636,740)	(4,005,690)	(4,477,860)	(2,237,690)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	1,700,000	5,500,000	5,000,000	-	3,000,000	-	2,000,000	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(294,222)	(313,869)	(368,481)	(632,410)	(785,065)	(566,995)	(555,215)	(620,375)	(670,424)	(722,956)	(743,632)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(294,222)	(313,869)	1,331,519	4,967,590	4,234,935	(566,995)	2,444,785	(620,375)	1,329,576	(722,956)	(743,632)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	480,514	(565,886)	(205,615)	(142,141)	(30,563)	(36,193)	(174,962)	387,940	1,127,855	(1,198,419)	1,231,109
plus: Cash, Cash Equivalents & Investments - beginning of year	-	958,000	1,438,514	872,628	667,013	524,872	494,309	458,116	283,154	671,094	1,798,949	600,529
Cash & Cash Equivalents - end of the year	958,000	1,438,514	872,628	667,013	524,872	494,309	458,116	283,154	671,094	1,798,949	600,529	1,831,639
Cash & Cash Equivalents - end of the year	958,000	1,438,514	872,628	667,013	524,872	494,309	458,116	283,154	671,094	1,798,949	600,529	1,831,639
Investments - end of the year	13,609,000	12,946,630	7,853,656	6,003,121	4,723,849	4,448,785	4,123,048	2,548,388	2,548,388	2,548,388	2,548,388	2,548,388
Cash, Cash Equivalents & Investments - end of the year	14,567,000	14,385,144	8,726,285	6,670,135	5,248,721	4,943,094	4,581,164	2,831,542	3,219,482	4,347,336	3,148,917	4,380,026
Representing:												
- External Restrictions	5,233,000	5,609,858	4,439,950	3,579,070	1,899,982	1,191,126	2,215,270	1,892,414	2,283,558	3,317,702	2,355,846	3,397,960
- Internal Restrictions	6,805,000	7,047,188	1,952,341	557,341	1,116,341	1,666,341	1,181,341	300,341	787,341	717,341	330,341	265,341
- Unrestricted	2,529,000	1,728,097	2,333,994	2,533,724	2,432,398	2,085,627	1,184,553	638,787	168,583	312,293	462,730	716,695
	14,567,000	14,385,144	8,726,285	6,670,135	5,248,721	4,943,094	4,581,164	2,831,542	3,219,482	4,347,336	3,148,917	4,380,026



Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 EQUITY STATEMENT - WATER FUND
 Scenario: Scenario 1

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	89,252,000	91,990,000	93,880,014	98,024,684	98,924,427	99,893,362	100,982,883	102,315,487	103,816,726	111,068,530	112,736,604	114,605,167
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	89,252,000	91,990,000	93,880,014	98,024,684	98,924,427	99,893,362	100,982,883	102,315,487	103,816,726	111,068,530	112,736,604	114,605,167
Net Operating Result for the Year	1,605,000	1,890,014	4,144,670	899,743	968,935	1,089,521	1,332,604	1,501,239	1,638,908	1,668,074	1,868,562	2,080,729
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	1,605,000	1,890,014	4,144,670	899,743	968,935	1,089,521	1,332,604	1,501,239	1,638,908	1,668,074	1,868,562	2,080,729
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,120,000	-	-	-	-	-	-	-	5,612,896	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	13,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,133,000	-	-	-	-	-	-	-	5,612,896	-	-	-
Total Recognised Income & Expenses	2,738,000	1,890,014	4,144,670	899,743	968,935	1,089,521	1,332,604	1,501,239	7,251,804	1,668,074	1,868,562	2,080,729
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	91,990,000	93,880,014	98,024,684	98,924,427	99,893,362	100,982,883	102,315,487	103,816,726	111,068,530	112,736,604	114,605,167	116,685,895

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - WATER FUND
 Scenario: Scenario 1

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	7.29%	5.50%	6.47%	6.95%	7.85%	9.88%	11.08%	11.93%	11.71%	12.99%	14.31%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	85.54%	68.73%	94.79%	94.87%	94.98%	95.08%	95.13%	95.17%	95.21%	95.25%	95.28%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	14.43	5.91	5.15	4.15	4.93	4.54	2.42	2.78	2.59	2.37	2.65
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	6.32	6.03	5.62	3.98	2.93	3.81	3.89	3.64	3.55	3.50	3.66
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.73%	2.73%	2.73%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	12.88	9.67	9.12	7.55	6.98	6.84	4.38	4.82	6.34	4.43	2.57

- 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

1) **different** Calculation to TCorp's calculation for same ratio

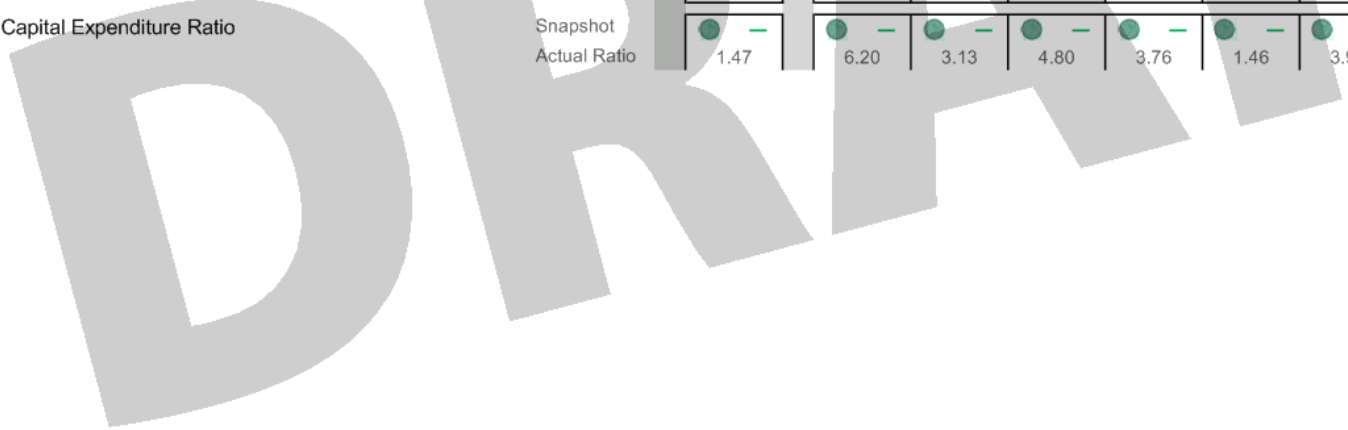
Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - WATER FUND
 Scenario: Scenario 1

Current Year 2019/20 Projected Years 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

New Special Schedule 7 Ratios

	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio 130.35%	● —	● —	● —	● ↓	● —	● ↓	● ↓	● —	● —	● ↓
Infrastructure Backlog Ratio	Snapshot Actual Ratio 0.09	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑
Asset Maintenance Ratio	Snapshot Actual Ratio 1.00	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
Capital Expenditure Ratio	Snapshot Actual Ratio 1.47	● —	● —	● —	● —	● —	● —	● —	● —	● —	● ↓



APPENDIX
SEVEN

SCENARIO TWO



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	18,399,000	25,694,940	29,573,909	28,552,869	29,124,488	29,780,166	30,375,854	30,983,457	31,603,215	32,235,370	32,880,171	33,537,870
User Charges & Fees	6,995,000	9,516,900	4,865,925	4,857,721	4,958,810	5,070,410	5,197,170	5,327,100	5,460,277	5,596,784	5,736,704	5,880,121
Interest & Investment Revenue	1,364,000	1,312,222	537,229	505,718	553,461	602,939	602,939	602,939	602,939	602,939	602,939	602,939
Other Revenues	2,878,000	2,933,444	3,041,979	2,989,721	3,049,574	3,118,231	3,196,187	3,276,092	3,357,994	3,441,944	3,527,992	3,616,192
Grants & Contributions provided for Operating Purposes	13,915,000	13,613,099	18,023,639	14,389,317	14,473,011	14,621,813	14,987,358	15,362,042	15,746,093	16,139,746	16,543,239	16,956,820
Grants & Contributions provided for Capital Purposes	16,683,000	21,995,115	27,669,778	6,669,107	3,620,234	7,594,279	5,634,136	5,674,989	5,716,864	5,759,786	5,803,780	5,848,875
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	60,234,000	75,065,720	83,712,459	57,964,453	55,779,578	60,787,838	59,993,644	61,226,619	62,487,383	63,776,569	65,094,826	66,442,818
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,207,000	19,283,740	22,301,351	23,615,354	24,192,744	24,758,017	25,376,968	26,011,392	26,661,677	27,328,219	28,011,425	28,711,710
Borrowing Costs	218,000	190,985	103,528	58,663	22,824	13,095	11,109	9,082	7,014	4,904	2,751	555
Materials & Contracts	7,376,000	12,334,527	4,523,852	2,108,273	2,012,600	2,001,946	2,041,422	2,346,388	2,192,875	2,250,411	2,309,023	2,718,738
Depreciation & Amortisation	11,718,000	11,688,665	12,306,765	12,617,153	12,898,977	13,187,746	13,110,033	13,625,492	13,765,100	13,765,100	13,870,413	14,065,035
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,002,000	9,352,783	9,375,918	8,982,224	9,158,754	9,359,033	9,593,009	9,832,835	10,078,655	10,330,622	10,588,887	10,853,610
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	3,534,000	2,204,124	2,232,775	2,276,602	2,461,610	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819	2,316,819
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	43,055,000	55,054,824	50,844,189	49,658,269	50,747,509	51,636,656	52,449,360	54,142,007	55,022,140	55,996,075	57,099,318	58,666,466
Operating Result from Continuing Operations	17,179,000	20,010,896	32,868,270	8,306,184	5,032,069	9,151,182	7,544,284	7,084,612	7,465,242	7,780,493	7,995,508	7,776,351
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,179,000	20,010,896	32,868,270	8,306,184	5,032,069	9,151,182	7,544,284	7,084,612	7,465,242	7,780,493	7,995,508	7,776,351
Net Operating Result before Grants and Contributions provided for Capital Purposes	496,000	(1,984,219)	5,198,492	1,637,077	1,411,835	1,556,903	1,910,148	1,409,622	1,748,378	2,020,708	2,191,728	1,927,476

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,032,000	4,650,465	4,267,637	4,687,832	5,155,902	5,083,936	5,076,076	4,926,807	4,867,260	4,345,530	3,805,962	3,824,233
Investments	40,093,000	39,545,422	36,290,031	39,863,177	43,843,429	43,231,465	43,164,623	41,895,305	41,388,946	36,952,399	32,364,160	32,519,527
Receivables	6,601,000	7,546,166	6,996,659	5,210,761	5,154,089	5,522,039	5,474,968	5,561,873	5,662,905	5,696,433	5,731,003	5,852,720
Inventories	1,092,000	3,074,774	2,267,913	2,022,936	2,047,585	2,086,381	2,137,318	2,220,108	2,251,081	2,307,672	2,365,636	2,465,471
Other	146,000	149,918	120,909	110,431	112,056	114,291	117,104	121,091	123,233	126,325	129,493	134,198
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	50,964,000	54,966,745	49,943,150	51,895,137	56,313,060	56,038,111	55,970,089	54,725,183	54,293,425	49,428,360	44,396,254	44,796,149
Non-Current Assets												
Investments	2,959,000	2,308,761	2,118,703	2,327,313	2,559,690	2,523,962	2,520,059	2,445,953	2,416,391	2,157,374	1,889,501	1,898,572
Receivables	123,000	110,597	256,957	267,889	115,440	117,721	120,229	122,590	125,209	126,743	128,321	131,362
Inventories	-	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565	1,699,565
Infrastructure, Property, Plant & Equipment	763,435,000	783,984,729	821,650,225	824,251,006	824,506,708	835,166,216	874,036,635	887,045,408	895,352,769	914,436,214	928,729,173	936,051,866
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000	6,272,000
Intangible Assets	236,000	195,062	148,174	100,074	50,780	377	27,687	54,997	82,307	109,617	136,927	164,237
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	773,025,000	794,570,714	832,145,624	834,917,846	835,204,183	845,779,840	884,676,175	897,640,513	905,948,241	924,801,514	938,855,488	946,217,603
TOTAL ASSETS	823,989,000	849,537,460	882,088,774	886,812,983	891,517,243	901,817,951	940,646,264	952,365,696	960,241,666	974,229,874	983,251,741	991,013,751
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,187,000	8,589,809	9,156,591	6,031,897	5,758,837	6,672,509	6,514,948	6,769,945	6,787,375	7,320,803	7,419,214	7,066,157
Income received in advance	1,050,000	2,362,628	2,041,488	2,062,911	2,104,604	2,151,349	2,205,132	2,260,261	2,316,767	2,374,686	2,434,053	2,494,905
Borrowings	1,402,000	832,598	753,833	377,080	97,847	99,834	101,860	103,928	106,038	108,191	54,917	-
Provisions	7,143,000	7,376,550	7,629,405	7,887,063	8,149,880	8,418,614	8,694,066	8,976,405	9,265,802	9,562,433	9,866,481	10,178,130
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	13,782,000	19,161,586	19,581,317	16,358,951	16,111,168	17,342,306	17,516,006	18,110,539	18,475,981	19,366,114	19,774,665	19,739,192
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,682,000	1,803,528	1,049,695	672,615	574,768	474,934	373,074	269,146	163,108	54,917	-	-
Provisions	788,000	824,450	841,595	859,067	876,888	895,110	913,788	932,932	952,556	972,670	993,286	1,014,419
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,470,000	2,627,978	1,891,290	1,531,682	1,451,656	1,370,044	1,286,862	1,202,078	1,115,664	1,027,587	993,286	1,014,419
TOTAL LIABILITIES	16,252,000	21,789,564	21,472,608	17,890,633	17,562,824	18,712,350	18,802,868	19,312,617	19,591,645	20,393,700	20,767,952	20,753,610
Net Assets	807,737,000	827,747,896	860,616,166	868,922,350	873,954,419	883,105,602	921,843,396	933,053,079	940,650,021	953,836,174	962,483,790	970,260,141
EQUITY												
Retained Earnings	312,973,000	332,983,896	365,852,166	374,158,350	379,190,419	388,341,602	395,885,886	402,970,498	410,435,740	418,216,233	426,211,741	433,988,093
Revaluation Reserves	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000	494,764,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	807,737,000	827,747,896	860,616,166	868,922,350	873,954,419	883,105,602	921,843,396	933,053,079	940,650,021	953,836,174	962,483,790	970,260,141
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	807,737,000	827,747,896	860,616,166	868,922,350	873,954,419	883,105,602	921,843,396	933,053,079	940,650,021	953,836,174	962,483,790	970,260,141

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 CASH FLOW STATEMENT - GENERAL FUND
 Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	25,254,539	29,432,095	28,590,198	29,103,590	29,756,195	30,354,076	30,961,244	31,580,557	32,212,259	32,856,597	33,513,825
User Charges & Fees	-	9,429,013	6,206,882	4,860,086	4,929,664	5,038,234	5,160,623	5,289,639	5,421,880	5,557,427	5,696,362	5,838,771
Interest & Investment Revenue Received	-	1,267,501	579,598	472,835	453,266	598,654	604,589	617,580	605,681	676,817	678,340	592,400
Grants & Contributions	-	35,338,012	45,082,723	22,550,159	18,272,797	21,966,439	20,718,053	21,011,869	21,437,166	21,873,095	22,319,923	22,777,921
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,019,605	2,637,170	3,299,562	3,115,075	3,104,830	3,254,651	3,312,150	3,394,953	3,479,827	3,566,823	3,655,994
Payments:												
Employee Benefits & On-Costs	-	(19,013,170)	(22,031,264)	(23,340,197)	(23,912,089)	(24,471,044)	(25,082,820)	(25,709,891)	(26,352,638)	(27,011,454)	(27,686,740)	(28,378,909)
Materials & Contracts	-	(10,512,888)	(4,525,624)	(2,164,578)	(1,987,880)	(1,973,833)	(2,008,545)	(2,312,500)	(2,158,472)	(2,214,995)	(2,272,722)	(2,681,279)
Borrowing Costs	-	(224,269)	(138,497)	(90,324)	(38,661)	(17,205)	(15,302)	(13,360)	(11,379)	(9,358)	(7,295)	(2,861)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(9,352,783)	(9,375,918)	(8,982,224)	(9,158,754)	(9,359,033)	(9,593,009)	(9,832,835)	(10,078,655)	(10,330,622)	(10,588,887)	(10,853,610)
Net Cash provided (or used in) Operating Activities	-	36,205,559	47,867,165	25,195,518	20,777,007	24,843,237	23,392,315	23,323,897	23,839,093	24,232,997	24,562,401	24,462,252
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,197,817	3,445,448	-	-	647,692	70,744	1,343,424	535,922	4,695,563	4,856,112	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	1,656,000	1,938,000	156,000	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	13,477	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	(3,781,755)	(4,212,628)	-	-	-	-	-	-	(164,437)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(33,750,842)	(52,474,209)	(22,132,253)	(15,828,836)	(25,217,611)	(23,323,648)	(24,667,293)	(24,283,196)	(29,296,815)	(29,802,453)	(24,177,189)
Purchase of Real Estate Assets	-	(1,649,565)	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(73,545)	(44,634)	(45,482)	(46,393)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)	(47,437)
Deferred Debtors & Advances Made	-	123,438	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(34,139,220)	(47,417,395)	(24,021,490)	(19,931,857)	(24,617,356)	(23,300,341)	(23,371,306)	(23,794,712)	(24,648,688)	(24,993,778)	(24,389,064)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,000,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,447,874)	(832,598)	(753,833)	(377,080)	(97,847)	(99,834)	(101,860)	(103,928)	(106,038)	(108,191)	(54,917)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(447,874)	(832,598)	(753,833)	(377,080)	(97,847)	(99,834)	(101,860)	(103,928)	(106,038)	(108,191)	(54,917)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,618,465	(382,828)	420,195	468,070	(71,966)	(7,860)	(149,269)	(59,547)	(521,729)	(539,568)	18,271
plus: Cash, Cash Equivalents & Investments - beginning of year	-	3,032,000	4,650,465	4,267,637	4,687,832	5,155,902	5,083,936	5,076,076	4,926,807	4,867,260	4,345,530	3,805,962
Cash & Cash Equivalents - end of the year	3,032,000	4,650,465	4,267,637	4,687,832	5,155,902	5,083,936	5,076,076	4,926,807	4,867,260	4,345,530	3,805,962	3,824,233
Cash & Cash Equivalents - end of the year	3,032,000	4,650,465	4,267,637	4,687,832	5,155,902	5,083,936	5,076,076	4,926,807	4,867,260	4,345,530	3,805,962	3,824,233
Investments - end of the year	43,052,000	41,854,183	38,408,735	42,190,490	46,403,119	45,755,427	45,684,683	44,341,259	43,805,337	39,109,773	34,253,661	34,418,098
Cash, Cash Equivalents & Investments - end of the year	46,084,000	46,504,648	42,676,372	46,878,322	51,559,021	50,839,363	50,760,758	49,268,065	48,672,597	43,455,304	38,059,623	38,242,332
Representing:												
- External Restrictions	19,891,000	17,101,552	15,737,491	17,584,672	19,170,205	20,794,059	19,358,510	17,934,571	16,522,534	15,122,697	13,735,363	12,360,847
- Internal Restrictions	16,628,000	14,542,181	18,052,804	22,734,022	26,655,684	24,209,362	24,997,637	24,775,458	25,845,054	21,897,701	18,379,277	21,194,127
- Unrestricted	9,565,000	14,860,915	8,886,077	6,559,628	5,733,132	5,835,942	6,404,612	6,558,036	6,305,008	6,434,906	5,944,983	4,687,358
	46,084,000	46,504,648	42,676,372	46,878,322	51,559,021	50,839,363	50,760,758	49,268,065	48,672,597	43,455,304	38,059,623	38,242,332

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 EQUITY STATEMENT - GENERAL FUND
 Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	789,144,000	807,737,000	827,747,896	860,616,166	868,922,350	873,954,419	883,105,602	921,843,396	933,053,079	940,650,021	953,836,174	962,483,790
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	789,144,000	807,737,000	827,747,896	860,616,166	868,922,350	873,954,419	883,105,602	921,843,396	933,053,079	940,650,021	953,836,174	962,483,790
Net Operating Result for the Year	17,179,000	20,010,896	32,868,270	8,306,184	5,032,069	9,151,182	7,544,284	7,084,612	7,465,242	7,780,493	7,995,508	7,776,351
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	17,179,000	20,010,896	32,868,270	8,306,184	5,032,069	9,151,182	7,544,284	7,084,612	7,465,242	7,780,493	7,995,508	7,776,351
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	3,739,000	-	-	-	-	-	31,193,510	4,125,071	131,700	5,405,659	652,108	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	(2,325,000)	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,414,000	-	-	-	-	-	31,193,510	4,125,071	131,700	5,405,659	652,108	-
Total Recognised Income & Expenses	18,593,000	20,010,896	32,868,270	8,306,184	5,032,069	9,151,182	38,737,794	11,209,683	7,596,942	13,186,152	8,647,616	7,776,351
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	807,737,000	827,747,896	860,616,166	868,922,350	873,954,419	883,105,602	921,843,396	933,053,079	940,650,021	953,836,174	962,483,790	970,260,141

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Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - GENERAL FUND
 Scenario: Scenario 2

Current Year 2019/20 Projected Years 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

Council's Target Benchmarks

New Note 13 Ratios

Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	0.41%	13.26%	7.63%	7.43%	7.28%	7.78%	6.71%	7.16%	7.48%	7.60%	7.00%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	52.56%	45.42%	63.67%	67.56%	63.45%	65.63%	65.64%	65.65%	65.66%	65.67%	65.68%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.11	2.74	3.65	4.14	3.57	3.71	3.60	3.64	3.11	2.73	2.94
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	7.38	21.20	20.42	42.00	153.91	156.37	156.49	160.78	163.22	165.69	330.07
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	4.46%	4.40%	4.36%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%	4.38%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	12.28	12.38	14.20	15.56	15.15	14.76	13.89	13.46	11.72	10.02	9.75

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	● —
	Actual Ratio	83.26%	92.12%	71.06%	69.75%	71.54%	116.46%	111.43%	109.82%	109.11%	107.71%	106.80%
Infrastructure Backlog Ratio	Snapshot	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑
	Actual Ratio	0.05	0.05	0.05	0.05	0.05	0.04	0.04	0.03	0.03	0.03	0.02
Asset Maintenance Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94
Capital Expenditure Ratio	Snapshot	● —	● —	● —	● ↓	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	2.75	4.05	1.20	1.01	1.80	1.58	1.65	1.59	1.99	1.98	1.52

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND
 Scenario: Scenario 2

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,133,000	6,359,189	6,556,256	6,794,283	7,042,948	7,324,744	7,727,513	8,152,435	8,600,728	9,073,676	9,572,637	10,099,041
User Charges & Fees	809,000	905,242	980,746	1,007,750	1,038,183	1,071,904	1,129,319	1,189,853	1,253,677	1,320,971	1,391,924	1,466,738
Interest & Investment Revenue	391,000	297,243	156,582	82,984	81,468	84,476	84,476	84,476	84,476	84,476	84,476	84,476
Other Revenues	38,000	16,126	16,529	16,843	17,180	17,567	18,006	18,456	18,918	19,391	19,875	20,372
Grants & Contributions provided for Operating Purposes	-	61,410	62,945	64,141	65,425	66,898	68,570	70,285	72,042	73,843	75,689	77,581
Grants & Contributions provided for Capital Purposes	165,000	742,685	976,250	203,800	207,880	962,560	217,874	223,321	228,904	234,626	240,492	246,504
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,536,000	8,381,895	8,749,308	8,169,801	8,453,084	9,528,149	9,245,759	9,738,826	10,258,744	10,806,983	11,385,094	11,994,712
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,370,000	1,470,836	1,784,945	1,824,627	1,869,613	1,920,281	1,968,288	2,017,495	2,067,933	2,119,631	2,172,622	2,226,937
Borrowing Costs	550,000	527,993	540,786	404,232	302,767	282,230	261,188	239,626	217,532	194,893	171,696	147,927
Materials & Contracts	790,000	1,307,599	1,228,350	1,246,176	1,671,131	1,699,748	1,742,242	1,785,798	1,830,443	1,876,204	1,923,109	1,971,187
Depreciation & Amortisation	1,559,000	1,536,700	1,554,720	1,589,702	1,625,470	1,662,043	1,662,043	1,662,043	1,662,043	1,778,559	1,778,559	1,778,559
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,105,000	1,935,523	1,917,999	1,954,440	1,993,541	2,038,403	2,089,363	2,141,597	2,195,137	2,250,016	2,306,266	2,363,923
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	371,000	150,000	153,750	156,671	159,808	163,406	163,406	163,406	163,406	163,406	163,406	163,406
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,745,000	6,928,651	7,180,550	7,175,848	7,622,330	7,766,111	7,886,529	8,009,965	8,136,493	8,382,709	8,515,658	8,651,938
Operating Result from Continuing Operations	791,000	1,453,244	1,568,758	993,953	830,754	1,762,038	1,359,229	1,728,861	2,122,251	2,424,274	2,869,436	3,342,774
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	791,000	1,453,244	1,568,758	993,953	830,754	1,762,038	1,359,229	1,728,861	2,122,251	2,424,274	2,869,436	3,342,774
Net Operating Result before Grants and Contributions provided for Capital Purposes	626,000	710,559	592,508	790,153	622,874	799,478	1,141,355	1,505,540	1,893,347	2,189,648	2,628,944	3,096,270

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Scenario 2

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	830,000	1,414,206	810,497	370,789	382,766	222,545	322,859	415,638	510,438	86,582	265,177	501,777	
Investments	10,979,000	12,025,522	6,891,959	3,152,955	3,254,803	1,892,383	2,745,392	3,534,323	4,340,443	736,236	2,254,896	4,266,800	
Receivables	379,000	415,850	440,600	454,447	469,467	486,298	512,659	540,461	569,781	600,705	633,319	667,716	
Inventories	20,000	22,647	20,987	21,386	30,898	31,389	32,174	32,978	33,802	34,648	35,514	36,402	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	12,208,000	13,878,225	8,164,043	3,999,576	4,137,934	2,632,614	3,613,084	4,523,400	5,454,464	1,458,170	3,188,905	5,472,695	
Non-Current Assets													
Investments	811,000	702,332	402,514	184,143	190,092	110,522	160,340	206,417	253,497	42,999	131,694	249,196	
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	89,766,000	89,481,493	96,953,966	107,853,050	107,400,800	109,989,021	109,350,572	109,247,123	114,794,810	120,661,845	120,573,880	120,533,915	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	90,577,000	90,183,825	97,356,480	108,037,194	107,590,892	110,099,543	109,510,913	109,453,540	115,048,307	120,704,844	120,705,574	120,783,111	
TOTAL ASSETS	102,785,000	104,062,050	105,520,523	112,036,770	111,728,826	112,732,157	113,123,997	113,976,940	120,502,771	122,163,015	123,894,479	126,255,806	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	159,000	296,215	521,215	629,380	327,011	425,170	335,688	359,240	377,250	557,422	386,850	396,571	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	313,000	335,285	465,648	836,329	856,865	877,909	899,471	921,564	944,203	967,400	991,168	1,015,524	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	472,000	631,500	986,863	1,465,709	1,183,876	1,303,078	1,235,159	1,280,805	1,321,453	1,524,822	1,378,019	1,412,096	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	7,831,000	7,495,306	7,029,658	12,073,106	11,216,241	10,338,332	9,438,862	8,517,297	7,573,095	6,605,695	5,614,526	4,599,002	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	7,831,000	7,495,306	7,029,658	12,073,106	11,216,241	10,338,332	9,438,862	8,517,297	7,573,095	6,605,695	5,614,526	4,599,002	
TOTAL LIABILITIES	8,303,000	8,126,806	8,016,521	13,538,815	12,400,117	11,641,411	10,674,021	9,798,102	8,894,547	8,130,516	6,992,545	6,011,097	
Net Assets	94,482,000	95,935,244	97,504,002	98,497,955	99,328,709	101,090,747	102,449,976	104,178,837	111,608,224	114,032,498	116,901,934	120,244,708	
EQUITY													
Retained Earnings	50,375,000	51,828,244	53,397,002	54,390,955	55,221,709	56,983,747	58,342,976	60,071,837	62,194,088	64,618,362	67,487,798	70,830,572	
Revaluation Reserves	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	44,107,000	49,414,136	49,414,136	49,414,136	49,414,136	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	94,482,000	95,935,244	97,504,002	98,497,955	99,328,709	101,090,747	102,449,976	104,178,837	111,608,224	114,032,498	116,901,934	120,244,708	
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	94,482,000	95,935,244	97,504,002	98,497,955	99,328,709	101,090,747	102,449,976	104,178,837	111,608,224	114,032,498	116,901,934	120,244,708	

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - SEWER FUND Scenario: Scenario 2												
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,371,649	6,560,382	6,787,188	7,035,536	7,316,344	7,715,506	8,139,767	8,587,363	9,059,576	9,557,762	10,083,347
User Charges & Fees	-	855,932	961,870	1,000,999	1,030,575	1,063,474	1,114,965	1,174,719	1,237,721	1,304,147	1,374,186	1,448,035
Interest & Investment Revenue Received	-	297,243	156,582	82,984	81,468	84,476	84,476	84,476	84,476	84,476	84,476	84,476
Grants & Contributions	-	804,095	1,038,195	267,941	273,305	1,029,458	286,444	293,606	300,946	308,469	316,161	324,086
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	16,126	16,529	16,843	17,180	17,567	18,006	18,456	18,918	19,391	19,875	20,372
Payments:												
Employee Benefits & On-Costs	-	(1,470,836)	(1,784,945)	(1,824,627)	(1,869,613)	(1,920,281)	(1,968,288)	(2,017,495)	(2,067,935)	(2,119,631)	(2,172,622)	(2,226,937)
Materials & Contracts	-	(1,215,096)	(1,235,052)	(1,242,346)	(1,643,640)	(1,694,499)	(1,735,707)	(1,779,100)	(1,823,578)	(1,869,167)	(1,915,896)	(1,963,794)
Borrowing Costs	-	(527,993)	(540,786)	(404,232)	(302,767)	(282,230)	(261,188)	(239,626)	(217,532)	(194,893)	(171,696)	(147,927)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,935,523)	(1,917,999)	(1,954,440)	(1,993,541)	(2,038,403)	(2,089,363)	(2,141,597)	(2,195,137)	(2,250,016)	(2,306,266)	(2,363,923)
Net Cash provided (or used in) Operating Activities	-	3,195,596	3,245,776	2,730,310	2,628,503	3,575,905	3,164,851	3,533,206	3,925,244	4,342,353	4,786,000	5,257,735
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	5,433,381	3,957,374	-	1,441,990	-	-	-	3,814,704	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(937,854)	-	-	(107,795)	-	(902,828)	(835,007)	(853,200)	-	(1,607,355)	(2,129,406)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,360,128)	(8,947,581)	(12,541,522)	(1,672,401)	(4,321,251)	(1,283,800)	(1,705,950)	(2,055,680)	(7,636,710)	(2,032,850)	(1,900,560)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,297,981)	(3,514,200)	(8,584,147)	(1,780,196)	(2,879,261)	(2,186,628)	(2,540,957)	(2,908,880)	(3,822,006)	(3,640,005)	(4,029,966)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	6,000,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(313,409)	(335,285)	(585,871)	(836,329)	(856,865)	(877,909)	(899,471)	(921,564)	(944,203)	(967,400)	(991,168)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(313,409)	(335,285)	5,414,129	(836,329)	(856,865)	(877,909)	(899,471)	(921,564)	(944,203)	(967,400)	(991,168)
Net Increase(Decrease) in Cash & Cash Equivalents	-	584,206	(603,709)	(439,708)	11,977	(160,221)	100,314	92,779	94,800	(423,656)	178,595	236,601
plus: Cash, Cash Equivalents & Investments - beginning of year	-	830,000	1,414,206	810,497	370,789	382,766	222,545	322,859	415,638	510,438	86,582	265,177
Cash & Cash Equivalents - end of the year	830,000	1,414,206	810,497	370,789	382,766	222,545	322,859	415,638	510,438	86,582	265,177	501,777
Cash & Cash Equivalents - end of the year	830,000	1,414,206	810,497	370,789	382,766	222,545	322,859	415,638	510,438	86,582	265,177	501,777
Investments - end of the year	11,790,000	12,727,854	7,294,473	3,337,099	3,444,894	2,002,904	2,905,733	3,740,740	4,593,939	779,235	2,386,590	4,515,996
Cash, Cash Equivalents & Investments - end of the year	12,620,000	14,142,060	8,104,970	3,707,887	3,827,660	2,225,449	3,228,592	4,156,377	5,104,377	865,817	2,651,767	5,017,773
Representing:												
- External Restrictions	3,022,000	3,272,000	2,339,000	85,598	137,133	394,331	656,843	924,802	1,198,344	477,608	762,738	1,053,880
- Internal Restrictions	9,009,000	8,351,934	3,346,303	1,467,103	2,645,783	1,345,943	2,083,943	2,886,943	3,547,943	22,943	1,096,943	2,223,943
- Unrestricted	589,000	2,518,126	2,419,667	2,155,186	1,044,744	485,175	487,806	344,632	358,090	365,266	792,086	1,739,950
	12,620,000	14,142,060	8,104,970	3,707,887	3,827,660	2,225,449	3,228,592	4,156,377	5,104,377	865,817	2,651,767	5,017,773

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 EQUITY STATEMENT - SEWER FUND
 Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	92,083,000	94,482,000	95,935,244	97,504,002	98,497,955	99,328,709	101,090,747	102,449,976	104,178,837	111,608,224	114,032,498	116,901,934
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	92,083,000	94,482,000	95,935,244	97,504,002	98,497,955	99,328,709	101,090,747	102,449,976	104,178,837	111,608,224	114,032,498	116,901,934
Net Operating Result for the Year	791,000	1,453,244	1,568,758	993,953	830,754	1,762,038	1,359,229	1,728,861	2,122,251	2,424,274	2,869,436	3,342,774
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	791,000	1,453,244	1,568,758	993,953	830,754	1,762,038	1,359,229	1,728,861	2,122,251	2,424,274	2,869,436	3,342,774
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,053,000	-	-	-	-	-	-	-	5,307,136	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	555,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,608,000	-	-	-	-	-	-	-	5,307,136	-	-	-
Total Recognised Income & Expenses	2,399,000	1,453,244	1,568,758	993,953	830,754	1,762,038	1,359,229	1,728,861	7,429,387	2,424,274	2,869,436	3,342,774
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	94,482,000	95,935,244	97,504,002	98,497,955	99,328,709	101,090,747	102,449,976	104,178,837	111,608,224	114,032,498	116,901,934	120,244,708

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - SEWER FUND
 Scenario: Scenario 2

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	11.27%	9.60%	11.89%	9.49%	11.24%	14.45%	17.54%	20.51%	22.26%	25.06%	27.75%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	90.41%	88.12%	96.72%	96.77%	89.20%	96.90%	96.99%	97.07%	97.15%	97.22%	97.30%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	17.91	6.31	2.73	3.50	1.80	2.52	2.97	3.41	0.67	1.86	3.31
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	3.48	3.24	2.97	2.38	2.55	2.83	3.13	3.46	3.80	4.16	4.55
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	2.88%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%	2.89%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	27.71	14.92	6.60	6.16	3.51	4.99	6.29	7.56	1.26	3.77	6.98

- 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

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - SEWER FUND
 Scenario: Scenario 2

Current Year 2019/20 Projected Years 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

New Special Schedule 7 Ratios

	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Building & Infrastructure Renewals Ratio	● ↓ Snapshot Actual Ratio 76.80%	● — 471.04%	● — 462.53%	● ↓ 59.29%	● — 198.14%	● ↓ 50.65%	● ↓ 73.46%	● ↓ 87.35%	● ↓ 71.84%	● ↓ 69.81%	● ↓ 70.89%
Infrastructure Backlog Ratio	● — Snapshot Actual Ratio 0.01	● — 0.01	● — 0.01	● — 0.01	● — 0.01	● — 0.01	● — 0.01	● — 0.00	● — 0.00	● — 0.00	● — 0.00
Asset Maintenance Ratio	● — Snapshot Actual Ratio 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09	● — 1.09
Capital Expenditure Ratio	● ↓ Snapshot Actual Ratio 0.81	● — 5.81	● — 7.86	● ↓ 0.72	● — 2.56	● ↓ 0.62	● ↓ 0.94	● — 1.14	● — 4.30	● ↓ 0.95	● ↓ 0.98

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WASTE FUND
Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,049,000	5,399,200	5,614,198	5,816,388	6,006,033	6,206,756	6,486,060	6,777,933	7,082,940	7,401,672	7,734,747	8,082,811
User Charges & Fees	1,321,000	1,420,327	1,148,335	1,170,153	1,193,580	1,220,450	1,244,961	1,270,084	1,295,836	1,322,232	1,349,287	1,377,019
Interest & Investment Revenue	156,000	166,331	55,884	56,889	35,796	42,573	28,189	41,309	28,329	30,030	26,419	24,574
Other Revenues	516,000	585,850	560,750	571,404	582,844	595,965	610,864	626,136	641,789	657,834	674,280	691,137
Grants & Contributions provided for Operating Purposes	398,000	220,000	205,000	208,895	213,077	217,874	223,321	228,904	234,626	240,492	246,504	252,667
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,440,000	7,791,708	7,584,167	7,823,729	8,031,330	8,283,618	8,593,395	8,944,366	9,283,520	9,652,260	10,031,237	10,428,207
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,473,000	2,616,589	2,779,707	2,841,956	2,912,685	2,992,288	3,067,095	3,143,773	3,222,367	3,302,926	3,385,499	3,470,137
Borrowing Costs	27,000	21,358	43,892	63,329	87,230	107,383	98,100	88,611	78,913	69,000	71,368	71,842
Materials & Contracts	3,144,000	3,454,640	3,371,456	3,408,670	3,476,912	3,555,186	3,644,066	3,735,167	3,828,547	3,924,260	4,022,367	4,122,926
Depreciation & Amortisation	1,345,000	196,351	196,227	200,022	204,073	208,668	208,668	209,027	256,877	256,877	256,877	256,877
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	912,000	931,820	1,119,690	1,140,964	1,163,785	1,189,970	1,219,719	1,250,212	1,281,468	1,313,504	1,346,342	1,380,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,947,000	7,220,758	7,510,972	7,654,941	7,844,685	8,053,495	8,237,648	8,426,791	8,668,171	8,866,568	9,082,453	9,301,782
Operating Result from Continuing Operations	(507,000)	570,950	73,195	168,788	186,645	230,123	355,747	517,575	615,349	785,692	948,785	1,126,425
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(507,000)	570,950	73,195	168,788	186,645	230,123	355,747	517,575	615,349	785,692	948,785	1,126,425
Net Operating Result before Grants and Contributions provided for Capital Purposes	(507,000)	570,950	73,195	168,788	186,645	230,123	355,747	517,575	615,349	785,692	948,785	1,126,425

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WASTE FUND
Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	301,000	505,553	386,942	277,321	232,668	73,200	53,995	128,481	154,783	206,766	21,073	150,621
Investments	3,982,000	4,040,117	3,290,373	2,356,202	1,978,500	622,457	459,149	485,576	584,977	781,439	179,193	569,249
Receivables	255,000	282,582	293,834	304,416	314,342	324,847	339,465	354,741	370,705	387,386	404,819	423,036
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,538,000	4,828,251	3,971,149	2,939,939	2,525,510	1,020,504	852,610	968,798	1,110,465	1,375,592	605,085	1,142,905
Non-Current Assets												
Investments	294,000	235,883	192,109	137,684	115,515	36,342	26,807	28,350	34,154	45,824	10,462	33,236
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	10,216,000	10,644,640	13,634,808	14,674,343	17,583,558	18,963,018	19,107,255	20,292,962	20,348,085	20,432,208	22,774,331	22,732,454
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	10,510,000	10,880,523	13,826,917	14,812,027	17,699,073	18,999,360	19,134,062	20,321,313	20,382,239	20,477,832	22,784,793	22,765,689
TOTAL ASSETS	15,048,000	15,708,774	17,798,066	17,751,966	20,224,583	20,019,864	19,986,672	21,290,111	21,492,704	21,853,424	23,389,878	23,908,594
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	257,000	325,466	409,621	355,303	417,883	379,432	349,262	354,555	366,659	376,462	453,357	391,222
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	182,879	186,924	419,658	428,941	438,430	448,128	458,041	468,174	568,840	469,747
Provisions	158,000	873,941	878,311	882,764	887,306	891,950	896,594	901,238	905,882	910,527	915,171	919,815
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	415,000	1,199,407	1,470,811	1,424,991	1,724,846	1,700,322	1,684,286	1,703,921	1,730,583	1,755,162	1,937,368	1,780,784
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	1,727,171	1,540,247	3,508,152	3,079,211	2,640,781	2,192,653	1,734,612	1,266,438	1,653,278	1,183,531
Provisions	4,199,000	3,504,417	3,521,939	3,539,794	3,558,007	3,576,630	3,595,253	3,613,876	3,632,499	3,651,121	3,669,744	3,688,367
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,199,000	3,504,417	5,249,111	5,080,041	7,066,159	6,655,841	6,236,034	5,806,529	5,367,110	4,917,560	5,323,022	4,871,898
TOTAL LIABILITIES	4,614,000	4,703,824	6,719,921	6,505,033	8,791,005	8,356,164	7,920,320	7,510,450	7,097,693	6,672,721	7,260,390	6,652,682
Net Assets	10,434,000	11,004,950	11,078,145	11,246,933	11,433,578	11,663,700	12,066,352	13,779,661	14,395,011	15,180,703	16,129,487	17,255,912
EQUITY												
Retained Earnings	7,158,000	7,728,950	7,802,145	7,970,933	8,157,578	8,387,700	8,743,447	9,261,022	9,876,371	10,662,063	11,610,848	12,737,273
Revaluation Reserves	3,276,000	3,276,000	3,276,000	3,276,000	3,276,000	3,276,000	3,322,905	4,518,640	4,518,640	4,518,640	4,518,640	4,518,640
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	10,434,000	11,004,950	11,078,145	11,246,933	11,433,578	11,663,700	12,066,352	13,779,661	14,395,011	15,180,703	16,129,487	17,255,912
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	10,434,000	11,004,950	11,078,145	11,246,933	11,433,578	11,663,700	12,066,352	13,779,661	14,395,011	15,180,703	16,129,487	17,255,912

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - WASTE FUND Scenario: Scenario 2												
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,371,616	5,602,946	5,805,806	5,996,107	6,196,251	6,471,442	6,762,657	7,066,976	7,384,990	7,717,315	8,064,594
User Charges & Fees	-	1,420,327	1,148,335	1,170,153	1,193,580	1,220,450	1,244,961	1,270,084	1,295,836	1,322,232	1,349,287	1,377,019
Interest & Investment Revenue Received	-	166,331	55,884	56,889	35,796	42,573	28,189	41,309	28,329	30,030	26,419	24,574
Grants & Contributions	-	220,000	205,000	208,895	213,077	217,874	223,321	228,904	234,626	240,492	246,504	252,667
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	585,850	560,750	571,404	582,844	595,965	610,864	626,136	641,789	657,834	674,280	691,137
Payments:												
Employee Benefits & On-Costs	-	(2,616,589)	(2,779,707)	(2,841,956)	(2,912,685)	(2,992,288)	(3,067,095)	(3,143,773)	(3,222,367)	(3,302,926)	(3,385,499)	(3,470,137)
Materials & Contracts	-	(3,403,923)	(3,364,144)	(3,404,582)	(3,470,545)	(3,547,882)	(3,635,771)	(3,726,665)	(3,819,832)	(3,915,328)	(4,013,211)	(4,113,541)
Borrowing Costs	-	-	(22,000)	(41,021)	(64,475)	(84,116)	(74,833)	(65,344)	(55,646)	(45,733)	(48,101)	(48,575)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(931,820)	(1,119,690)	(1,140,964)	(1,163,785)	(1,189,970)	(1,219,719)	(1,250,212)	(1,281,468)	(1,313,504)	(1,346,342)	(1,380,000)
Net Cash provided (or used in) Operating Activities	-	811,794	287,374	384,624	409,914	458,856	581,358	743,095	888,245	1,058,087	1,220,652	1,397,737
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	793,519	986,596	401,871	1,435,216	172,842	-	-	-	637,408	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	(27,969)	(105,205)	(207,933)	-	(412,829)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(607,241)	(3,109,553)	(1,297,962)	(3,057,076)	(1,633,883)	(344,464)	(202,210)	(308,610)	(340,190)	(2,531,260)	(286,520)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(607,241)	(2,316,034)	(311,366)	(2,655,205)	(198,667)	(171,622)	(230,179)	(413,815)	(548,063)	(1,893,852)	(699,349)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	2,000,000	-	2,500,000	-	-	-	-	-	1,000,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(89,950)	(182,879)	(299,362)	(419,658)	(428,941)	(438,430)	(448,128)	(458,041)	(512,494)	(568,840)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	1,910,050	(182,879)	2,200,638	(419,658)	(428,941)	(438,430)	(448,128)	(458,041)	487,506	(568,840)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	204,553	(118,610)	(109,622)	(44,652)	(159,468)	(19,205)	74,466	26,301	51,983	(185,693)	129,548
plus: Cash, Cash Equivalents & Investments - beginning of year	-	301,000	505,553	386,942	277,321	232,668	73,200	53,995	128,481	154,783	206,766	21,073
Cash & Cash Equivalents - end of the year	301,000	505,553	386,942	277,321	232,668	73,200	53,995	128,481	154,783	206,766	21,073	150,621
Cash & Cash Equivalents - end of the year	301,000	505,553	386,942	277,321	232,668	73,200	53,995	128,481	154,783	206,766	21,073	150,621
Investments - end of the year	4,276,000	4,276,000	3,482,481	2,495,886	2,094,015	658,799	485,957	513,926	619,131	827,064	189,655	602,484
Cash, Cash Equivalents & Investments - end of the year	4,577,000	4,781,553	3,869,424	2,773,206	2,326,683	731,999	539,952	642,407	773,914	1,033,830	210,728	753,105
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	3,372,735	3,747,744	2,801,869	1,762,312	1,349,024	10,896	104,896	405,896	743,896	1,002,896	103,896	488,896
- Unrestricted	1,204,265	1,033,809	1,067,555	1,010,894	977,659	721,103	435,056	236,511	30,018	30,934	106,832	264,209
	4,577,000	4,781,553	3,869,424	2,773,206	2,326,683	731,999	539,952	642,407	773,914	1,033,830	210,728	753,105

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - WASTE FUND
Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	10,798,000	10,434,000	11,004,950	11,078,145	11,246,933	11,433,578	11,663,700	12,066,352	13,779,661	14,395,011	15,180,703	16,129,487
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	10,798,000	10,434,000	11,004,950	11,078,145	11,246,933	11,433,578	11,663,700	12,066,352	13,779,661	14,395,011	15,180,703	16,129,487
Net Operating Result for the Year	(507,000)	570,950	73,195	168,788	186,645	230,123	355,747	517,575	615,349	785,692	948,785	1,126,425
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	(507,000)	570,950	73,195	168,788	186,645	230,123	355,747	517,575	615,349	785,692	948,785	1,126,425
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	98,000	-	-	-	-	-	46,905	1,195,735	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	45,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	143,000	-	-	-	-	-	46,905	1,195,735	-	-	-	-
Total Recognised Income & Expenses	(364,000)	570,950	73,195	168,788	186,645	230,123	402,651	1,713,310	615,349	785,692	948,785	1,126,425
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	10,434,000	11,004,950	11,078,145	11,246,933	11,433,578	11,663,700	12,066,352	13,779,661	14,395,011	15,180,703	16,129,487	17,255,912

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - WASTE FUND
 Scenario: Scenario 2

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	7.33%	0.97%	2.16%	2.32%	2.78%	4.14%	5.79%	6.63%	8.14%	9.46%	10.80%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	97.18%	97.30%	97.33%	97.35%	97.37%	97.40%	97.44%	97.47%	97.51%	97.54%	97.58%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	4.03	2.70	2.06	1.46	0.60	0.51	0.57	0.64	0.78	0.31	0.64
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	36.93	2.34	1.76	1.24	1.04	1.26	1.55	1.80	2.11	2.19	2.27
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	4.99%	4.97%	4.97%	4.97%	4.97%	4.97%	4.98%	4.98%	4.98%	4.98%	4.98%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	7.37	5.62	3.90	3.15	0.95	0.69	0.81	0.95	1.24	0.24	0.85

- 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

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - WASTE FUND
 Scenario: Scenario 2

Current Year 2019/20 Projected Years
 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

Council's Target Benchmarks
New Special Schedule 7 Ratios

Indicator	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio 0.00% ● ↓	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%	● ↓ 0.00%
Infrastructure Backlog Ratio	Snapshot Actual Ratio 0.08 ● ↑	● ↑ 0.05	● ↑ 0.04	● ↑ 0.03	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02	● — 0.02
Asset Maintenance Ratio	Snapshot Actual Ratio 1.00 ● —	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00	● — 1.00
Capital Expenditure Ratio	Snapshot Actual Ratio 3.18 ● —	● — 16.24	● — 6.20	● — 15.26	● — 7.61	● — 1.47	● ↓ 0.95	● — 1.21	● — 1.33	● — 10.12	● ↓ 0.84

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND
 Scenario: Scenario 2

	Actuals 2018/19	Current Year 2019/20	Projected Years									
	\$	\$	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,462,000	1,522,247	1,577,089	1,647,704	1,729,188	1,811,549	1,893,069	1,978,257	2,047,496	2,119,158	2,193,329	2,270,095
User Charges & Fees	5,893,000	6,566,437	6,492,775	6,758,696	7,047,000	7,376,592	7,687,743	8,012,840	8,277,689	8,551,778	8,835,430	9,128,978
Interest & Investment Revenue	462,000	242,217	169,246	109,432	73,861	58,983	78,926	60,108	60,316	59,233	67,149	68,376
Other Revenues	11,000	2,000	2,050	2,089	2,131	2,179	2,233	2,289	2,347	2,405	2,465	2,527
Grants & Contributions provided for Operating Purposes	152,000	65,214	64,890	65,345	65,802	66,263	67,920	69,618	71,358	73,142	74,971	76,845
Grants & Contributions provided for Capital Purposes	988,000	1,343,094	3,747,500	407,600	415,760	425,120	435,748	446,642	457,808	469,253	480,984	493,009
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	8,968,000	9,741,209	12,053,550	8,990,866	9,333,742	9,740,686	10,165,639	10,569,753	10,917,013	11,274,969	11,654,327	12,039,829
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,709,000	1,865,561	2,133,259	2,152,237	2,205,550	2,265,573	2,322,212	2,380,268	2,439,774	2,500,769	2,563,288	2,627,370
Borrowing Costs	131,000	108,151	88,602	86,753	151,155	253,673	285,813	330,328	374,835	397,898	418,477	397,802
Materials & Contracts	1,413,000	1,674,925	1,643,529	1,671,046	1,704,502	1,742,878	1,786,450	1,831,111	1,876,889	1,923,811	1,971,907	2,021,204
Depreciation & Amortisation	1,803,000	1,821,419	1,873,760	1,909,382	1,947,607	1,991,453	1,991,453	1,991,453	1,991,453	2,123,190	2,123,190	2,123,190
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,278,000	2,315,652	2,242,262	2,284,866	2,330,577	2,383,028	2,442,604	2,503,669	2,566,261	2,630,417	2,696,177	2,763,582
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	29,000	65,487	67,124	68,399	69,769	71,339	71,339	71,339	71,339	71,339	71,339	71,339
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,363,000	7,851,195	8,048,556	8,172,683	8,409,160	8,707,944	8,899,872	9,108,168	9,320,551	9,647,424	9,844,378	10,004,487
Operating Result from Continuing Operations	1,605,000	1,890,014	4,004,994	818,183	924,582	1,032,742	1,265,768	1,461,585	1,596,462	1,627,545	1,809,949	2,035,343
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,605,000	1,890,014	4,004,994	818,183	924,582	1,032,742	1,265,768	1,461,585	1,596,462	1,627,545	1,809,949	2,035,343
Net Operating Result before Grants and Contributions provided for Capital Purposes	617,000	546,920	257,494	410,583	508,822	607,622	830,020	1,014,944	1,138,654	1,158,292	1,328,965	1,542,334

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	958,000	1,438,514	858,661	644,890	498,313	462,073	419,196	240,268	585,762	1,673,088	416,056	1,601,779
Investments	12,673,000	12,232,295	7,301,555	5,483,770	4,237,367	3,929,198	3,564,600	2,043,103	2,043,103	2,043,103	2,043,103	2,043,103
Receivables	1,371,000	1,404,048	1,391,003	1,449,099	1,512,275	1,584,254	1,654,140	1,727,171	1,786,538	1,847,982	1,911,577	1,977,396
Inventories	202,000	225,612	244,389	249,033	254,018	259,737	266,231	272,887	279,709	286,702	293,869	301,216
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,204,000	15,300,469	9,795,608	7,826,791	6,501,974	6,235,263	5,904,168	4,283,429	4,695,112	5,850,875	4,664,605	5,923,494
Non-Current Assets												
Investments	936,000	714,335	426,392	320,238	247,452	229,455	208,164	119,312	119,312	119,312	119,312	119,312
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	78,870,000	79,727,141	89,471,483	93,533,620	100,932,299	106,437,988	107,361,196	113,132,404	119,158,508	121,016,979	123,313,451	123,286,922
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	79,809,000	80,444,476	89,900,875	93,856,858	101,182,751	106,670,443	107,572,360	113,254,716	119,280,820	121,139,292	123,435,763	123,409,234
TOTAL ASSETS	95,013,000	95,744,946	99,696,484	101,683,650	107,684,725	112,905,706	113,476,527	117,538,145	123,975,933	126,990,167	128,100,367	129,332,728
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,271,000	361,255	622,146	457,686	564,504	515,425	385,159	537,989	384,823	439,897	460,994	399,461
Income received in advance	-	45,899	45,421	47,344	49,430	51,814	54,128	56,547	58,517	60,555	62,665	64,849
Borrowings	294,000	313,869	334,418	425,592	667,958	566,995	505,548	620,375	637,312	722,956	743,632	764,932
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,565,000	721,022	1,001,985	930,623	1,281,892	1,134,234	944,836	1,214,911	1,080,652	1,223,408	1,267,292	1,229,242
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,458,000	1,143,909	809,491	2,049,836	6,775,060	11,110,957	10,605,409	12,935,367	12,298,054	13,541,987	12,798,355	12,033,423
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,458,000	1,143,909	809,491	2,049,836	6,775,060	11,110,957	10,605,409	12,935,367	12,298,054	13,541,987	12,798,355	12,033,423
TOTAL LIABILITIES	3,023,000	1,864,931	1,811,476	2,980,459	8,056,951	12,245,191	11,550,245	14,150,278	13,378,706	14,765,395	14,065,647	13,262,665
Net Assets	91,990,000	93,880,014	97,885,008	98,703,191	99,627,773	100,660,515	101,926,283	103,387,868	110,597,226	112,224,771	114,034,721	116,070,063
EQUITY												
Retained Earnings	58,755,000	60,645,014	64,650,008	65,468,191	66,392,773	67,425,515	68,691,283	70,152,868	71,749,330	73,376,875	75,186,824	77,222,167
Revaluation Reserves	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	33,235,000	38,847,896	38,847,896	38,847,896	38,847,896
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	91,990,000	93,880,014	97,885,008	98,703,191	99,627,773	100,660,515	101,926,283	103,387,868	110,597,226	112,224,771	114,034,721	116,070,063
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	91,990,000	93,880,014	97,885,008	98,703,191	99,627,773	100,660,515	101,926,283	103,387,868	110,597,226	112,224,771	114,034,721	116,070,063

Mid-Western Regional Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - WATER FUND Scenario: Scenario 2													
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2028/29	2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	\$	\$	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	1,521,011	1,575,531	1,645,698	1,726,874	1,809,210	1,890,753	1,975,837	2,045,529	2,117,123	2,191,222	2,267,915	
User Charges & Fees	-	6,544,106	6,506,848	6,702,064	6,985,585	7,306,388	7,619,593	7,941,835	8,219,680	8,491,745	8,773,303	9,064,683	
Interest & Investment Revenue Received	-	242,217	169,246	109,432	73,861	58,983	78,926	60,108	60,316	59,233	67,149	68,376	
Grants & Contributions	-	1,408,308	3,812,390	472,945	481,562	491,383	503,668	516,259	529,166	542,395	555,955	569,854	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	37,899	1,573	4,012	4,217	4,563	4,548	4,707	4,317	4,444	4,575	4,711	
Payments:													
Employee Benefits & On-Costs	-	(1,865,561)	(2,133,259)	(2,152,237)	(2,205,550)	(2,265,573)	(2,322,212)	(2,380,268)	(2,439,774)	(2,500,769)	(2,563,284)	(2,627,370)	
Materials & Contracts	-	(2,690,603)	(1,869,652)	(1,670,789)	(1,703,955)	(1,742,249)	(1,785,734)	(1,830,378)	(1,876,137)	(1,923,040)	(1,971,116)	(2,020,394)	
Borrowing Costs	-	(108,151)	(86,602)	(86,753)	(151,155)	(253,673)	(285,813)	(330,328)	(374,835)	(397,898)	(418,477)	(397,602)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(2,315,133)	(2,241,730)	(2,284,324)	(2,330,024)	(2,382,463)	(2,442,025)	(2,503,075)	(2,565,652)	(2,629,793)	(2,695,538)	(2,762,927)	
Net Cash provided (or used in) Operating Activities	-	2,774,092	5,932,343	2,740,049	2,881,414	3,026,568	3,261,703	3,454,499	3,602,609	3,763,439	3,943,784	4,167,045	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	662,370	5,218,682	1,923,939	1,319,190	326,165	385,890	1,610,349	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
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	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,661,726)	(11,417,010)	(6,209,278)	(9,314,771)	(7,623,908)	(3,129,474)	(7,688,560)	(2,636,740)	(4,005,690)	(4,477,860)	(2,237,690)	
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	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	-	(1,999,356)	(6,198,328)	(4,285,339)	(7,995,581)	(7,297,743)	(2,737,585)	(6,078,211)	(2,636,740)	(4,005,690)	(4,477,860)	(2,237,690)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	-	1,700,000	5,500,000	5,000,000	-	3,000,000	-	2,000,000	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings & Advances	-	(294,222)	(313,869)	(368,481)	(632,410)	(785,065)	(566,995)	(555,215)	(620,375)	(670,424)	(722,956)	(743,632)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	-	(294,222)	(313,869)	1,331,519	4,967,590	4,234,935	(566,995)	2,444,785	(620,375)	1,329,576	(722,956)	(743,632)	
Net Increase/(Decrease) in Cash & Cash Equivalents	-	480,514	(579,854)	(213,771)	(146,577)	(36,241)	(42,877)	(178,928)	345,494	1,087,326	(1,257,032)	1,185,723	
plus: Cash, Cash Equivalents & Investments - beginning of year	-	958,000	1,438,514	858,661	644,890	498,313	462,073	419,196	240,268	585,762	1,673,088	416,056	1,601,779
Cash & Cash Equivalents - end of the year	958,000	1,438,514	858,661	644,890	498,313	462,073	419,196	240,268	585,762	1,673,088	416,056	1,601,779	
Cash & Cash Equivalents - end of the year	958,000	1,438,514	858,661	644,890	498,313	462,073	419,196	240,268	585,762	1,673,088	416,056	1,601,779	
Investments - end of the year	13,609,000	12,946,630	7,727,948	5,804,009	4,484,819	4,158,654	3,772,764	2,162,415	2,162,415	2,162,415	2,162,415	2,162,415	
Cash, Cash Equivalents & Investments - end of the year	14,567,000	14,385,144	8,586,609	6,448,899	4,983,132	4,620,726	4,191,960	2,402,684	2,748,178	3,835,503	2,578,471	3,764,194	
Representing:													
- External Restrictions	5,233,000	5,609,859	4,439,950	3,579,070	1,899,982	1,134,347	1,618,283	744,295	591,681	1,089,429	(393,176)	137,471	
- Internal Restrictions	6,805,000	7,047,188	1,952,341	557,341	1,118,341	1,668,341	1,181,341	300,341	767,341	717,341	330,341	265,341	
- Unrestricted	2,529,000	1,728,097	2,194,318	2,312,488	2,166,809	1,820,038	1,392,336	1,358,048	1,389,156	2,028,733	2,641,306	3,361,382	
	14,567,000	14,385,144	8,586,609	6,448,899	4,983,132	4,620,726	4,191,960	2,402,684	2,748,178	3,835,503	2,578,471	3,764,194	

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 EQUITY STATEMENT - WATER FUND
 Scenario: Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	89,252,000	91,990,000	93,880,014	97,885,008	98,703,191	99,627,773	100,660,515	101,926,283	103,387,868	110,597,226	112,224,771	114,034,721
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	89,252,000	91,990,000	93,880,014	97,885,008	98,703,191	99,627,773	100,660,515	101,926,283	103,387,868	110,597,226	112,224,771	114,034,721
Net Operating Result for the Year	1,605,000	1,890,014	4,004,994	818,183	924,582	1,032,742	1,265,768	1,461,585	1,596,462	1,627,545	1,809,949	2,035,343
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	1,605,000	1,890,014	4,004,994	818,183	924,582	1,032,742	1,265,768	1,461,585	1,596,462	1,627,545	1,809,949	2,035,343
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,120,000	-	-	-	-	-	-	-	5,612,896	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	13,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,133,000	-	-	-	-	-	-	-	5,612,896	-	-	-
Total Recognised Income & Expenses	2,738,000	1,890,014	4,004,994	818,183	924,582	1,032,742	1,265,768	1,461,585	7,209,358	1,627,545	1,809,949	2,035,343
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	91,990,000	93,880,014	97,885,008	98,703,191	99,627,773	100,660,515	101,926,283	103,387,868	110,597,226	112,224,771	114,034,721	116,070,063

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Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - WATER FUND
 Scenario: Scenario 2

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	7.29%	3.91%	5.58%	6.49%	7.29%	9.26%	10.73%	11.57%	11.38%	12.53%	13.98%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	85.54%	68.37%	94.74%	94.84%	94.96%	95.05%	95.12%	95.15%	95.19%	95.23%	95.27%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	14.43	5.77	4.91	3.94	4.70	4.76	3.01	3.91	3.99	3.68	4.80
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	6.32	5.68	5.44	3.92	2.87	3.73	3.85	3.59	3.51	3.45	3.62
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.72%	2.73%	2.73%	2.73%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	12.88	9.64	9.08	7.51	6.92	6.78	4.31	4.69	6.15	4.17	2.25

- 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

1) **different** Calculation to TCorp's calculation for same ratio

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2030
 KEY PERFORMANCE INDICATORS - WATER FUND
 Scenario: Scenario 2

Current Year 2019/20 Projected Years
 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30

- 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

New Special Schedule 7 Ratios

	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio 130.35%	● — 472.46%	● — 177.71%	● — 161.08%	● ↓ 62.57%	● — 117.79%	● ↓ 58.17%	● ↓ 90.04%	● — 140.36%	● — 152.55%	● ↓ 69.41%
Infrastructure Backlog Ratio	Snapshot Actual Ratio 0.09	● ↑ 0.08	● ↑ 0.07	● ↑ 0.06	● ↑ 0.05	● ↑ 0.05	● ↑ 0.04	● ↑ 0.04	● ↑ 0.04	● ↑ 0.04	● ↑ 0.03
Asset Maintenance Ratio	Snapshot Actual Ratio 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00	● ↓ 1.00
Capital Expenditure Ratio	Snapshot Actual Ratio 1.47	● — 6.20	● — 3.13	● — 4.80	● — 3.76	● — 1.46	● — 3.90	● — 1.21	● — 1.88	● — 2.08	● ↓ 0.99

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MID-WESTERN REGIONAL COUNCIL

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Parking Study

Mudgee CBD



Prepared for
Mid-Western Regional Council

6 October 2020



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Document Information

Prepared for Mid-Western Regional Council
Project Name Mudgee CBD
Site Name Mudgee
Client Contact Garry Hemsworth

Project No. 80019094
Document Title Parking Study
Discipline Code Traffic & Transport
Document Type Report
Document Sequence 001
Date 6 October 2020
Revision Number E

Author(s):

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Document History

Revision	Date	Description of Revision	Prepared by:	Reviewed by:
A	3 July 2019	Parking Modelling Report	Jacob Martin	Ghaith Falfour
B	2 September 2019	Revised Report	Jacob Martin	Ghaith Falfour
C	16 September 2019	Minor Changes	Jacob Martin	Ghaith Falfour
D	29 October 2019	Updated with Council Comments	Jacob Martin	
E	5 August 2020	Updated with Community Consultation	Jacob Martin	Hayden Calvey
F	6 October 2020	Updated with Council Comments	Jacob Martin	Hayden Calvey

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1 Introduction

1.1 Study Area

Mudgee is a regional and tourist hub located in the Mid-Western Regional Council area, 260km north-west of the Sydney CBD. It has a strong historic centre, containing the majority of retail, restaurant, civic and commercial office development, which is surrounded by primarily low-density residential dwellings.

The Study Area is shown in **Figure 1-1**, which comprises the Mudgee Town Centre 'Core', which includes the majority of commercial land uses, and the 'Area of Influence' in its immediate vicinity, within which a majority of trips are likely to occur by walking modes.

Outside of this area, trips to the Town Centre are assumed to be completed by private vehicle.

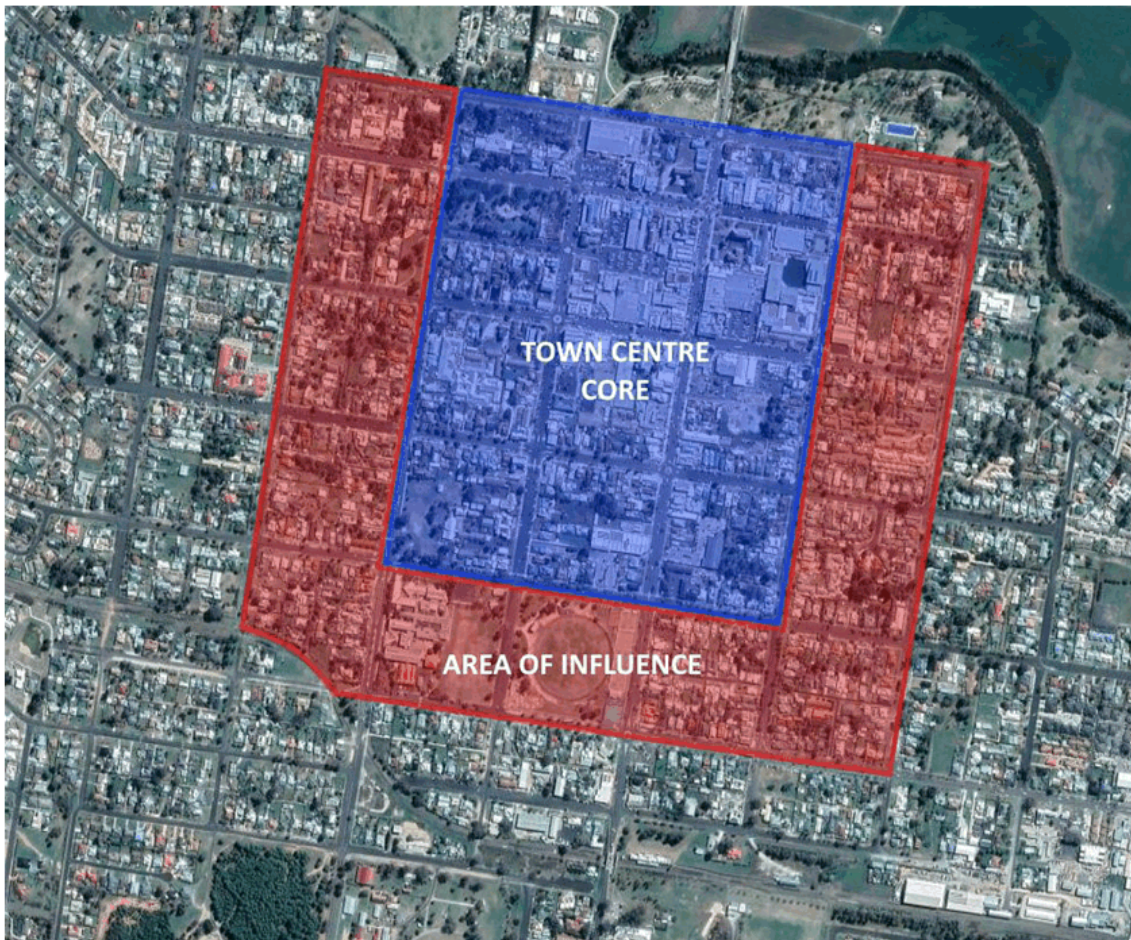


Figure 1-1 Site Location



1.2 Description of Parking Function

The Mudgee Town Centre functions both as a key attractor for residents locally and across the region, as well as being a popular tourist destination. Visitation to Mudgee varies significantly across the year, but is generally characterised by high demands during weekends and school holiday periods, punctuated by several large events that result in a significant influx of visitors.

The dual function of the Town Centre is captured by the shifting demographics of parking demand, related to local businesses and residents during the weekdays and tourist uses on weekends. These periods of operation have been modelled, and calibrated against observed parking demand to provide a baseline for assessment.

It is noted that whilst Mudgee is accessible by taxi and tour bus, there is limited public transport service. As such, private vehicles provide for the overwhelming majority of trips in the area. These trips are supported by a large supply of public on-street parking (enabled by wide road reserves) and additional public and private off-street bays.

Appropriate supply and management of car parking is therefore vital for the success of the Town Centre; excessive parking can reduce the available land for development and reduce amenity for people. Conversely, insufficient parking supply can undermine the commercial viability of the precinct.

The requirements for parking are not static; they will change as the Town Centre develops and in response to residential and tourism growth. This modelling exercise has therefore assessed both existing and future scenarios, to build an understanding of the parking needs for Mudgee over time.

1.3 Land Use Assumptions

The Study Area has been disaggregated into block-level sub-areas and surveyed via aerial and street-level photography. The summary land uses are described below **Table 1-1**.

Table 1-1 Study Area Land Uses

	Land Use	Town Centre	Area of Influence
Residential	Detached Housing	160 units	220 units
Office, Education & Medical	Warehouse	800 sq.m	
	Clinic	900 sq.m	
	Commercial Office	11,000 sq.m	300 sq.m
	Government Office	3,200 sq.m	2,400 sq.m
	Library	740 sq.m	
	Medical/Dental office	2,800 sq.m	660 sq.m
	Elementary School	1,600 students	
	Nursing Home	60 beds/units	
Retail	Shopping Centre	16,000 sq.m	
	General Retail	22,000 sq.m	700 sq.m
	Pharmacy	800sq.m	
	Service Station	14 pumps	
Restaurant	Fine/Casual Dining	2,200 seats	400 seats
	Bar	260 seats	
Hotel	Hotel	85 rooms	65 rooms
Entertainment	Recreational Community Centre	1,700 sq.m	

The distribution of these land uses is shown in **Figure 1-2**.



Figure 1-2 Mudgee Town Centre Land Use Map



2 Existing Condition Assessment

2.1 Statutory Parking Requirements

As part of the Parking Assessment for the Mudgee Town Centre, Cardno has undertaken a detailed shared and reciprocal parking model to determine the baseline parking environment.

This assessment requires a fine-grained understanding of parking function, related directly to land use, mode share, peak parking demand and time-of-day effects. The parking model uses demand rates for the various generators, as described by best-practice research. These can substantially differ from the Council's mandated supply requirements.

The unrestricted demand rates used neglect the effects of dense mixed-use development and non-car mode share, as these impacts are calculated by the model itself.

As a benchmark for parking provision, the statutory rates from the *Mid-Western Regional Council Development Control Plan (2013)* policy are shown below in **Table 2-1**.

Table 2-1 Statutory Parking Rates

	Land Use	Statutory Minimum
Residential	Detached Housing	2 spaces / dwelling
Office	Warehouse	1 space / 100 sq.m
	Clinic	3 spaces / consulting room + employee parking
	Office	1 space / 30 sq.m
	Education	1 space / employee + 'adequate' pickup space
Retail	Shop	1 space / 30 sq.m
	Bulky Goods Retail	1 space / 50 sq.m
Restaurant	Restaurant/Cafe	1 space / 7 sq.m or 1 space / 3 seats
	Bar	<i>Study Required</i>
Hotel	Hotel	1 space / unit + 2 spaces / 3 employees
Entertainment	Recreational Community Centre	1 space / 10 sq.m

2.2 Car Parking Supply

As part of this Study, Cardno commissioned a survey of car parking supply, occupancy and duration. This was completed in two parts:

1. Desktop-level assessment:

Aerial and street-level imagery was used to identify visible bays, public and private. These were categorised into public on-street, publically accessible off-street, residential and non-residential.

2. Parking Surveys

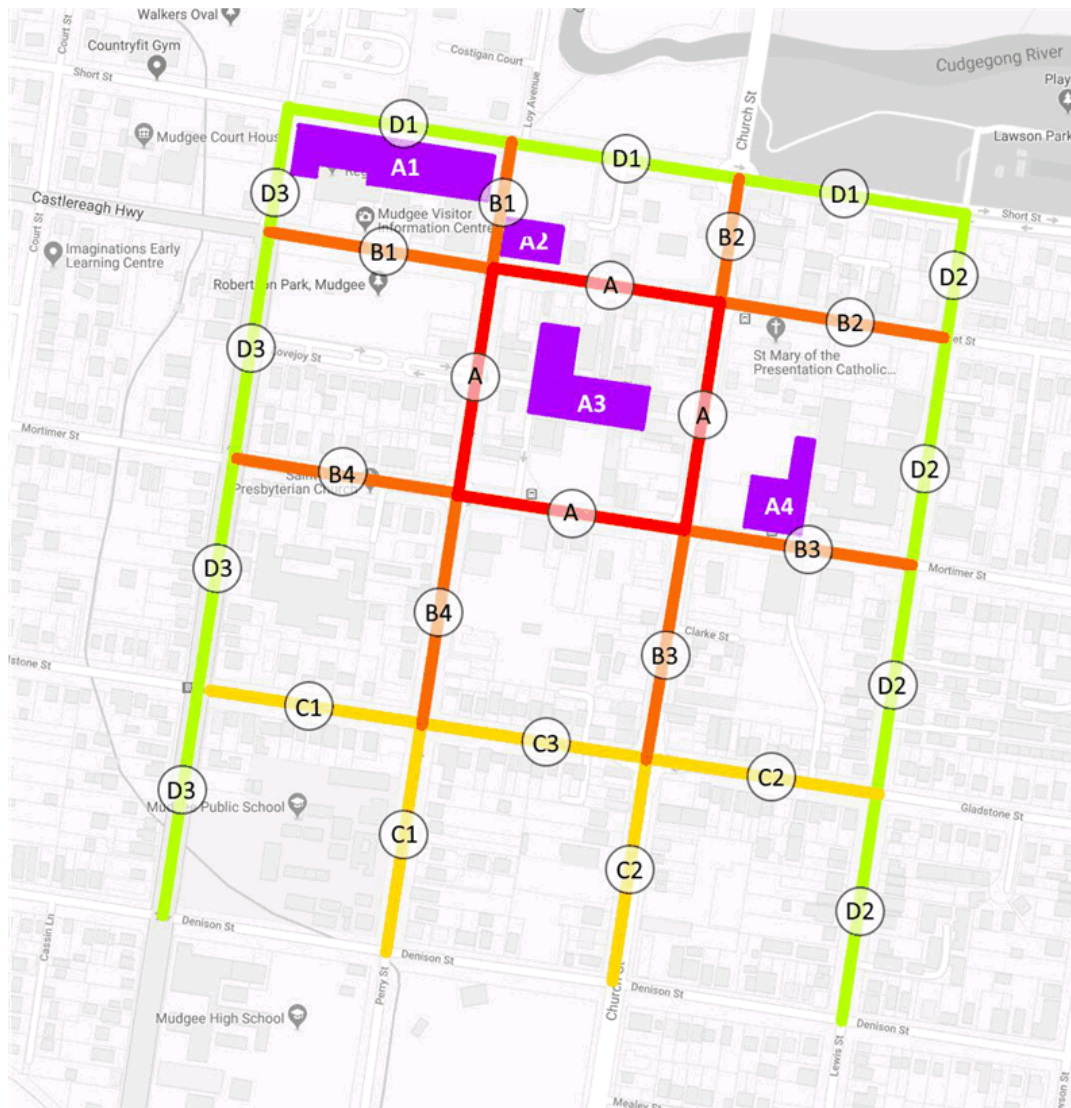
An inventory survey was completed for on-street and publically accessible off-street car parking across the Study Area. The number of bays and type of restriction was collated for each parking zone.

Occupancy surveys were undertaken on Friday 24 May, 2019 and Saturday 25 May, 2019 for a subset of the Study Area, including all on-street and off-street car parks shown in **Figure 2-1**.

Surveys have a 1-hour resolution and were completed using automatic number plate recognition.

Duration of stay surveys were completed simultaneously with the occupancy surveys.

Figure 2-1 Parking Survey Extent





The results of the above parking survey are summarised in **Table 2-2**.

Table 2-2 Parking Supply Summary

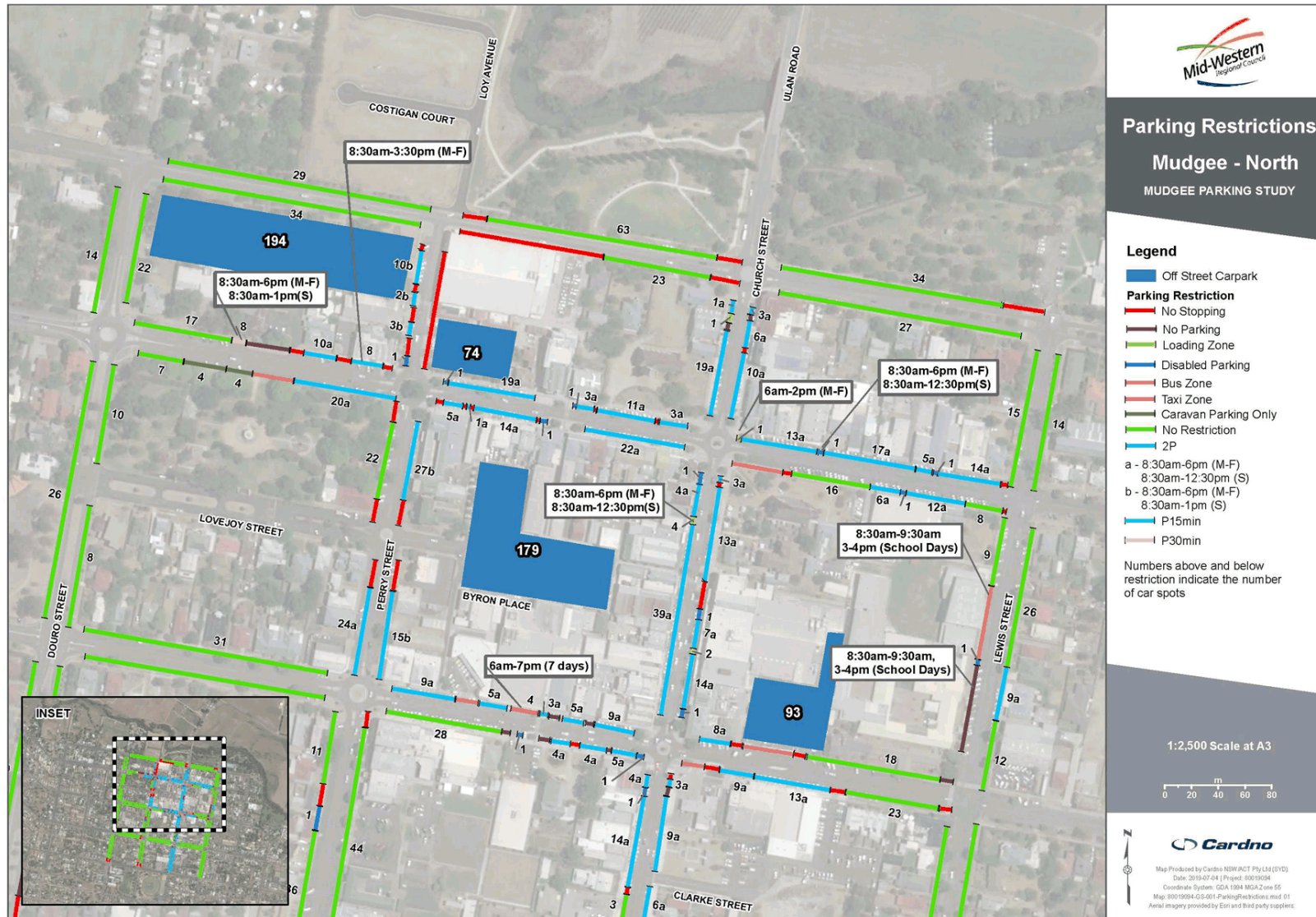
Parking Management	Town Centre Supply
Surveyed On-Street	
Unrestricted	1,111 bays
2P	625 bays
1/4P or 1/2P	19 bays
Disabled Parking	20 bays
Specialised Parking (Loading, Taxi, Bus, Caravans)	86 bays
Total On-Street	1,848 bays
Surveyed Off-Street	
Unrestricted	421 bays
Motorcycle	3 bays
2P	89 bays
Disabled Parking	13 bays
Loading	11 bays
Total On-Street	537 bays
Additional Off-Street	
Dedicated Employee Parking	169 bays
Publicly Accessible Parking	432 bays
Total Additional	601 bays
Total Town Centre Parking	2,986 bays

Note: due to dual-function bays, the total supply does not match the sum.

This excludes parking within the 'Area of Influence' of the Town Centre, which is largely provided as 'Unrestricted' on-street plus private off-street parking inaccessible for public use.

The available parking described above is spatially distributed across the Mudgee Town Centre as shown in the following **Figure 2-2** and **Figure 2-3**.

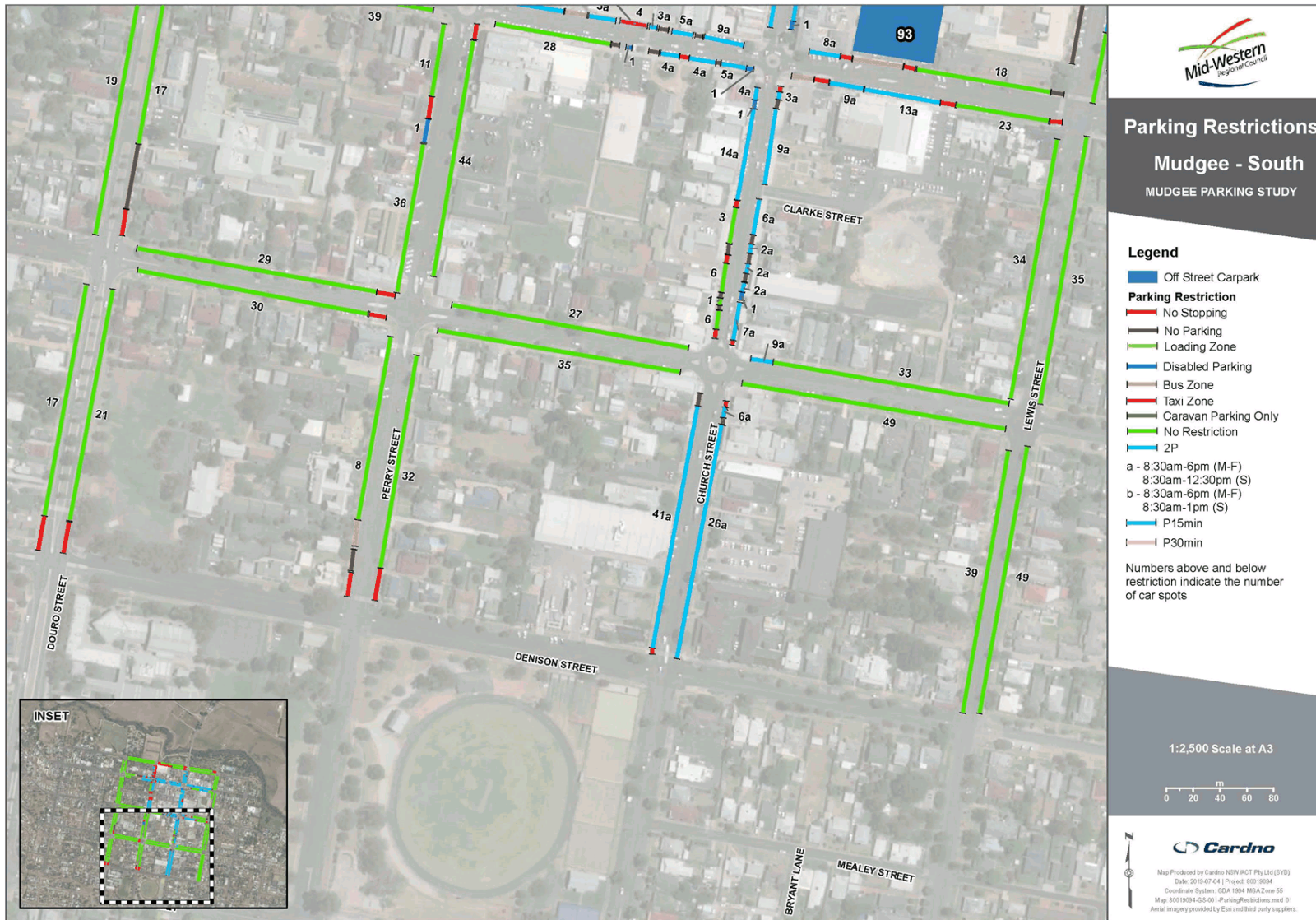
Figure 2-2 Parking Management Restrictions Mudgee Town Centre (North)





Parking Study
Mudgee CBD

Figure 2-3 Parking Management Restrictions Mudgee Town Centre (South)



2.3 Parking Occupancy

2.3.1 Parking Occupancy and Duration (Weekday)

Of the almost 3,000 car publicly accessible parking bays available within the Town Centre Study Area, a total of 2,385 bays were surveyed for occupancy (Figure 2-4) and duration (Figure 2-5).

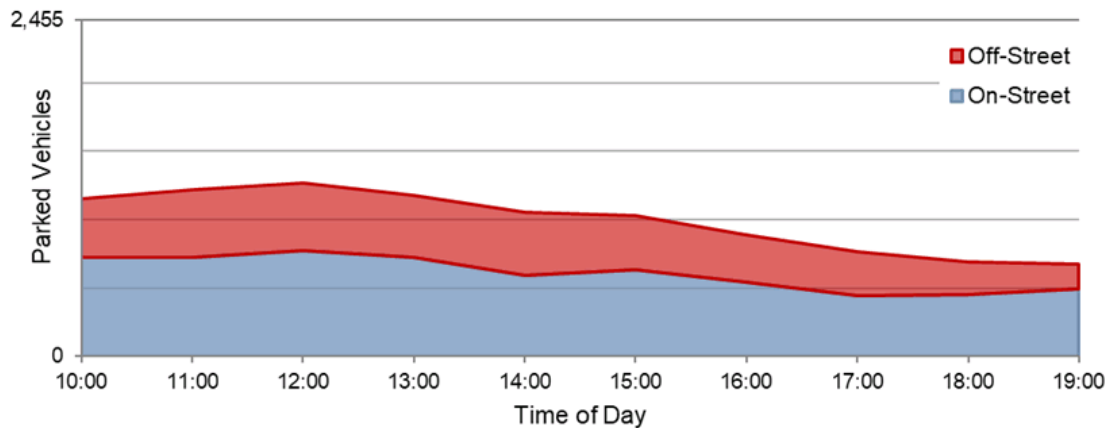


Figure 2-4 Observed Parking Occupancy (Weekday)

The results of this survey show a peak of 1,270 bays occupied at noon, with a reasonably consistent parking demand between 10am and 3pm.

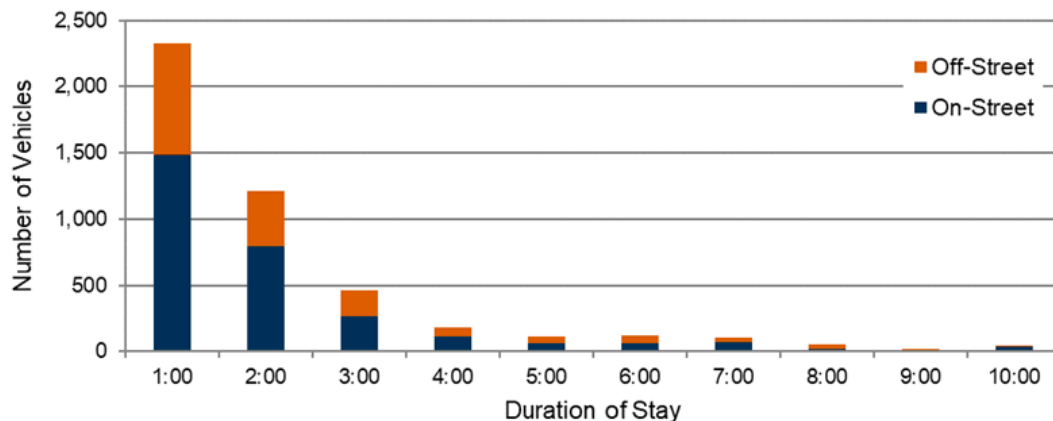


Figure 2-5 Observed Parking Duration (Weekday)

Across the surveyed publicly accessible parking bays, the overwhelming majority of cars were parked for 3 hours or less. This matches the expected function of Town Centre parking, and suggests that long-stay employee parking makes up a small overall proportion of the demand.

However, longer-stay parking consumes significantly more of the supply: 1-hour parking represents 50% of the demand, but only 23% of the supply; while parking in excess of 2 hours is 10% of the demand, but uses 48% of the supply. This demonstrates the importance of retaining prime on-street parking for short-stay visitor uses, rather than for employees.



2.3.2 Parking Occupancy and Duration (Weekend)

A similar analysis is shown below for the weekend survey, illustrating occupancy (Figure 2-6) and duration (Figure 2-7), respectively.

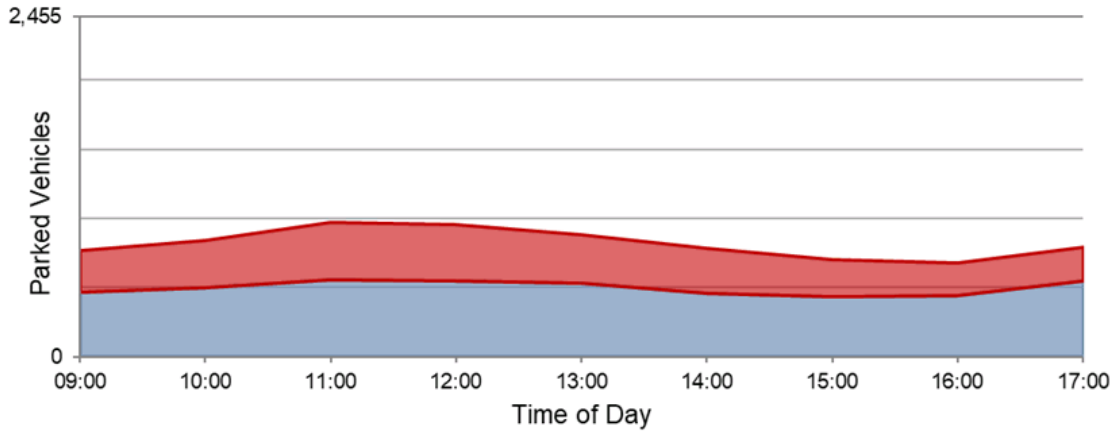


Figure 2-6 Observed Parking Occupancy (Weekend)

The results of this survey show a peak of 970 bays occupied at around 11am. However, unlike typical urban and suburban parking demand profiles, there is sustained demand throughout Saturday, with only a minor reduction during the afternoon shoulder period. This appears to reflect a more variable demand for parking from tourists visiting the various restaurant/entertainment locations across the Mudgee Town Centre.

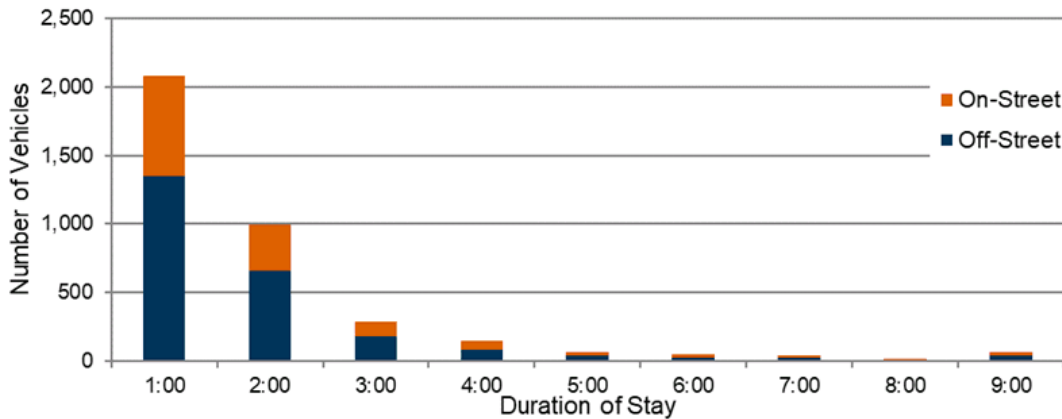


Figure 2-7 Observed Parking Duration (Weekday)

There is a significant decline in the utilisation of Town Centre parking for all-day uses on Saturday, presumably as a result of the change in employee parking. Observed demand for 1-hour and 2-hour parking increases from 76% (Friday) to 83% (Saturday).

Based on best-practice data and for the purpose of this review, the following relationships have been generally assumed:

- > Retail/Shopping: 1-4 hours
- > Restaurant/Entertainment: 2-4 hours
- > Education/Employment: 6-10 hours
- > Residential Parking: 12 or more hours

Off-street parking appears to be more likely to be used for long-stay employee needs. This is consistent with the desired function for off-street car parking. However, the survey did identify that long-stay parking in on-street bays reduced the availability of parking by as much as 10-12%.

2.4 Parking Hotspot Analysis

The intensity of parking demand during the surveyed periods is illustrated in **Table 2-3**. These surveys illustrate that while there is ample car parking within the Mudgee Town Centre, certain locations operate at or above capacity during the peak period (anything over 85% occupied)

Hotspots are generally considered areas where parking occupancy is consistently higher than 75% during the peak period.

Table 2-3 Intensity of Parking Demand – Friday (On-Street)

Street	Capacity	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00
Zone A											
Market St	81	89%	85%	84%	77%	65%	56%	52%	65%	74%	91%
Church St	83	88%	65%	90%	77%	57%	82%	76%	37%	35%	42%
Mortimer St	76	92%	86%	78%	88%	54%	71%	70%	71%	67%	75%
Perry St	95	48%	45%	49%	44%	43%	29%	28%	26%	21%	26%
Zone A Total	335	78%	69%	74%	70%	54%	58%	55%	49%	48%	57%
Zone B1											
Perry St	16	38%	31%	25%	25%	19%	31%	25%	19%	19%	0%
Market St	74	31%	39%	36%	27%	26%	22%	26%	12%	4%	1%
Zone B1 Total	90	32%	38%	34%	27%	24%	23%	26%	13%	7%	1%
Zone B2											
Market St	94	76%	85%	82%	69%	54%	62%	60%	53%	57%	50%
Church St	39	36%	31%	41%	72%	49%	44%	56%	51%	72%	97%
Zone B2 Total	133	64%	69%	70%	70%	53%	56%	59%	53%	62%	64%
Zone B3											
Mortimer St	71	54%	58%	70%	62%	49%	58%	35%	35%	32%	41%
Church St	67	76%	57%	81%	76%	67%	69%	51%	30%	34%	30%
Zone B3 Total	138	64%	57%	75%	69%	58%	63%	43%	33%	33%	36%
Zone B4											
Perry St	105	42%	45%	48%	49%	49%	42%	40%	36%	35%	30%
Mortimer St	70	47%	47%	49%	50%	43%	39%	39%	19%	19%	19%
Zone B4 Total	175	44%	46%	48%	49%	46%	41%	39%	29%	29%	26%
Zone C1											
Gladstone St	59	31%	41%	37%	37%	27%	29%	31%	44%	37%	42%
Perry St	40	73%	75%	75%	73%	78%	93%	45%	18%	20%	30%
Zone C1 Total	99	47%	55%	53%	52%	47%	55%	36%	33%	30%	37%
Zone C2											
Gladstone St	75	31%	36%	33%	29%	23%	28%	23%	16%	19%	17%
Church St	73	33%	27%	29%	25%	12%	22%	16%	14%	11%	11%
Zone C2 Total	148	16%	14%	14%	12%	6%	11%	8%	7%	5%	5%
Zone C3											
Gladstone St	70	41%	53%	50%	44%	44%	46%	49%	27%	23%	17%
Zone D1											
Short St	210	31%	32%	36%	31%	26%	26%	19%	23%	21%	28%



Zone D2											
Lewis St	252	35%	37%	37%	37%	33%	35%	22%	12%	15%	16%
Zone D3											
Douro St	154	12%	18%	21%	16%	23%	17%	12%	10%	11%	10%

Table 2-4 Intensity of Parking Demand – Friday (Off-Street)

Car Park / Capacity	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	
Zone A1											
Council Car Park	194	51%	53%	54%	52%	39%	38%	21%	18%	10%	7%
Zone A2											
Big W Car Park	71	83%	82%	89%	75%	76%	75%	85%	69%	54%	17%
Zone A3											
Mudgee Metroplaza	170	46%	75%	72%	55%	81%	39%	52%	54%	32%	24%
Zone A4											
Town Centre Shopping	91	66%	81%	79%	76%	70%	85%	67%	74%	56%	49%

Table 2-5 Intensity of Parking Demand – Saturday (On-Street)

Street	Capacity	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00
Zone A										
Market St	81	94%	98%	99%	88%	79%	65%	47%	48%	36%
Church St	87	85%	67%	80%	92%	69%	69%	48%	15%	36%
Mortimer St	80	55%	54%	63%	75%	78%	71%	78%	70%	61%
Perry St	95	49%	55%	55%	46%	38%	24%	22%	25%	25%
Zone A Total	343	70%	68%	73%	74%	65%	56%	48%	38%	39%
Zone B1										
Perry St	16	13%	63%	63%	75%	25%	31%	13%	0%	0%
Market St	76	18%	28%	25%	14%	13%	5%	5%	49%	84%
Zone B1 Total	92	17%	34%	32%	25%	15%	10%	7%	40%	70%
Zone B2										
Market St	101	37%	52%	56%	58%	50%	24%	26%	10%	10%
Church St	40	50%	58%	75%	83%	75%	60%	55%	68%	43%
Zone B2 Total	141	40%	54%	62%	65%	57%	34%	34%	26%	19%
Zone B3										
Mortimer St	71	28%	46%	62%	65%	61%	54%	54%	58%	38%
Church St	67	73%	67%	69%	52%	78%	84%	55%	12%	25%
Zone B3 Total	138	50%	57%	65%	59%	69%	68%	54%	36%	32%
Zone B4										
Perry St	107	35%	37%	43%	36%	29%	22%	20%	21%	20%
Mortimer St	70	14%	14%	16%	14%	13%	13%	13%	13%	13%
Zone B4 Total	177	27%	28%	32%	27%	23%	19%	17%	18%	17%
Zone C1										
Gladstone St	59	24%	24%	31%	36%	37%	31%	32%	32%	32%
Perry St	85	7%	7%	9%	13%	13%	13%	12%	11%	11%

Zone C1 Total	144	14%	14%	18%	22%	23%	20%	20%	19%	19%
Zone C2										
Gladstone St	75	11%	12%	17%	19%	16%	19%	17%	17%	17%
Church St	73	12%	5%	5%	4%	5%	7%	5%	3%	7%
Zone C2 Total	148	11%	9%	11%	11%	11%	13%	11%	10%	12%
Zone C3										
Gladstone St	70	21%	17%	17%	16%	19%	10%	10%	13%	16%
Zone D1										
Short St	29	0%	3%	3%	10%	3%	3%	3%	10%	38%
Zone D2										
Lewis St	288	8%	12%	12%	12%	14%	13%	12%	15%	26%
Zone D3										
Douro St	154	13%	11%	14%	8%	8%	7%	8%	13%	22%

Table 2-6 Intensity of Parking Demand – Saturday (Off-Street)

Car Park / Capacity	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	
Zone A1											
Council Car Park	194	15%	15%	20%	20%	9%	9%	8%	28%	31%	15%
Zone A2											
Big W Car Park	71	34%	37%	89%	80%	70%	62%	48%	34%	30%	34%
Zone A3											
Mudgee Metroplaza	170	64%	66%	71%	72%	73%	72%	62%	31%	32%	64%
Zone A4											
Town Centre Shopping	91	54%	73%	85%	89%	73%	81%	64%	57%	56%	54%

The observed hotspots correspond to areas of more intense development, and particularly to retail and restaurant 'precincts' within the Mudgee Town Centre.

Of particular note is the poor utilisation of the car park behind the Council Offices (via Short Street). Despite permitting all-day car parking, demand for car parking at this location only reached 50% of supply briefly on the Friday (10am-2pm) and stayed below 20% for the entirety of the surveyed Saturday.

Survey results also showed that approximately 70-75 vehicles were parked in 2P bays for 4 hours or longer on each of the surveyed Friday and Saturday. This suggests that there is an opportunity to shift long-stay parking to the Short Street car park, and to the periphery of the Town Centre, freeing up valuable spots in prime locations for short-stay visitors.

It is also noted that a significant number of vehicles were observed to park on-street for 3-4 hours (378 instances on Friday and 260 on Saturday). These trips tend to represent long-duration shopping and other visitor trips, which could be facilitated and protected by introducing a 4P parking zone.

Further discussion of this and other interventions is described in **Section 5**.



2.5 Parking Demand Model Methodology

Cardno’s parking model uses data from best-practice documentation from the *National Cooperative Highway Research Program’s (NCHRP) Report 684: Enhancing Internal Trip Capture Estimation for Mixed-Use Developments* (March 2011), *Institute of Transport Engineers’ (ITE) Parking Generation and Urban Land Institute’s (ULI) Shared Parking*.

The following describes the methodology used to determine existing and future parking demand for the Town Centre:

Existing Assessment

1. Define each study area. The commercial centre boundaries for the Town Centre was used as the core Internal Zone, with additional demand considered within a single block catchment included in the assessment to calculate internal (walking) trip capture from surrounding residential uses.
2. Disaggregate the study area into separate land uses. Each land use has associated with it a formula that calculates the maximum amount of parking generated during its peak hour. The summation of each land use peak parking demand value results in the calculation of the Gross Theoretical Peak Demand for the site. This value does not consider shared or reciprocal parking, and is therefore overly conservative.

The land use mix present in the Town Centre and surrounds is used to calculate the effect of mixed-use synergies on parking demand. For this purpose, the individual land uses on-site are aggregated into “Office”, “Retail”, “Restaurant”, “Residential”, “Hotel” and “Entertainment” categories, as shown in **Table 2-7**.

Applying these percentages pair-wise to the parking profiles of the six land-use categories creates a reciprocity profile for parking in the Study Area.

Table 2-7 Internal Trip Capture Rates

		To					
From		Residential	Office	Retail	Restaurant	Hotel	Entertainment
	Residential	-	4%	42%	21%	3%	-
	Office	2%	-	20%	4%	-	-
	Retail	26%	2%	-	29%	5%	4%
	Restaurant	18%	3%	41%	-	7%	8%
	Hotel	2%	-	16%	68%	-	-
	Entertainment	8%	2%	21%	31%	2%	-
		From					
To		Residential	Office	Retail	Restaurant	Hotel	Entertainment
	Residential	-	4%	46%	16%	-	4%
	Office	57%	-	31%	30%	-	6%
	Retail	10%	8%	-	50%	2%	4%
	Restaurant	14%	2%	29%	-	5%	3%
	Hotel	12%	-	17%	71%	-	1%
	Entertainment	-	1%	26%	32%	-	-

3. Consider shared parking. It is more realistic to assume that parking can be shared between land uses where the peak demands occur at different times of day. The consideration of shared parking requires calculation of the peak parking demand in the context of a temporal profile for each land category. As the usage patterns vary between land uses in a Town Centre environment, allowing for shared parking decreases the overall requirement for parking.

4. Consider internal trips. Internal trip capture occurs when a visitor has more than one purpose within an area and hence only one trip is required to serve two or more purposes. The theoretical rate of internal trip capture between the six main land use types is based on empirical data collected for the NCHRP guidance document. The total reciprocity profile of the Town Centre was calculated for each land use pair. The accommodation of reciprocal parking in the calculations similarly reduces the total parking supply required.

The final calculation of **Peak Theoretical Parking Demand** values consider shared parking and internal trip capture (both for land use pairs wholly within the Town Centre and walking trips from the immediate surrounding catchment).

5. Calculate the peak theoretical peak demand for the existing scenario. The ratio between the theoretical and surveyed data was used to calibrate the model to on-site observations on the weekday and weekend. This assessment benefits greatly from a complete understanding of the entire parking system; on-street and off-street, public and private, which was provided via the proposed data collection methodology described above.

Future Assessment

6. A Calibrated Future Peak Theoretical Parking Demand was modelled based on the long-term land-use scenarios identified by Council. This was scaled to the observed usage, reflecting the location-specific aspects of parking demand within the Town Centre. The final parking demand represents the likely requirement for parking across the study area.
7. The efficiency of parking depends greatly on whether it is on-street or off-street, the size, type and location of public parking facilities, and whether parking is publically available or exclusive to an individual development. These factors are considered to determine an **Ultimate Parking Supply** requirement.

A nominal goal of 90% efficiency is assumed for design day parking utilisation. This is considered achievable for high-demand on-street parking and large-scale off-street public facilities.

The parking supply determined through this methodology will be compared with existing statutory requirements, with recommendations identified to modify the statutory rates, increase public parking supplies and/or support additional mode shift through sustainable transport provision and parking management mechanisms.

2.6 Parking Modelling

Cardno has undertaken the above parking demand analysis for the Mudgee Town Centre, based on best-practice techniques and including consideration of land use, temporal parking profiles and internal trip capture synergies. This parking demand analysis uses an understanding of existing land uses and surveyed public parking behaviour to build a representative 'snapshot' of existing parking.

This base model is important, as it provides context for required changes in parking provision, supply restriction, pricing and demand management measures.

Given the low supply of on-site parking, the majority of the employee and other long-stay demand is fulfilled by public or publicly accessible parking.

The Study Area has been disaggregated into separate land use designations according to the *Parking Generation 4th Edition* (ITE) and *Shared Parking* guides (ULI). Peak parking demands have been extracted from these documents, for the most applicable category. The summation of each land use peak parking demand value results in the calculation of the **Gross Peak Demand**.

This value does not consider mode share, shared or reciprocal parking, and is therefore overly conservative. That is, while the parking demand for each land use is considered separately, the result is a significant oversupply of parking.

Based on the methodology described in Section 2.5, the normalized parking demand profile for each land use category is given below for a theoretical weekday (**Figure 2-8**) and weekend (**Figure 2-9**), respectively.



Parking Study
 Mudgee CBD

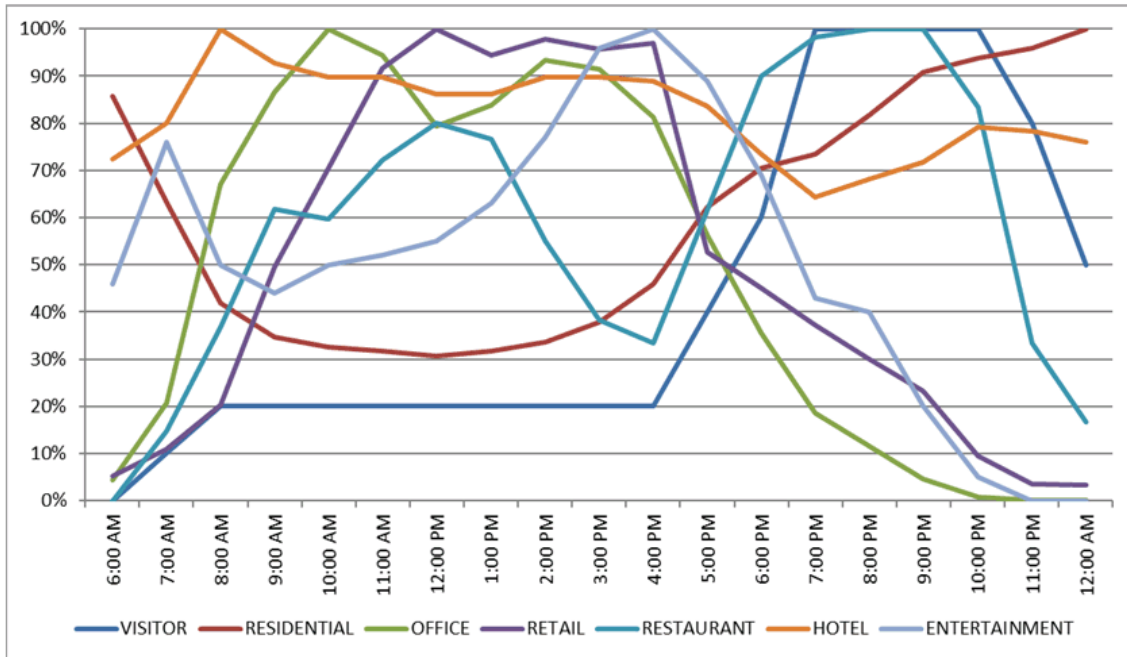


Figure 2-8 Parking Demand Profile by Land Use (Weekday)

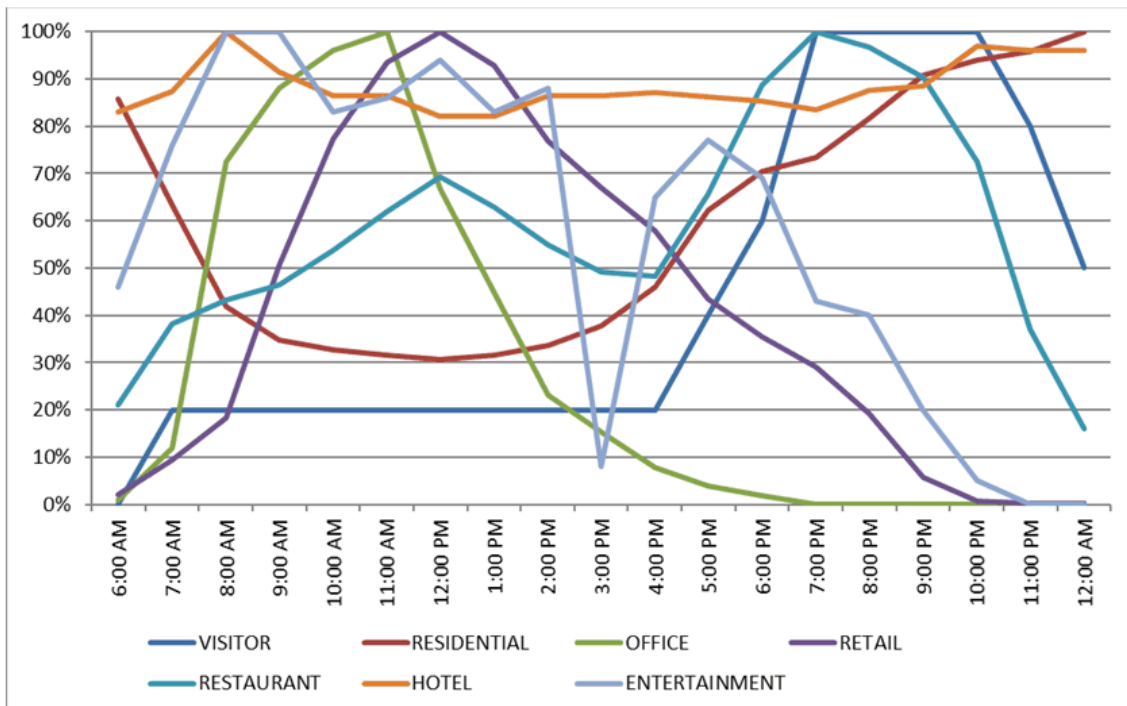


Figure 2-9 Parking Demand Profile by Land Use (Weekend)

The basic assessment for shared parking assumes that all bays are available for all uses. This is a simplification of the actual operation of on-site parking, but provides an idealized benchmark for further analysis. There is also a significant change in parking behaviour between weekdays and weekends, requiring two related but separate parking demand assessments. The results of this analysis are shown below, **Figure 2-10**, describing the theoretical parking demand for each land use category across the day (6am-midnight) in the Mudgee Town Centre.

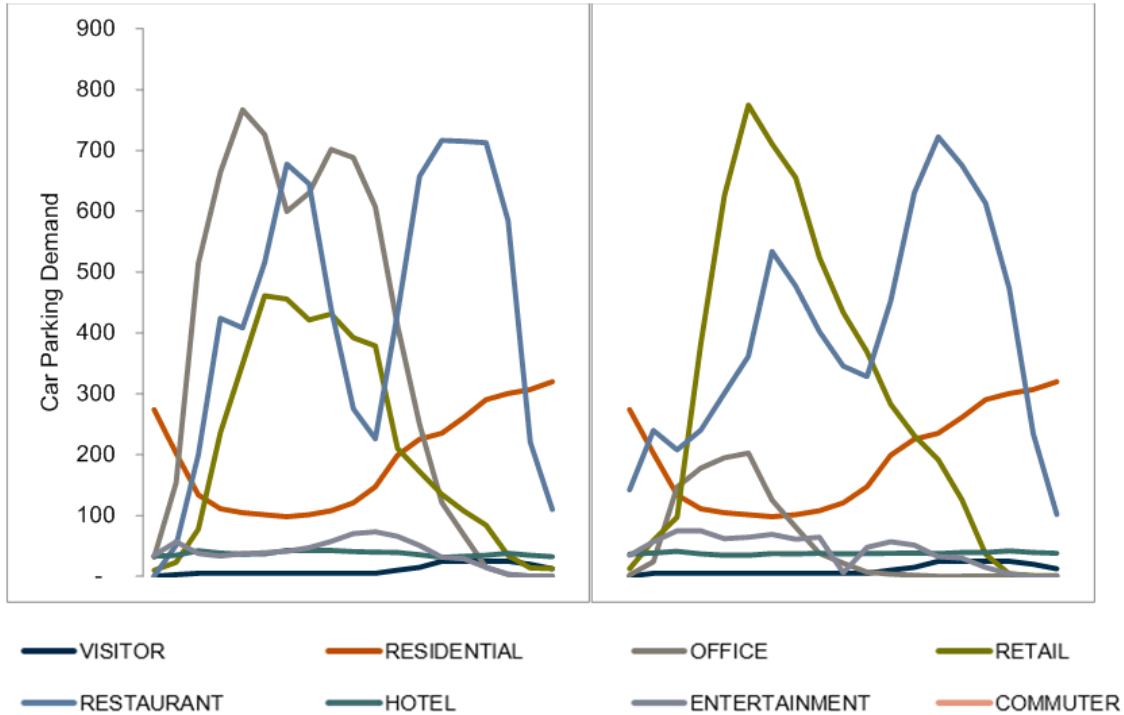


Figure 2-10 Weekday (left) and Weekend (right) Town Centre Parking Demand Profiles by Land Use

Through this assessment technique, the Parking Model accounts for the impact of internal trip capture synergies which are a natural result of dense mixed-use environments. For example, high-density residential development within walking distance of the Town Centre results in a decrease in parking demand for the future centre (due to more pedestrian trips).

The outputs from the model establish a theoretical baseline for parking in the Town Centre that is related to the density of development and the mix of uses.



2.6.2 Parking Analysis Results - Weekday

The above assessment, when applied to the Mudgee Town Centre Study Area, results in a demand profile as shown in **Figure 2-11**.

A total of 169 parking bays has been set aside for exclusive use by commercial employees, reflecting the result of desktop analysis. However, employee demand is significantly higher than this total, with the remaining parking demand fulfilled in public facilities.

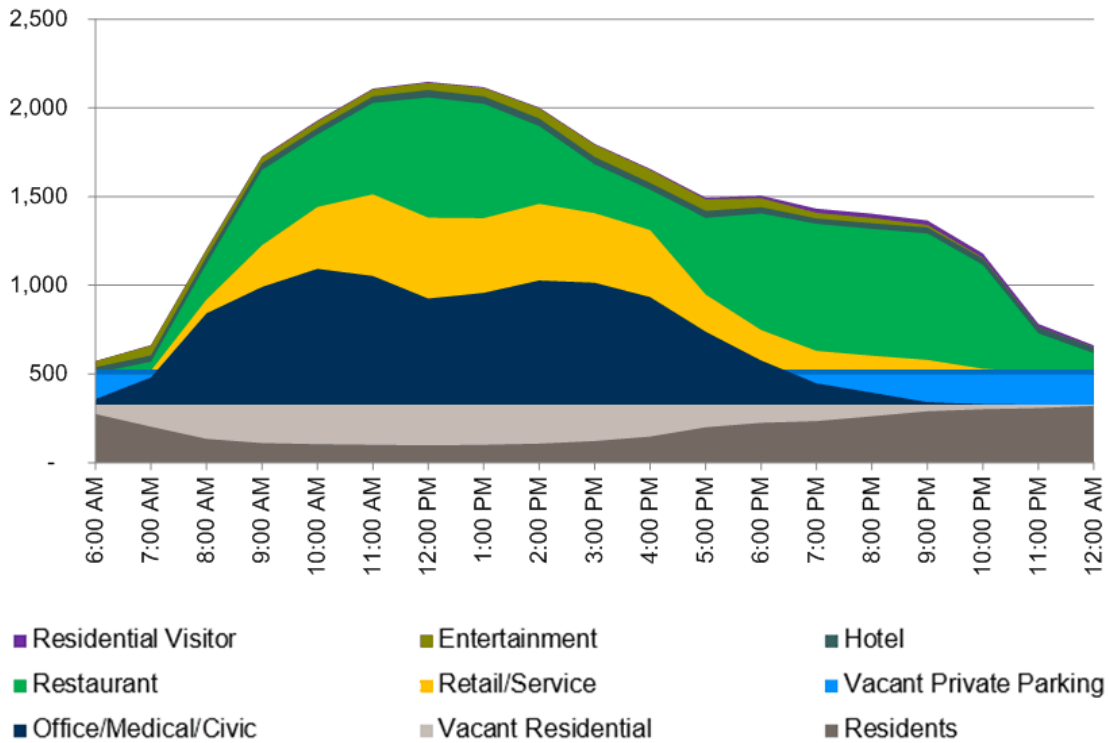


Figure 2-11 Mudgee Town Centre - Calculated Parking Demand (Weekday)

For the theoretical weekday period, the Parking Model outputs project a non-residential peak demand of approximately 1,630 bays. This value assumes that residential parking is wholly provided off-street, while visitor parking is provided entirely on-street.

Removing the private parking demand from **Figure 2-11** results in a public parking demand profile in **Figure 2-12**.

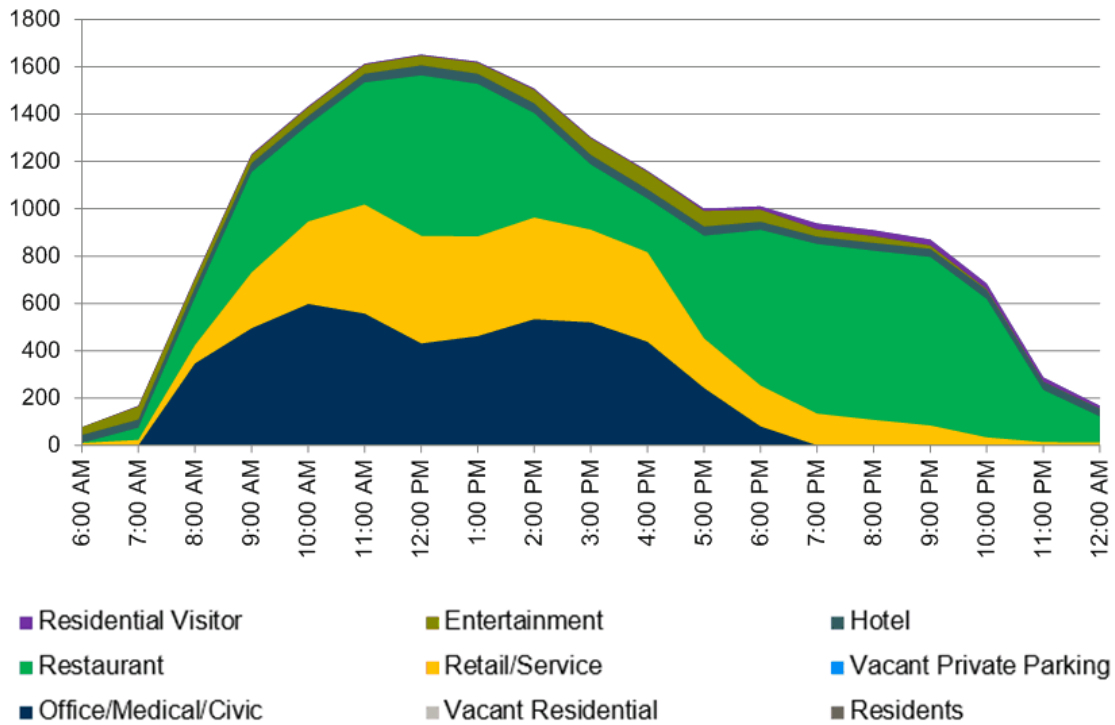


Figure 2-12 Mudgee Town Centre – Calculated Public Parking Demand (Weekday)

The modelled non-residential peak parking demand (at 12 noon) is calculated to consist of 540 employees and 1,090 visitors. This can be compared to observed occupancy of 1,270 bays across the surveyed bays.

However, the supply of private car parking was not fully surveyed, representing approximately 600 bays of additional parking. To account for this supply, car parking areas with fewer than 20 bays were assumed to be 85% occupied, while larger car parks were assigned the average occupancy of similar off-street car parks.

Based on these assumptions, the modelled results and the survey observations can be directly compared. A calibration factor can then be applied to the model as necessary. The results of this comparison are shown below in **Figure 2-13**.

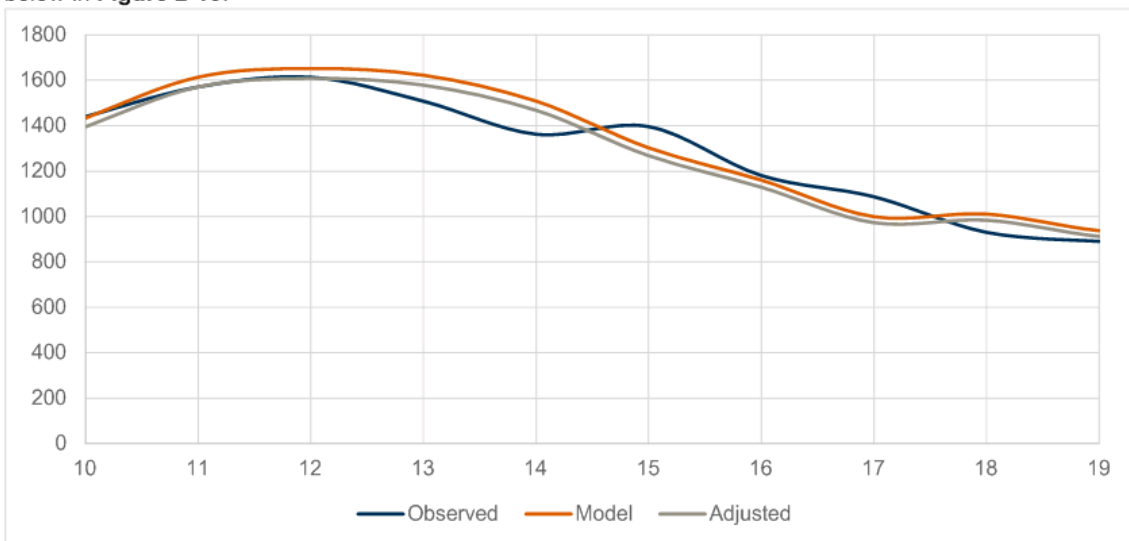


Figure 2-13 Mudgee Town Centre – Calibrated Public Parking Occupancy (Weekday)



2.6.3 Parking Analysis Results - Weekend

A similar analysis undertaken for the weekend period shows the following demand profile (Figure 2-14) for Town Centre parking, with a modelled peak demand for approximately 120 employees and 1,230 visitor parking bays. The greatly reduced demand for employee parking results in a lower overall theoretical peak than the weekday.

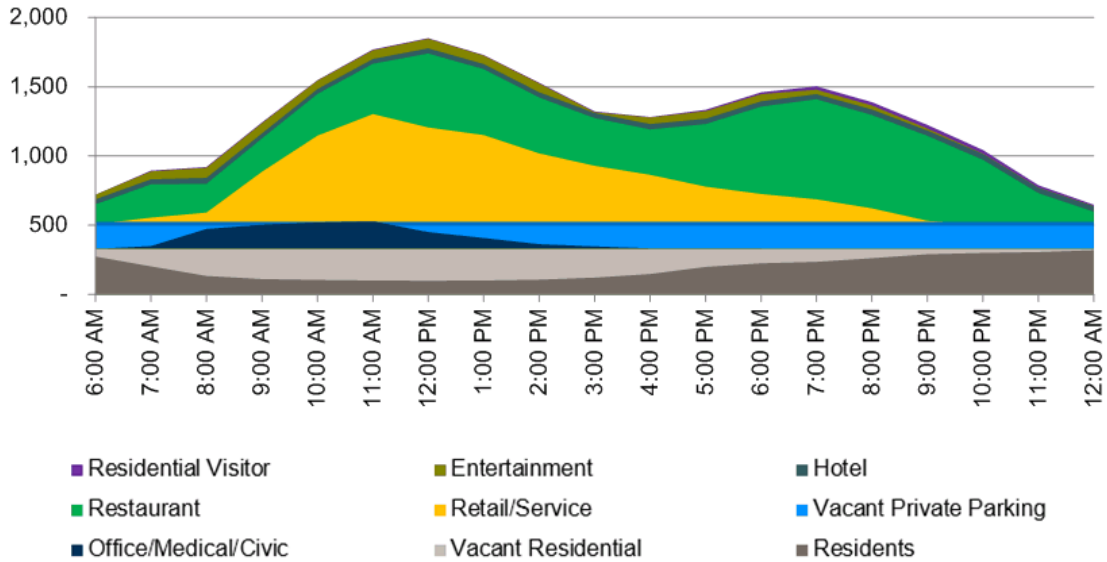


Figure 2-14 Mudgee Town Centre - Calculated Parking Demand (Weekend)

Removing the private off-street parking results in the demand profile seen in Figure 2-15.

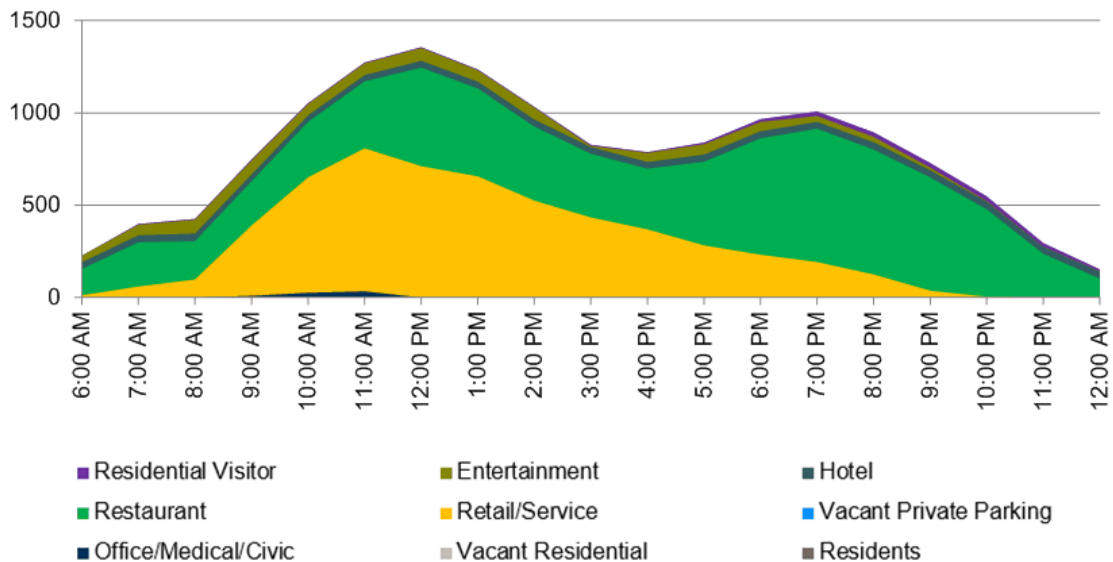


Figure 2-15 Mudgee Town Centre – Calculated Public Parking Demand (Weekend)

The model outcomes for the weekend peak period have been compared with the observed demand. Survey results show that parking occupancy of public bays remains high throughout Saturday, while the model predicts that overall demand drops in the afternoon and evening (see below **Figure 2-16**).

This may reflect a preference for on-street parking over off-street parking during this period, something that is supported by observations of off-street car parks within the Study Area. However it is noted that the predicted peak demand very closely matches the observed peak in this instance.

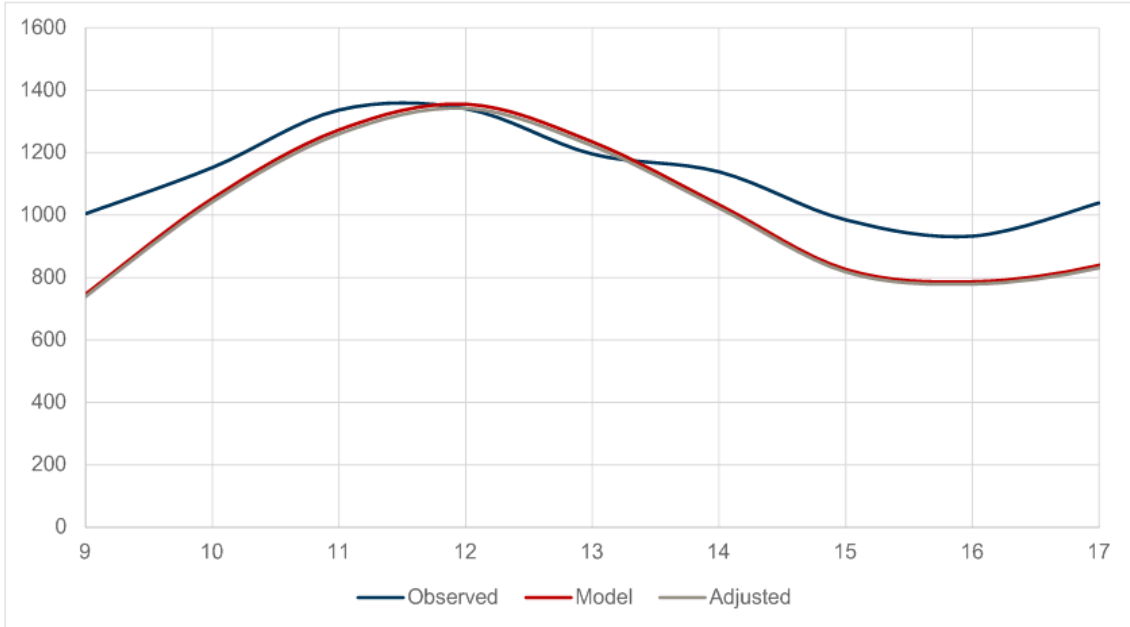


Figure 2-16 Mudgee Town Centre – Calibrated Public Parking Occupancy (Weekend)



3 Future Growth Scenario

To determine a potential future scenario for the Mudgee Town Centre, the land use assumptions for the calibrated models described above were modified to reflect available growth projections for the region.

Two broad changes were applied to non-residential land uses, as follows:

- > **Tourism Growth:** A factor of 16% was added to increase the parking generation associated with tourism-related land uses (tourist retail, accommodation, restaurants and entertainment), based on information obtained from the *Blue Mountains Destination Management Plan 2017 (Table 3)*. The tourism growth factor has been based on the Blue Mountains region due to insufficient detail on the Mudgee tourism sustainable long term growth rates.
- > **Residential Growth:** A factor of 10% was added to increase the parking generation from land uses supporting local function, to reflect the population increase anticipated in the *Mid-Western Regional Contributions Plan 2019 (Table 9)*. These were the only changes made to the parking demand model; all other assumptions were retained.

3.1 Future Modelling Outcomes

3.1.1 Residential Growth Impacts

The residential growth projections extracted from the *Mid-Western Regional Contributions Plan 2019* do not indicate any significant residential redevelopment within the Town Centre Study Area itself. This suggests that a regional increase in residents would likely have a linear impact on car parking demand.

In an alternative scenario, where Town Centre densification provided for this growth, the overall impact on parking demand would be reduced, as internal trip containment would allow for a shift from driving to walking modes.

3.1.2 Non-Residential Demand Growth

Cardno's Parking Model has been used to reassess the potential growth in non-residential parking for the future development scenario. In the Mudgee Town Centre area, significant growth in retail/commercial development is considered to be a natural consequence of future tourism and residential needs.

The increase in parking demand attributable to commercial development has been calculated to be approximately 200 vehicles during the weekday and weekend peak periods, assuming that the existing parking management regime (i.e. free, abundant parking) remains in place. Introduction of substantial parking restrictions, or paid parking, would be likely to influence behaviour.

3.1.3 Requirements for Additional Off-Street Supply

The current supply of parking within the Study Area is in the order of 3,000 bays, with overall occupancy across the Study Area was observed to be 50% even during peak (non-event) periods. Narrowing this area to just Zones A and B in the survey still indicates that only 60-65% of parking is used.

The expected demand growth of 200 parking bays (a 12% increase over existing demand) can be accommodated within this existing parking supply. As such, there appears to be no requirement to increase parking supply to accommodate day-to-day parking needs for the identified horizon.

Therefore, the results of existing parking surveys and future demand projections indicate that while Council have allocated budget to commence construction of a multi-storey car park, this measure can be postponed for the foreseeable future.

Nevertheless, there may come a point where parking supply *should* be supplemented by a central high-capacity car park. A representative trigger would be at the point where parking occupancy regularly exceeds 85% across Zones A and B, or 75% across the Town Centre Core (Zones A, B and C).

This could be expected to occur if development and tourist growth exceeded predictions by 100% (e.g. 32% tourism growth + 20% residential catchment growth).

It is acknowledged that there are several days each year where visitation to Mudgee is extremely high: in particular, the Mudgee Wine + Food Festival and the annual NRL game. Nevertheless, these anomalous events do not trigger the need to provide permanent, and costly, parking infrastructure.

Existing measures are considered to be sufficient to accommodate demand, given the willingness for patrons to walk further to access these events.



4 Parking Policy Review

A review of parking policies applicable to the Mudgee Town Centre has been undertaken to assess the statutory environment for development, and the relationship between public and private supply requirements.

For this purpose, the following documents have been reviewed:

- > State Environmental Planning Policy (Affordable Rental Housing) 2009 (SEPP ARH)
- > Mid-Western Regional Local Environmental Plan (2012)
- > Mid-Western Regional Council Development Control Plan (2013)
- > Mid-Western Regional Contributions Plan (2019)

The requirements for on-site private car parking have been considered in the context of the existing parking supply, as described in **Section 2.2**.

4.1 Mid-Western Regional Local Environmental Plan (2012)

The region's LEP 2012 provides no statutory requirements for the provision of parking within the broader local government area, nor within the Mudgee town centre in particular.

4.2 Mid-Western Regional Council Development Control Plan (2013)

4.2.1 Statutory Parking Rates

The *Mid-Western Regional Council DCP* provides a table indicating specific parking rates according to specific land uses (refer to **Table 2-1** above. These rates are applied to the **net increase** in demand for parking created by a development, and reflect gross floor area of the proposed development.

4.2.2 Change of Use

Council's DCP states that, where redevelopment proposes a change of use for an existing premises to a restaurant, dining, and/or take away food use, additional car parking **shall not** be required where car parking cannot be provided on site. This clause is reflective of the ample supply of car parking available within the on-street supply, and acknowledges the function of that parking in accommodating similar existing businesses.

Otherwise, the DCP sets out a method for calculating parking requirements resulting from redevelopment or change of use, where parking requirements of both the existing and proposed uses are based on the parking rates of the DCP.

This clause could be extended to cover all types of land uses, using cash-in-lieu payments or another form of contribution to support the ongoing supply and maintenance of public parking and streetscape. This type of policy can be attractive to developers, where a reasonable value/cost is established and expenditure of the funds is local and transparent. This mechanism can also be used to support reduced on-site provision even where parking **could** be provided on site, in recognition of the abundance of public parking in the Town Centre.

The statutory recognition of historic parking credits for lawfully established land uses is reasonable and **does not need to be amended at this time**.

The DCP additionally provides for frontage credits, which relate to parking directly at a Site's frontage and are calculated to exclude driveways and areas where parking is not permitted. This is distinctive to Mudgee's town centre development, and recognises the expansive supply of on-street parking available to developments. Frontage credits are noted to reduce requirements for cash-in-lieu of parking arrangements by a substantial amount, and are not unreasonable in this context.

4.2.3 **Loading and Unloading**

Mid-Western Regional Council DCP requires the following for commercial development:

“For new commercial development all loading facilities are to be located within the site with no loading to occur from the public road system.”

This is noted to apply to the entire region rather than specifically within town centres. For the Mudgee town centre there is considered to be no inherent reason that new development should necessarily provide on-site loading bays where loading and unloading can be accommodated within the existing available on-street parking facilities.

It is recognised that where existing loading bays are insufficient during peak times, additional loading zones and/or a Town Centre Service Vehicle Plan may be warranted.

4.3 **Variation of Statutory Requirements**

Council's DCP provides the following with respect to variation of Council's car parking standards:

“Where site conditions warrant, Council may vary the above standards by up to 10% provided the applicant lodges a formal objection, including reasons, against the subject standard.

This is likely to require a car parking and/or traffic impact assessment as a means of justification for the variation.”

This provides only a narrow scope for the variation of car parking provision. The given value of 10% is largely arbitrary and may not consider the extent of a reasonable variation of standards. This provision could be amended to allow variation by discretion.

Variation may, but does not necessarily, include cash in lieu of parking provisions.

That is, where a development parking assessment concludes that parking demand would exceed the available on-site parking (plus frontage credits), it is appropriate to require cash-in-lieu for that quantum of parking.

If a development parking assessment concludes that parking demand will be less than the available supply (while still higher than the DCP requirement), no cash-in-lieu requirement should be triggered.

4.4 **Development Contributions**

The Mid-Western Regional Development Contributions Plan (2019) provides that local infrastructure will be funded from development contributions, including *“transport works such as sealed rural and urban roads, pedestrian access facilities and a footbridge.”*

The Plan does not contain provisions for cash-in-lieu of parking, which could also be used to further develop transport infrastructure in the Town Centre.

4.5 **Parking for Affordable Housing**

The Mid-Western Regional Local Government does not have the capacity to refuse affordable housing development on the grounds of parking, provided the development meets the requirements set out in *SEPP ARH*. SEPP ARH is a state-wide policy aimed at increasing the supply of affordable rental housing.

Outside of the Sydney region, SEPP ARH applies to sites where all or part of the development is within 400 metres walking distance of land within Zone B2 Local Centre or Zone B4 Mixed Use, or within a land use zone that is equivalent to any of those zones.

The Mudgee town centre is generally zoned B3 Commercial Core, which permits boarding houses but prohibits other types of residential accommodation. There are pockets of land zoned B4 Mixed Use, supporting the application of SEPP ARH within the Mudgee Town Centre.

The parking provision rates given in the SEPP ARH differ depending on whether the development was carried out by/on behalf of a social housing provider, or not, with more onerous rates given for developments not carried out by or on behalf of a social housing provider. These rates are compared against the DCP rates applicable within the Mudgee Town Centre, as shown in **Table 1-1** below.



Table 1-1 SEPP ARH Parking Provision

Context	Mudgee DCP	Affordable Housing Type	
	Affordable Housing	Infill Affordable Housing	Boarding House
Social housing provider (accessible area)	<ul style="list-style-type: none"> ▪ 1 space for each 1 bedroom dwelling ▪ 1 space for each 2 bedroom dwelling ▪ 1.5 spaces for each dwelling with 3+ bedrooms 	<ul style="list-style-type: none"> ▪ 0.4 spaces for each 1 bedroom dwelling ▪ 0.5 spaces for each 2 bedroom dwelling ▪ 1 space for each dwelling with 3+ bedrooms 	<ul style="list-style-type: none"> ▪ 0.2 spaces per room
Social housing provider (not in accessible area)		<ul style="list-style-type: none"> ▪ 0.5 spaces for each 1 bedroom dwelling 	<ul style="list-style-type: none"> ▪ 0.4 spaces per room
Non-social housing provider (accessible and not)		<ul style="list-style-type: none"> ▪ 1 space for each 2 bedroom dwelling ▪ 1.5 spaces for each dwelling with 3+ bedrooms 	<ul style="list-style-type: none"> ▪ 0.5 spaces per room
Staff		-	No more than 1 space for each person employed in connection with the development AND who is a resident on site

The DCP provisions related to parking for affordable housing within Mudgee are more onerous than SEPP ARH. A justification for this is perhaps that the DCP allows for affordable housing beyond the 400m walking distance benchmark provided in ARH SEPP. As the DCP relates to the entire local government area, these requirements are not necessarily appropriate within the Mudgee town centre.

In particular, the requirement for 1 space per 3 units to be provided as overflow (presumably visitor) parking does not relate well to the Mudgee Town Centre context where extensive on-street parking is available for visitors.

4.6 Summary

The DCP provides for different rates for new development as well as for change of use, and considers both the public and private parking supply as synergistic components of a wider parking system.

However, the parking policy environment provides Council limited scope for variation of parking rates and for cash in lieu of parking arrangements.

5 Parking Management

Parking should be considered as an ecosystem consisting of public and private, on-street and off-street, and considering all of the many needs of those people who use those bays. The optimal parking system would be one where all parking is used efficiently, with the minimum amount of space devoted to parking activities. After all, parking itself only facilitates activity; it does not create any of its own.

The results of land use surveys, parking supply and occupancy surveys have been used to evaluate the function of the existing parking management restrictions, and to propose an alternative structure.

Parking management recommendations have generally been made within the following framework:

5.1 On-Street Parking Management

- > **2P Parking:** Time restricted 2-hour parking is best used where there is moderate commercial visitor demand, to limit use by employees. However, where there is a scarcity of employee parking, free 2-hour parking *may* be used illegitimately by employees (reparking their vehicle every 2 hours).
- > **4P Parking:** Time restricted 4-hour parking supports medium-stay uses such as recreational and cultural facilities. However, such parking controls are generally not recommended where these areas are located close to businesses. The incentive for employees and other long-stay users to park in these zones illegitimately (reparking their vehicle every 4 hours), is strong.
- > **All day Parking:** All-day free parking provides the maximum flexibility for users, but is appropriate only when there is ample parking supply to cater for everyone. Where demand begins to approach 85% or more of supply at peak times, alternative controls should be used to differentiate these parking areas.
- > **Time Restrictions:** Parking management is usually restricted to peak demand times, e.g. 8am-6pm Monday-Friday. In locations where demand remains high through the weekend, or in entertainment precincts where after-hours parking is prevalent, parking restrictions may be extended to accommodate. It is recommended that a common restriction is applied across all applicable zones within the Precinct.
- > **Paid Parking:** Used in retail areas to support high turnover business visitors, and to redistribute longer-stay activates to adjacent off-street public and private car parks. To be considered where parking demand is approaching a functional capacity limit across the wider Precinct.

5.2 Off-Street Parking Management

- > **Free Parking:** Off-street parking is an expensive resource, provided by a business or on behalf of Council for the community. There are many important reasons to provide parking, for the benefit of social, cultural or economic development. However, where demand for this free resource exceeds the available supply, alternative methods of control are recommended. This may include duration restrictions to increase turnover and relocate long-stay parkers, or the introduction of paid parking to manage demand.
- > **Duration Restrictions:** Apply in the same way for off-street parking as described above. Note that off-street parking adjacent to key destinations is particularly valuable as it provides a legible destination where parking availability is likely. The duration restrictions within each car park should be carefully considered in the context of the adjacent on-street supply.
- > **Private/Tenant Parking:** This parking is privately owned and outside of the control of the City. It is beneficial for the function of the parking system that all bays are efficiently used. Relocation of parking to private bays frees up public spaces for visitors, and privately owned public parking represents a valuable supply located close to attractive destinations.



5.3 Specific Recommendations for Change

- > Standardisation of Timing Restrictions
 - The timing restrictions across the Town Centre are closely related to the specific requirements of adjacent land uses, but present a confusing picture of availability for locals and visitors.
 - Standardising timing restrictions greatly improves compliance, by making the system considerably more legible.
 - As such, three categories of timing restriction are recommended:
 - > School Zones: 8:30am-9:3pm and 3pm-4pm (school days)
 - > Weekdays: 8am-6pm
 - > Saturday: 8am-1pm
 - The existing taxi zone currently runs from 6am-7pm (Monday-Sunday). It is recommended that this be extended to become a permanent taxi zone. This reduces efficiency marginally
- > Changing from unrestricted parking to 2P parking (Market Street, Lewis Street, Mortimer Street, Perry Street)
 - To encourage the turnover of parking spaces, increasing the likelihood that bays will be available for visitors.
 - To encourage long-stay users towards parking in off-street car parks or peripheral locations
- > Change from unrestricted parking and 2P parking to 4P parking (Short Street, Perry Street, Lewis Street, Gladstone Street)
 - To enable longer-stay visitor parking in reasonably close proximity to retail/entertainment and recreation destinations
 - To discourage employee parking in valuable visitor bays, shifting this demand to the Short Street Council car park or peripheral unrestricted bays.
- > On-street Loading (Town Centre)
 - Additional on-street provision of public loading zones would assist in improving the efficiency of the private car parking supply, which currently operates with an emphasis towards business-owned vehicles and employee parking.
 - Increasing the availability of on-street service/delivery parking and encouraging use of private car parking for visitors and customers may pre-empt some of the concerns by businesses regarding the availability of parking.
- > Motorcycle Bays (Town Centre)
 - Motorcycles constitute an increasing mode share, particularly in regional Centres. This group can be difficult to accommodate both on- and off-street, due to the manoeuvrability of motorcycles and their ability to park essentially anywhere.
 - Sufficient provision of motorcycle parking in high demand on-street locations and in off-street car parks ultimately improves the efficiency of the overall car parking supply.
 - The ability to locate motorcycle bays where a full-sized car bay would be impractical can also increase the overall parking quantum without detrimental impact on the parking supply for cars.
- > Caravan Parking (Perry Street)
 - Additional on-street caravan bays will free up standard bays for visitor parking, particularly where they are configured to suit drive-in/drive-out manoeuvring.

These recommendations are described in the mapping below, Figure 5-1 through Figure 5-4

> Signage and Linemarking

- Additional wayfinding signage is recommended to direct drivers to the Short Street Car Park, to improve its occupancy and relieve other 'hotspots'. Wayfinding signs should be positioned at the periphery of the Town centre along the major approach routes: Church Street and Castlereagh Highway, with repeater signs to direct visitors to Duoro Street and then into the car park.
- Additionally, signage directing caravans to 'long vehicle' parking along Perry Street may be beneficial, particularly if poor parking behaviour has been observed.
- Existing 60-degree parking is well complied with by locals, but is not necessarily familiar for people outside of the Town. It is also difficult to orient a vehicle appropriately without some sort of guide line, and the lack of this formality reduces the efficiency of the on-street bays.

Therefore, it is recommended that formal linemarking be applied to all on-street 60-degree *and parallel* bays in the Town Centre, starting with unmarked areas with the highest occupancy.



Parking Study
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Figure 5-1 Proposed Parking Restrictions Mudgee Town Centre (North)

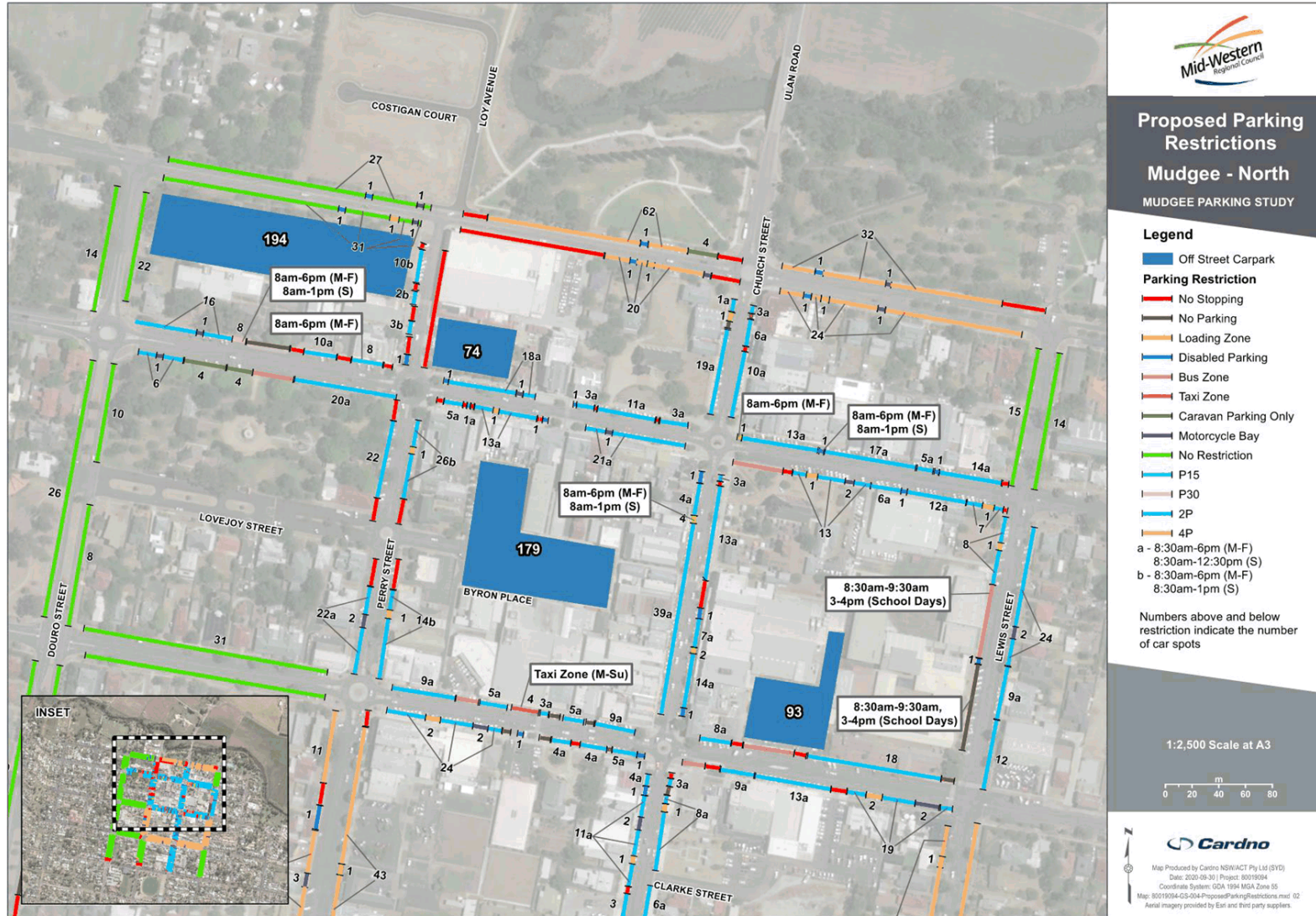
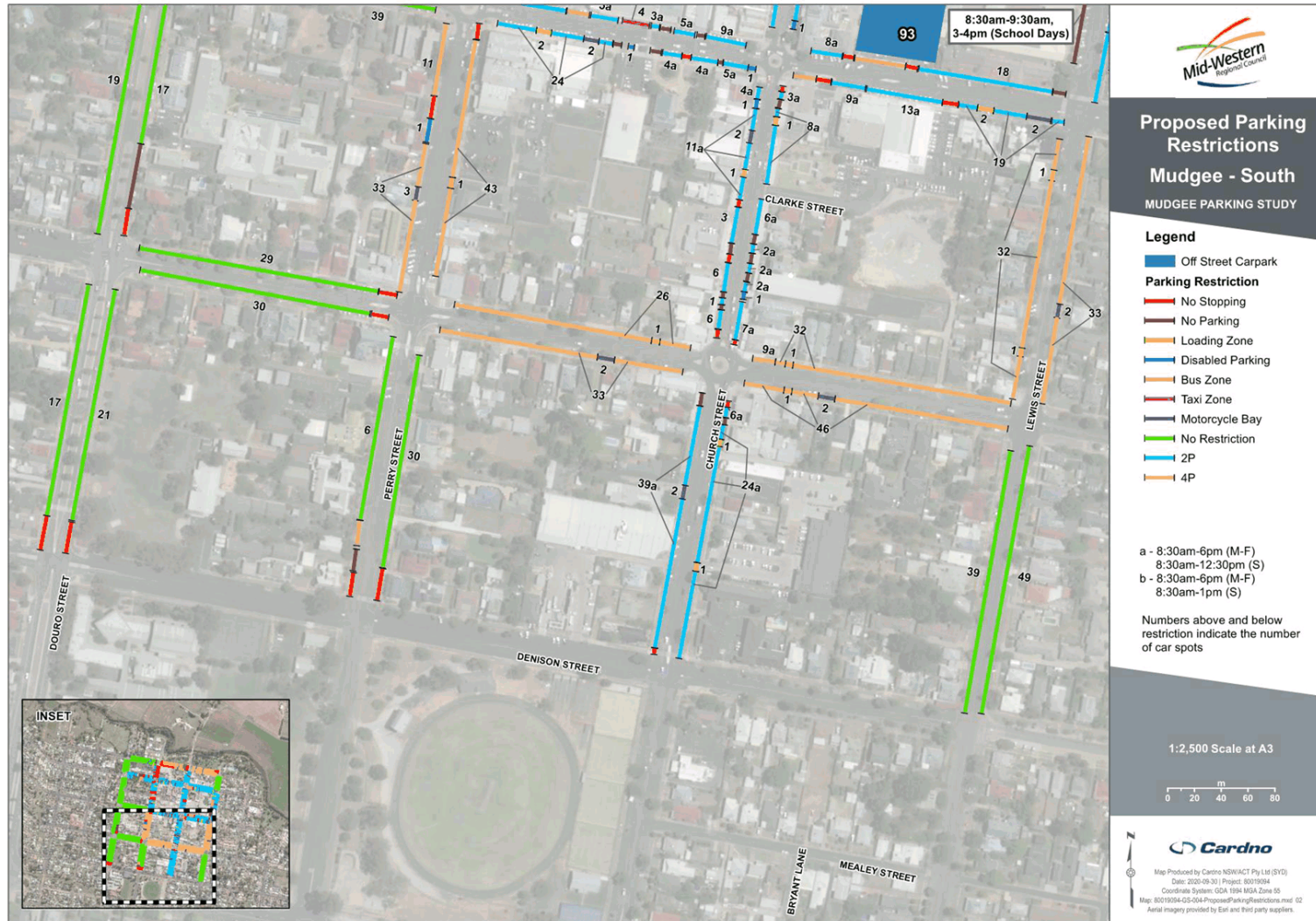


Figure 5-2 Proposed Parking Restrictions Mudgee Town Centre (South)





Parking Study
 Mudgee CBD

Figure 5-3 Proposed Parking Management Changes Mudgee Town Centre (North)

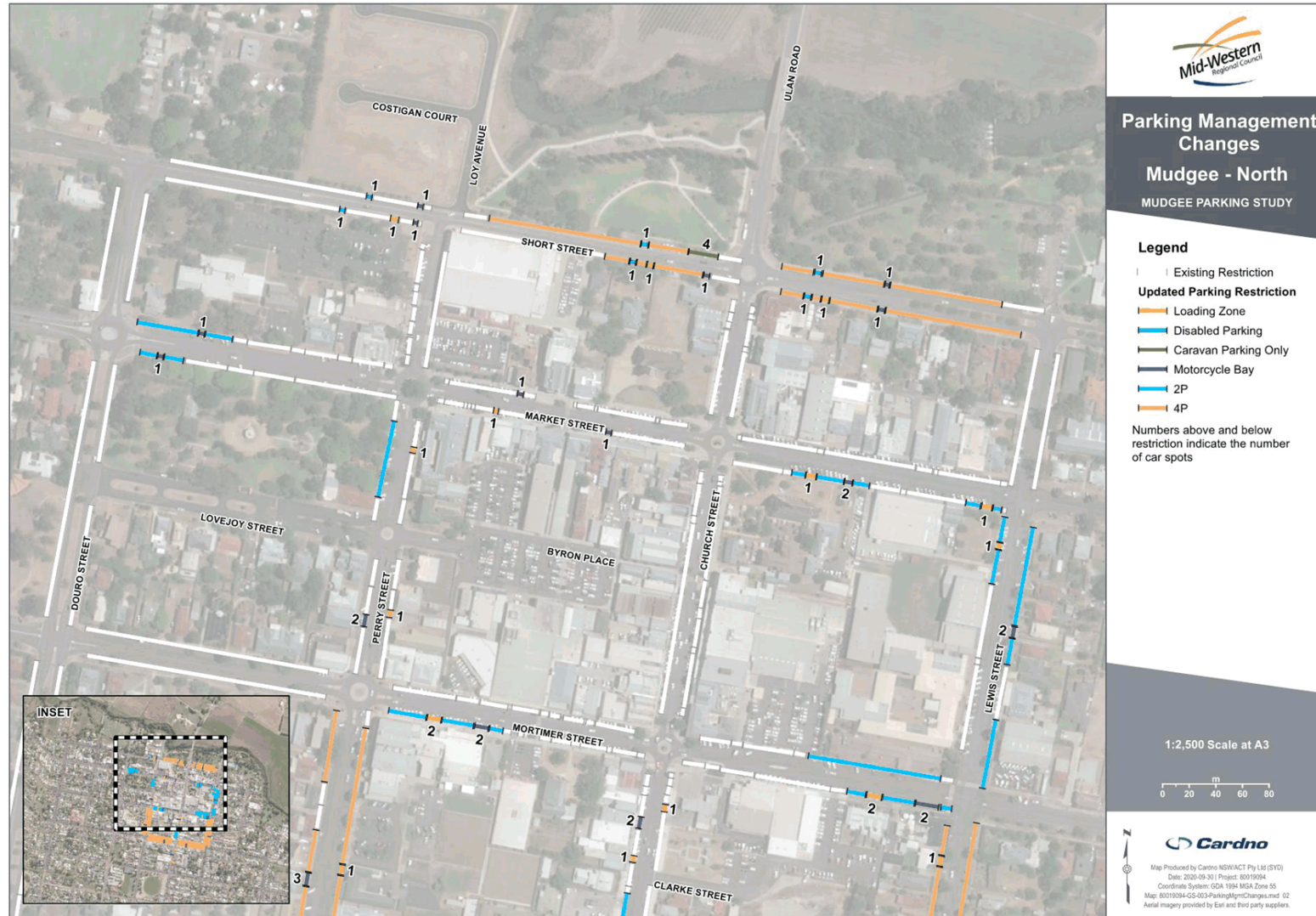
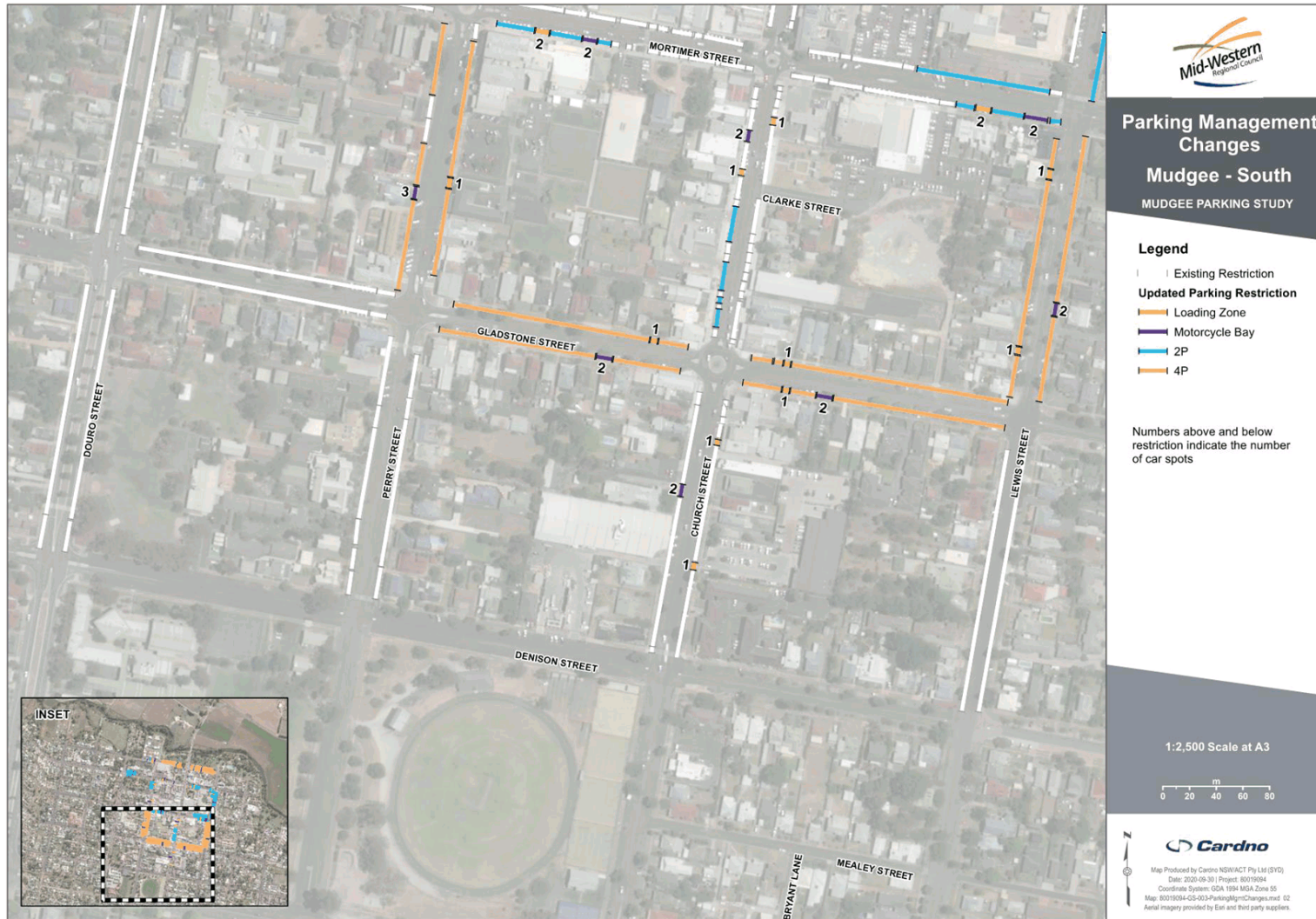


Figure 5-4 Proposed Parking Management Changes Mudgee Town Centre (South)



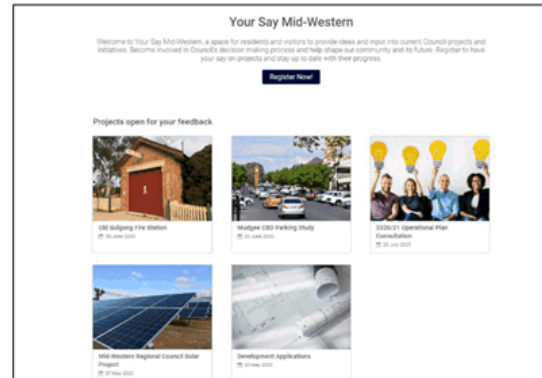


6 Community Engagement

Community Consultation for Mudgee CBD Parking Study was undertaken through “Your Say Mid-Western”, a space for residents and visitors to provide ideas and input into current Council projects and initiatives.

Cardno has collated and analysed the data from surveys received, the results are depicted in the graphs and charts on the following pages. A total of 279 responses were recorded during the community consultation period which took place from 2nd June 2020 – 12th June 2020.

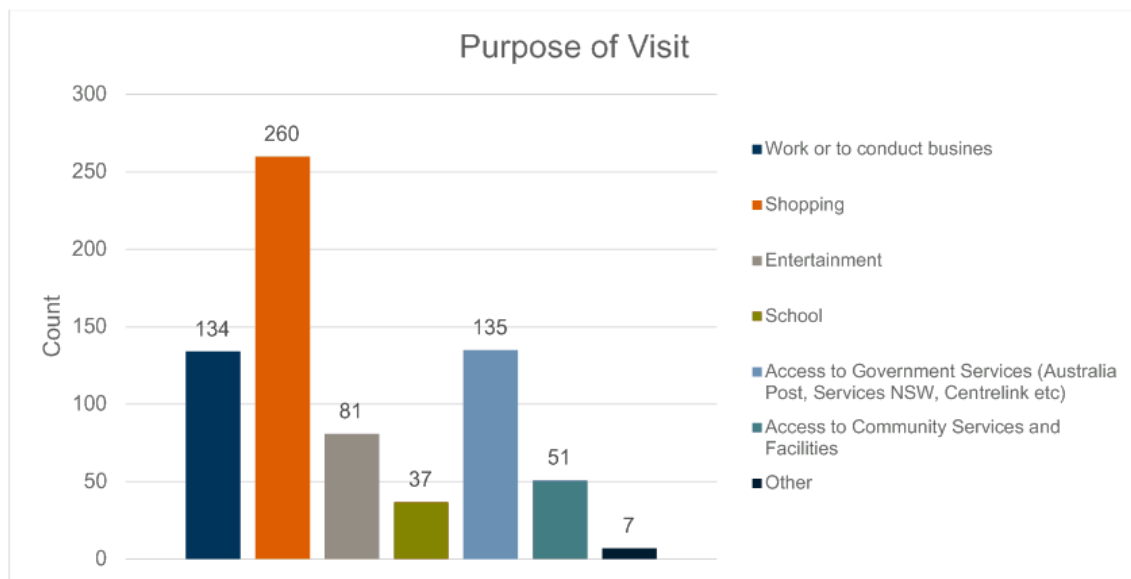
This section provides a summary of the feedback received from the community consultation and summarised the results.



6.1 Survey Results

Survey Question: When you visit Mudgee CBD what is the purpose of your visit(s)?

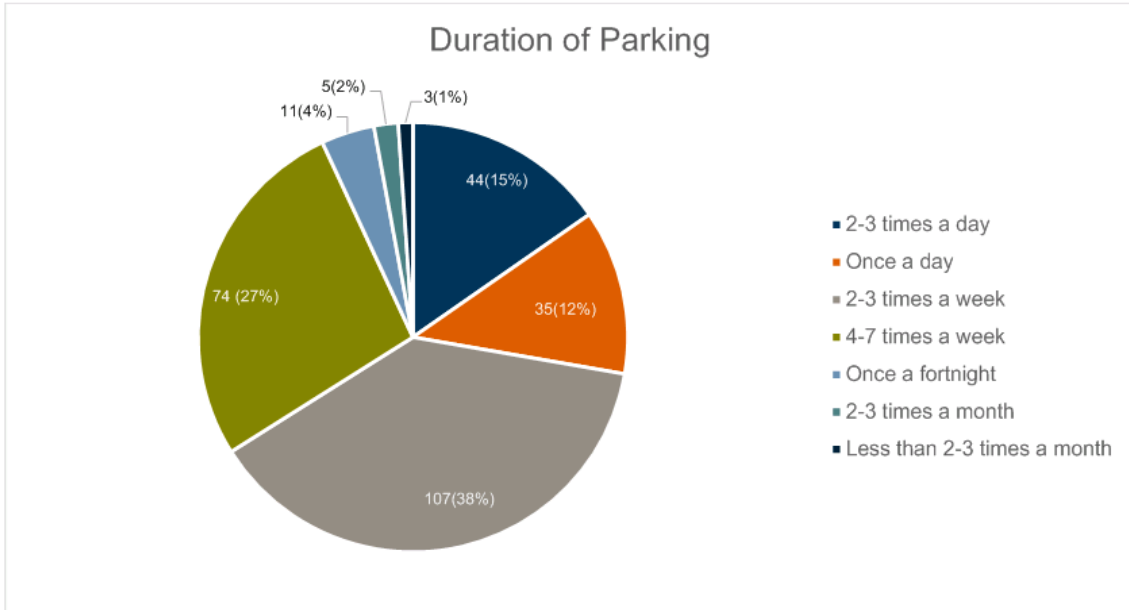
Figure 6-1 Purpose of Visit



The consultation found that the primary reason for travel to the Mudgee CBD was for shopping followed by purposes such as access to government services, work, entertainment, access to community facilities, and school. The ‘other’ category includes purposes such as coffee run, visiting a partner, etc.

Survey Question: How often do you park in the Mudgee CBD?

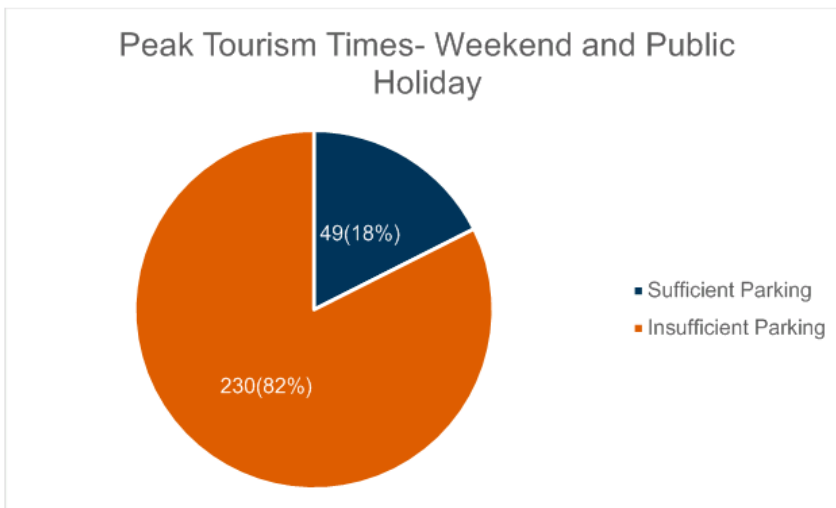
Figure 6-2 Frequency to Mudgee CBD



The high percentage of respondents' park regularly in the Mudgee CBD. As seen from the chart the number of respondents who park in CBD at least once a day constitutes 27 % of the respondents. A total of 28% of the respondent's park in the CBD for 2-3 times in a week.

Survey Question: How do you feel about the adequacy of parking in the Mudgee CBD?

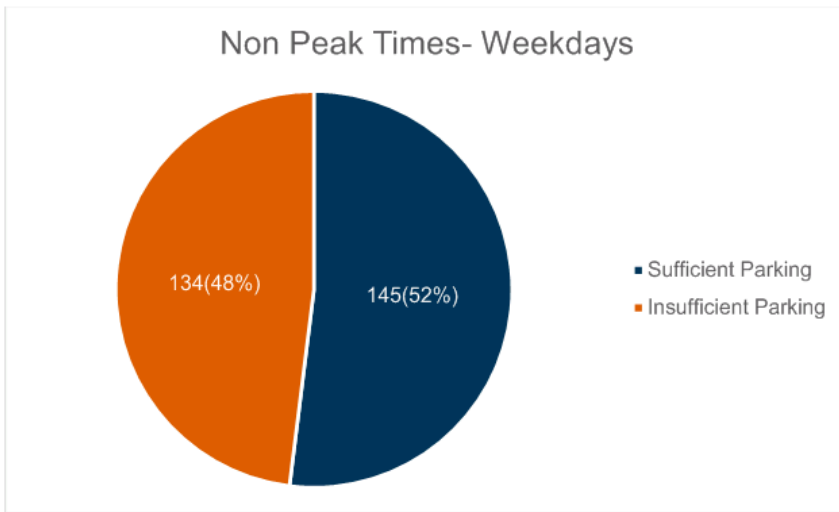
Figure 6-3 Parking During Peak Periods



The majority of respondents (82%) recorded that there was insufficient parking in the Mudgee CBD during peak tourism times which consists of Weekends and Public Holidays.



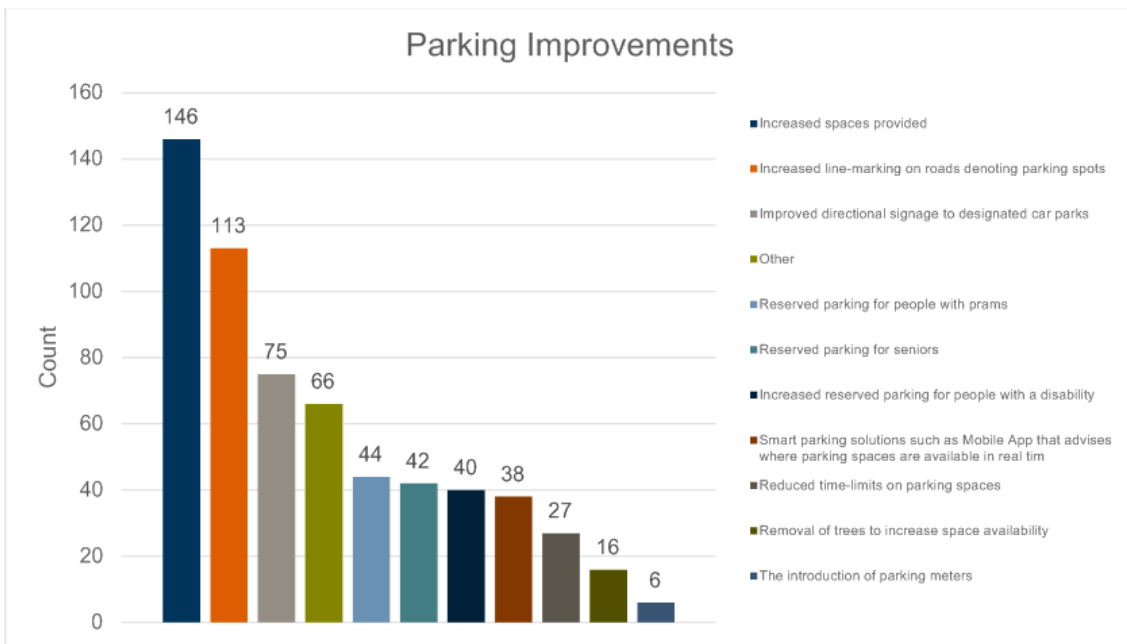
Figure 6-4 Parking During Non-Peak Periods



The results show that there was an almost equal split between respondents on the views regarding the sufficiency of parking in the CBD during non-peak times.

Survey Question: What 3 improvements would you like to see in regards to parking in the CBD?

Figure 6-5 Suggested Improvements

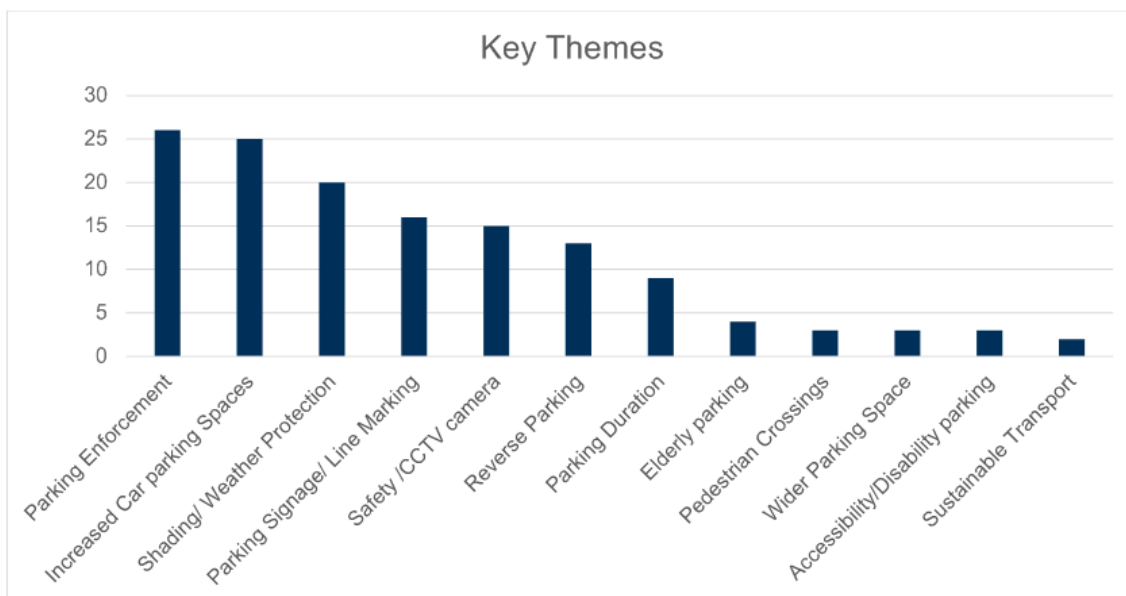


The respondents had to select three improvements they would like to see regards to parking in the CBD. The chart displays the parking improvements suggested by the respondents in descending order. As seen from the graph most of the respondents suggested: *“Increased Spaces Provided”*. The next two most commonly reported parking improvements were *“Increased Line marking on roads denoting parking spots”* and *“Improved Directional Signage to designated car parks”*.

The qualitative suggestions made by the respondents regarding the parking improvements have been grouped and summarised into themes.

Based on the response of the individuals the issues raised can be grouped into the following themes: Parking Enforcement, Increased Parking Spaces, Weather Protection, Signage/ Line marking, Safety, Reverse Parking, Parking Duration, Elderly Parking, Pedestrian Crossings, Wider Parking Spaces, Accessibility/Disability Parking, and Sustainable Transport. The frequency that each theme was raised is summarised in the following figure.

Figure 6-6 Identified Themes



Parking Enforcement

There were consistent concerns about parking spaces being not policed regularly as a result it is being occupied for a longer period than allowed. Also, evidence of users parking in occupying more than one spot has been recorded. A need for stricter parking enforcement has been raised by the survey respondents who commented as follows:

"There wouldn't be such a need for more car spaces if the council were able to fine the drivers who take up 2 parking spots because they can't park in-between the lines. The council could make some money off the fines? And there would be more spots available to other drivers"

"People not parking properly inside of lines"

"Police the parking times, vehicles being parked in-correctly, Police the disabled parking"

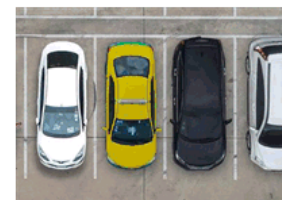


Increased Parking Spaces

Issues associated with the lack of parking spaces were also raised frequently. The lack of parking spaces is identified to be for business as well as for staff who work in the CBD and can't park.

Suggestions raised by the community to increase car parking spaces include:
"It is very limited. Aside from on-street parking and parking at Cole, Woollies and Big W, there is very little other parking available. Parking is time restricted near the CWA rooms, and I often attend meetings or functions there, and have to watch the time so I can move my car before I get booked."

"This needs to be a priority. Business lose business because customers can't park. Staff who work downtown need places to park, and it is currently a nightmare."





Weather Protection

As Mudgee is recorded to be hot and sunny during summers lack of shades at parking has been raised by the survey respondents. Also, no undercover parking is recorded to pose a hardship to senior citizens and mothers with babies who were mentioned to be the major demographics of the community.

“Sun sails would be an idea for during summer. I have two infant children and it was very hard to find a shady spot during summer last year. Putting children into hot cars isn’t ideal and if I waiting for the car to cool down, they risked getting burnt so I believe shade sails would be a good investment for the town”

“There needs to be undercover parking. In the scorching sun or pouring rain makes it really hard to get out to do the groceries with little ones or elderly”



Signage & Line Marking

Recommendations to improve the line-markings and providing signage in the car park to improve the traffic flow has been made by the respondents. The lack of lines on parking spaces has been identified to create wastage of spaces which could have been avoided through proper line-markings.

“The lack of lines on market st east end near bakery wastes a lot of space that would otherwise used if there were lines on the road”

“Better signage is needed as there are many people who ignore current signs, i.e going the wrong direction in one way areas to get to parking spots before others.”

“Make it clear on how to park in the CBD - and in places like Byron place, make it clear which way the traffic is to go”



Safety

Respondents have recommended improved lightning in car parks as they feel unsafe during the dark. Also, the respondents have recommended installing CCTV cameras in car parking areas to improve safety.

“I’d like additional lighting in the parking area behind target. By the time I finish work it is often dark and it feels unsafe at times.”

“There should be more cctv that can be utilised if there is accidents and people don’t leave their details.”

“Cameras in the cbd and parking lots would be useful. It seems a lot of cars are damaged around town and exchange of details often doesn’t happen



Reverse Parking

A large number of people have responded to have difficulty in reverse parking. The respondents have recorded that reverse parking along the main streets causes traffic congestion near intersections.

“Not many people can reverse park, and it’s not so much the younger generation because we get tested on it when we go for our license, alot of the times you see elderly and people 40+ not being able to reverse park and then they take up part of another spot so someone can’t park there”

“Reverse angle parking is very challenging. Either the spaces aren’t available or difficult to reverse into because of poor parking of other vehicles.”



Parking Duration

The respondents have recorded that the current 2-hour parking limit along the city centre to be too short.

“During December time limits on parking should be suspended to encourage the wider community to come & spend the day shopping without the worry of parking fines”

“The biggest thing is have some car parks longer than 2 hours”.

“Longer parking limits as sometimes appointments run longer than 2 hours.”



Elderly Parking

The respondents have recorded the need for elderly people parking in supermarkets especially in the form of pick up and drop off spaces.

“As a driver for community transport I think there should be a pick up and drop off at the supermarkets as a lot of our clients are elderly and have trouble walking”

Pedestrian Crossings

The respondents have recorded the need for pedestrian crossings along the main street at intersections. "Also can I suggest raised pedestrian crossings to also slow traffic down in these main streets also!! So many people speed through them. We've had a fatality on one already, and I've nearly been hit myself (with my daughter) because people just speed through them. "

Wider Parking Spaces

The respondents have raised the need for wider parking spaces mentioning the current spaces as too small and narrow.

Accessibility & Disability Parking

The respondents have raised the requirement for more reserved disability parking spaces in the CBD.

Sustainable Transport

The respondents have raised their wish to see more people walking and cycling to the CBD instead of driving. Also, they wanted to see designated electric vehicle charging spaces in the CBD vicinity.

Mudgee Parking Study

APPENDIX

A

PARKING OCCUPANCY SURVEYS



[Location]

On Street Parking

- S1. Short St
- S2. Market St
- S3. Lewis St
- S4. Mortimer St
- S5. Church St
- S6. Gladstone St
- S7. Douro St
- S8. Perry St

Off Street Parking

- Area 1
- Area 2
- Area 3
- Area 4

Agenda Item 21
Location: Cardno
Date: 24th May 2019
Priority: High



Street	Side	Between	Parking Restrictions	Time Restrictions	Capacity	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00		
Short St	North	Douro St	Lay A	on Street		2	2	3	3	2	1	2	1	1			
		Lay A	Church St	on Street	6 An le Parkin ear to er ehicles nd	53	2	28	26	23	1	22	15	16	11	14	
		Church St	Lewis St	on Street		34	6	6	12	7	3	5	2	5	14	14	
	South	Lewis St	Church St	on Street		27	7	6				13	8	6	12	11	
		Church St	Perry St	on Street	6 An le Parkin ear to er ehicles nd	23	1	2	2	21	15	14	13	13	8	16	
		Perry St	Douro St	on Street	ee y ehicles Parkin Permitted	33											
Totals					223	65	67	76	66	58	55	3	4	45	5		
Market St	North	Douro St	Perry St	on Street	5 An le Parkin ear to er ehicles nd	17	5	7	3	3	3	3	1	1			
			on Street	6 An le Parkin ear to er ehicles nd	8	3	5	4	3	3	2	1	1				
			on Street	8 3 am 6 m Mon ri 8 3 ar	2												
			on Street	6 An le Parkin ear to er ehicles nd	1	2	3	3	3	5	3	2	2	1			
		Perry St	Church St	on Street	6 An le Parkin ear to er ehicles nd	8	3	3	5	3	3	2	4				
			on Street	Disa led		1											
			on Street	2P	6 An le Parkin ear to er ehicles nd	1	16	16	15	17	14	13	11	12	11	18	
			on Street	2P	6 An le Parkin ear to er ehicles nd	1	1	1									
		Church St	Church St	on Street	6 An le Parkin ear to er ehicles nd	3	2	3	3	3	3	3	3	3	3	2	
			on Street	2P	6 An le Parkin ear to er ehicles nd	11			1	7	6	3	4	8	5		
			on Street	2P	6 An le Parkin ear to er ehicles nd	3	3	3	3	2	2	1	1	1	1	3	
			on Street	2P	6 An le Parkin ear to er ehicles nd	3	3	3	3	2	2	1	1	1	1	3	
	South	Church St	Lewis St	on Street	6 An le Parkin ear to er ehicles nd	13	11	12	11	12		1	1	1	12	12	
			on Street	Disa led		1											
			on Street	2P	6 An le Parkin ear to er ehicles nd	17	13	14	12	11	7		7	11	15	11	
			on Street	2P	6 An le Parkin ear to er ehicles nd	5	4	4	4	3	2	3	3	4	4	3	
		Lewis St	Church St	on Street	6 An le Parkin ear to er ehicles nd	1											
			on Street	2P	6 An le Parkin ear to er ehicles nd	14	11	13	13	8		8	8	5	6	6	
			on Street	2P	6 An le Parkin ear to er ehicles nd	8	6	7	7	6	5	6	6	3	2	2	
			on Street	2P	6 An le Parkin ear to er ehicles nd	12	8	11	11	7	2	5	7	4	3	1	
		Church St	Perry St	on Street	6 An le Parkin ear to er ehicles nd	1	1	1									
			on Street	2P	6 An le Parkin ear to er ehicles nd	6	4	4	4	3	2	3	3	1	1	3	
			on Street	on Street	6 An le Parkin ear to er ehicles nd	16	13	14	14	14	16	14	12	12	13		
			on Street	us one	8 3 am 6 m Mon ri 8 3 ar	6										5	4
Perry St	Church St	on Street	6 An le Parkin ear to er ehicles nd	22	22	21	2	17	14	14	14	1	1	22	22		
	on Street	Disa led		1													
	on Street	2P	6 An le Parkin ear to er ehicles nd	14	14	11	11	1		7	7	6	7	10			
	on Street	2P	6 An le Parkin ear to er ehicles nd	1	1												
Douro St	Church St	on Street	6 An le Parkin ear to er ehicles nd	5	4	4	4	5	5	3	1	4	5	5			
	on Street	2P	6 An le Parkin ear to er ehicles nd	2	7	8	6	9	5	8	3	1	1	1			
	on Street	us one	8 3 am 6 m Mon ri 8 3 ar	4													
	on Street	Parallel Parkin	Cars ith Cara ans nly	7							1	1					
Totals					258	166	178	172	147	123	11	117	112	122	126		
Lewis St	North	Douro St	Gladstone St	on Street	6 An le Parkin ear to er ehicles nd	3	3	3	3	3	2	3	3	3			
			Gladstone St	Mortimer St	on Street	6 An le Parkin ear to er ehicles nd	34	11	12	1		5	6	5	11		
		Mortimer St	Market St	on Street	6 An le Parkin ear to er ehicles nd	3											
			on Street	8 3 am 3 am 3 m 4 m School Days	1												
	South	Market St	Short St	on Street	6 An le Parkin ear to er ehicles nd	15				8	8	8	7	7	6	3	
			on Street	on Street	6 An le Parkin ear to er ehicles nd	14	6	6	6	7	6	6	6	8	1	1	
		Mortimer St	Market St	on Street	6 An le Parkin ear to er ehicles nd	7	6	6	6	5	8	4	1	1	1		
			on Street	2P	6 An le Parkin ear to er ehicles nd	12	3	1	1	1	1	1	1	1	1	1	
	Gladstone St	Douro St	Douglas St	on Street	6 An le Parkin ear to er ehicles nd	35	6	7	8	6	5	8	7	6	1		
			on Street	6 An le Parkin ear to er ehicles nd	6	1	2	3	6	3	3	3	3				
		Mortimer St	on Street	6 An le Parkin ear to er ehicles nd	28	1	1	1	1	2	87	3	56	3	4		
			on Street	us one	8 3 am 6 m Mon ri 8 3 ar	4											
Mortimer St	North	Douro St	Perry St	on Street	6 An le Parkin ear to er ehicles nd	31	17	17	18	18	15	14	14	5	4		
			on Street	us one	8 3 am 6 m Mon ri 8 3 ar												
			on Street	2P	6 An le Parkin ear to er ehicles nd	5	5	5	5	5	3	4	4	3	4	4	
			on Street	Disa led	6 An 7 m Parallel Park or a i	1											
		Perry St	Church St	on Street	6 An le Parkin ear to er ehicles nd	3	3	2	2	3	1	3	3	3	2	2	
			on Street	2P	6 An le Parkin ear to er ehicles nd	5	5	4	5	4	3	2	5	5	5	5	
			on Street	2P	6 An le Parkin ear to er ehicles nd												
			on Street	2P	6 An le Parkin ear to er ehicles nd	8	7	8	8	6	5	2	5	4	4	7	
	South	Church St	Lewis St	on Street	6 An le Parkin ear to er ehicles nd	8	7	8	8	6	5	2	5	4	4	7	
			on Street	us one	8 3 am 6 m Mon ri 8 3 ar												
		Douro St	on Street	on Street	6 An le Parkin ear to er ehicles nd	38					11	14	12	16	17	4	5
			on Street	on Street	6 An le Parkin ear to er ehicles nd	23	5	3	14	17	11	12	7	7		12	

Douro St	BST	Market St Mortimer St	o restriction	1	7	4	7	4	3	2	2	1	7			
		Mortimer St Lo e oy St	o restriction	8												
			o restriction	11	2	2	2	2	2	1	3	3	3			
		Mortimer St Gladstone St	o restriction	1	1											
		Gladstone St Denison St	o restriction	5					2	2	4	1	1			
		o Sto in	21													
ota				154	2	17	21	13	13	11	12	2	34			
a ac				159	21	24	8	8	7	8	13	22				
Perry St	est	Denison St Gladstone St	o Sto in													
			o Parkin	Bam 3 am 2 3 m 4 m School Days												
			us one													
		Gladstone St Mortimer St	o Parkin	Bam 3 am 2 3 m 4 m School Days												
			o restriction	6 An le Parkin ear to er	1	8	1	1	1	1	1	1	1			
			o restriction	6 An le Parkin	4	36	11	11	13	13	4	4	2	5		
		Mortimer St Lo e oy St	o Sto in													
			2P	6 An le Parkin ear to er	24	1	12	8			2	2				
			o Sto in	8 3 am 6 m Mon ri 8 3 an												
		Lo e oy St Market St	o restrictions	6 An le Parkin ear to er	22	15	16	15	15	13	13	12	12	13		
			us o	6 An le Parkin ear to er												
			o Sto in	6 An le Parkin ear to er	1											
		Market St Short St	Disa led	6 An le Parkin ear to er	3	1	3	1	1	1	1					
			P 15min	6 An le Parkin ear to er	3	1	3	1	1	1	1					
			o Sto in	6 An le Parkin ear to er	2		2	2	2	1						
2P	6 An le Parkin ear to er		1													
o Sto in	8 3 am 6 m Mon ri 8 3 an															
o Sto in	8 3 am 6 m Mon ri 8 3 an															
Short St Market St	o Sto in															
	2P	6 An le Parkin ear to er	27	1	11	14	12	13	6	7	1	1				
	o Sto in	8 3 am 6 m Mon ri 8 3 an														
Market St Lo e oy St	o Sto in															
	2P	6 An le Parkin ear to er	15	1	11	13	4	4								
	o Sto in	8 3 am 6 m Mon ri 8 3 an														
Lo e oy St Mortimer St	2P	6 An le Parkin ear to er	7	2	2	2	4	4	2	2	3	1				
	o restriction	6 An le Parkin 6 m	44	17	26	17	18	11	11	1	11					
	o Sto in															
Mortimer St Gladstone St	o restriction															
	o Sto in															
Gladstone St Denison St	o restriction															
	ota		3	3	2	1	8	116	1	5	82	63	54	56		
a ac				3	3	2	1	8	116	1	5	82	63	54		
OFF Street																
Area 1			o restriction	32					2							
			Disa led	1												
			Disa led	1												
			o restriction	21	1	1	3	1	1	1	1	3	3			
			Disa led	1												
			o restriction	56	2	3	7	7	4	3	3	18	17			
			Disa led	1												
		o restriction	61	27	25	2	28	19	13	13	38	3				
		ota	1	4	3	2	3	38	18	17	16	55	61			
a ac				11	8	7	1									
Area 2			o restriction	11	8	7	1									
			Disa led	1												
			o restriction	7	2	3	7	6	5	5	4	3	3			
			o restriction	3	4			8	7	8	4	4	3			
			o restriction	8	2	1	7	8	5	2	2	2	3			
			o restriction	17	4	6	17	13	14							
			o restriction	18	5	5	13	13	12	13	14	4	4			
		ota	71	24	26	63	57	5	44	34	24	33				
a ac				15	13	11	1	1	12	3	14	7	1			
Area 3			o restriction	1												
			Disa led	66	27	27	31	36	38	36	2	12	15			
			o restriction	1												
			Disa led	1												
			o restriction	1												
			2P	1												
			Disa led	48	32	34	34	31	3	33	28					
			o restriction	1												
			o restriction	8	7	7	8	7	3	3	7	6	8			
			2P	1												
			Disa led	2												
		o restriction	8	4	5	6	6	7	5	2	1	3				
		o restriction	1													
		Disa led	1													
		o restriction	22													
		Loadin one	3													
		ota	6													
		Loadin one	17	1	112	122	124	128	126	1						
a ac				17	1	112	122	124	128	126	1					
Area 4			2P	8	3	2m 6 m Mon ri 8 3 am 12 3 m Sat										
			Disa led	2												
			Loadin one	3	51	68	7	83	68	76	6	94	53			
ota				3	51	68	7	83	68	76	6	94	53			
a ac				3	51	68	7	83	68	76	6	94	53			

About Cardno

Cardno is a professional infrastructure and environmental services company, with expertise in the development and improvement of physical and social infrastructure for communities around the world. Cardno's team includes leading professionals who plan, design, manage and deliver sustainable projects and community programs. Cardno is an international company listed on the Australian Securities Exchange [ASX:CDD].

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Agreement for Funding of Services

Schedule

Program: Targeted Earlier Intervention

Contract ID: 1-11487184498

Contract name: TEICentralWest098

Operating name: Mid-Western Regional Council
Community Project Officer

Department of Communities and Justice

ABN 36 433 875 185

Mid-Western Regional Council]

ABN 96149391332

The Date of the Agreement for Funding of Services – Schedule is **1 November 2020**

This Schedule and its paragraphs, are to be read in conjunction with the Agreement for Funding of Services - Standard Terms (the "**Agreement**").

Capitalised terms, where used in this Schedule, have the same meaning as given in the Agreement unless the context requires otherwise.

A reference to Program Guidelines in the Schedule or the Agreement is also a reference to the Program Specifications.

Details	Description	
Us (Agency)	Name:	Department of Communities and Justice
	ABN:	36 433 875 185
	Address:	108-110 Market Street, MUDGEE, NSW, 2850]
	Position, name and contact details of Agency representative:	Commissioning and Plannig Officer Raymond Quigley 02 6372 5730 M 0427 206 912 raymond.quigley@facs.nsw.gov.au]
You (Provider)	Name:	Mid-Western Regional Council
	ABN/ACN/ICN:	96149391332
	Address:	88 Market Street, MUDGEE, NSW, 2850]
	Position, name and contact details of Provider representative:	Fiona Shearman Manager, Community Service Fiona.shearman@midwestern.nsw.gov.au 02 6378 2713]
Initial Term (Clauses 1.1 and 3.1)	5 years Start Date: 1 November 2020 End Date: 30 June 2025	
Extension period (Clause 3.2)	Not applicable In practice, DCJ would only exercise the option to extend if the milestones recorded in this schedule (and with an end date within the initial term) are achieved to the satisfaction of the local Commissioning and Planning team. Completion of milestones alone, does not guarantee that the extension period will be offered, overall performance against the contract will also be taken into consideration.	

Services
(Clauses
1.1 and 5)

TABLE 1

Financial Year	Service level	Maximum quantity	Unit measure	Unit price	Line Item Total
2020/2021	Community connections	754	Clients	N/A]	\$106,700.00
2021/2022	Community connections	754	Clients	N/A	\$106,700.00
2022/2023	Community connections	754	Clients	N/A	\$106,700.00
2023/2024	Community connections	754	Clients	N/A	\$106,700.00
2024/2025	Community connections	754	Clients	N/A	\$106,700.00
2020/2021	Community support	12	Clients	N/A	\$16,009.75
2021/2022	Community support	12	Clients	N/A	\$16,009.75
2022/2023	Community support	12	Clients	N/A	\$16,009.75
2023/2024	Community support	12]	Clients	N/A	\$16,009.75
2024/2025	Community support	12	Clients	N/A	\$16,009.75

Engage with local networks and governance groups

You will engage with and participate in relevant interagency meetings in the contracted service area.

Human Services Network (HSNet)

You will list your service on the HSNet website and ensure contracted service information is maintained and up to date, including, but not limited to: eligibility, target group, contact details and referral process.

The service details are as follows:

TABLE 2

TEI service details:

Service delivery under each TEI Program Activity is divided into separate tables. The rows in each table represent a service type that will be delivered in a particular location, to a specific group of clients, in order to contribute to a TEI outcome.

Refer to the TEI Program Specifications (previously Program Guidelines) for more information about the Target Group, Program Activities and Service Types under TEI.

The TEI Program Client Outcomes are outlined in the TEI Outcomes Framework.

Program Activity 1: Community connections					
#	Location (LGA)	Target Group	Service Type	Quantity	TEI Program Client Outcome
				# clients	
1.1	Mid-Western LGA	TEI Service Providers	Community Sector Planning	12	Increased sense of belonging to their community
1.2	Mid-Western LGA	TEI Service Providers	Community Sector Coordination	12	Increased sense of belonging to their community
1.3	Mid-Western LGA	Children, young people, families and communities	Information/advice/referral	100	Increased client reported self determination
1.4	Mid-Western LGA	Children, young people, families and communities	Community Engagement	500	Increased participation in community events

1.5	Mid-Western LGA	Aboriginal Children, young people, families and communities	Indigenous Community Engagement	75	Increased participation in community events
1.6	Mid-Western LGA	Children, young people, families and communities	Social Participation	45	Increased sense of belonging to their community
1.7	Mid-Western LGA	Aboriginal Children, young people, families and communities	Indigenous Social Participation	10	Increased sense of belonging to their community

Program Activity 2: Community centres					
#	Location (LGA)	Target Group	Service Type	Quantity	TEI Program
				# clients	Client Outcome

Program Activity 3: Community support					
#	Location (LGA)	Target Group	Service Type	Quantity	TEI Program
				# clients	Client Outcome
3.1	Mid-Western LGA	Children and young people at risk of disengagement from school, family and community	Social Participation	12]	Increased sense of belonging to their community

Program Activity 4: Targeted support					
#	Location (LGA)	Target Group	Service Type	Quantity	TEI Program Client
				# clients	Outcome

Program Activity 5: Intensive or specialist support					
#	Location (LGA)	Target Group	Service Type	Quantity	TEI Program Client
				# clients	Outcome

Additional Service Details descriptions:

Program Activity 1: Community connections

- 1.1 Community Sector planning to include Rylstone Family Fun Day, Wirambili Centre, Wollar Nursery, NAIDOC and Reconciliation Week.
- 1.2 Community Sector Coordination to include 11 Interagency meetings per year.
- 1.3 Information/Advice and referral to include development and distribution of Interagency Newsletter. Administration of survey on the outcomes of the Interagency News measured against expected TEI outcome. This is to be administered twice yearly. Output and outcome data to be recorded outside of DEX. Other area of I/A/R to include supports for families with young children transitioning to school. MWRC to further develop its role as the first point for TEI I/A/R.
- 1.4 Community Engagement to include Rylstone Family Fun day. Mechanism for transporting children, young people and families safely from Mudgee/Gulgong to be explored.
- 1.5 Indigenous Community Engagement to including NAIDOC and Reconciliation Week and Wirambili Centre (Dance/music event).
- 1.6 Social Participation to include workshops held every 3 months (4 per year) on topics such as Affordable living.
- 1.7 Indigenous Social Participation to include activities such as the Wollar Nursery activity.

Program Activity 2: Community centres

None stated

Program Activity 3: Community support

- 3.1 Social Participation to include the delivery of 'The Loft' after school in Kandos Mondays and Thursdays 40 weeks a year.

Program Activity 4: Targeted support

None stated

Program Activity 5: Intensive or specialist support

None stated

Target Group (Clauses 1.1 and 5.1(a)(i)) The Target Population for the TEI Program is children, young people, families and communities within NSW who are experiencing or at risk of vulnerability. The specific target group(s) described above also apply (if any).

Objectives (Clauses 1.1 and 5.1(a)(v)) The vision for the TEI program is that:

- Families, children and young people’s needs are met early to prevent the escalation of vulnerability
- Families are able to access support early in the lives of their children and young people
- Risk factors that lead to child abuse, neglect, and domestic and family violence are addressed early; and
- Aboriginal children, young people, families and communities have access to timely, effective, accessible and culturally safe support and services.

With a focus on early help and support, the objective of the TEI program is to provide targeted services at the point where they can have the most impact, and deliver the best investment for communities and government.

The TEI Program can achieve this through the commissioning of services that:

- Recognise the significance of culture and identity in safety for Aboriginal children and young people in their family and broader communities.
- Support parents to meet the physical and material needs of their children.
- Support parents to meet the emotional needs and development of their children through warm and nurturing interactions and encouragement.
- Assist young people to stay connected with their family and make positive life choices as they move into adulthood.
- Actively engage with children, families and communities experiencing vulnerabilities, working with them to provide the services they need, which may involve coordinating service provision across the sector.

Help communities to support and protect their members, through building stronger social connections and support networks.

Funds and payment
(Clauses 1.1 and 9.1)

Total amount of Funds:
(Clauses 1.1 and 9.1(a))

\$ 122,709.75 (exclusive of GST)

The Funds will be paid to You on the following basis:
(Clause 9.1(a))

The amount of Funds to be paid for each Financial Year of the Term is \$ [#Insert]

See also the Supplementary Conditions in relation to Funds held on trust.

A portion of the Funds will be paid to You at quarterly intervals, unless otherwise agreed in writing.

Table 3

Instalment	Payment trigger	Date for payment	Supporting documentation for payment claim
A portion of the funds will be paid to You each quarter.	[N/A]	[N/A]	[N/A]
N/A	N/A	N/A	N/A

Your bank account details:
(Clause 9.1(b))

NAB
Mid-Western Regional Council
082726
169938918

You must use
the Funds
during the
following
period:
(Clause
9.3(a)(iii))

The Financial Year in which the Funds are paid to You, unless notified by us in writing.

Budget (Clauses 1.1 and 9.2)	Not applicable	
Assets (Clauses 1.1 and 11)	Asset threshold value: (Clause 1.1)	\$2,000 (exclusive of GST)
	Other items that are Assets: (Clause 1.1)	Nil Assets over \$2,000
	Asset obligations: (Clause 11.1(a)(i))	Nothing stated
	Owner of assets: (Clause 11.2)	You agree that any Assets purchased with the Funds are the property of Us and are held on trust by You on behalf and for the benefit of Us unless otherwise approved by Us.

Milestones
 (Clause 1.1 and
 5.1(a)(iv))

TABLE 4

Number	Milestones	Due date
1	Evidence Informed – TEI funded service provider to develop a simple TEI program logic and submit to district contract manager]	By 31 December 2020
2	Evidence Informed – TEI funded service provider to review their TEI program logic annually and submit to district contract manager with accountability documents	[By 31 July 2021 and then by 31 July each subsequent year of the contract]
3	Evidence Informed – TEI funded service provider to collect data on agreed TEI activities and report through Data Exchange (DEX). Data must be reported into DEX for the reporting period commencing 1 July 2020.	Data reporting to have commence in DEX by 1 July 2020

Notified Policies
 (Clauses 1.1 and
 5.2(b))

The policies, guidelines and codes stated in the Program Specifications.

Standards
 (Clauses 1.1 and
 5.2(c))

The standards stated in the Program Specifications (if any).

Performance and Outcome Measures
 (Clauses 1.1 and
 5.3)

The performance and outcome measures described in the Program Specifications.

Subcontracting
(Clauses 1.1 and
6.3)

Barnardos Australia sub-contracted to 30 June 2021. Provide Program Activity 3 - Community Support – Service Type - Social Participation at the 'Loft' – Kandos.

Additional circumstances requiring notification as soon as reasonably practicable (Clause 8.1)	You will notify Us as soon as reasonably practicable of any change of “officer” as defined in the <i>Corporations Act 2001</i> (Cth), in Your organisation. This includes but is not limited to: <ul style="list-style-type: none">• a director or secretary;• any other person who makes decisions affecting the whole, or a substantial part of the business; and• any other person who has the capacity to affect the financial standing, of Your organisation.
Additional circumstances requiring immediate notification (Clause 8.2(e))	You will also notify Us immediately of the following changes to Your organisation, including: <ul style="list-style-type: none">• change to legal status;• change of ABN; and• new ACN.
Additional contributions (Clause 9.8)	Refer to clause 7 of the Supplementary Conditions.
Ownership or licensing of Intellectual Property Rights (Clauses 16.1, 16.2 and 19.4(e)(i))	Refer to clause 16 of the Agreement.

Reporting requirements
(Clause 19.4(a)(i))

TABLE 5

Reporting System	Reporting period	Data Entry frequency
Data Exchange (DEX)	1 July – 31 December each year	Ongoing – all data to be entered or uploaded into system 30 days after each reporting period.
Data Exchange (DEX)	1 January – 30 June each year	Ongoing – all data to be entered or uploaded into system 30 days after each reporting period.

The TEI data approach is emerging and as part of continuous quality improvement changes may be made to data collection reporting during the term of the contract.

You must have systems in place to meet data collection and reporting obligations.

Performance information (e.g. client characteristics and service delivery information) will be required to be collected by You at the client/community level and entered directly into the Agency's performance reporting solution, the **Data Exchange**.

The performance information reported through the Data Exchange includes:

- Client identity characteristics (given and family names, date of birth, gender and residential address)
- Client demographic characteristics (indigenous status, cultural and linguistic diversity, and disability status, impairment or condition)
- Service delivery information (outlets, cases, sessions)
- Client or community/group outcomes data.

The Data Exchange has two standardised six monthly performance reporting periods each year, which run from **1 July to 31 December** and **1 January to 30 June, with a 30 day close off period** after each of these. Once the close-off period is completed no further changes can be made to the data.

Information must be provided in accordance with the Data Exchange Protocols available at <https://dex.dss.gov.au/data-exchange-protocols>.

For TEI, participation in the "partnership approach" is a requirement of funding. By participating, You agree to provide some additional information in exchange for the receipt of regular and relevant reports. The main focus of the partnership approach is collecting information about the outcomes achieved by clients as a result of service delivery. The partnership approach also includes some extended data items that provide additional information about client demographics, needs and circumstances.

Program Logic

In addition to DEX reporting, services will be required to have a current Program Logic, and review their TEI Program Logic annually, in conjunction with their local Commissioning and Planning Team.

Insurance
 (Clause 20.1) Refer to clause 20.1 of the Agreement.

Acknowledgment and publicity
 (Clause 21.1) None stated

Dispute resolution (nominated representatives)
 (Clause 22.1(d))

Our nominated representative:	Manager Commissioning and Planning Dennis Shrimpton
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Your nominated representative:	Manager, Community Services Fiona Shearman]
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Dispute resolution (senior representatives)
 (Clause 22.1(e))

Our senior representative:	Executive District Director Jo Lawrence
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Your senior representative:	Director, Community Simon Jones]
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Supplementary Conditions
 (Clauses 1.1, 2.1(c) and 5.1(a)(vi))

1. Effect of Supplementary Conditions

For the purposes of clause 2.1(c) of the Agreement, where there is any inconsistency between the following Supplementary Conditions (including those described as “additional Supplementary Conditions”) and the Standard Terms, the following Supplementary Conditions will prevail over the Standard Terms to the extent of the inconsistency.

2. Additional definitions

In this Schedule, the following terms have the following meanings:
Financial Year means each 12 Month period commencing on 1 July and ending on 30 June.
Program Specifications means the document as amended or replaced by Us from time to time, an initial version of which is attached to the Agreement as Attachment 1.

3. Option to extend

For the purposes of clause 3.2 of the Agreement, and to the extent that an extension period is stated in this Schedule, the parties acknowledge and agree that:

-
- (a) Our right to extend under clause 3.2 of the Agreement is an option to extend the Term for the extension period; and
 - (b) We may exercise that option by notifying You no later than 30 days prior to the expiry of the Initial Term, in writing, that We wish to exercise it.

4. Program Specifications

- (a) You acknowledge and agree that:
 - (i) You are required to comply with the Program Specifications as that document is amended or replaced from time to time;
 - (ii) we may amend or replace the Program Specifications at any time and that updated version or replacement document is the 'Program Specifications' for the purposes of the Agreement; and
 - (iii) it is Your responsibility to ensure you have obtained, and are providing the Services in accordance with, the as current version of the Program Specifications.
- (b) Without limiting paragraph 4(a)(iii), We will take reasonable steps to notify You of any amendment or replacement referred to in paragraph 4(a)(ii) that may have a material impact on the Services.

5. Accounts and records

You agree to keep proper accounts and records of Your use of the Funds (in respect of the bank account described in this Schedule), separately from Your other accounts and records.

6. Funds held on trust

You agree that the Funds remain the property of Us, and are held on trust by You on behalf and for the benefit of Us, until the Services are delivered to the reasonable satisfaction of Us. For the avoidance of doubt, Funds do not need to be placed in a trust account.

7. Additional funds

- (a) You agree to provide details of any additional monetary contributions by another agency or authority relating to the provision of the specific services funded within this contract. This includes the following:
 - (i) the funding amount
 - (ii) the agency providing the funding
 - (iii) the outputs and outcomes attributed to the funding
- (b) We reserve the right to discuss with You the potential impact any such funds may have on services funded by Us.

8. Asset Register

For the purpose of clause 11.3 of the Agreement, You agree to provide us the Asset Register within 4 months of the end of each Financial Year during the Term.

9. Termination without fault

Clause 13(2)(b) is amended by replacing “6 months” with “90 days”.

10. Privacy Legislation

The parties agree that the Privacy Legislation, for the purposes of clause 18.1(a) of the Agreement, will be read down to exclude the Privacy Act 1988 (Cth).

11. Records

- (a) If You are funded to provide out of home care services, You agree to comply with section 170 of the CYPCP Act (and service provision guidelines), including maintaining files of a child or young person for 7 years after you cease to be responsible for the placement of the child or young person. At the expiration of such period or, if, within that period You cease to be a designated agency, You agree to deliver the records to the Secretary of Us.
- (b) If You are funded to provide out of home care services, You agree to deliver to Us at no cost all records relating to the placement in statutory or supported out-of-home-care of Aboriginal and Torres Strait Islander children and young persons within 60 days after the child or young person ceases to be in the care of your organisation for any reason or ceases to be in statutory or supported out-of-home-care. Records in electronic format must be delivered in PDF format, or any other electronic format specified by Us.

12. Reporting

The requirements of this paragraph 12 apply for the purposes of clause 19.4(a)(i) of the Agreement.

Organisational level

- (a) Subject to paragraph 12(d), if You are required by law to prepare audited financial statements, then You agree to provide Us with copies of such audited financial statements, within 4 months of the end of each Financial Year during the Term.
- (b) Any audited financial statement provided to Us must be accompanied by an audit certificate signed by an auditor who is a member of a professional accounting or auditing body that meets the Accounting Standards. The auditor must be independent of You and must not have any financial interest

in You. The audit certificate must include a statement that the audit has been completed in accordance with all applicable Accounting and Auditing Standards.

- (c) Subject to paragraph 12(d), if You are not required by law to prepare audited financial statements, then You agree to provide Us with the following financial statements, within 4 months of the end of each Financial Year during the Term:
 - (i) Statement of profit and loss and other comprehensive income;
 - (ii) Statement of financial position;
 - (iii) Statement of changes in equity;
 - (iv) Statement of cash flow;
 - (v) Notes to the financial statements;
 - (vi) A signed and dated Responsible Persons' declaration about the statements and notes;
 - (vii) A compilation report.
- (d) You are not required to comply with paragraphs 12(a) or 12(c) if You are a local council, university or other body established under NSW legislation.
- (e) You agree to include in the audited financial statement any additional Funding provided by Us to You (outside of the Agreement), within 4 months of the end of each Financial Year during the Term.

Services

- (f) In relation to the Services, You agree to provide a detailed income and expenditure statement:
 - (i) for Funds under the Agreement valued at above \$25,000 (excl GST);
 - (ii) to include any additional funds provided by Us;
 - (iii) within 4 months of the end of each Financial Year during the Term;
 - (iv) at expiry and/or termination; or
 - (v) upon request.
- (g) In relation to the Services, You agree to provide a certificate in relation to the expenditure of all Funds under the Agreement:
 - (i) certifying that the Funds have been properly spent, in accordance with the requirements of the Agreement;
 - (ii) signed by 2 members of Your board of management; and
 - (iii) within 4 months of the end of each Financial Year during the Term.

13. Data sharing

You agree that we may share any and all data, information and documents arising under or in connection with the Agreement in accordance with the rights and responsibilities afforded to Us pursuant to the *Data Sharing (Government Sector) Act 2015 (NSW)*.

14. Research, evaluation and data collection

- (a) You agree to comply with any request from Us for statistical or other information relating to the Services to be used for surveys or research authorised by Us.
- (b) If You make a written request to Us, We agree to provide You with a copy of any public information or report compiled by Us as a result of any surveys or research referred to in paragraph 15(a), within 28 days of Your request.
- (c) You agree to promptly notify Us if You, or any third party, intends to conduct research into activities that receive Funds. You agree that any such research must comply with Our "Guidelines for External Researchers" (or similar document advised by Us to You in writing), available on Our website.
- (d) Without limiting the foregoing, You agree to collect and provide the following information to Us:
 - (i) all information required to report on Your performance under the Agreement;
 - (ii) information relating to the delivery of the Services;
 - (iii) information in accordance with any data collection requirements notified to You from time to time; and
 - (iv) information required for surveys or research authorised by Us.

15. Reasonable access

You agree to:

- (a) provide the Services in a way which provides reasonable access to all persons in the Target Group (or if there is no Target Group, to all persons) regardless of race, gender, age, pregnancy, marital status, disability, sexual preference, religion, cultural background, transgender or health status. You acknowledge and agree that the provision of reasonable access may require the use of interpreters and translators for clients from diverse linguistic and cultural backgrounds; and
- (b) take reasonable action to ensure that any usual places at which the Services will be provided are physically accessible to people with disabilities, having regard to the circumstances of a particular case, including:
 - (i) the needs of the client;
 - (ii) the consequences for the client of exclusion from Services;
 - (iii) Your financial circumstances; and
 - (iv) the estimated cost of accessibility.

16. Audits

- (a) Clause 15.2(b) of the Agreement does not apply.
- (b) In respect of any access referred to in clause 15.2(a) of the Agreement, We agree to, where practicable, endeavour to provide:
 - (i) if We wish to attend your premises or the premises where the Services are or were provided – at least 48 hours prior notice to You;
 - (ii) if We wish to attend a client's or carer's private home, (and must only attend the client's or carer's private home with that client's or carer's permission) – at least 14 days prior notice to the client or carer;
 - (iii) if we wish to review, audit, or investigate Your performance under the Agreement – at least ten Business Days to You; and
 - (iv) any other circumstances – reasonable prior notice in the circumstances to You.
- (c) If We wish to review, audit, or investigate Your performance under the Agreement, We agree to also endeavour to provide You with:
 - (i) written terms of reference for the audit;
 - (ii) instructions about Your obligations during the audit;
 - (iii) a copy of any reporting arising from the audit; and
 - (iv) an opportunity to respond to any audit report.
- (d) Without limiting anything else in the Agreement, if We hold serious concerns about the provision of the Services, We reserve the right to, with the approval of Our relevant senior executive officer, attend premises or inspect records or documents without prior notice to You. We agree to, where practicable, endeavour to provide reasons upon attending the premises or inspecting the records or documents.

17. Cooperation and assistance

- (a) You agree to provide access at no cost or expense to Us.

18. Notice sent to the DCJ contract management portal

- (a) Unless stated otherwise in this Agreement and subject to clause 23, a notice, request or other communication given under this Agreement may be sent by either party via the Department's contract management portal that has provisions for these notices, requests or other communication to be sent and received;
 - (b) A notice, request or other communication sent by means of the contract management portal must be signed by a duly authorised representative of the sending party;
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- (c) Without limiting the means by which the sending party may be able to prove that a notice, request or other communication has been received by the other party, it will be deemed to have been received:
 - (i) when the sender receives an automated message confirming delivery (and retains proof of receipt) or
 - (ii) 30 minutes after the time sent (as recorded on the portal from which the sender sent the message) unless the sender received an automated message that the message has not been delivered (and retains proof of such receipt)whichever happens first.
 - (d) All electronic notices must comply with the *Electronic Transactions Act 2000 (NSW)*.

19. Additional Supplementary Conditions

The following supplementary conditions are in response to the impact of COVID-19 on TEI service delivery:

- a) **Table 1 Service Plan and Table 2 Service Details** – We acknowledge that Your service delivery may be affected by COVID-19; geographic coverage may change, service levels may be reduced, client outcomes may shift, and service types may need to be temporarily adjusted in response. As per clause 8.1 (c) of the Agreement, any substantial changes made to the nature of services agreed to as part of this Schedule must be made in writing by You to Us.
- b) **Table 4 Milestones** – We acknowledge that achievement of milestones may be affected by COVID-19, if this is the case due dates of milestones agreed in this Schedule will be extended for up to 6 months. Any future extensions to milestone due dates beyond this 6 month period may be given at the program level if required, or at the contract level if agreed between Us and You.
- c) **Table 5 Reporting Requirements** - it is optional for TEI funded services to report administrative and outcomes data in the Data Exchange from 1 July 2020 until 31 December 2020.

Attachment 1 – Program Specifications

EXECUTION

The parties agree that by signing this document they enter into an Agreement comprising of the following documents (in the order of precedence described in clause 2.1 of the Agreement):

- (a) the Agreement for Funding of Services - Standard Terms;
- (b) this Agreement for Funding of Services - Schedule; and
- (c) any Attachments.

Executed as an agreement on _____

[#Insert date of execution]

Signed for and on behalf of **Department of Communities and Justice ABN 36 433 875 185** by its duly authorised officer in the presence of:

Signature of witness

Signature of authorised officer

Print full name

Print full name

Date:

Position of authorised officer

Signed for and on behalf of **Mid-Western Regional Council** ABN 96149391332 by its duly authorised officer in the presence of:

Signature of witness

Signature of authorised officer

Print name of witness

Name of authorised officer

Date

Position of authorised officer

Attachment 1 | Program Specifications