

LONG TERM FINANCIAL PLAN 2019/29

MID-WESTERN REGIONAL COUNCIL



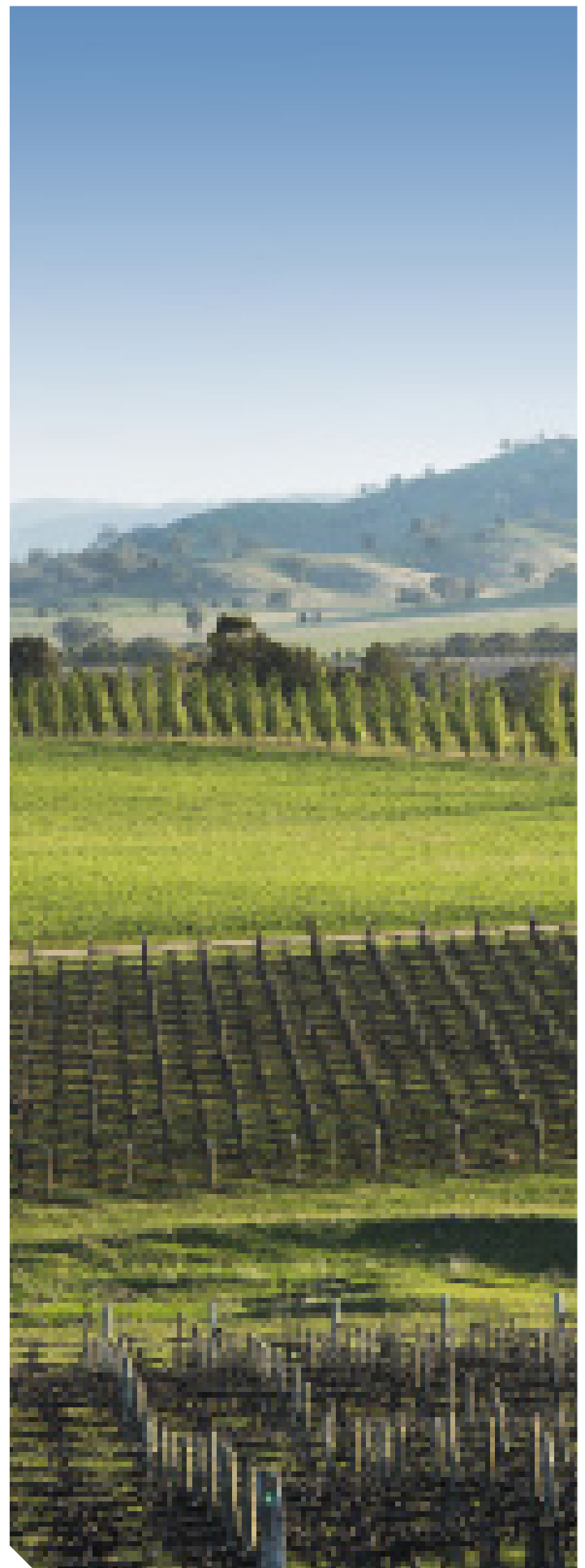
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MID-WESTERN REGIONAL COUNCIL

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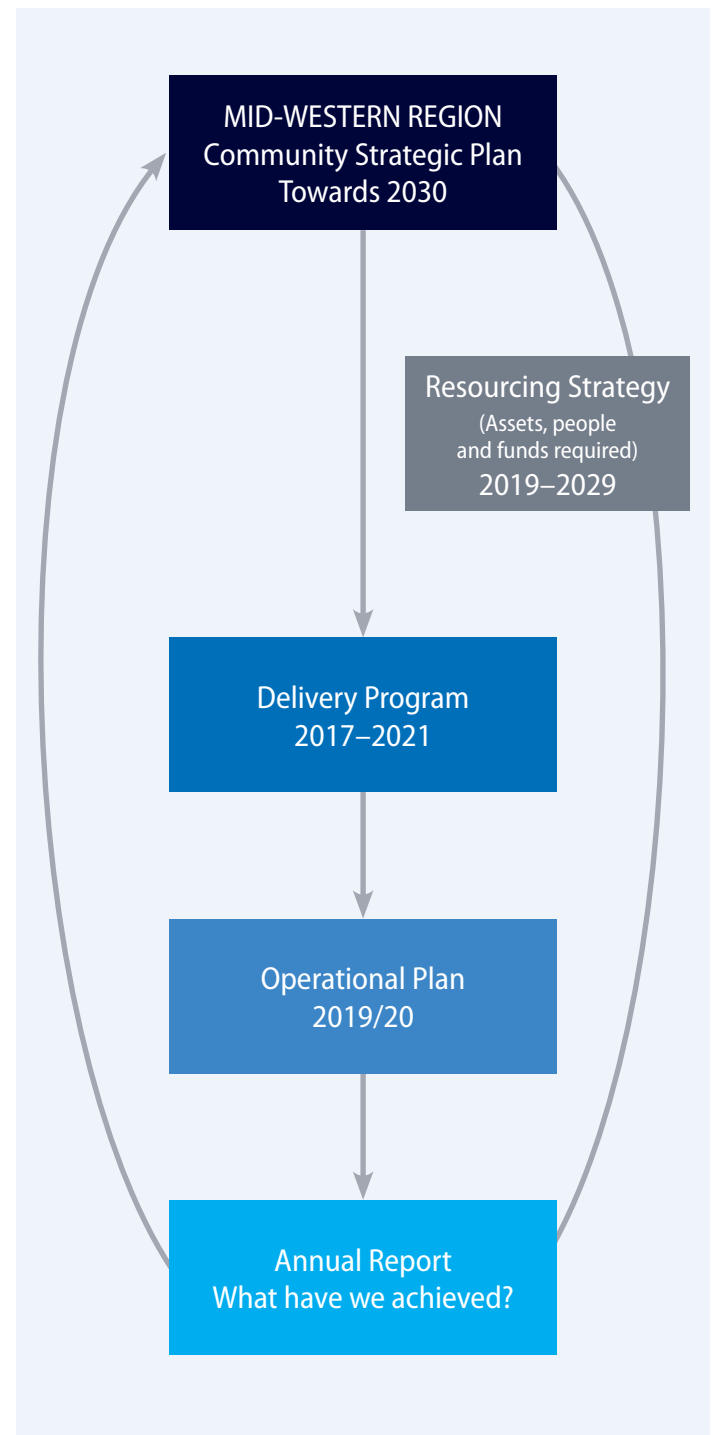
INTRODUCTION

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.

SUSTAINABILITY

Measure/ benchmark	Actual 2018/19 performance	Achieves FFTF benchmark?	Forecast performance 2020/21 (Group 1-7 Councils) 2024/25 (Group 8-11 Councils)	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even – actual/forecast year only)	6.79%	[Yes]	14.03%	[Yes]
Own Source Revenue Ratio (Greater than 60% – actual/forecast year only)	53%	[No]	68.75%	[Yes]
Building and Infrastructure Asset Renewal Ratio (Greater than 100% – actual/forecast year only)	227%	[Yes]	95.63%	[No]

INFRASTRUCTURE AND SERVICE MANAGEMENT

Measure/ benchmark	Actual 2018/19 performance	Achieves FFTF benchmark?	Forecast performance 2020/21 (Group 1-7 Councils) 2024/25 (Group 8-11 Councils)	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]	2.05%	[Yes]

GENERAL FUND RESULTS

The Long Term Financial Plan highlights Council's improved sustainability through the financial indicators. In order to become Fit for the Future, Council needs to invest more into infrastructure renewals. This will be addressed in the 2020/21 budget process given Councils increased revenue.

Fit for the Future councils are:

- Smarter
- Strategic
- Right services | Right people | Right place
- Efficient
- Sustainable
- Community assets well planned and maintained
- Focussed
- Community leaders

KEY PERFORMANCE INDICATORS

SUSTAINABILITY

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

OPERATING PERFORMANCE RATIO

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



OWN SOURCE OPERATING REVENUE RATIO

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



BUILDING AND INFRASTRUCTURE ASSET RENEWAL RATIO

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



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

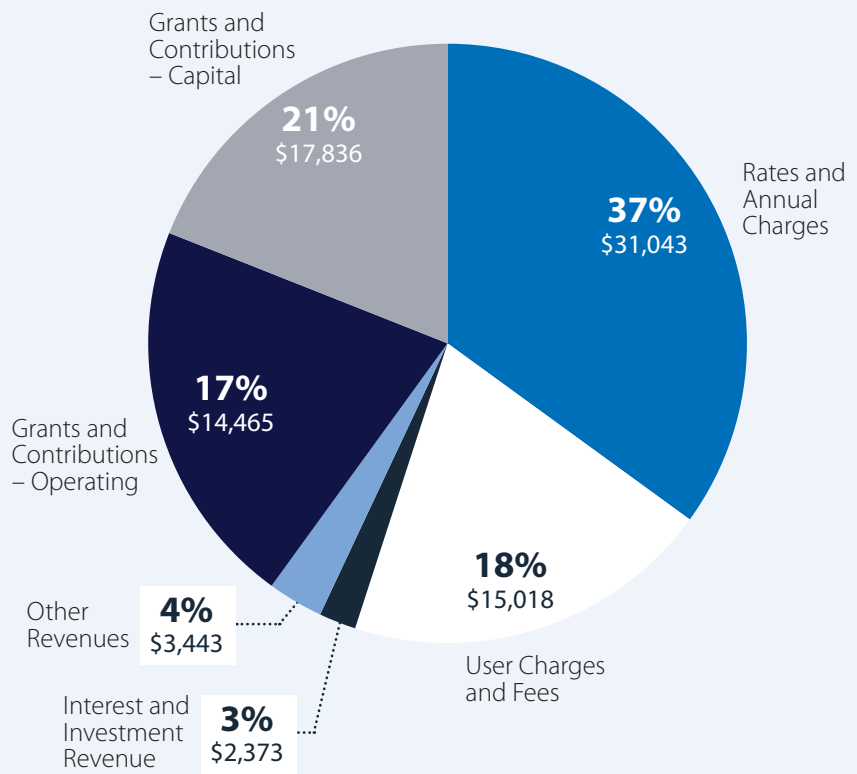
Council has historically maintained a sound financial position evidenced by acceptable key financial performance indicators.

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 & 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.

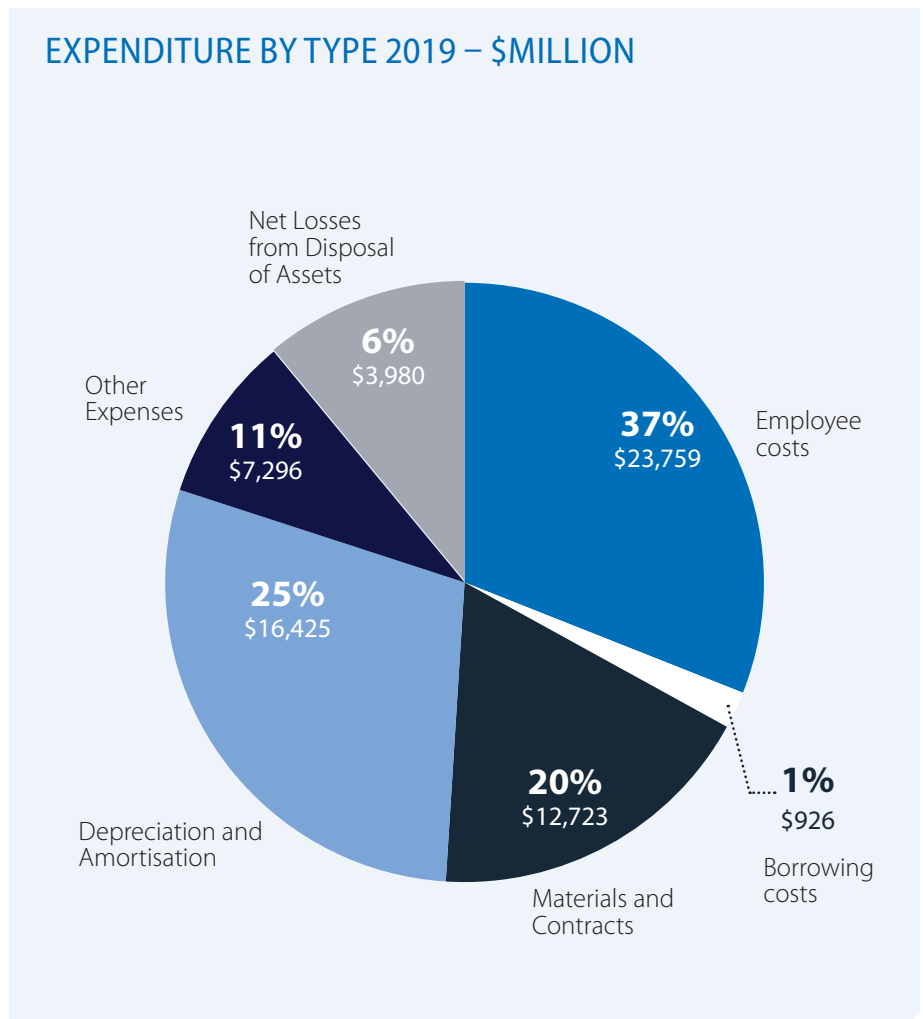
REVENUE BY TYPE 2019 – \$MILLION



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.



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 2019/20 is 2.7%. Mid-Western Regional Council's budget is based on the full 2.7% increase. Estimated rate pegging amounts used in future years of the LTFP are set at 2.5%, however, a 0.75% additional increase in the Urban and Rural Residential categories for years 2020/21-2022/23 have been built in to account for development growth in these categories.

Rates do represent a high proportion of Council's annual income, and our annual planning processes will continue to assess the community's capacity and willingness to pay rates, and whether there is a potential for increased rates yield. However, we will continue to seek alternative revenue streams in a bid to ensure we are Fit for the Future.

FEES 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 a flat rate of 2.5%.

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



PLANNING ASSUMPTIONS

GRANTS 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.

INTEREST INCOME

Investment return has been modelled based on an average rate of 2.4%. The average return on Council's investment portfolio over the 2018/19 financial year was 2.98%. 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 3.5%-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, 2.5%.

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 revenue and increased investment in asset renewal. The scenario is based upon:

- A Financial Assistance Grant revenue reduction of \$500,000 per annum plus CPI;
- Investment revenue returns declining from 2.4% to 1.8%; and
- An increase of \$8,000,000 in asset renewal expenditure from 2020/21 per annum plus CPI.

The result of this scenario is that Council is forecast to meet 5 out of the 6 Fit for the Future performance benchmarks by 2025/26.

SUSTAINABILITY

Measure/ benchmark	Forecast performance) 2025/26	Achieves FFTF benchmark?
Operating Performance Ratio (Greater than or equal to break-even – actual/forecast year only)	15.40%	[Yes]
Own Source Revenue Ratio (Greater than 60% – actual/forecast year only)	72.21%	[Yes]
Building and Infrastructure Asset Renewal Ratio (Greater than 100% – actual/forecast year only)	95.54%	[No]

INFRASTRUCTURE AND SERVICE MANAGEMENT

Measure/ benchmark	Forecast performance 2025/26	Achieves FFTF benchmark?
Infrastructure Backlog Ratio (Less than 2% – actual/forecast year only)	0%	[Yes]
Asset Maintenance Ratio (Greater than 100% – actual/forecast year only)	1%	[Yes]
Debt Service Ratio (Greater than 0% and less than or equal to 10% – actual/forecast year only)	.037%	[Yes]

PERFORMANCE MONITORING

We will monitor our performance against the LTFP using the key financial performance indicators as set out in the Division of Local Government's current Accounting Code and the Fit for the Future KPI's featured from page 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 2019/20 to 2026/27, 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.



APPENDICES

APPENDIX
ONE

CONSOLIDATED BASE
CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	28,807,000	30,635,893	40,484,883	41,816,784	43,216,497	44,596,051	45,801,476	47,040,510	48,314,129	49,579,762	50,878,974	52,212,668
User Charges & Fees	18,629,000	15,324,284	12,078,369	12,580,196	13,148,582	13,722,149	14,197,575	14,690,843	15,202,667	15,582,734	15,972,302	16,371,610
Interest & Investment Revenue	1,693,000	1,896,862	2,016,813	1,958,622	1,983,482	1,977,573	2,201,822	2,673,375	3,125,219	3,627,106	4,082,824	4,416,002
Other Revenues	2,737,000	2,789,898	3,250,692	3,312,454	3,377,968	3,443,752	3,529,846	3,618,092	3,708,544	3,801,258	3,896,289	3,993,697
Grants & Contributions provided for Operating Purposes	15,884,000	10,768,377	12,253,364	12,407,742	12,529,591	12,742,841	13,042,634	13,368,700	13,702,917	14,045,490	14,396,628	14,756,543
Grants & Contributions provided for Capital Purposes	14,194,000	19,913,676	32,852,391	8,979,221	11,575,923	3,773,133	4,617,461	3,964,148	4,063,252	4,164,833	4,268,954	4,375,678
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	81,944,000	81,328,990	102,936,512	81,055,019	85,832,043	80,255,499	83,390,814	85,355,667	88,116,729	90,801,183	93,495,971	96,126,197
Expenses from Continuing Operations												
Employee Benefits & On-Costs	22,521,000	23,724,496	25,342,506	25,926,722	26,709,530	27,515,210	28,203,091	28,908,168	29,630,872	30,371,644	31,130,935	31,909,209
Borrowing Costs	1,064,000	938,879	854,589	832,226	834,063	873,183	1,025,726	1,065,413	1,056,977	1,045,501	1,010,214	967,424
Materials & Contracts	14,181,000	10,479,147	6,957,435	6,445,856	6,270,936	6,399,441	6,567,674	6,740,156	6,916,998	7,107,955	7,303,686	7,504,311
Depreciation & Amortisation	15,842,000	15,012,713	15,358,744	15,874,387	15,994,567	16,309,355	16,339,788	16,448,089	17,046,192	17,220,311	17,485,197	17,611,829
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6,224,000	13,199,462	13,210,815	13,512,314	13,847,039	14,190,509	14,545,272	14,908,904	15,281,627	15,663,667	16,055,259	16,456,640
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5,747,000	1,652,020	2,859,131	3,920,609	3,183,563	3,298,239	3,298,239	3,298,239	3,298,239	3,298,239	3,298,239	3,298,239
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	65,579,000	65,006,717	64,583,219	66,512,114	66,839,698	68,585,936	69,979,790	71,368,970	73,230,905	74,707,317	76,283,530	77,747,651
Operating Result from Continuing Operations	16,365,000	16,322,272	38,353,293	14,542,905	18,992,345	11,669,563	13,411,024	13,986,698	14,885,824	16,093,866	17,212,440	18,378,546
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	16,365,000	16,322,272	38,353,293	14,542,905	18,992,345	11,669,563	13,411,024	13,986,698	14,885,824	16,093,866	17,212,440	18,378,546
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,171,000	(3,591,404)	5,500,902	5,563,684	7,416,422	7,896,430	8,793,563	10,022,550	10,822,572	11,929,033	12,943,486	14,002,869

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,481,000	6,841,202	6,330,322	6,749,789	8,065,467	8,797,060	10,175,528	11,827,813	13,535,895	15,672,314	18,256,242	18,714,294
Investments	55,824,000	59,232,348	54,809,061	58,440,877	67,215,138	76,166,502	87,732,578	101,519,778	115,701,878	130,027,662	139,036,900	152,053,228
Receivables	6,435,000	7,830,137	8,242,624	7,014,288	7,610,793	7,410,177	7,787,255	8,158,211	8,563,836	8,934,607	9,275,756	9,618,527
Inventories	1,197,000	2,183,649	1,830,509	1,805,522	1,818,427	1,862,390	1,909,200	1,957,180	2,006,359	2,056,768	2,108,438	2,161,399
Other	-	39,389	34,409	34,299	34,689	35,532	36,421	37,331	38,265	39,221	40,202	41,207
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	69,937,000	76,126,725	71,246,925	74,044,776	84,744,514	94,271,662	107,640,982	123,500,314	139,846,234	156,730,573	168,717,537	182,588,654
Non-Current Assets												
Investments	10,000,000	2,338,474	2,163,842	2,307,228	2,653,628	3,007,041	3,463,664	4,007,983	4,567,893	5,133,475	5,489,140	6,003,023
Receivables	181,000	309,996	154,082	368,711	301,713	137,084	112,548	150,135	94,468	97,512	190,043	68,474
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	931,099,000	952,670,508	1,026,658,024	1,043,570,551	1,065,362,703	1,077,429,000	1,082,112,373	1,109,971,647	1,115,759,551	1,124,745,078	1,136,084,339	1,138,793,144
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	346,000	280,936	239,998	211,989	143,254	75,665	97,559	119,453	141,347	163,241	185,135	207,029
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	941,626,000	955,599,913	1,029,215,946	1,046,458,479	1,068,461,299	1,080,648,791	1,085,786,143	1,114,249,217	1,120,563,259	1,130,139,306	1,141,948,657	1,145,071,670
TOTAL ASSETS	1,011,563,000	1,031,726,638	1,100,462,871	1,120,503,254	1,153,205,812	1,174,920,453	1,193,427,125	1,237,749,531	1,260,409,493	1,286,869,880	1,310,666,193	1,327,660,324
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,267,000	8,653,279	9,543,258	7,566,234	7,344,424	6,965,114	6,958,660	6,953,755	7,084,649	7,242,800	7,822,957	7,825,061
Income received in advance	950,000	1,856,173	1,618,041	1,656,077	1,704,104	1,751,577	1,796,351	1,842,288	1,889,420	1,936,656	1,985,072	2,034,699
Borrowings	1,693,000	2,010,728	1,534,122	1,742,717	1,465,300	1,435,907	1,438,553	1,430,056	1,600,867	1,676,154	1,825,167	1,852,322
Provisions	6,501,000	7,148,475	7,405,390	7,668,727	7,938,642	8,215,314	8,498,787	8,789,233	9,086,824	9,391,741	9,704,166	10,024,287
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	14,411,000	19,668,655	20,100,810	18,633,754	18,452,469	18,367,912	18,692,351	19,015,332	19,661,761	20,247,351	21,337,363	21,736,370
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	12,976,000	10,968,568	11,073,654	13,213,680	12,928,513	16,901,550	21,339,061	19,909,005	21,258,470	19,582,317	19,724,038	17,871,715
Provisions	2,899,000	2,542,393	2,576,836	2,612,141	2,648,327	2,685,418	2,722,977	2,761,014	2,799,542	2,838,574	2,878,120	2,918,195
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	15,875,000	13,510,961	13,650,490	15,825,821	15,576,840	19,586,968	24,062,038	22,670,019	24,058,013	22,420,890	22,602,158	20,789,910
TOTAL LIABILITIES	30,286,000	33,179,616	33,751,300	34,459,575	34,029,310	37,954,880	42,754,390	41,685,352	43,719,774	42,668,241	43,939,521	42,526,280
Net Assets	981,277,000	998,547,022	1,066,711,571	1,086,043,679	1,119,176,503	1,136,965,573	1,150,672,736	1,196,064,179	1,216,689,719	1,244,201,639	1,266,726,673	1,285,134,044
EQUITY												
Retained Earnings	405,443,000	421,765,272	460,118,565	474,661,470	493,653,815	505,323,378	518,734,402	532,721,100	547,606,923	563,700,789	580,913,229	599,291,775
Revaluation Reserves	575,834,000	576,781,750	606,593,006	611,382,209	625,522,687	631,642,195	631,938,334	663,343,079	669,082,796	680,500,849	685,813,444	685,842,269
Council Equity Interest	981,277,000	998,547,022	1,066,711,571	1,086,043,679	1,119,176,503	1,136,965,573	1,150,672,736	1,196,064,179	1,216,689,719	1,244,201,639	1,266,726,673	1,285,134,044
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	981,277,000	998,547,022	1,066,711,571	1,086,043,679	1,119,176,503	1,136,965,573	1,150,672,736	1,196,064,179	1,216,689,719	1,244,201,639	1,266,726,673	1,285,134,044

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Base Case

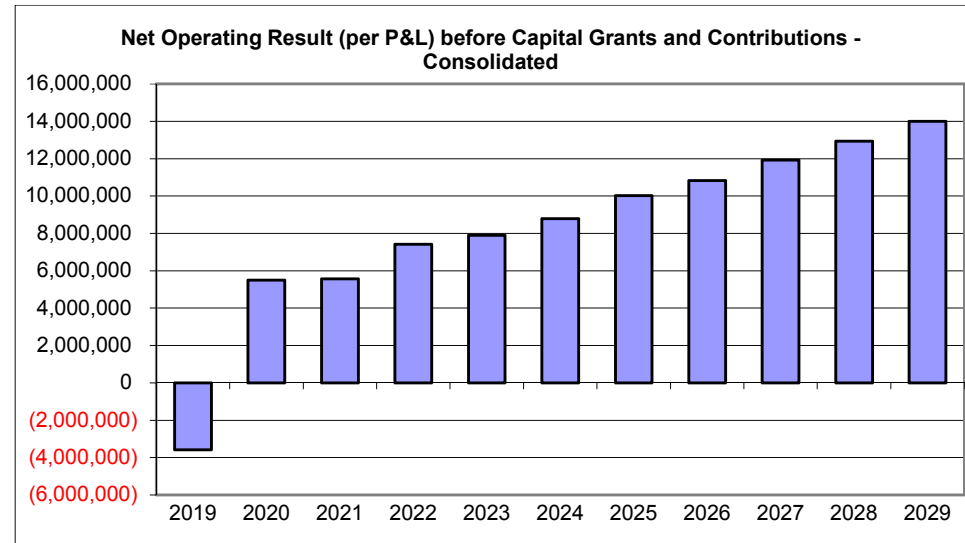
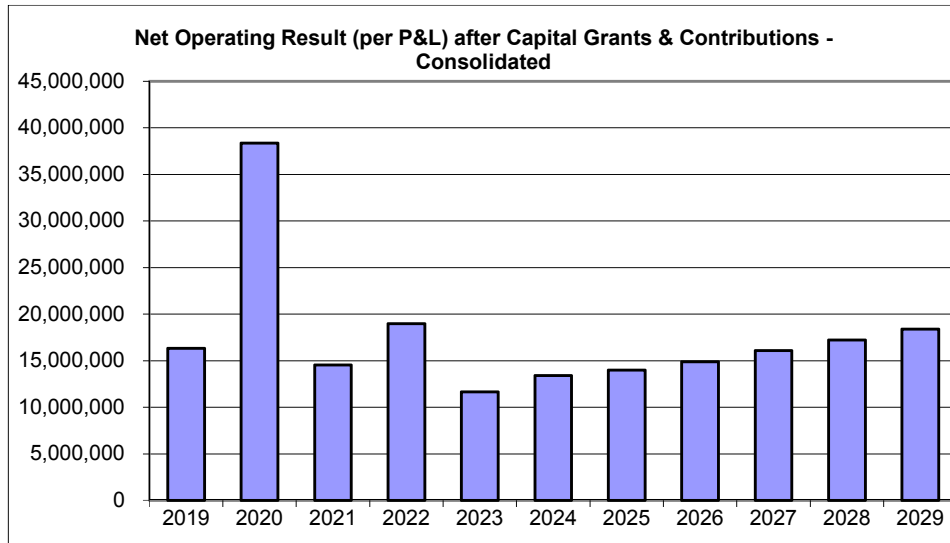
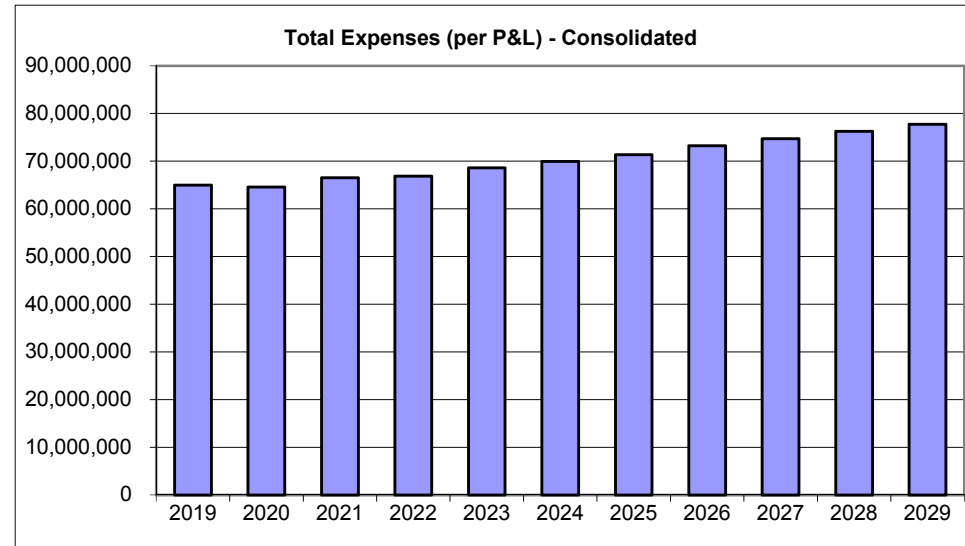
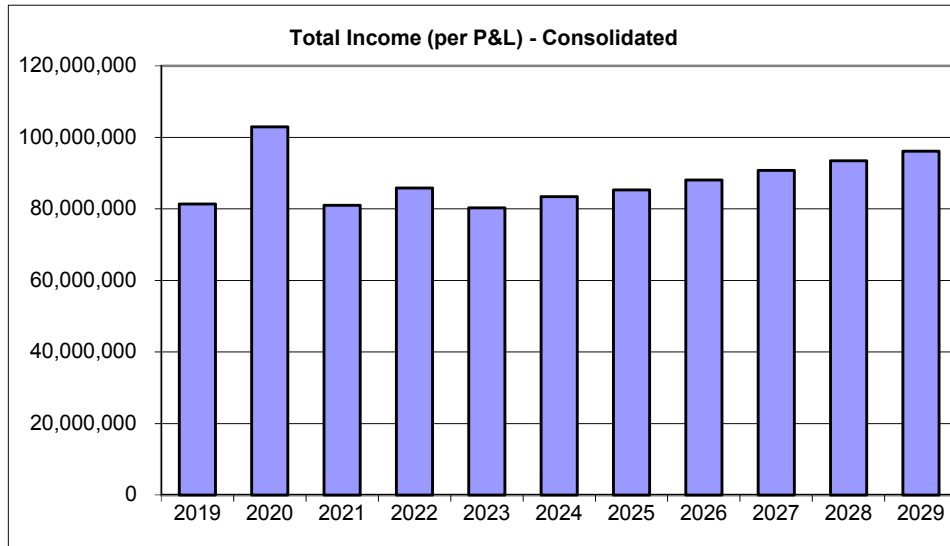
	Actuals 2017/18	Current Year 2018/19	2019/20	2020/21	2021/22	2022/23	Projected Years					2028/29
	\$	\$	\$	\$	\$	\$	2023/24	2024/25	2025/26	2026/27	2027/28	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	29,773,000	30,391,939	40,131,497	41,768,351	43,165,481	44,545,897	45,757,713	46,995,521	48,267,878	49,533,411	50,831,369	52,163,777
User Charges & Fees	18,301,000	15,323,337	13,000,804	12,468,026	13,019,684	13,593,339	14,093,545	14,582,956	15,090,772	15,498,504	15,885,966	16,283,116
Interest & Investment Revenue Received	1,491,000	1,970,647	1,880,077	1,856,153	1,766,302	1,807,972	1,975,345	2,459,777	2,881,943	3,390,927	3,863,551	4,215,620
Grants & Contributions	32,568,000	29,833,500	44,345,364	22,651,398	23,915,514	16,969,516	17,638,514	17,309,609	17,742,349	18,185,908	18,640,556	19,106,570
Bonds & Deposits Received	279,000	-	-	-	-	-	-	-	-	-	-	-
Other	7,239,000	3,328,896	2,901,278	3,549,145	3,385,745	3,556,113	3,561,023	3,649,911	3,741,205	3,833,660	3,929,501	4,027,739
Payments:												
Employee Benefits & On-Costs	(22,540,000)	(23,311,964)	(25,061,353)	(25,646,587)	(26,421,170)	(27,219,613)	(27,900,894)	(28,598,416)	(29,313,376)	(30,046,211)	(30,797,366)	(31,567,300)
Materials & Contracts	(18,326,000)	(9,724,538)	(7,070,524)	(6,415,215)	(6,222,541)	(6,339,294)	(6,505,331)	(6,676,255)	(6,851,499)	(7,040,819)	(7,234,872)	(7,433,776)
Borrowing Costs	(1,033,000)	(958,058)	(823,851)	(845,339)	(843,642)	(867,434)	(1,009,073)	(1,048,984)	(1,040,780)	(1,029,544)	(994,506)	(951,973)
Bonds & Deposits Refunded	(247,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(7,176,000)	(13,163,435)	(13,184,296)	(13,485,133)	(13,819,179)	(14,161,952)	(14,516,001)	(14,878,901)	(15,250,874)	(15,632,146)	(16,022,949)	(16,423,523)
Net Cash provided (or used in) Operating Activities	40,329,000	33,690,324	56,118,996	35,900,799	37,946,194	31,884,545	33,094,842	33,795,217	35,267,617	36,693,690	38,101,251	39,420,249
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	74,000,000	4,570,301	8,879,920	3,232,441	2,390,538	2,506,872	786,018	51,455	1,274,349	41,117	4,032,876	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,810,000	2,028,600	562,910	3,034,911	2,621,965	817,183	521,716	1,088,129	644,991	784,959	1,825,577	480,814
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	13,084	13,477	13,881	14,297	14,726	15,168	15,623	16,092	16,575	16,560	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(77,100,000)	(317,123)	(4,282,001)	(7,007,643)	(11,511,199)	(11,811,650)	(12,808,717)	(14,382,974)	(16,016,359)	(14,932,483)	(13,397,779)	(13,530,211)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(33,985,000)	(37,887,352)	(61,359,118)	(37,017,068)	(29,537,785)	(26,576,833)	(24,623,823)	(17,429,718)	(20,951,990)	(18,819,677)	(28,238,399)	(24,040,738)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(47,928)	(73,545)	(86,474)	(45,748)	(46,894)	(46,894)	(46,894)	(46,894)	(46,894)	(46,894)	(46,894)
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	(35,275,000)	(31,640,418)	(56,258,356)	(37,829,953)	(36,067,932)	(35,096,596)	(36,156,532)	(30,704,379)	(35,079,811)	(32,956,404)	(35,808,058)	(37,137,029)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	1,681,399	4,000,000	1,200,000	5,500,000	6,000,000	-	3,000,000	-	2,000,000	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(1,589,000)	(1,689,704)	(2,052,919)	(1,651,379)	(1,762,583)	(1,556,356)	(1,559,842)	(1,438,553)	(1,479,723)	(1,600,867)	(1,709,265)	(1,825,167)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,589,000)	(1,689,704)	(371,520)	2,348,621	(562,583)	3,943,644	4,440,158	(1,438,553)	1,520,277	(1,600,867)	290,735	(1,825,167)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,465,000	360,202	(510,880)	419,467	1,315,678	731,593	1,378,468	1,652,285	1,708,082	2,136,419	2,583,928	458,052
plus: Cash, Cash Equivalents & Investments - beginning of year	3,016,000	6,481,000	6,841,202	6,330,322	6,749,789	8,065,467	8,797,060	10,175,528	11,827,813	13,535,895	15,672,314	18,256,242
Cash & Cash Equivalents - end of the year	6,481,000	6,841,202	6,330,322	6,749,789	8,065,467	8,797,060	10,175,528	11,827,813	13,535,895	15,672,314	18,256,242	18,714,294
Cash & Cash Equivalents - end of the year	6,481,000	6,841,202	6,330,322	6,749,789	8,065,467	8,797,060	10,175,528	11,827,813	13,535,895	15,672,314	18,256,242	18,714,294
Investments - end of the year	65,824,000	61,570,822	56,972,902	60,748,105	69,868,766	79,173,543	91,196,242	105,527,761	120,269,771	135,161,137	144,526,040	158,056,251
Cash, Cash Equivalents & Investments - end of the year	72,305,000	68,412,024	63,303,225	67,497,894	77,934,233	87,970,604	101,371,770	117,355,574	133,805,666	150,833,452	162,782,281	176,770,545
Representing:												
- External Restrictions	42,174,155	37,245,368	28,883,518	25,302,553	24,158,407	26,114,122	26,931,675	30,114,739	31,592,285	35,152,430	33,845,820	35,745,426
- Internal Restrictions	18,701,000	17,812,409	14,371,019	14,250,363	17,282,837	15,851,056	17,633,102	18,759,403	21,417,391	21,636,208	21,059,158	20,099,115
- Unrestricted	11,429,845	13,354,248	20,048,687	27,944,979	36,492,989	46,005,425	56,806,994	68,481,432	80,795,990	94,044,813	107,877,304	120,926,004
	72,305,000	68,412,024	63,303,225	67,497,894	77,934,233	87,970,604	101,371,770	117,355,574	133,805,666	150,833,452	162,782,281	176,770,545

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
EQUITY STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	928,990,000	981,277,000	998,547,022	1,066,711,571	1,086,043,679	1,119,176,503	1,136,965,573	1,150,672,736	1,196,064,179	1,216,689,719	1,244,201,639	1,266,726,673
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	34,940,000	947,750	29,811,256	4,789,203	14,140,478	6,119,508	296,139	31,404,746	5,739,716	11,418,054	5,312,594	28,825
- Transfers to/(from) Other Reserves	209,000	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	773,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	35,922,000	947,750	29,811,256	4,789,203	14,140,478	6,119,508	296,139	31,404,746	5,739,716	11,418,054	5,312,594	28,825
b. Net Operating Result for the Year	16,365,000	16,322,272	38,353,293	14,542,905	18,992,345	11,669,563	13,411,024	13,986,698	14,885,824	16,093,866	17,212,440	18,378,546
Total Recognised Income & Expenses (c&d)	52,287,000	17,270,022	68,164,549	19,332,108	33,132,823	17,789,070	13,707,163	45,391,443	20,625,540	27,511,919	22,525,034	18,407,372
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	981,277,000	998,547,022	1,066,711,571	1,086,043,679	1,119,176,503	1,136,965,573	1,150,672,736	1,196,064,179	1,216,689,719	1,244,201,639	1,266,726,673	1,285,134,044

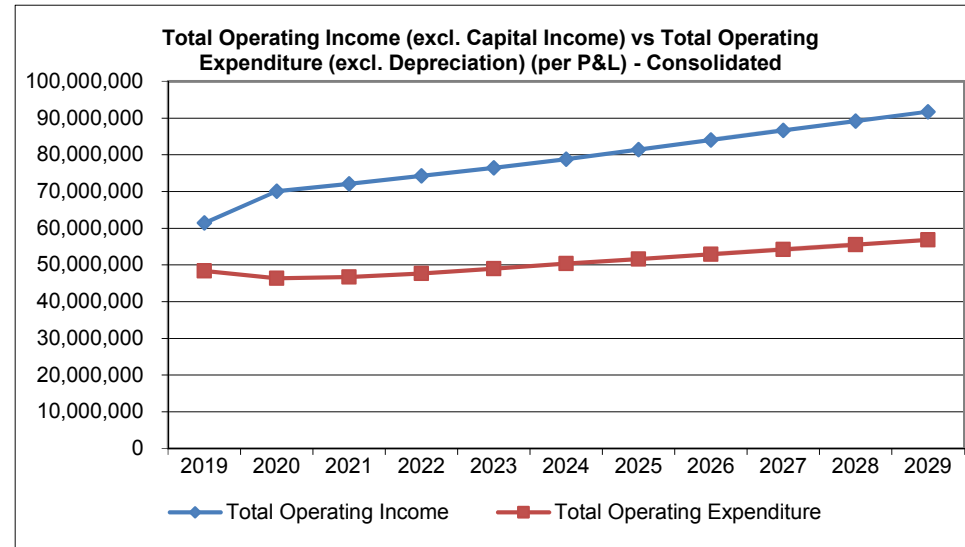
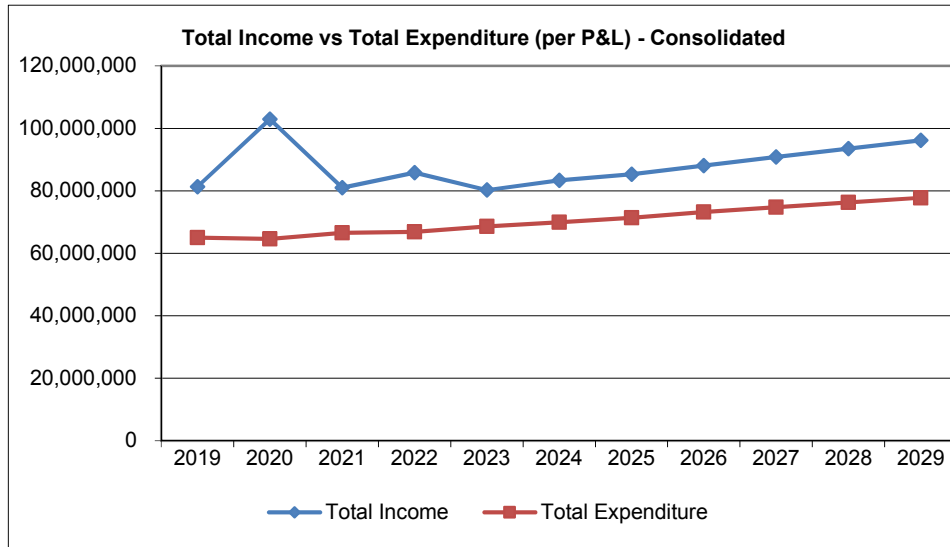
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Income Statement Charts



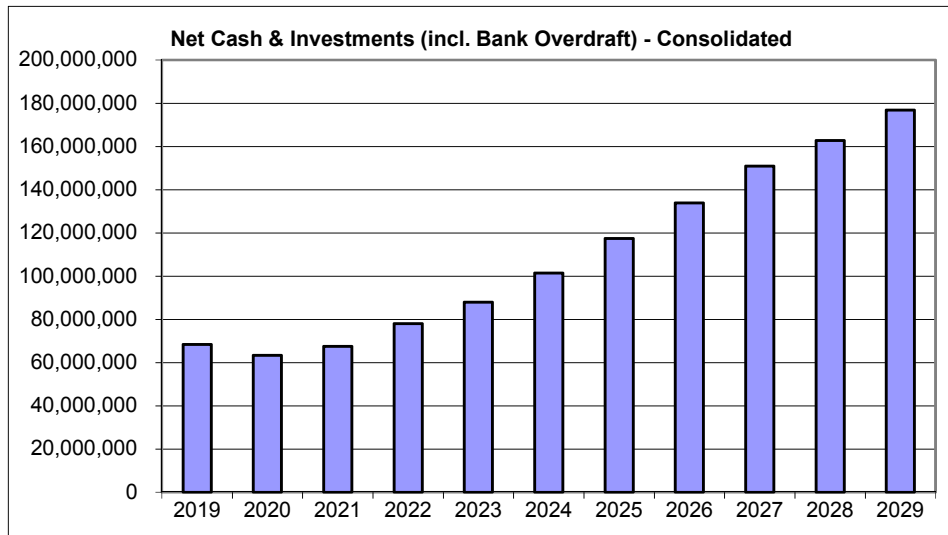
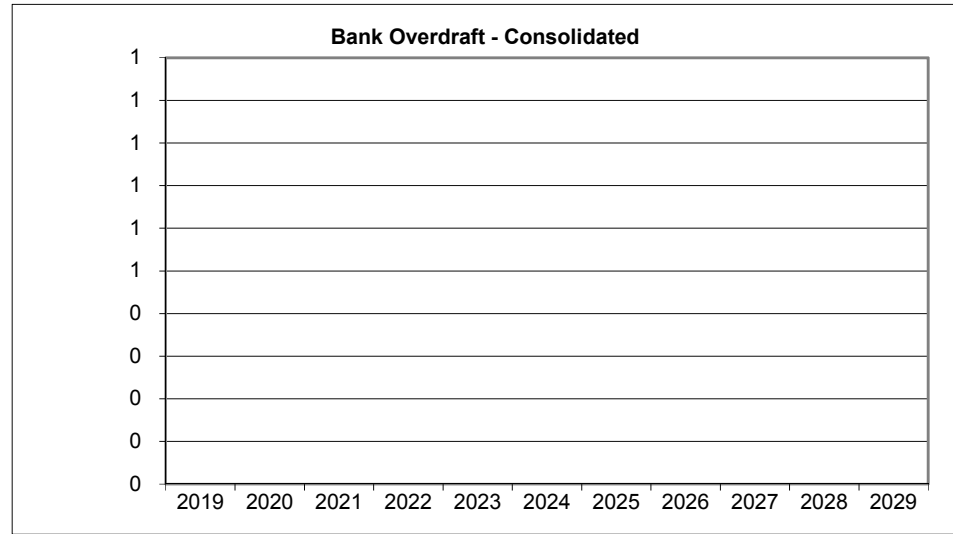
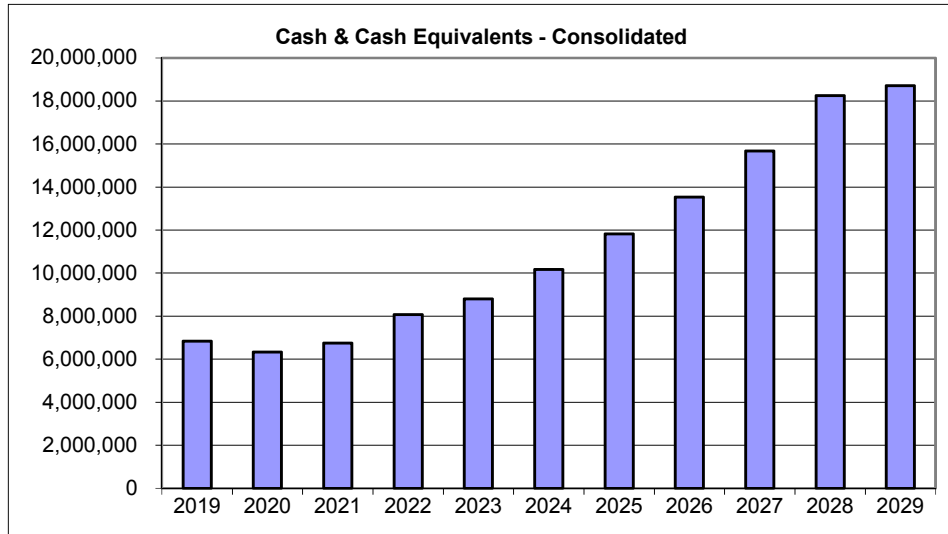
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Income Statement Charts



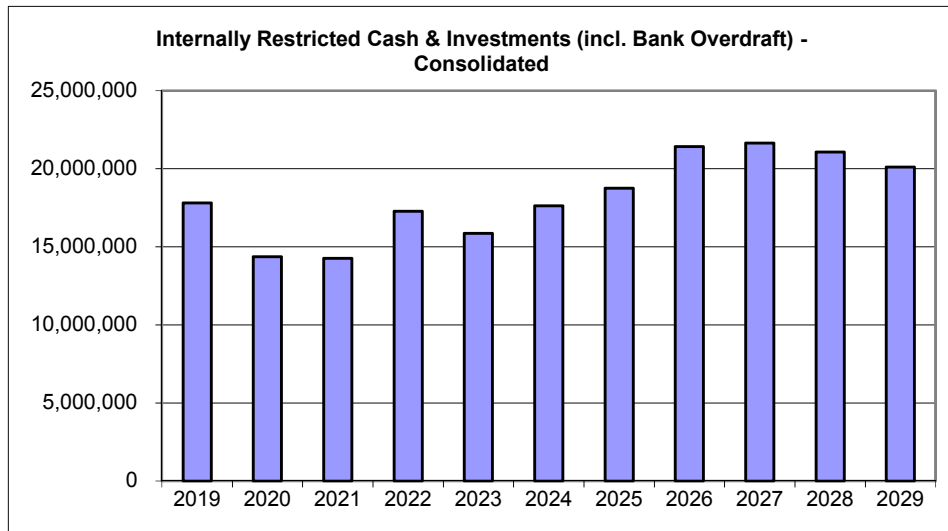
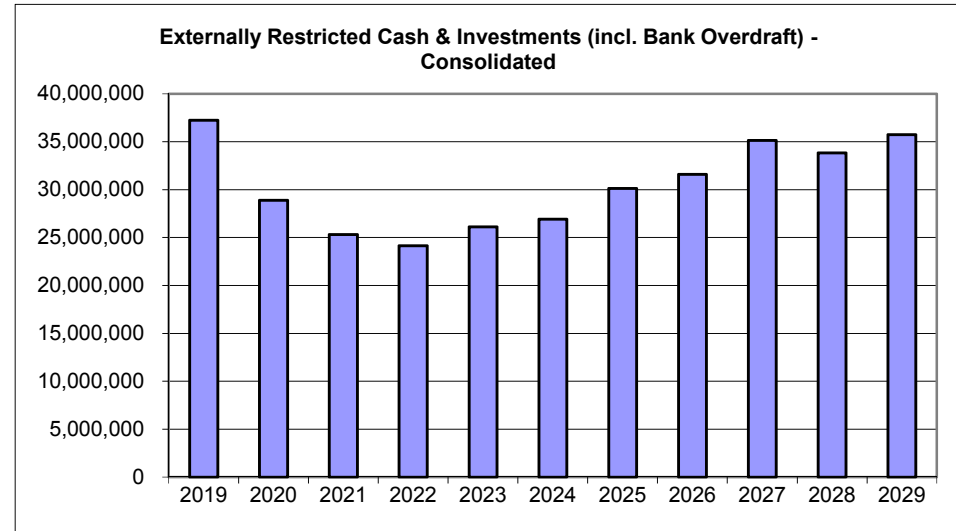
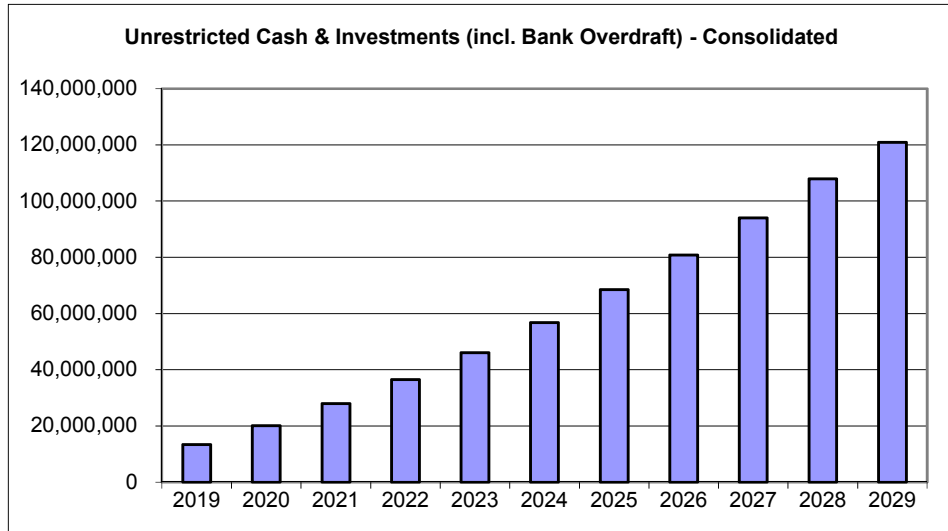
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash, Investment & Bank Overdraft Charts



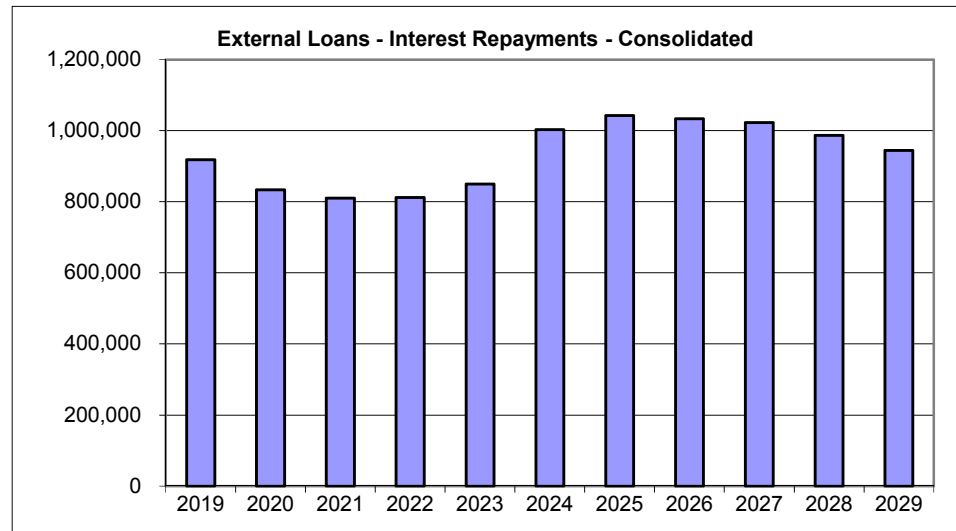
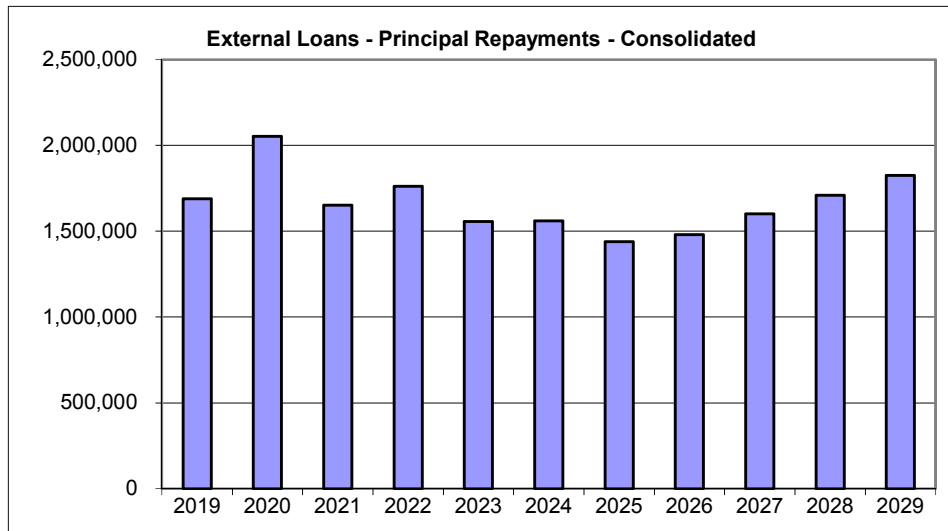
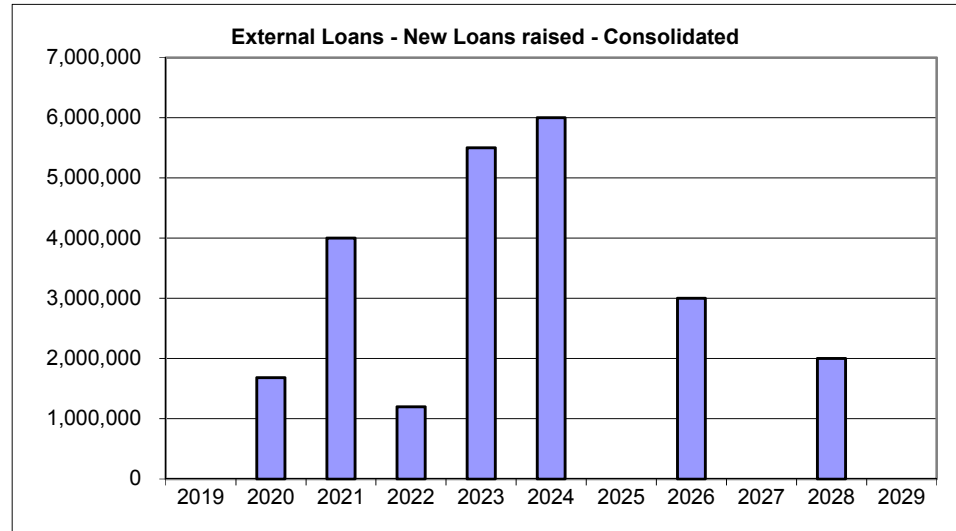
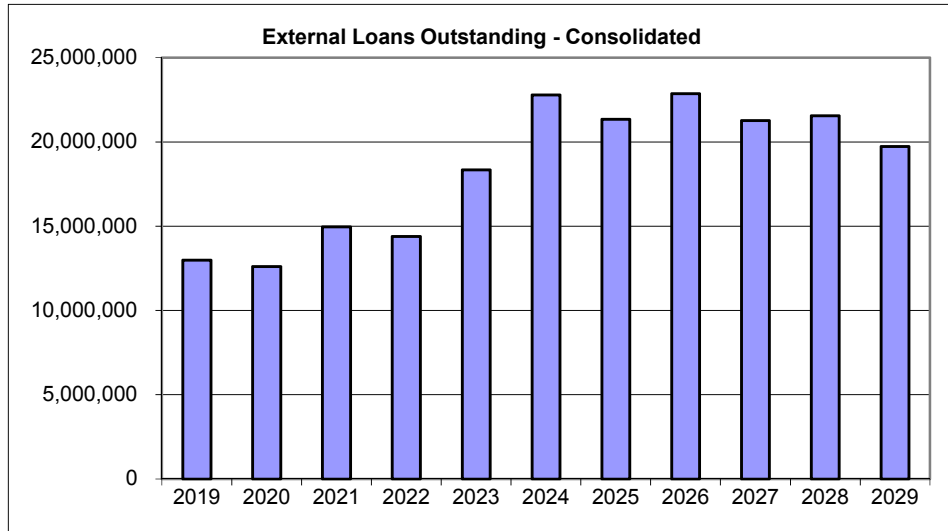
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash Restrictions Charts



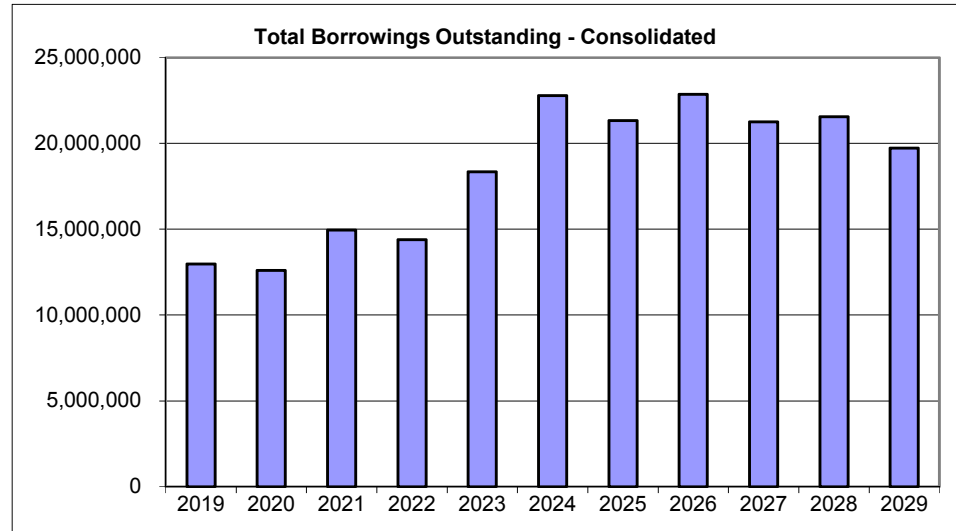
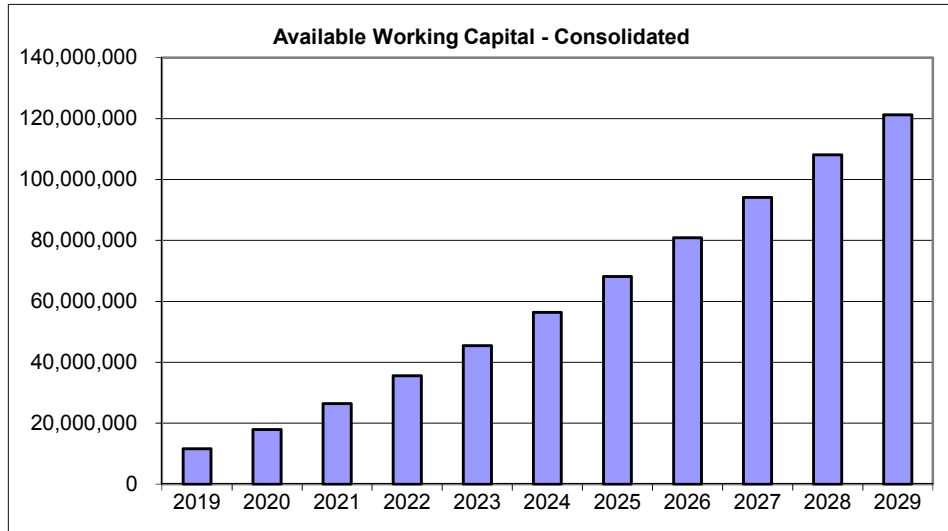
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

External Loans Charts



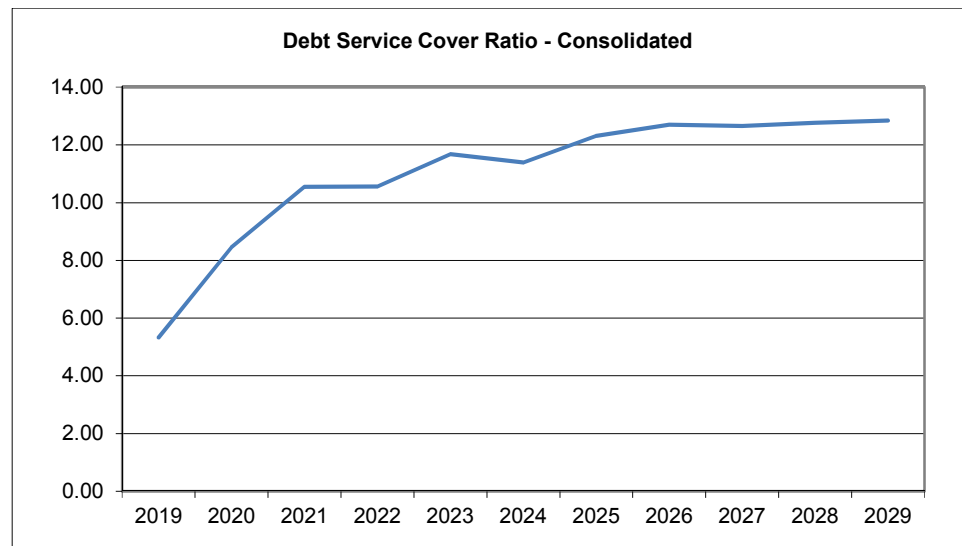
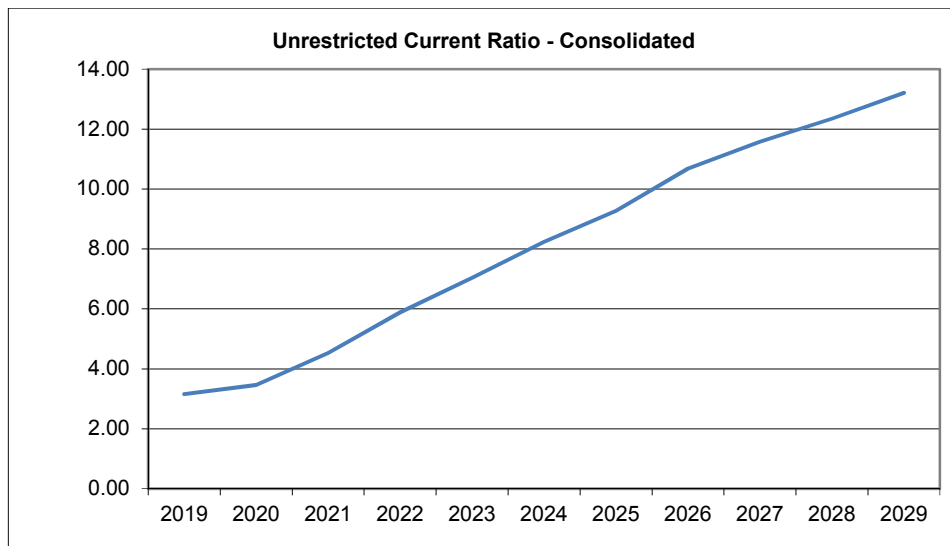
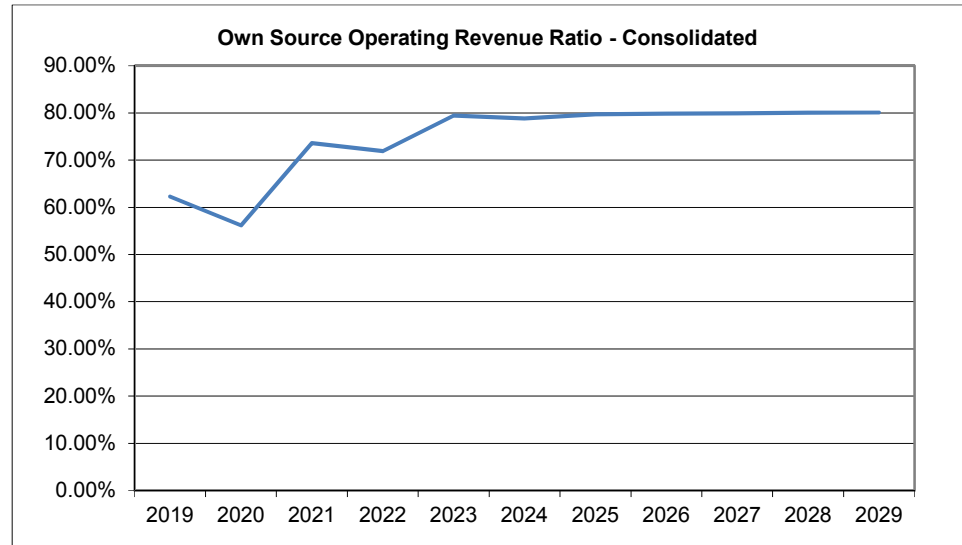
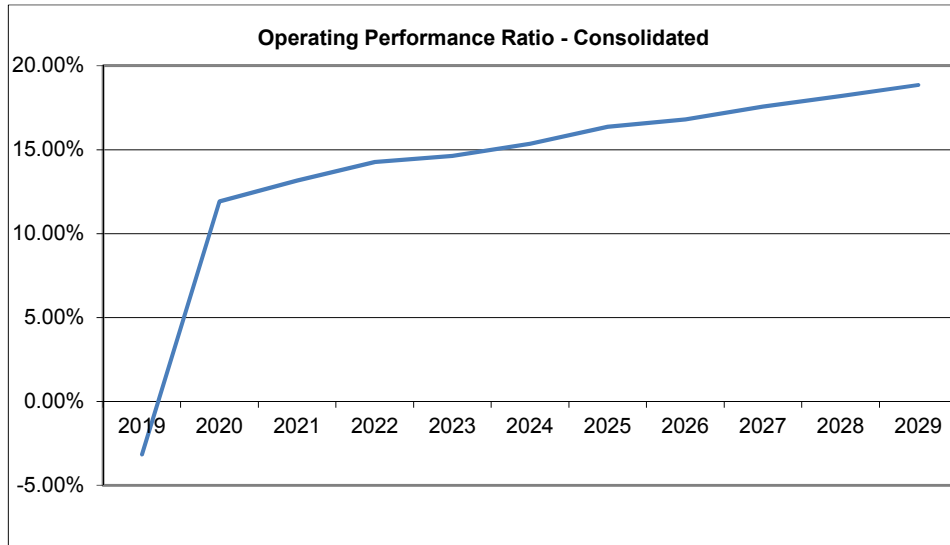
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Other Charts



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

New Note 13 Ratios Charts



Minimum Amber

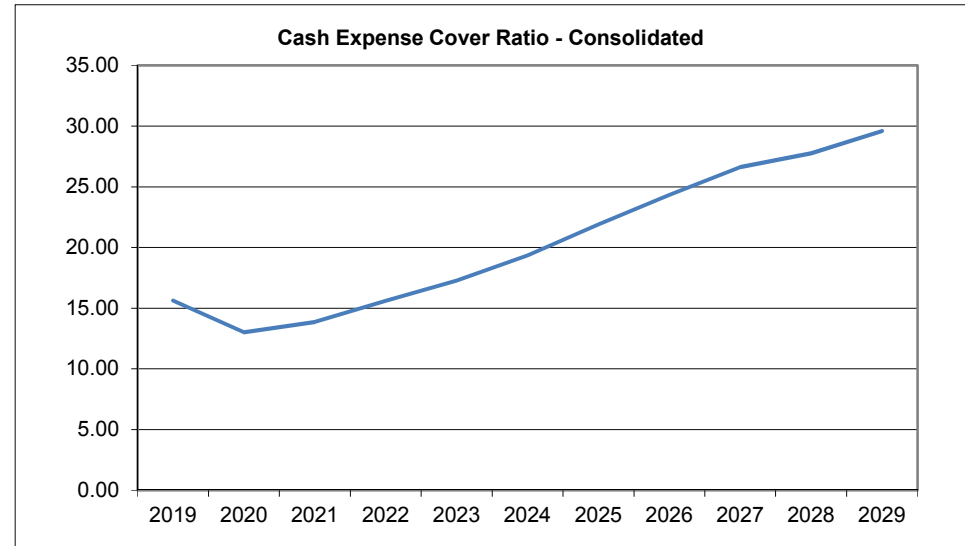
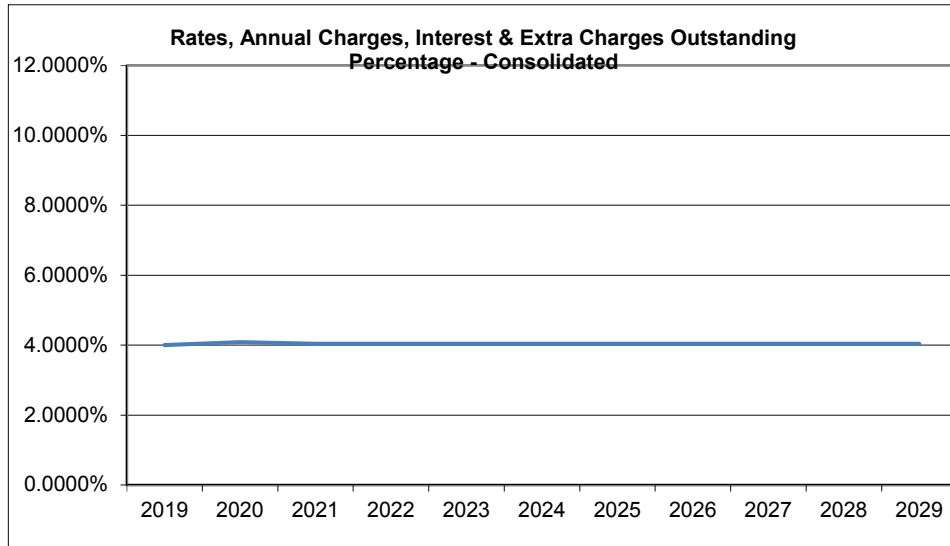
Minimum Green

Maximum Green

Maximum Amber

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case


New Note 13 Ratios Charts (continued)



 Minimum Amber

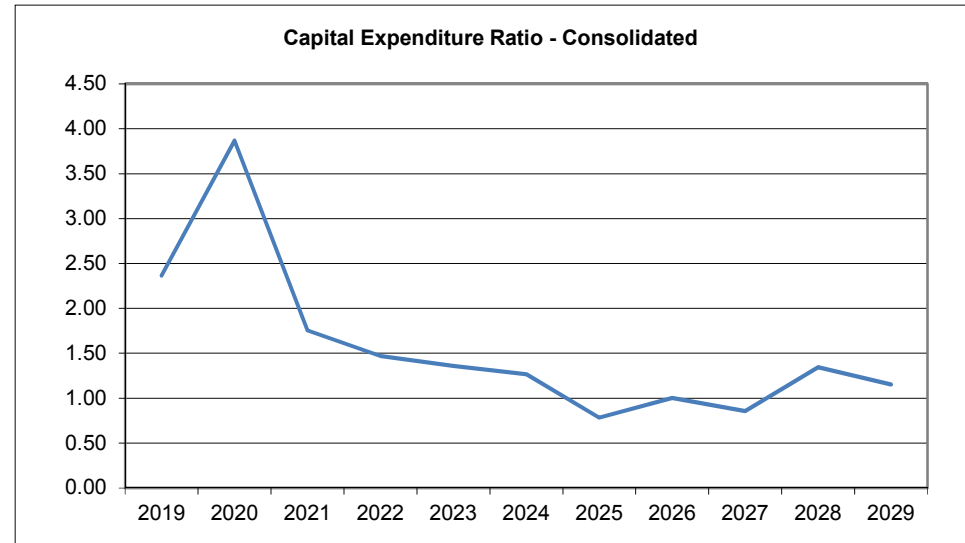
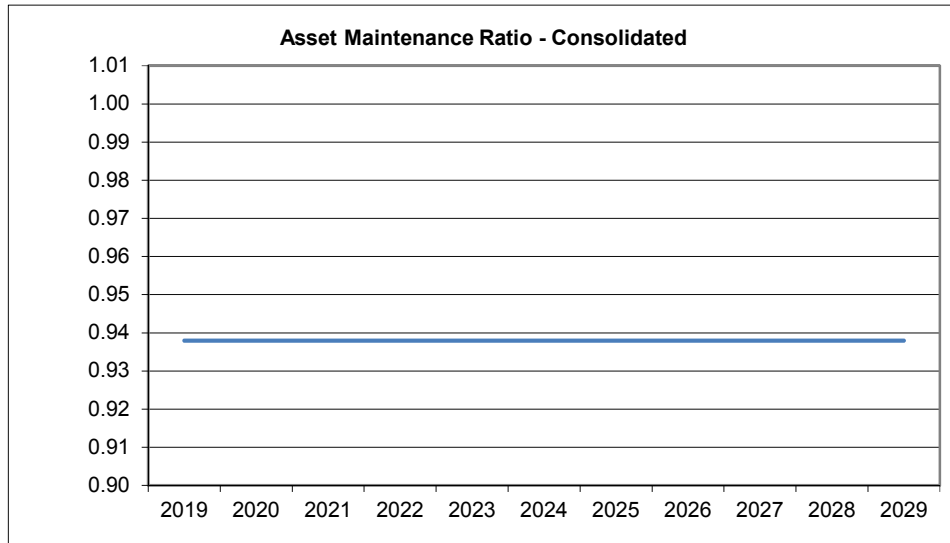
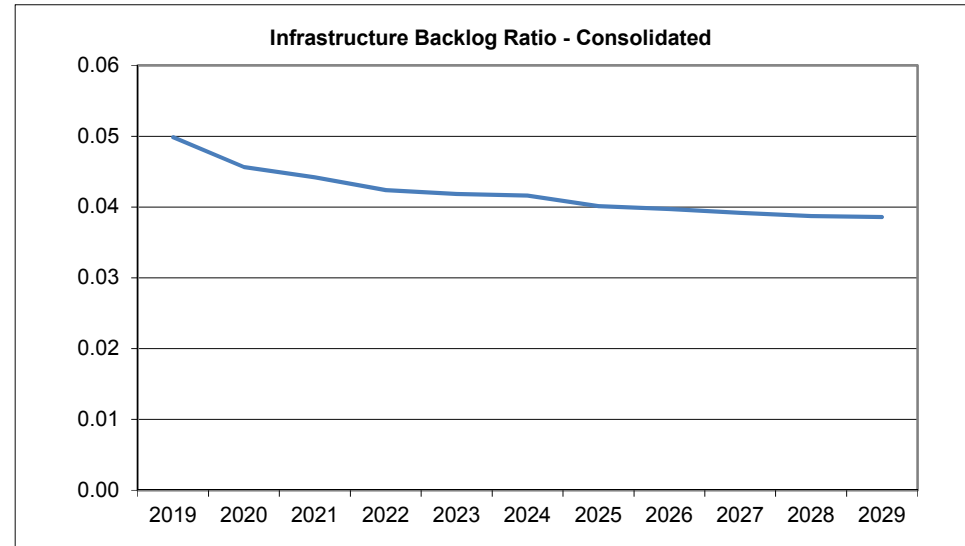
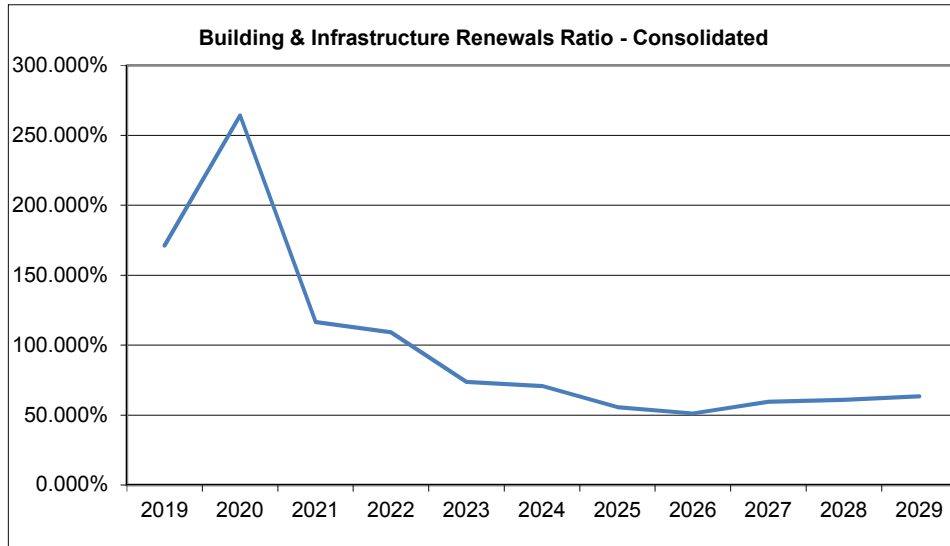
 Minimum Green

 Maximum Green

 Maximum Amber

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
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 2029
KEY PERFORMANCE INDICATORS - CONSOLIDATED
Scenario: Base Case

Current Year
2018/19

Projected Years

2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29

- 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	-3.16%	11.93%	13.16%	14.27%	14.64%	15.35%	16.37%	16.80%	17.58%	18.20%	18.86%
Own Source Operating Revenue Ratio 1)	Snapshot	● —	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	62.27%	56.18%	73.61%	71.92%	79.42%	78.82%	79.69%	79.84%	79.94%	80.04%	80.10%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	3.16	3.46	4.53	5.89	7.03	8.23	9.28	10.68	11.58	12.35	13.21
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	5.33	8.45	10.55	10.56	11.68	11.39	12.31	12.70	12.66	12.77	12.85
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	4.00%	4.09%	4.04%	4.04%	4.04%	4.04%	4.04%	4.04%	4.04%	4.04%	4.04%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	15.63	13.01	13.86	15.59	17.27	19.36	21.90	24.32	26.63	27.76	29.60

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

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	Snapshot	● —	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	
	Actual Ratio	171.18%	264.21%	116.59%	109.32%	73.71%	70.77%	55.64%	51.15%	59.56%	60.94%	63.51%
Infrastructure Backlog Ratio	Snapshot	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	● ↑	
	Actual Ratio	0.05	0.05	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
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	2.37	3.87	1.76	1.47	1.36	1.27	0.78	1.00	0.86	1.34	1.15

APPENDIX
TWO

GENERAL FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
INCOME STATEMENT - GENERAL FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	17,574,000	18,010,051	27,251,940	27,933,238	28,631,572	29,347,355	30,081,039	30,833,065	31,603,891	32,393,989	33,203,838	34,033,934
User Charges & Fees	10,215,000	8,176,072	4,511,890	4,668,900	4,870,387	5,057,225	5,183,656	5,313,247	5,446,078	5,582,230	5,721,786	5,864,831
Interest & Investment Revenue	851,000	1,097,014	1,312,222	1,344,517	1,377,586	1,411,562	1,832,301	2,239,519	2,677,432	3,135,586	3,568,595	3,971,790
Other Revenues	2,262,000	2,297,631	2,602,566	2,648,125	2,697,047	2,745,785	2,814,430	2,884,790	2,956,910	3,030,833	3,106,604	3,184,269
Grants & Contributions provided for Operating Purposes	15,476,000	10,162,997	11,729,574	11,873,749	11,985,158	12,187,692	12,473,606	12,785,447	13,105,083	13,432,710	13,768,528	14,112,741
Grants & Contributions provided for Capital Purposes	13,667,000	17,979,310	29,184,139	7,802,721	10,882,527	3,062,379	3,138,939	3,217,412	3,297,847	3,380,293	3,464,801	3,551,421
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	60,045,000	57,723,075	76,592,331	56,271,250	60,444,277	53,811,998	55,523,970	57,273,480	59,087,242	60,955,641	62,834,152	64,718,986
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,487,000	18,067,614	19,135,593	19,535,165	20,127,830	20,737,842	21,256,288	21,787,696	22,332,388	22,890,698	23,462,965	24,049,539
Borrowing Costs	278,000	222,893	198,385	140,826	92,725	53,508	40,254	34,588	28,722	22,649	16,362	9,852
Materials & Contracts	8,908,000	4,758,778	1,372,627	843,347	539,549	536,423	549,834	563,580	577,670	592,111	606,914	622,087
Depreciation & Amortisation	12,281,000	11,551,994	11,800,795	12,315,768	12,417,114	12,417,114	12,443,905	12,554,311	13,153,050	13,277,915	13,277,915	13,404,547
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,321,000	8,176,105	8,128,520	8,302,969	8,507,490	8,717,420	8,935,356	9,158,740	9,387,708	9,622,401	9,862,961	10,109,535
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5,313,000	1,524,054	2,643,644	3,699,735	2,957,172	3,066,181	3,066,181	3,066,181	3,066,181	3,066,181	3,066,181	3,066,181
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	45,588,000	44,301,438	43,279,564	44,837,810	44,641,880	45,528,488	46,291,818	47,165,096	48,545,719	49,471,955	50,293,298	51,261,742
Operating Result from Continuing Operations	14,457,000	13,421,637	33,312,767	11,433,440	15,802,397	8,283,510	9,232,152	10,108,384	10,541,523	11,483,686	12,540,853	13,457,243
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,457,000	13,421,637	33,312,767	11,433,440	15,802,397	8,283,510	9,232,152	10,108,384	10,541,523	11,483,686	12,540,853	13,457,243
Net Operating Result before Grants and Contributions provided for Capital Purposes	790,000	(4,557,673)	4,128,628	3,630,719	4,919,870	5,221,131	6,093,213	6,890,972	7,243,676	8,103,392	9,076,052	9,905,823

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,769,000	4,093,282	4,569,059	5,347,686	6,626,709	7,823,930	9,244,283	10,643,770	12,255,602	13,806,286	15,240,059	16,572,725
Investments	32,467,000	35,440,358	39,559,726	46,301,217	57,375,217	67,740,971	80,038,641	92,155,650	106,111,178	119,537,270	131,951,133	143,489,595
Receivables	4,406,000	6,002,827	6,312,707	4,991,704	5,489,033	5,186,820	5,477,586	5,758,685	6,070,756	6,377,154	6,652,226	6,927,171
Inventories	975,000	1,898,828	1,557,245	1,532,021	1,538,452	1,575,766	1,615,410	1,656,046	1,697,697	1,740,389	1,784,149	1,829,003
Other	-	39,389	34,409	34,299	34,689	35,532	36,421	37,331	38,265	39,221	40,202	41,207
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	41,617,000	47,474,683	52,033,147	58,206,928	71,064,101	82,363,020	96,412,342	110,251,481	126,173,498	141,500,320	155,667,769	168,859,701
Non-Current Assets												
Investments	5,816,000	1,399,177	1,561,808	1,827,961	2,265,160	2,674,397	3,159,906	3,638,283	4,189,244	4,719,302	5,209,399	5,664,934
Receivables	181,000	309,996	154,082	368,711	301,713	137,084	112,548	150,135	94,468	97,512	190,043	68,474
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	756,830,000	773,932,183	833,334,086	839,793,599	841,918,159	843,539,572	838,694,199	866,213,987	864,814,552	860,951,741	864,587,342	864,855,487
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	343,000	277,936	236,998	208,989	140,254	72,665	94,559	116,453	138,347	160,241	182,135	204,029
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	763,170,000	775,919,292	835,286,975	842,199,259	844,625,286	846,423,719	842,061,212	870,118,857	869,236,611	865,928,797	870,168,918	870,792,925
TOTAL ASSETS	804,787,000	823,393,974	887,320,123	900,406,188	915,689,387	928,786,738	938,473,554	980,370,338	995,410,109	1,007,429,117	1,025,836,687	1,039,652,626
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,951,000	7,594,722	8,178,721	6,333,550	6,214,290	5,679,284	5,658,397	5,908,427	5,850,690	6,113,069	6,475,629	6,611,047
Income received in advance	765,000	1,816,036	1,575,117	1,610,993	1,656,702	1,701,691	1,744,233	1,787,839	1,832,535	1,878,348	1,925,307	1,973,439
Borrowings	711,000	1,402,033	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877	137,925
Provisions	6,501,000	6,692,005	6,944,657	7,203,625	7,469,061	7,741,141	8,020,024	8,305,878	8,598,879	8,899,205	9,207,039	9,522,569
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	11,928,000	17,504,796	17,583,582	15,957,726	15,776,236	15,282,591	15,588,795	16,174,152	16,460,184	17,074,990	17,798,852	18,244,981
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,082,000	1,681,497	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925	-
Provisions	633,000	711,995	729,343	747,125	765,351	784,034	803,183	822,812	842,931	863,553	884,690	906,356
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	3,715,000	2,393,492	3,164,960	2,373,184	1,955,227	1,813,433	1,666,441	1,514,062	1,356,101	1,192,355	1,022,615	906,356
TOTAL LIABILITIES	15,643,000	19,898,287	20,748,542	18,330,910	17,731,463	17,096,025	17,255,236	17,688,214	17,816,285	18,267,345	18,821,467	19,151,337
Net Assets	789,144,000	803,495,687	866,571,580	882,075,277	897,957,924	911,690,713	921,218,318	962,682,124	977,593,824	989,161,773	1,007,015,220	1,020,501,289
EQUITY												
Retained Earnings	291,657,000	305,078,637	338,391,404	349,824,844	365,627,240	373,910,750	383,142,902	393,251,286	403,792,809	415,276,495	427,817,348	441,274,592
Revaluation Reserves	497,487,000	498,417,050	528,180,176	532,250,434	532,330,684	537,779,964	538,075,416	569,430,838	573,801,015	573,885,278	579,197,872	579,226,697
Council Equity Interest	789,144,000	803,495,687	866,571,580	882,075,277	897,957,924	911,690,713	921,218,318	962,682,124	977,593,824	989,161,773	1,007,015,220	1,020,501,289
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	789,144,000	803,495,687	866,571,580	882,075,277	897,957,924	911,690,713	921,218,318	962,682,124	977,593,824	989,161,773	1,007,015,220	1,020,501,289

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
EQUITY STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	745,463,000	789,144,000	803,495,687	866,571,580	882,075,277	897,957,924	911,690,713	921,218,318	962,682,124	977,593,824	989,161,773	1,007,015,220
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	28,583,000	930,050	29,763,126	4,070,257	80,250	5,449,280	295,452	31,355,423	4,370,177	84,263	5,312,594	28,825
- Transfers to/(from) Other Reserves	209,000	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	432,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	29,224,000	930,050	29,763,126	4,070,257	80,250	5,449,280	295,452	31,355,423	4,370,177	84,263	5,312,594	28,825
b. Net Operating Result for the Year	14,457,000	13,421,637	33,312,767	11,433,440	15,802,397	8,283,510	9,232,152	10,108,384	10,541,523	11,483,686	12,540,853	13,457,243
Total Recognised Income & Expenses (c&d)	43,681,000	14,351,687	63,075,893	15,503,697	15,882,647	13,732,790	9,527,604	41,463,807	14,911,700	11,567,948	17,853,447	13,486,069
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	789,144,000	803,495,687	866,571,580	882,075,277	897,957,924	911,690,713	921,218,318	962,682,124	977,593,824	989,161,773	1,007,015,220	1,020,501,289

APPENDIX
THREE

WATER FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
INCOME STATEMENT - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,355,000	1,402,873	1,522,247	1,603,050	1,694,812	1,788,111	1,871,001	1,957,682	2,048,326	2,099,534	2,152,022	2,205,823
User Charges & Fees	6,217,000	5,785,827	6,166,437	6,474,792	6,805,756	7,160,350	7,469,458	7,792,205	8,129,199	8,320,369	8,516,319	8,717,168
Interest & Investment Revenue	379,000	287,569	242,217	248,272	254,473	260,844	86,031	146,019	105,628	113,391	115,115	135,937
Other Revenues	2,000	1,136	2,000	2,050	2,101	2,154	2,208	2,263	2,320	2,378	2,437	2,498
Grants & Contributions provided for Operating Purposes	63,000	175,459	165,214	166,453	167,713	168,999	173,224	177,555	181,993	186,543	191,207	195,987
Grants & Contributions provided for Capital Purposes	335,000	1,281,309	2,581,309	961,250	472,770	484,605	496,720	509,138	521,867	534,913	548,286	561,993
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	8,351,000	8,934,173	10,679,424	9,455,867	9,397,625	9,865,063	10,098,642	10,584,861	10,989,332	11,257,128	11,525,386	11,819,406
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,533,000	1,726,048	1,931,488	1,988,927	2,048,084	2,108,953	2,161,677	2,215,719	2,271,112	2,327,890	2,386,087	2,445,739
Borrowing Costs	160,000	135,529	108,151	88,602	92,053	202,933	382,602	448,641	488,780	528,545	546,478	561,521
Materials & Contracts	1,410,000	1,666,042	1,618,798	1,607,124	1,645,138	1,684,186	1,726,291	1,769,448	1,813,684	1,859,026	1,905,502	1,953,139
Depreciation & Amortisation	1,762,000	1,780,193	1,821,419	1,821,419	1,821,419	1,925,293	1,925,377	1,925,377	1,925,377	1,925,377	2,061,777	2,061,777
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,007,000	2,252,958	2,254,852	2,311,221	2,368,981	2,428,237	2,488,943	2,551,167	2,614,946	2,680,319	2,747,327	2,816,011
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	157,000	63,983	65,487	67,124	68,801	70,523	70,523	70,523	70,523	70,523	70,523	70,523
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,029,000	7,624,753	7,800,195	7,884,417	8,044,476	8,420,125	8,755,413	8,980,874	9,184,422	9,391,680	9,717,694	9,908,710
Operating Result from Continuing Operations	1,322,000	1,309,420	2,879,229	1,571,450	1,353,149	1,444,938	1,343,229	1,603,987	1,804,910	1,865,448	1,807,692	1,910,696
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,322,000	1,309,420	2,879,229	1,571,450	1,353,149	1,444,938	1,343,229	1,603,987	1,804,910	1,865,448	1,807,692	1,910,696
Net Operating Result before Grants and Contributions provided for Capital Purposes	987,000	28,111	297,920	610,200	880,379	960,333	846,509	1,094,849	1,283,043	1,330,535	1,259,406	1,348,703

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
BALANCE SHEET - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,257,000	1,166,511	710,229	481,702	783,973	427,350	425,055	419,338	277,743	932,153	2,240,073	1,119,758
Investments	10,825,000	10,099,884	6,149,306	4,170,672	4,170,672	3,700,081	3,680,209	3,630,708	2,404,756	2,404,756	2,404,756	2,404,756
Receivables	1,436,000	1,185,184	1,266,734	1,329,614	1,397,276	1,469,672	1,534,603	1,602,460	1,673,375	1,714,453	1,756,557	1,799,715
Inventories	202,000	264,518	251,814	252,283	258,227	264,332	270,940	277,714	284,656	291,773	299,067	306,544
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,720,000	12,716,098	8,378,083	6,234,272	6,610,148	5,861,435	5,910,807	5,930,219	4,640,530	5,343,135	6,700,454	5,630,773
Non-Current Assets												
Investments	1,939,000	398,715	242,757	164,646	164,646	146,069	145,284	143,330	94,933	94,933	94,933	94,933
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	76,328,000	79,665,163	86,860,734	90,305,899	96,585,662	104,455,065	110,011,165	110,986,265	116,808,364	123,190,993	125,096,693	127,440,393
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	78,270,000	80,066,878	87,106,491	90,473,545	96,753,308	104,604,134	110,159,449	111,132,595	116,906,297	123,288,926	125,194,626	127,538,326
TOTAL ASSETS	91,990,000	92,782,976	95,484,574	96,707,817	103,363,456	110,465,568	116,070,256	117,062,813	121,546,828	128,632,060	131,895,080	133,169,099
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	323,000	429,322	543,223	431,625	390,802	569,457	521,177	391,113	544,072	391,101	446,342	467,612
Income received in advance	185,000	40,137	42,924	45,084	47,402	49,886	52,118	54,450	56,886	58,308	59,766	61,260
Borrowings	477,000	294,319	313,869	334,418	397,272	609,715	483,697	426,624	546,194	568,261	659,441	686,083
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	985,000	763,778	900,016	811,127	835,476	1,229,058	1,056,992	872,187	1,147,152	1,017,669	1,165,549	1,214,955
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,753,000	1,457,778	1,143,909	809,491	1,592,352	6,391,581	10,825,106	10,398,481	12,802,620	12,234,359	13,541,806	12,855,724
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,753,000	1,457,778	1,143,909	809,491	1,592,352	6,391,581	10,825,106	10,398,481	12,802,620	12,234,359	13,541,806	12,855,724
TOTAL LIABILITIES	2,738,000	2,221,556	2,043,925	1,620,618	2,427,828	7,620,639	11,882,098	11,270,668	13,949,772	13,252,028	14,707,356	14,070,679
Net Assets	89,252,000	90,561,420	93,440,649	95,087,199	100,935,628	102,844,929	104,188,158	105,792,146	107,597,055	115,380,032	117,187,724	119,098,420
EQUITY												
Retained Earnings	57,137,000	58,446,420	61,325,649	62,897,099	64,250,248	65,695,186	67,038,415	68,642,402	70,447,312	72,312,760	74,120,452	76,031,148
Revaluation Reserves	32,115,000	32,115,000	32,115,000	32,190,100	36,685,380	37,149,743	37,149,743	37,149,743	37,149,743	43,067,272	43,067,272	43,067,272
Council Equity Interest	89,252,000	90,561,420	93,440,649	95,087,199	100,935,628	102,844,929	104,188,158	105,792,146	107,597,055	115,380,032	117,187,724	119,098,420
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	89,252,000	90,561,420	93,440,649	95,087,199	100,935,628	102,844,929	104,188,158	105,792,146	107,597,055	115,380,032	117,187,724	119,098,420

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CASH FLOW STATEMENT - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,403,283	1,518,963	1,600,827	1,692,288	1,785,545	1,868,721	1,955,298	2,045,832	2,098,125	2,150,578	2,204,343
User Charges & Fees	-	6,035,726	6,087,652	6,413,602	6,740,074	7,089,962	7,406,234	7,728,145	8,060,175	8,280,083	8,475,026	8,674,842
Interest & Investment Revenue Received	-	287,569	242,217	248,272	254,473	260,844	86,031	146,019	105,628	113,391	115,115	135,937
Grants & Contributions	-	1,456,768	2,746,523	1,127,703	640,483	653,604	669,944	686,693	703,860	721,457	739,493	757,980
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(143,727)	4,787	4,210	4,419	4,638	4,439	4,595	4,756	3,800	3,895	3,992
Payments:												
Employee Benefits & On-Costs	-	(1,726,048)	(1,931,488)	(1,988,927)	(2,048,084)	(2,108,953)	(2,161,677)	(2,215,719)	(2,271,112)	(2,327,890)	(2,386,087)	(2,445,739)
Materials & Contracts	-	(1,777,679)	(1,609,226)	(1,604,475)	(1,644,388)	(1,683,421)	(1,725,713)	(1,768,856)	(1,813,077)	(1,858,404)	(1,904,865)	(1,952,486)
Borrowing Costs	-	(135,529)	(108,151)	(88,602)	(92,053)	(202,933)	(382,602)	(448,641)	(488,780)	(528,545)	(546,478)	(561,521)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,252,451)	(2,254,333)	(2,310,689)	(2,368,436)	(2,427,678)	(2,488,370)	(2,550,579)	(2,614,344)	(2,679,702)	(2,746,695)	(2,815,362)
Net Cash provided (or used in) Operating Activities	-	3,147,912	4,696,944	3,401,921	3,178,776	3,371,608	3,277,007	3,534,954	3,732,938	3,822,314	3,899,982	4,001,986
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,265,401	4,106,536	2,056,745	-	489,169	20,657	51,455	1,274,349	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,025,899)	(8,965,443)	(5,373,324)	(3,722,220)	(9,229,071)	(7,607,466)	(3,108,430)	(7,672,590)	(2,621,710)	(3,990,690)	(4,462,860)
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	-	(2,760,498)	(4,858,907)	(3,316,579)	(3,722,220)	(8,739,903)	(7,586,809)	(3,056,975)	(6,398,241)	(2,621,710)	(3,990,690)	(4,462,860)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	1,200,000	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	-	(477,903)	(294,319)	(313,869)	(354,285)	(488,328)	(692,493)	(483,697)	(476,292)	(546,194)	(601,372)	(659,441)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(477,903)	(294,319)	(313,869)	845,715	5,011,672	4,307,507	(483,697)	2,523,708	(546,194)	1,398,628	(659,441)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(90,489)	(456,282)	(228,527)	302,271	(356,623)	(2,295)	(5,717)	(141,594)	654,410	1,307,920	(1,120,315)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,257,000	1,166,511	710,229	481,702	783,973	427,350	425,055	419,338	277,743	932,153	2,240,073
Cash & Cash Equivalents - end of the year	-	1,166,511	710,229	481,702	783,973	427,350	425,055	419,338	277,743	932,153	2,240,073	1,119,758
Cash & Cash Equivalents - end of the year	1,257,000	1,166,511	710,229	481,702	783,973	427,350	425,055	419,338	277,743	932,153	2,240,073	1,119,758
Investments - end of the year	12,764,000	10,498,599	6,392,063	4,335,319	4,335,319	3,846,150	3,825,493	3,774,038	2,499,689	2,499,689	2,499,689	2,499,689
Cash, Cash Equivalents & Investments - end of the year	14,021,000	11,665,110	7,102,293	4,817,021	5,119,292	4,273,500	4,250,548	4,193,375	2,777,432	3,431,842	4,739,762	3,619,447
Representing:												
- External Restrictions	5,743,000	4,655,503	2,860,503	2,053,753	2,610,571	803,328	355,085	925,842	146,599	77,356	648,113	218,870
- Internal Restrictions	6,641,465	5,588,979	2,838,380	1,407,380	1,012,380	1,171,380	1,423,380	838,380	257,380	1,124,380	2,174,380	1,787,380
- Unrestricted	1,636,535	1,420,628	1,403,410	1,355,868	1,496,341	2,298,792	2,472,083	2,429,153	2,373,453	2,230,106	1,917,269	1,613,197
	14,021,000	11,665,110	7,102,293	4,817,021	5,119,292	4,273,500	4,250,548	4,193,375	2,777,432	3,431,842	4,739,762	3,619,447

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2029
 EQUITY STATEMENT - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	83,216,000	89,252,000	90,561,420	93,440,649	95,087,199	100,935,628	102,844,929	104,188,158	105,792,146	107,597,055	115,380,032	117,187,724
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	4,645,000	-	-	75,100	4,495,280	464,363	-	-	-	5,917,529	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	69,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	4,714,000	-	-	75,100	4,495,280	464,363	-	-	-	5,917,529	-	-
b. Net Operating Result for the Year	1,322,000	1,309,420	2,879,229	1,571,450	1,353,149	1,444,938	1,343,229	1,603,987	1,804,910	1,865,448	1,807,692	1,910,696
Total Recognised Income & Expenses (c&d)	6,036,000	1,309,420	2,879,229	1,646,550	5,848,429	1,909,301	1,343,229	1,603,987	1,804,910	7,782,977	1,807,692	1,910,696
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	89,252,000	90,561,420	93,440,649	95,087,199	100,935,628	102,844,929	104,188,158	105,792,146	107,597,055	115,380,032	117,187,724	119,098,420

APPENDIX
FOUR

SEWER FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
INCOME STATEMENT - SEWER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,857,000	6,140,915	6,373,189	6,661,608	6,962,866	7,245,892	7,426,998	7,612,632	7,802,907	7,997,938	8,197,846	8,402,751
User Charges & Fees	813,000	888,331	896,742	928,694	960,872	989,917	1,014,665	1,040,032	1,066,032	1,092,683	1,120,000	1,148,000
Interest & Investment Revenue	316,000	350,939	297,243	196,574	177,937	127,337	172,319	156,305	195,659	228,266	241,103	131,191
Other Revenues	58,000	15,756	16,126	16,529	16,942	17,366	17,800	18,245	18,701	19,169	19,648	20,139
Grants & Contributions provided for Operating Purposes	58,000	60,000	61,410	62,945	64,517	66,132	67,785	69,480	71,217	72,997	74,822	76,693
Grants & Contributions provided for Capital Purposes	192,000	653,057	1,086,943	215,250	220,626	226,149	981,803	237,598	243,538	249,626	255,867	262,264
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,294,000	8,108,998	8,731,653	8,081,600	8,403,760	8,672,793	9,681,370	9,134,291	9,398,054	9,660,680	9,909,286	10,041,038
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,213,000	1,445,027	1,640,836	1,689,406	1,739,413	1,790,876	1,835,648	1,881,539	1,928,578	1,976,792	2,026,212	2,076,867
Borrowing Costs	572,000	554,333	526,695	540,906	551,818	525,565	498,822	468,039	436,472	402,896	368,024	329,248
Materials & Contracts	1,038,000	1,233,893	1,225,099	1,221,418	1,251,930	1,283,272	1,315,354	1,348,238	1,381,944	1,416,492	1,451,905	1,488,202
Depreciation & Amortisation	1,480,000	1,485,360	1,536,700	1,536,700	1,536,700	1,747,614	1,747,614	1,747,614	1,747,614	1,747,614	1,876,100	1,876,100
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,031,000	1,881,806	1,900,523	1,948,032	1,996,724	2,046,658	2,097,824	2,150,270	2,204,027	2,259,127	2,315,606	2,373,496
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	270,000	63,983	150,000	153,750	157,590	161,535	161,535	161,535	161,535	161,535	161,535	161,535
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,604,000	6,664,402	6,979,853	7,090,212	7,234,175	7,555,520	7,656,797	7,757,235	7,860,169	7,964,457	8,199,381	8,305,448
Operating Result from Continuing Operations	690,000	1,444,596	1,751,800	991,388	1,169,585	1,117,273	2,024,573	1,377,056	1,537,885	1,696,223	1,709,905	1,735,590
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	690,000	1,444,596	1,751,800	991,388	1,169,585	1,117,273	2,024,573	1,377,056	1,537,885	1,696,223	1,709,905	1,735,590
Net Operating Result before Grants and Contributions provided for Capital Purposes	498,000	791,539	664,857	776,138	948,959	891,124	1,042,770	1,139,458	1,294,347	1,446,597	1,454,039	1,473,326

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,015,000	1,180,458	720,905	620,924	399,344	514,528	429,488	580,194	691,892	800,374	352,276	462,958
Investments	8,741,000	10,220,577	6,241,702	5,376,053	3,457,578	4,454,860	3,718,570	5,023,403	5,990,503	6,929,750	3,050,058	4,008,357
Receivables	366,000	395,532	404,196	420,331	436,886	452,142	463,445	475,031	486,907	499,080	511,557	524,346
Inventories	20,000	20,303	21,450	21,218	21,748	22,292	22,849	23,421	24,006	24,606	25,222	25,852
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,142,000	11,816,870	7,388,253	6,438,526	4,315,555	5,443,822	4,634,353	6,102,049	7,193,308	8,253,810	3,939,113	5,021,512
Non-Current Assets												
Investments	1,566,000	403,546	246,445	212,266	136,518	175,894	146,823	198,342	236,527	273,612	120,427	158,264
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,161,000	89,758,501	95,955,243	99,573,271	112,065,662	111,466,920	113,946,771	113,201,623	113,091,474	118,539,587	124,286,952	124,079,317
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	90,727,000	90,162,047	96,201,689	99,785,538	112,202,180	111,642,815	114,093,594	113,399,965	113,328,000	118,813,199	124,407,380	124,237,582
TOTAL ASSETS	100,869,000	101,978,916	103,589,942	106,224,063	116,517,735	117,086,637	118,727,947	119,502,014	120,521,309	127,067,009	128,346,492	129,259,094
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	247,000	307,651	481,253	404,696	392,976	299,999	398,874	308,804	334,701	345,979	528,493	357,216
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	398,000	314,376	335,165	429,142	455,394	482,137	512,920	544,487	578,063	612,936	651,711	692,122
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	645,000	622,027	816,418	833,837	848,370	782,136	911,794	853,291	912,764	958,915	1,180,204	1,049,339
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,141,000	7,829,293	7,494,128	9,030,042	8,574,648	8,092,511	7,579,591	7,035,103	6,457,040	5,844,104	5,192,393	4,500,271
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,141,000	7,829,293	7,494,128	9,030,042	8,574,648	8,092,511	7,579,591	7,035,103	6,457,040	5,844,104	5,192,393	4,500,271
TOTAL LIABILITIES	8,786,000	8,451,320	8,310,546	9,863,879	9,423,018	8,874,647	8,491,384	7,888,394	7,369,804	6,803,019	6,372,597	5,549,609
Net Assets	92,083,000	93,527,596	95,279,396	96,360,184	107,094,717	108,211,990	110,236,563	111,613,620	113,151,505	120,263,990	121,973,895	123,709,485
EQUITY												
Retained Earnings	49,029,000	50,473,596	52,225,396	53,216,784	54,386,369	55,503,642	57,528,215	58,905,272	60,443,157	62,139,380	63,849,285	65,584,875
Revaluation Reserves	43,054,000	43,054,000	43,054,000	43,143,400	52,708,348	52,708,348	52,708,348	52,708,348	52,708,348	58,124,610	58,124,610	58,124,610
Council Equity Interest	92,083,000	93,527,596	95,279,396	96,360,184	107,094,717	108,211,990	110,236,563	111,613,620	113,151,505	120,263,990	121,973,895	123,709,485
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	92,083,000	93,527,596	95,279,396	96,360,184	107,094,717	108,211,990	110,236,563	111,613,620	113,151,505	120,263,990	121,973,895	123,709,485

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CASH FLOW STATEMENT - SEWER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,144,466	6,366,628	6,653,461	6,954,356	7,237,897	7,421,882	7,607,388	7,797,531	7,992,428	8,192,198	8,396,962
User Charges & Fees	-	855,248	894,639	920,706	952,828	982,656	1,008,478	1,033,690	1,059,532	1,086,020	1,113,171	1,141,000
Interest & Investment Revenue Received	-	350,939	297,243	196,574	177,937	127,337	172,319	156,305	195,659	228,266	241,103	131,191
Grants & Contributions	-	713,057	1,148,353	278,195	285,143	292,281	1,049,588	307,078	314,755	322,624	330,689	338,956
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	15,756	16,126	16,529	16,942	17,366	17,800	18,245	18,701	19,169	19,648	20,139
Payments:												
Employee Benefits & On-Costs	-	(1,445,027)	(1,640,836)	(1,689,406)	(1,739,413)	(1,790,876)	(1,835,648)	(1,881,539)	(1,928,578)	(1,976,792)	(2,026,212)	(2,076,867)
Materials & Contracts	-	(1,237,950)	(1,224,743)	(1,217,812)	(1,246,260)	(1,277,454)	(1,309,394)	(1,342,129)	(1,375,682)	(1,410,074)	(1,445,326)	(1,481,459)
Borrowing Costs	-	(554,333)	(526,695)	(540,906)	(551,818)	(525,565)	(498,822)	(468,039)	(436,472)	(402,896)	(368,024)	(329,248)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,881,806)	(1,900,523)	(1,948,032)	(1,996,724)	(2,046,658)	(2,097,824)	(2,150,270)	(2,204,027)	(2,259,127)	(2,315,606)	(2,373,496)
Net Cash provided (or used in) Operating Activities	-	2,960,350	3,430,193	2,669,308	2,852,991	3,016,984	3,928,378	3,280,728	3,441,420	3,599,617	3,741,642	3,767,179
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	4,135,975	899,829	1,994,223	-	765,361	-	-	-	4,032,876	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(317,123)	-	-	-	(1,036,659)	-	(1,356,352)	(1,005,284)	(976,333)	-	(996,135)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,082,439)	(7,711,345)	(5,299,009)	(4,639,653)	(1,409,747)	(4,296,642)	(1,260,750)	(1,779,950)	(1,936,740)	(7,609,680)	(2,008,650)
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	-	(2,399,561)	(3,575,369)	(4,399,180)	(2,645,430)	(2,446,406)	(3,531,281)	(2,617,102)	(2,785,234)	(2,913,073)	(3,576,804)	(3,004,785)
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	-	(395,331)	(314,376)	(370,109)	(429,142)	(455,394)	(482,137)	(512,920)	(544,487)	(578,063)	(612,936)	(651,711)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(395,331)	(314,376)	1,629,891	(429,142)	(455,394)	(482,137)	(512,920)	(544,487)	(578,063)	(612,936)	(651,711)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	165,458	(459,553)	(99,981)	(221,580)	115,184	(85,040)	150,706	111,698	108,481	(448,097)	110,682
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,015,000	1,180,458	720,905	620,924	399,344	399,344	514,528	429,488	580,194	691,892	800,374
Cash & Cash Equivalents - end of the year	-	1,180,458	720,905	620,924	399,344	514,528	429,488	580,194	691,892	800,374	352,276	462,958
Cash & Cash Equivalents - end of the year	1,015,000	1,180,458	720,905	620,924	399,344	514,528	429,488	580,194	691,892	800,374	352,276	462,958
Investments - end of the year	10,307,000	10,624,123	6,488,147	5,588,319	3,594,095	4,630,754	3,865,393	5,221,745	6,227,029	7,203,362	3,170,486	4,166,621
Cash, Cash Equivalents & Investments - end of the year	11,322,000	11,804,581	7,209,053	6,209,243	3,993,439	5,145,282	4,294,881	5,801,939	6,918,922	8,003,736	3,522,762	4,629,579
Representing:												
- External Restrictions	2,803,000	2,871,000	2,421,000	2,527,250	289,900	359,125	628,350	897,575	1,166,800	1,436,025	705,250	974,475
- Internal Restrictions	7,448,855	8,256,912	2,162,855	1,316,855	2,118,855	3,532,855	2,417,855	3,878,855	4,905,855	5,790,855	1,932,855	2,731,855
- Unrestricted	1,070,145	676,669	2,625,198	2,365,138	1,584,684	1,253,302	1,248,676	1,025,509	846,267	776,856	884,657	923,249
	11,322,000	11,804,581	7,209,053	6,209,243	3,993,439	5,145,282	4,294,881	5,801,939	6,918,922	8,003,736	3,522,762	4,629,579

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2029
 EQUITY STATEMENT - SEWER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	89,617,000	92,083,000	93,527,596	95,279,396	96,360,184	107,094,717	108,211,990	110,236,563	111,613,620	113,151,505	120,263,990	121,973,895
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	1,504,000	-	-	89,400	9,564,948	-	-	-	-	5,416,262	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	272,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	1,776,000	-	-	89,400	9,564,948	-	-	-	-	5,416,262	-	-
b. Net Operating Result for the Year	690,000	1,444,596	1,751,800	991,388	1,169,585	1,117,273	2,024,573	1,377,056	1,537,885	1,696,223	1,709,905	1,735,590
Total Recognised Income & Expenses (c&d)	2,466,000	1,444,596	1,751,800	1,080,788	10,734,533	1,117,273	2,024,573	1,377,056	1,537,885	7,112,485	1,709,905	1,735,590
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	92,083,000	93,527,596	95,279,396	96,360,184	107,094,717	108,211,990	110,236,563	111,613,620	113,151,505	120,263,990	121,973,895	123,709,485

APPENDIX
FIVE

WASTE FUND BASE CASE



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029

INCOME STATEMENT - WASTE FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	4,021,000	5,083,546	5,339,034	5,620,453	5,928,851	6,216,337	6,424,082	6,638,775	6,860,649	7,089,945	7,326,911	7,571,804
User Charges & Fees	1,384,000	1,060,331	1,120,327	1,148,335	1,177,016	1,206,480	1,230,710	1,255,546	1,281,003	1,307,097	1,333,842	1,361,256
Interest & Investment Revenue	147,000	161,340	165,131	169,259	173,486	177,830	111,171	131,532	146,500	149,863	158,011	177,084
Other Revenues	415,000	475,375	630,000	645,750	661,878	678,447	695,408	712,793	730,613	748,879	767,601	786,791
Grants & Contributions provided for Operating Purposes	287,000	369,921	297,166	304,595	312,203	320,018	328,018	336,219	344,624	353,240	362,071	371,123
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	6,254,000	7,150,513	7,551,658	7,888,392	8,253,434	8,599,112	8,789,390	9,074,866	9,363,390	9,649,023	9,948,436	10,268,058
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,288,000	2,485,808	2,634,589	2,713,224	2,794,203	2,877,539	2,949,478	3,023,214	3,098,795	3,176,265	3,255,671	3,337,063
Borrowing Costs	54,000	26,124	21,358	61,892	97,467	91,176	104,048	114,145	103,003	91,411	79,350	66,803
Materials & Contracts	2,825,000	3,408,203	3,359,465	3,416,057	3,501,372	3,589,027	3,678,753	3,770,722	3,864,990	3,961,614	4,060,655	4,162,171
Depreciation & Amortisation	319,000	195,166	199,829	200,500	219,333	219,333	222,892	220,787	220,151	269,405	269,405	269,405
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	865,000	888,593	926,920	950,092	973,844	998,194	1,023,149	1,048,728	1,074,946	1,101,819	1,129,365	1,157,599
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,358,000	7,003,893	7,142,162	7,341,765	7,586,220	7,775,270	7,978,319	8,177,596	8,361,885	8,600,514	8,794,446	8,993,041
Operating Result from Continuing Operations	(104,000)	146,620	409,496	546,627	667,214	823,842	811,070	897,269	1,001,505	1,048,509	1,153,990	1,275,017
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(104,000)	146,620	409,496	546,627	667,214	823,842	811,070	897,269	1,001,505	1,048,509	1,153,990	1,275,017
Net Operating Result before Grants and Contributions provided for Capital Purposes	(104,000)	146,620	409,496	546,627	667,214	823,842	811,070	897,269	1,001,505	1,048,509	1,153,990	1,275,017

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
BALANCE SHEET - WASTE FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	440,000	400,952	330,129	299,477	255,442	31,252	76,702	184,511	310,658	133,502	423,833	558,853
Investments	3,791,000	3,471,529	2,858,326	2,592,935	2,211,670	270,589	295,157	710,018	1,195,441	1,155,886	1,630,952	2,150,520
Receivables	227,000	246,594	258,987	272,638	287,598	301,544	311,621	322,035	332,798	343,921	355,416	367,295
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,458,000	4,119,075	3,447,442	3,165,050	2,754,710	603,385	683,480	1,216,565	1,838,897	1,633,308	2,410,201	3,076,668
Non-Current Assets												
Investments	679,000	137,037	112,831	102,355	87,304	10,681	11,651	28,028	47,189	45,628	64,381	84,891
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	8,780,000	9,314,660	10,507,961	13,897,782	14,793,220	17,967,443	19,460,237	19,569,773	21,045,162	22,062,757	22,113,352	22,417,947
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,459,000	9,451,697	10,620,792	14,000,137	14,880,524	17,978,124	19,471,888	19,597,801	21,092,351	22,108,385	22,177,733	22,502,838
TOTAL ASSETS	13,917,000	13,570,772	14,068,233	17,165,186	17,635,234	18,581,509	20,155,369	20,814,365	22,931,248	23,741,693	24,587,934	25,579,506
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	746,000	321,584	340,061	396,363	346,356	416,375	380,213	345,412	355,186	392,652	372,493	389,185
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	107,000	-	-	169,599	176,450	183,579	275,795	286,937	298,529	310,590	323,138	336,192
Provisions	-	456,470	460,733	465,103	469,582	474,172	478,763	483,354	487,945	492,536	497,127	501,718
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	853,000	778,054	800,794	1,031,064	992,388	1,074,126	1,134,771	1,115,703	1,141,661	1,195,777	1,192,757	1,227,095
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	1,748,088	1,571,638	1,388,059	2,071,107	1,784,170	1,485,641	1,175,051	851,913	515,721
Provisions	2,266,000	1,830,398	1,847,493	1,865,015	1,882,975	1,901,385	1,919,794	1,938,203	1,956,612	1,975,021	1,993,430	2,011,839
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,266,000	1,830,398	1,847,493	3,613,103	3,454,613	3,289,443	3,990,901	3,722,373	3,442,253	3,150,072	2,845,343	2,527,560
TOTAL LIABILITIES	3,119,000	2,608,452	2,648,287	4,644,167	4,447,001	4,363,570	5,125,672	4,838,076	4,583,913	4,345,849	4,038,101	3,754,655
Net Assets	10,798,000	10,962,320	11,419,946	12,521,019	13,188,233	14,217,940	15,029,697	15,976,289	18,347,335	19,395,844	20,549,833	21,824,851
EQUITY												
Retained Earnings	7,620,000	7,766,620	8,176,116	8,722,743	9,389,958	10,213,800	11,024,870	11,922,140	12,923,645	13,972,154	15,126,143	16,401,161
Revaluation Reserves	3,178,000	3,195,700	3,243,830	3,798,276	3,798,276	4,004,140	4,004,827	4,054,150	5,423,690	5,423,690	5,423,690	5,423,690
Council Equity Interest	10,798,000	10,962,320	11,419,946	12,521,019	13,188,233	14,217,940	15,029,697	15,976,289	18,347,335	19,395,844	20,549,833	21,824,851
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	10,798,000	10,962,320	11,419,946	12,521,019	13,188,233	14,217,940	15,029,697	15,976,289	18,347,335	19,395,844	20,549,833	21,824,851

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CASH FLOW STATEMENT - WASTE FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,063,952	5,326,641	5,606,802	5,913,891	6,202,392	6,414,004	6,628,361	6,849,887	7,078,822	7,315,416	7,559,925
User Charges & Fees	-	1,060,331	1,120,327	1,148,335	1,177,016	1,206,480	1,230,710	1,255,546	1,281,003	1,307,097	1,333,842	1,361,256
Interest & Investment Revenue Received	-	161,340	165,131	169,259	173,486	177,830	111,171	131,532	146,500	149,863	158,011	177,084
Grants & Contributions	-	369,921	297,166	304,595	312,203	320,018	328,018	336,219	344,624	353,240	362,071	371,123
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	475,375	630,000	645,750	661,878	678,447	695,408	712,793	730,613	748,879	767,601	786,791
Payments:												
Employee Benefits & On-Costs	-	(2,485,808)	(2,634,589)	(2,713,224)	(2,794,203)	(2,877,539)	(2,949,478)	(3,023,214)	(3,098,795)	(3,176,265)	(3,255,671)	(3,337,063)
Materials & Contracts	-	(3,853,982)	(3,359,974)	(3,410,482)	(3,493,746)	(3,581,195)	(3,670,734)	(3,762,502)	(3,856,565)	(3,952,979)	(4,051,804)	(4,153,099)
Borrowing Costs	-	(5,256)	-	(40,000)	(75,028)	(68,176)	(81,048)	(91,145)	(80,003)	(68,411)	(56,350)	(43,803)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(888,593)	(926,920)	(950,092)	(973,844)	(998,194)	(1,023,149)	(1,048,728)	(1,074,946)	(1,101,819)	(1,129,365)	(1,157,599)
Net Cash provided (or used in) Operating Activities	-	(102,720)	617,781	760,943	901,653	1,060,062	1,054,904	1,138,861	1,242,318	1,338,426	1,443,751	1,564,615
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	861,434	637,409	275,867	396,315	2,017,704	-	-	-	41,117	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	(25,538)	(431,237)	(504,585)	-	(493,819)	(540,078)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(690,762)	(1,326,014)	(2,985,149)	(1,172,404)	(3,125,504)	(1,759,181)	(324,020)	(324,650)	(1,258,170)	(349,010)	(566,380)
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	-	170,672	(688,605)	(2,709,281)	(776,089)	(1,107,801)	(1,784,718)	(755,257)	(829,235)	(1,217,053)	(842,829)	(1,106,458)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	2,000,000	-	-	1,000,000	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(107,000)	-	(82,313)	(169,599)	(176,450)	(224,736)	(275,795)	(286,937)	(298,529)	(310,590)	(323,138)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(107,000)	-	1,917,687	(169,599)	(176,450)	775,264	(275,795)	(286,937)	(298,529)	(310,590)	(323,138)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(39,048)	(70,823)	(30,652)	(44,035)	(224,189)	45,450	107,809	126,146	(177,156)	290,332	135,020
plus: Cash, Cash Equivalents & Investments - beginning of year	-	440,000	400,952	330,129	299,477	255,442	31,252	76,702	184,511	310,658	133,502	423,833
Cash & Cash Equivalents - end of the year	-	400,952	330,129	299,477	255,442	31,252	76,702	184,511	310,658	133,502	423,833	558,853
Cash & Cash Equivalents - end of the year	440,000	400,952	330,129	299,477	255,442	31,252	76,702	184,511	310,658	133,502	423,833	558,853
Investments - end of the year	4,470,000	3,608,566	2,971,157	2,695,289	2,298,975	281,271	306,809	738,046	1,242,631	1,201,514	1,695,333	2,235,411
Cash, Cash Equivalents & Investments - end of the year	4,910,000	4,009,518	3,301,285	2,994,766	2,554,416	312,523	383,511	922,557	1,553,288	1,335,015	2,119,166	2,794,264
Representing:												
- External Restrictions	104,155	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	3,885,000	3,272,874	2,927,874	2,591,999	2,277,228	139,536	122,536	561,536	885,536	398,536	1,078,536	1,504,536
- Unrestricted	920,845	736,644	373,411	402,767	277,188	172,987	260,975	361,021	667,752	936,479	1,040,630	1,289,728
	4,910,000	4,009,518	3,301,285	2,994,766	2,554,416	312,523	383,511	922,557	1,553,288	1,335,015	2,119,166	2,794,264

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2029
 EQUITY STATEMENT - WASTE FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	10,694,000	10,798,000	10,962,320	11,419,946	12,521,019	13,188,233	14,217,940	15,029,697	15,976,289	18,347,335	19,395,844	20,549,833
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	208,000	17,700	48,130	554,446	-	205,865	687	49,323	1,369,540	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	208,000	17,700	48,130	554,446	-	205,865	687	49,323	1,369,540	-	-	-
b. Net Operating Result for the Year	(104,000)	146,620	409,496	546,627	667,214	823,842	811,070	897,269	1,001,505	1,048,509	1,153,990	1,275,017
Total Recognised Income & Expenses (c&d)	104,000	164,320	457,626	1,101,073	667,214	1,029,707	811,757	946,593	2,371,045	1,048,509	1,153,990	1,275,017
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	10,798,000	10,962,320	11,419,946	12,521,019	13,188,233	14,217,940	15,029,697	15,976,289	18,347,335	19,395,844	20,549,833	21,824,851

APPENDIX
SIX

SCENARIO REDUCED
REVENUE INCREASED
ASSET RENEWAL



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
INCOME STATEMENT - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	17,574,000	18,010,051	27,251,940	27,933,238	28,631,572	29,347,355	30,081,039	30,833,065	31,603,891	32,393,989	33,203,838	34,033,934
User Charges & Fees	10,215,000	8,176,072	4,511,890	4,668,900	4,870,387	5,057,225	5,183,656	5,313,247	5,446,078	5,582,230	5,721,786	5,864,831
Interest & Investment Revenue	851,000	1,097,014	829,154	914,517	918,745	1,001,562	1,058,532	1,146,647	1,224,647	1,324,647	1,399,647	1,444,647
Other Revenues	2,262,000	2,297,631	2,602,566	2,648,125	2,697,047	2,745,785	2,814,430	2,884,790	2,956,910	3,030,833	3,106,604	3,184,269
Grants & Contributions provided for Operating Purposes	15,476,000	10,162,997	11,229,574	11,373,749	11,485,158	11,687,692	11,961,106	12,260,134	12,566,637	12,880,803	13,202,823	13,532,894
Grants & Contributions provided for Capital Purposes	13,667,000	17,979,310	29,184,139	7,802,721	10,882,527	3,062,379	3,138,939	3,217,412	3,297,847	3,380,293	3,464,801	3,551,421
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	60,045,000	57,723,075	75,609,263	55,341,250	59,485,436	52,901,998	54,237,701	55,655,295	57,096,012	58,592,796	60,099,500	61,611,996
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,487,000	18,067,614	19,135,593	19,535,165	20,127,830	20,737,842	21,256,288	21,787,696	22,332,388	22,890,698	23,462,965	24,049,539
Borrowing Costs	278,000	222,893	198,385	140,826	92,725	53,508	40,254	34,588	28,722	22,649	16,362	9,852
Materials & Contracts	8,908,000	4,758,778	1,372,627	843,347	539,549	536,423	549,834	563,580	577,670	592,111	606,914	622,087
Depreciation & Amortisation	12,281,000	11,551,994	11,800,795	12,315,768	12,417,114	12,417,114	12,443,905	12,554,311	13,186,605	13,311,470	13,311,470	13,438,102
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,321,000	8,176,105	8,128,520	8,302,969	8,507,490	8,717,420	8,935,356	9,158,740	9,387,708	9,622,401	9,862,961	10,109,535
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5,313,000	1,524,054	2,643,644	3,699,735	2,957,172	3,066,181	3,066,181	3,066,181	3,066,181	3,066,181	3,066,181	3,066,181
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	45,588,000	44,301,438	43,279,564	44,837,810	44,641,880	45,528,488	46,291,818	47,165,096	48,579,274	49,505,511	50,326,854	51,295,297
Operating Result from Continuing Operations	14,457,000	13,421,637	32,329,699	10,503,440	14,843,556	7,373,510	7,945,883	8,490,200	8,516,738	9,087,285	9,772,646	10,316,698
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,457,000	13,421,637	32,329,699	10,503,440	14,843,556	7,373,510	7,945,883	8,490,200	8,516,738	9,087,285	9,772,646	10,316,698
Net Operating Result before Grants and Contributions provided for Capital Purposes	790,000	(4,557,673)	3,145,560	2,700,719	3,961,029	4,311,131	4,806,944	5,272,788	5,218,890	5,706,992	6,307,845	6,765,278

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
BALANCE SHEET - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,769,000	4,093,282	4,475,659	4,436,700	4,810,077	5,085,779	5,526,830	5,892,988	6,412,881	6,812,608	7,035,830	7,097,725
Investments	32,467,000	35,440,358	38,751,048	38,413,738	41,646,500	44,033,574	47,852,274	51,022,535	55,523,858	58,984,769	60,917,467	61,453,358
Receivables	4,406,000	6,002,827	6,263,878	4,823,730	5,190,060	4,754,698	4,902,997	5,033,823	5,187,125	5,326,203	5,425,323	5,515,591
Inventories	975,000	1,898,828	1,557,245	1,532,021	1,538,452	1,575,766	1,615,410	1,656,046	1,697,697	1,740,389	1,784,149	1,829,003
Other	-	39,389	34,409	34,299	34,689	35,532	36,421	37,331	38,265	39,221	40,202	41,207
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	41,617,000	47,474,683	51,082,240	49,240,489	53,219,779	55,485,350	59,933,932	63,642,724	68,859,825	72,903,191	75,202,971	75,936,883
Non-Current Assets												
Investments	5,816,000	1,399,177	1,529,882	1,516,565	1,644,194	1,738,435	1,889,196	2,014,357	2,192,068	2,328,704	2,405,007	2,426,164
Receivables	181,000	309,996	153,848	366,515	297,360	130,539	103,670	138,797	80,532	80,836	170,484	45,891
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	756,830,000	773,932,183	833,334,086	847,793,599	858,168,758	868,247,029	872,069,936	910,094,276	917,768,396	923,206,820	936,377,024	946,418,977
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	343,000	277,936	236,998	208,989	140,254	72,665	94,559	116,453	138,347	160,241	182,135	204,029
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	763,170,000	775,919,292	835,254,815	849,885,668	860,250,566	870,188,668	874,157,361	912,363,883	920,179,344	925,776,601	939,134,651	949,095,060
TOTAL ASSETS	804,787,000	823,393,974	886,337,055	899,126,157	913,470,345	925,674,017	934,091,293	976,006,607	989,039,169	998,679,793	1,014,337,622	1,025,031,943
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,951,000	7,594,722	8,178,721	6,966,587	6,867,157	6,348,472	6,344,314	6,611,493	6,571,332	6,851,727	7,232,754	7,387,100
Income received in advance	765,000	1,816,036	1,575,117	1,610,993	1,656,702	1,701,691	1,744,233	1,787,839	1,832,535	1,878,348	1,925,307	1,973,439
Borrowings	711,000	1,402,033	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877	137,925
Provisions	6,501,000	6,692,005	6,944,657	7,203,625	7,469,061	7,741,141	8,020,024	8,305,878	8,598,879	8,899,205	9,207,039	9,522,569
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	11,928,000	17,504,796	17,583,582	16,590,763	16,429,103	15,951,779	16,274,713	16,877,217	17,180,826	17,813,648	18,555,977	19,021,034
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,082,000	1,681,497	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925	-
Provisions	633,000	711,995	729,343	747,125	765,351	784,034	803,183	822,812	842,931	863,553	884,690	906,356
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	3,715,000	2,393,492	3,164,960	2,373,184	1,955,227	1,813,433	1,666,441	1,514,062	1,356,101	1,192,355	1,022,615	906,356
TOTAL LIABILITIES	15,643,000	19,898,287	20,748,542	18,963,947	18,384,330	17,765,213	17,941,154	18,391,280	18,536,927	19,006,003	19,578,592	19,927,390
Net Assets	789,144,000	803,495,687	865,588,512	880,162,209	895,086,015	907,908,804	916,150,140	957,615,328	970,502,242	979,673,790	994,759,030	1,005,104,553
EQUITY												
Retained Earnings	291,657,000	305,078,637	337,408,336	347,911,776	362,755,331	370,128,841	378,074,724	386,564,924	395,081,661	404,168,947	413,941,592	424,258,291
Revaluation Reserves	497,487,000	498,417,050	528,180,176	532,250,434	532,330,684	537,779,964	538,075,416	571,050,404	575,420,581	575,504,843	580,817,437	580,846,263
Council Equity Interest	789,144,000	803,495,687	865,588,512	880,162,209	895,086,015	907,908,804	916,150,140	957,615,328	970,502,242	979,673,790	994,759,030	1,005,104,553
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	789,144,000	803,495,687	865,588,512	880,162,209	895,086,015	907,908,804	916,150,140	957,615,328	970,502,242	979,673,790	994,759,030	1,005,104,553

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal

	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	17,781,730	26,920,792	27,908,826	28,606,550	29,321,708	30,054,750	30,806,119	31,576,272	32,365,679	33,174,821	34,004,191
User Charges & Fees	-	7,958,309	5,515,212	4,625,908	4,815,216	5,006,065	5,149,037	5,277,763	5,409,707	5,544,949	5,683,573	5,825,662
Interest & Investment Revenue Received	-	1,170,799	706,853	933,155	834,721	967,303	975,989	1,084,893	1,141,831	1,257,595	1,358,253	1,430,988
Grants & Contributions	-	27,293,754	39,683,091	20,440,905	22,177,685	15,203,613	15,079,208	15,455,070	15,841,447	16,237,483	16,643,420	17,059,506
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	2,981,492	2,255,224	2,882,656	2,702,506	2,855,662	2,843,497	2,914,402	2,987,262	3,061,943	3,138,492	3,216,954
Payments:												
Employee Benefits & On-Costs	-	(17,655,081)	(18,854,440)	(19,255,030)	(19,839,470)	(20,442,245)	(20,954,091)	(21,477,944)	(22,014,892)	(22,565,265)	(23,129,396)	(23,707,631)
Materials & Contracts	-	(3,442,696)	(1,495,135)	(824,536)	(505,201)	(490,691)	(502,048)	(514,599)	(527,464)	(540,651)	(554,167)	(568,021)
Borrowing Costs	-	(262,940)	(189,005)	(175,831)	(124,743)	(70,759)	(46,600)	(41,159)	(35,525)	(29,692)	(23,653)	(17,402)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(8,140,585)	(8,102,520)	(8,276,320)	(8,480,175)	(8,689,422)	(8,906,658)	(9,129,324)	(9,357,557)	(9,591,496)	(9,831,284)	(10,077,066)
Net Cash provided (or used in) Operating Activities	-	27,684,782	46,440,073	28,259,734	30,187,088	23,661,234	23,693,083	24,375,220	25,021,080	25,740,546	26,460,058	27,167,181
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,443,466	-	350,627	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	2,028,600	562,910	3,034,911	2,621,965	817,183	521,716	1,088,129	644,991	784,959	1,825,577	480,814
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	13,084	13,477	13,881	14,297	14,726	15,168	15,623	16,092	16,575	16,560	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(3,441,396)	-	(3,360,390)	(2,481,316)	(3,969,461)	(3,295,422)	(4,679,034)	(3,597,547)	(2,009,000)	(557,047)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(30,088,252)	(43,356,317)	(30,726,549)	(28,234,277)	(21,253,047)	(19,612,084)	(21,604,356)	(20,264,334)	(22,319,830)	(25,838,711)	(26,791,283)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(47,928)	(73,545)	(86,474)	(45,748)	(46,894)	(46,894)	(46,894)	(46,894)	(46,894)	(46,894)	(46,894)
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	-	(26,651,030)	(46,294,870)	(27,413,605)	(29,004,153)	(22,949,349)	(23,091,556)	(23,842,921)	(24,329,180)	(25,162,738)	(26,052,468)	(26,914,410)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	1,681,399	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(709,470)	(1,444,224)	(885,088)	(809,558)	(436,183)	(160,476)	(166,142)	(172,008)	(178,080)	(184,368)	(190,877)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(709,470)	237,175	(885,088)	(809,558)	(436,183)	(160,476)	(166,142)	(172,008)	(178,080)	(184,368)	(190,877)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	324,282	382,377	(38,959)	373,377	275,702	441,051	366,158	519,893	399,727	223,222	61,894
plus: Cash, Cash Equivalents & Investments - beginning of year	-	3,769,000	4,093,282	4,475,659	4,436,700	4,436,700	4,810,077	5,085,779	5,526,830	5,892,988	6,412,881	6,812,608
Cash & Cash Equivalents - end of the year	3,769,000	4,093,282	4,475,659	4,436,700	4,810,077	5,085,779	5,526,830	5,892,988	6,412,881	6,812,608	7,035,830	7,097,725
Cash & Cash Equivalents - end of the year	3,769,000	4,093,282	4,475,659	4,436,700	4,810,077	5,085,779	5,526,830	5,892,988	6,412,881	6,812,608	7,035,830	7,097,725
Investments - end of the year	38,283,000	36,839,534	40,280,930	39,930,303	43,290,693	45,772,009	49,741,471	53,036,893	57,715,927	61,313,474	63,322,474	63,879,521
Cash, Cash Equivalents & Investments - end of the year	42,052,000	40,932,816	44,756,589	44,367,003	48,100,770	50,857,788	55,268,301	58,929,881	64,128,808	68,126,082	70,358,305	70,977,246
Representing:												
- External Restrictions	16,727,000	13,775,677	14,572,173	14,276,289	15,045,676	16,695,340	18,386,246	20,119,424	21,895,932	23,716,852	25,583,296	27,496,400
- Internal Restrictions	14,816,000	15,739,535	12,111,125	11,926,344	14,873,589	15,179,500	16,978,546	17,665,847	19,999,835	20,705,652	19,448,602	18,062,559
- Unrestricted	10,509,000	11,417,604	18,073,291	18,164,370	18,181,505	18,982,948	19,903,509	21,144,610	22,233,041	23,703,578	25,326,407	25,418,287
	42,052,000	40,932,816	44,756,589	44,367,003	48,100,770	50,857,788	55,268,301	58,929,881	64,128,808	68,126,082	70,358,305	70,977,246

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
SCENARIOS - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal

New Scenario (After): Reduced Grants and Increased Asset Renewal
Old Scenario (Before): Base Case

Headline Figure / KPI	Scenario	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Rates & Annual Charges Revenue	After	18,010,051	27,251,940	27,251,940	28,631,572	29,347,355	30,081,039	30,833,065	31,603,891	32,393,989	33,203,838	34,033,934
	Before	18,010,051	27,251,940	27,251,940	28,631,572	29,347,355	30,081,039	30,833,065	31,603,891	32,393,989	33,203,838	34,033,934
User Charges & Fees Revenue	After	8,176,072	4,511,890	4,668,900	4,870,387	5,057,225	5,183,656	5,313,247	5,446,078	5,582,230	5,721,786	5,864,831
	Before	8,176,072	4,511,890	4,668,900	4,870,387	5,057,225	5,183,656	5,313,247	5,446,078	5,582,230	5,721,786	5,864,831
Interest & Investment Revenue	After	1,097,014	829,154	914,517	918,745	1,001,562	1,058,532	1,146,647	1,224,647	1,324,647	1,399,647	1,444,647
	Before	1,097,014	1,312,222	1,344,517	1,377,586	1,411,562	1,832,301	2,239,519	2,677,432	3,135,586	3,568,595	3,971,790
Grants Income - Operating & Capital	After	28,142,307	40,413,713	19,176,470	22,367,685	14,750,071	15,100,045	15,477,546	15,864,485	16,261,097	16,667,624	17,084,315
	Before	28,142,307	40,913,713	19,676,470	22,867,685	15,250,071	15,612,545	16,002,859	16,402,930	16,813,003	17,233,328	17,664,162
Other Revenue	After	2,297,631	2,602,566	2,648,125	2,697,047	2,745,785	2,814,430	2,884,790	2,956,910	3,030,833	3,106,604	3,184,269
	Before	2,297,631	2,602,566	2,648,125	2,697,047	2,745,785	2,814,430	2,884,790	2,956,910	3,030,833	3,106,604	3,184,269
Total Income from Continuing Operations	After	57,723,075	75,609,263	55,341,250	59,485,436	52,901,998	54,237,701	55,655,295	57,096,012	58,592,796	60,099,500	61,611,996
	Before	57,723,075	76,592,331	56,271,250	60,444,277	53,811,998	55,523,970	57,273,480	59,087,242	60,955,641	62,834,152	64,718,986
Employee Benefits & On-cost Expenses	After	18,067,614	19,135,593	19,535,165	20,127,830	20,737,842	21,256,288	21,787,696	22,332,388	22,890,698	23,462,965	24,049,539
	Before	18,067,614	19,135,593	19,535,165	20,127,830	20,737,842	21,256,288	21,787,696	22,332,388	22,890,698	23,462,965	24,049,539
Borrowing Costs	After	222,893	198,385	140,826	92,725	53,508	40,254	34,588	28,722	22,649	16,362	9,852
	Before	222,893	198,385	140,826	92,725	53,508	40,254	34,588	28,722	22,649	16,362	9,852
Materials & Contracts Expenses	After	4,758,778	1,372,627	843,347	539,549	536,423	549,834	563,580	577,670	592,111	606,914	622,087
	Before	4,758,778	1,372,627	843,347	539,549	536,423	549,834	563,580	577,670	592,111	606,914	622,087
Other Expenses	After	8,176,105	8,128,520	8,302,969	8,507,490	8,717,420	8,935,356	9,158,740	9,387,708	9,622,401	9,862,961	10,109,535
	Before	8,176,105	8,128,520	8,302,969	8,507,490	8,717,420	8,935,356	9,158,740	9,387,708	9,622,401	9,862,961	10,109,535
Total Expenses from Continuing Operations	After	44,301,438	43,279,564	44,837,810	44,641,880	45,528,488	46,291,818	47,165,096	48,579,274	49,505,511	50,326,854	51,295,297
	Before	44,301,438	43,279,564	44,837,810	44,641,880	45,528,488	46,291,818	47,165,096	48,545,719	49,471,955	50,293,298	51,261,742
Net Operating Surplus/(Deficit)	After	13,421,637	32,329,699	10,503,440	14,843,556	7,373,510	7,945,883	8,490,200	8,516,738	9,087,285	9,772,646	10,316,698
	Before	13,421,637	33,312,767	11,433,440	15,802,397	8,283,510	9,232,152	10,108,384	10,541,523	11,483,686	12,540,853	13,457,243
Net Operating Surplus/ (Deficit) before Capital Grants & Contributions	After	(4,557,673)	3,145,560	2,700,719	3,961,029	4,311,131	4,806,944	5,272,788	5,218,890	5,706,992	6,307,845	6,765,278
	Before	(4,557,673)	4,128,628	3,630,719	4,919,870	5,221,131	6,093,213	6,890,972	7,243,676	8,103,392	9,076,052	9,905,823
Total Operating Income (excl. Capital Income)	After	39,743,765	46,425,124	47,538,529	48,602,909	49,839,619	51,098,763	52,437,883	53,798,164	55,212,502	56,634,699	58,060,575
	Before	39,743,765	47,408,192	48,468,529	49,561,750	50,749,619	52,385,032	54,056,068	55,789,395	57,575,348	59,369,351	61,167,565
Total Operating Expenditure (excl. Depreciation)	After	31,225,390	28,835,125	28,822,307	29,267,594	30,045,193	30,781,732	31,544,604	32,326,488	33,127,859	33,949,202	34,791,014
	Before	31,225,390	28,835,125	28,822,307	29,267,594	30,045,193	30,781,732	31,544,604	32,326,488	33,127,859	33,949,202	34,791,014
Sale Proceeds from I,PP&E	After	2,028,600	562,910	3,034,911	2,621,965	817,183	521,716	1,088,129	644,991	784,959	1,825,577	480,814
	Before	2,028,600	562,910	3,034,911	2,621,965	817,183	521,716	1,088,129	644,991	784,959	1,825,577	480,814
New Loan Borrowings & Advances	After	-	1,681,399	-	-	-	-	-	-	-	-	-
	Before	-	1,681,399	-	-	-	-	-	-	-	-	-
Cash Purchases of I,PP&E	After	30,088,252	43,356,317	30,726,549	28,234,277	21,253,047	19,612,084	21,604,356	20,264,334	22,319,830	25,838,711	26,791,283
	Before	30,088,252	43,356,317	23,359,586	20,003,508	12,812,511	10,960,535	12,736,518	11,174,800	13,003,057	16,289,019	17,002,848
Loan Repayments	After	709,470	1,444,224	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877
	Before	709,470	1,444,224	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2029
 SCENARIOS - GENERAL FUND
 Scenario: Reduced Grants and Increased Asset Renewal

New Scenario (After): Reduced Grants and Increased Asset Renewal
 Old Scenario (Before): Base Case

Headline Figure / KPI	Scenario	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
External Loans Outstanding - Current	After	1,402,033	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877	137,925
	Before	1,402,033	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877	137,925
External Loans Outstanding - Non-current	After	1,681,497	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925	-
	Before	1,681,497	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925	-
External Loans Outstanding - Total	After	3,083,530	3,320,705	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925
	Before	3,083,530	3,320,705	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925
Internal Loans Outstanding - Current	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Internal Loans Outstanding - Non-current	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Internal Loans Outstanding - Total	After	-	-	-	-	-	-	-	-	-	-	-
	Before	-	-	-	-	-	-	-	-	-	-	-
Total Borrowings Outstanding - Current	After	1,402,033	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877	137,925
	Before	1,402,033	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877	137,925
Total Borrowings Outstanding - Non-current	After	1,681,497	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925	-
	Before	1,681,497	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925	-
Total Borrowings Outstanding - Total	After	3,083,530	3,320,705	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925
	Before	3,083,530	3,320,705	2,435,617	1,626,059	1,189,876	1,029,400	863,258	691,250	513,170	328,802	137,925
External Loans Repayments - Interest	After	222,893	198,385	140,826	92,725	53,508	40,254	34,588	28,722	22,649	16,362	9,852
	Before	222,893	198,385	140,826	92,725	53,508	40,254	34,588	28,722	22,649	16,362	9,852
External Loans Repayments - Principal	After	710,963	1,444,224	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877
	Before	710,963	1,444,224	885,088	809,558	436,183	160,476	166,142	172,008	178,080	184,368	190,877
External Loans Repayments - Total	After	933,856	1,642,609	1,025,914	902,284	489,692	200,730	200,730	200,730	200,730	200,730	200,730
	Before	933,856	1,642,609	1,025,914	902,284	489,692	200,730	200,730	200,730	200,730	200,730	200,730
External Loans - New Loans raised	After	-	1,681,399	-	-	-	-	-	-	-	-	-
	Before	-	1,681,399	-	-	-	-	-	-	-	-	-
Total Value of I,PP&E (excl. Land & Earthworks)	After	709,829,805	780,218,021	808,153,085	832,044,300	854,431,012	872,108,415	922,235,258	943,005,028	961,861,570	988,953,756	#####
	Before	709,829,805	780,218,021	800,153,085	815,793,701	829,723,555	838,732,678	878,305,747	889,968,406	899,490,159	917,014,188	932,610,161
Total Accumulated Depreciation	After	(64,102,378)	(53,116,065)	(39,640,514)	(26,124,458)	(13,816,018)	38,479	12,140,983	25,236,631	38,654,750	52,576,732	67,938,115
	Before	(64,102,378)	(53,116,065)	(39,640,514)	(26,124,459)	(13,816,018)	38,478	12,091,761	25,153,855	38,538,418	52,426,846	67,754,674
Indicative Remaining Useful Life (as a % of GBV)	After	109%	-7%	-5%	-3%	-2%	0%	1%	3%	4%	5%	7%
	Before	109%	-7%	-5%	-3%	-2%	0%	1%	3%	4%	6%	7%

Mid-Western Regional Council
 10 Year Financial Plan for the Years ending 30 June 2029
 SCENARIOS - GENERAL FUND
 Scenario: Reduced Grants and Increased Asset Renewal

New Scenario (After):
 Old Scenario (Before):
 Reduced Grants and Increased Asset Renewal
 Base Case

Headline Figure / KPI	Scenario	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	After										
	Before											
Ratio	After	-7.63%	12.47%	13.46%	14.23%	14.80%	15.41%	15.90%	15.40%	15.89%	16.55%	16.93%
	Before	-7.63%	14.29%	15.12%	15.89%	16.33%	17.48%	18.42%	18.48%	19.40%	20.45%	21.21%
<hr/>												
Own Source Operating Revenue Ratio 1)	Snapshot	After										
	Before											
Ratio	After	51.25%	46.55%	65.35%	62.40%	72.12%	72.16%	72.19%	72.21%	72.25%	72.27%	72.27%
	Before	51.25%	46.58%	65.03%	62.17%	71.66%	71.88%	72.06%	72.24%	72.42%	72.57%	72.71%
<hr/>												
Unrestricted Current Ratio	Snapshot	After										
	Before											
Ratio	After	3.00	3.31	3.52	3.99	4.34	4.60	4.66	4.99	5.04	4.87	4.67
	Before	3.00	3.40	4.70	6.25	7.89	9.29	10.35	11.90	12.95	13.68	14.60
<hr/>												
Debt Service Cover Ratio 1)	Snapshot	After										
	Before											
Ratio	After	9.38	10.83	18.38	21.53	40.53	101.42	104.26	107.11	110.13	113.10	115.97
	Before	9.38	11.43	19.29	22.59	42.39	107.82	112.32	117.03	121.91	126.72	131.45
<hr/>												
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	After										
	Before											
Ratio	After	4.35%	4.37%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%
	Before	4.35%	4.37%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%
<hr/>												
Cash Expense Cover Ratio 1)	Snapshot	After										
	Before											
Ratio	After	14.90	16.36	16.58	17.77	18.56	19.88	20.68	21.96	22.76	22.94	22.58
	Before	14.90	16.70	19.99	24.48	28.55	33.25	37.35	41.97	46.13	49.69	52.72
<hr/>												
1) different Calculation to TCorp's calculation for same ratio												
<hr/>												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	Snapshot	After										
	Before											
Ratio	After	172.88%	245.64%	134.61%	155.28%	98.43%	98.13%	98.58%	95.54%	95.40%	95.89%	95.74%
	Before	172.88%	245.64%	81.53%	103.76%	47.34%	47.67%	48.36%	47.35%	47.71%	48.41%	48.76%
<hr/>												
Infrastructure Backlog Ratio	Snapshot	After										
	Before											
Ratio	After	0.05	0.05	0.03	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00
	Before	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
<hr/>												
Asset Maintenance Ratio	Snapshot	After										
	Before											
Ratio	After	0.94	0.94	0.94	0.94	0.94	0.96	0.99	1.00	1.00	1.00	1.00
	Before	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94
<hr/>												
Capital Expenditure Ratio	Snapshot	After										
	Before											
Ratio	After	2.39	3.50	1.83	1.82	1.36	1.28	1.40	1.25	1.40	1.59	1.74
	Before	2.39	3.50	1.18	1.16	0.68	0.58	0.69	0.56	0.70	0.87	1.02

Mid-Western Regional Council
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 Old Scenario (Before): Base Case

Headline Figure / KPI	Scenario	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)													
Debt Service Ratio	Snapshot												
	After												
	Before												
Rates & Annual Charges Coverage Ratio	Ratio	After	2.83%	3.97%	2.42%	2.07%	1.10%	0.44%	0.43%	0.42%	0.41%	0.40%	0.39%
	Before	2.83%	3.87%	2.36%	2.03%	1.07%	0.43%	0.41%	0.40%	0.39%	0.37%	0.36%	
	After	31.20%	36.04%	50.47%	48.13%	55.47%	55.46%	55.40%	55.35%	55.29%	55.25%	55.24%	
Before	31.20%	35.58%	49.64%	47.37%	54.54%	54.18%	53.83%	53.49%	53.14%	52.84%	52.59%		
Fit For the Future (FFTF) Ratios													
Operating Performance Ratio 1)	Snapshot	After											
	Before												
	Ratio	After	-7.63%	12.47%	13.46%	14.23%	14.80%	15.41%	15.90%	15.40%	15.89%	16.55%	16.93%
Before	-7.63%	14.29%	15.12%	15.89%	16.33%	17.48%	18.42%	18.48%	19.40%	20.45%	21.21%		
Own Source Revenue Ratio 1)	Snapshot	After											
	Before												
	Ratio	After	51.25%	46.55%	65.35%	62.40%	72.12%	72.16%	72.19%	72.21%	72.25%	72.27%	72.27%
Before	51.25%	46.58%	65.03%	62.17%	71.66%	71.88%	72.06%	72.24%	72.42%	72.57%	72.71%		
Building & Infrastructure Asset Renewal Ratio	Snapshot	After											
	Before												
	Ratio	After	172.88%	245.64%	134.61%	155.28%	98.43%	98.13%	98.58%	95.54%	95.40%	95.89%	95.74%
Before	172.88%	245.64%	81.53%	103.76%	47.34%	47.67%	48.36%	47.35%	47.71%	48.41%	48.76%		
Infrastructure Backlog Ratio	Snapshot	After											
	Before												
	Ratio	After	0.05	0.05	0.03	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Before	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05		
Asset Maintenance Ratio	Snapshot	After											
	Before												
	Ratio	After	0.94	0.94	0.94	0.94	0.94	0.96	0.99	1.00	1.00	1.00	1.00
Before	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94		
Debt Service Ratio	Snapshot	After											
	Before												
	Ratio	After	2.35%	3.54%	2.16%	1.86%	0.98%	0.39%	0.38%	0.37%	0.36%	0.35%	0.35%
Before	2.35%	3.46%	2.12%	1.82%	0.96%	0.38%	0.37%	0.36%	0.35%	0.34%	0.33%		
Real Operating Expenditure per Capita Ratio	Snapshot	After											
	Before												
	Ratio	After	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Before	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		

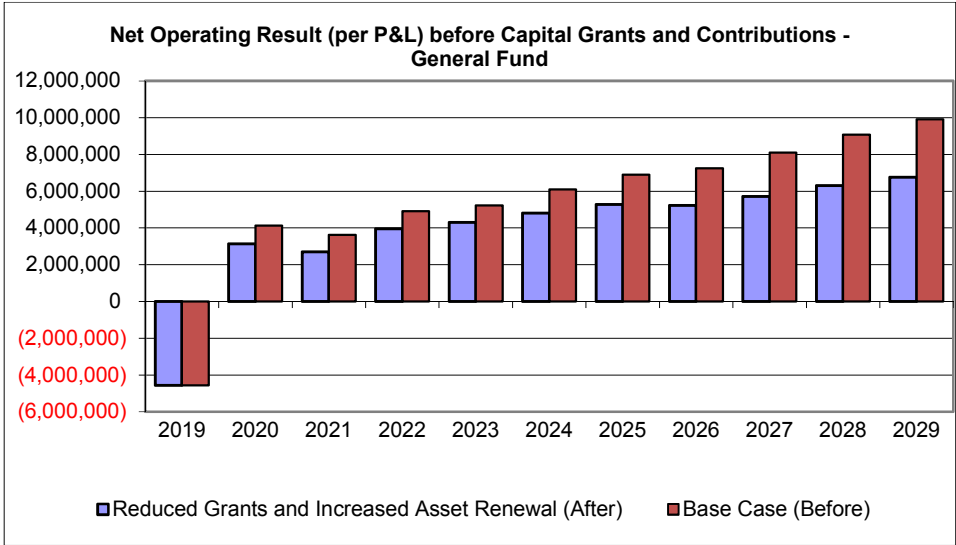
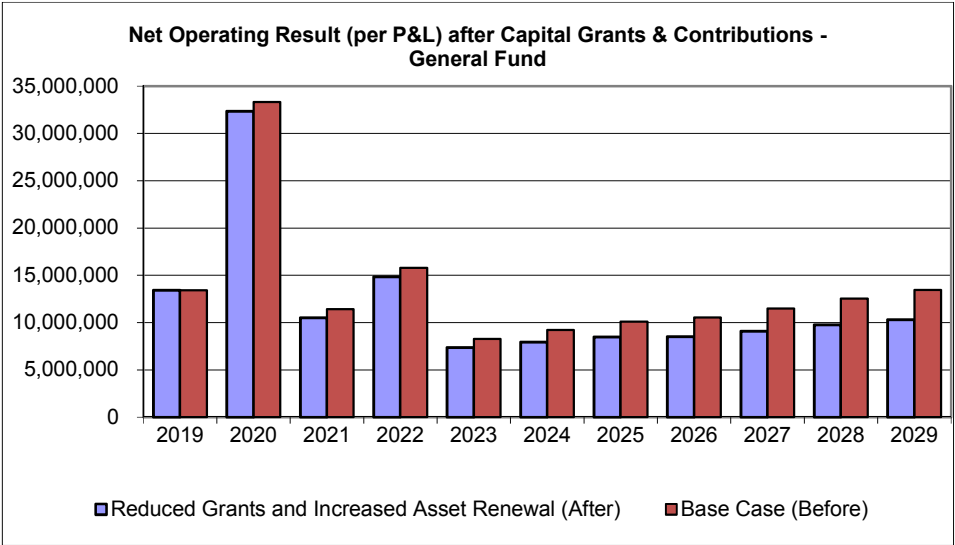
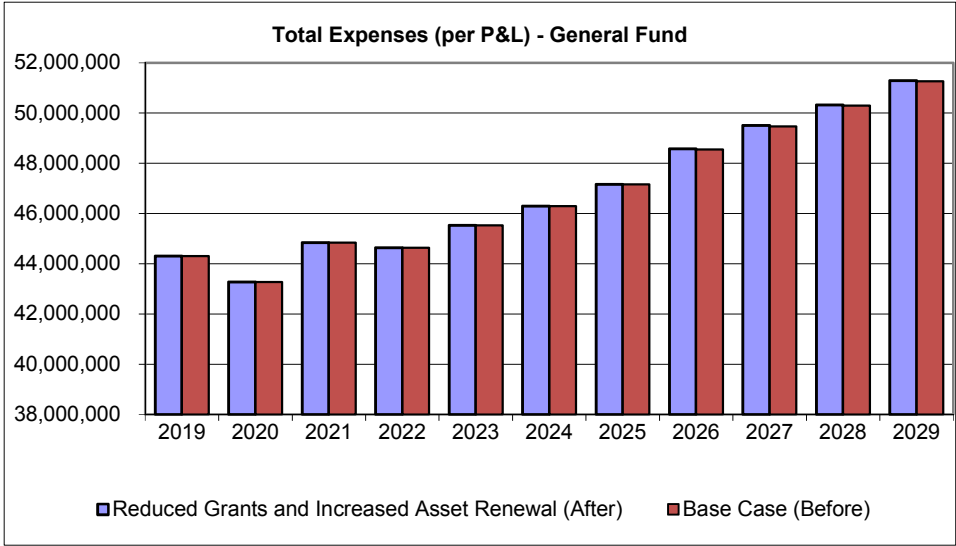
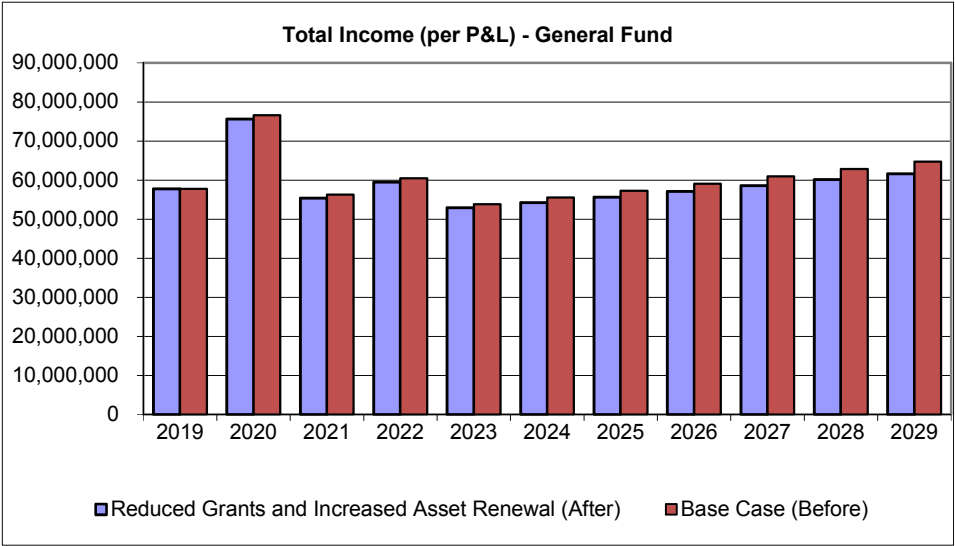
1) **different** Calculation to TCorp's calculation for same ratio

TCorp Ratios

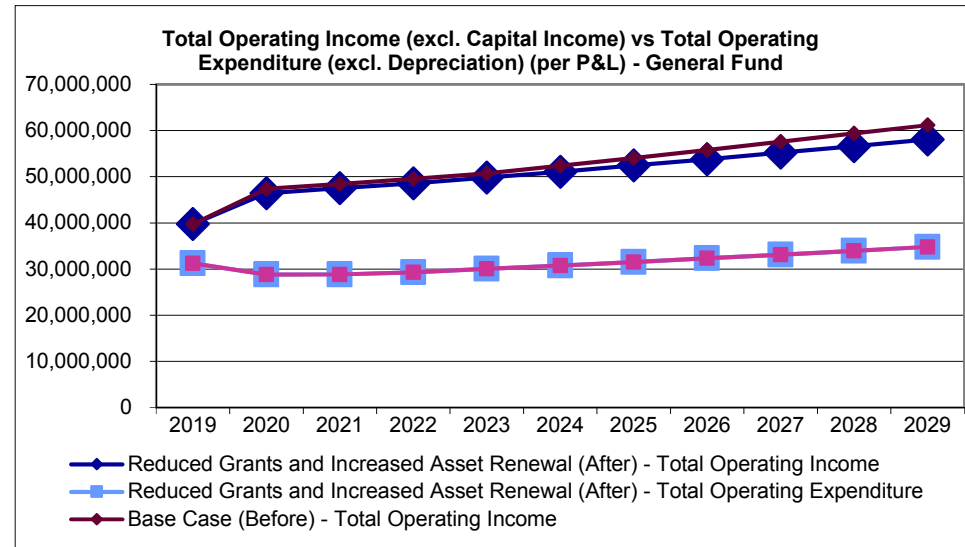
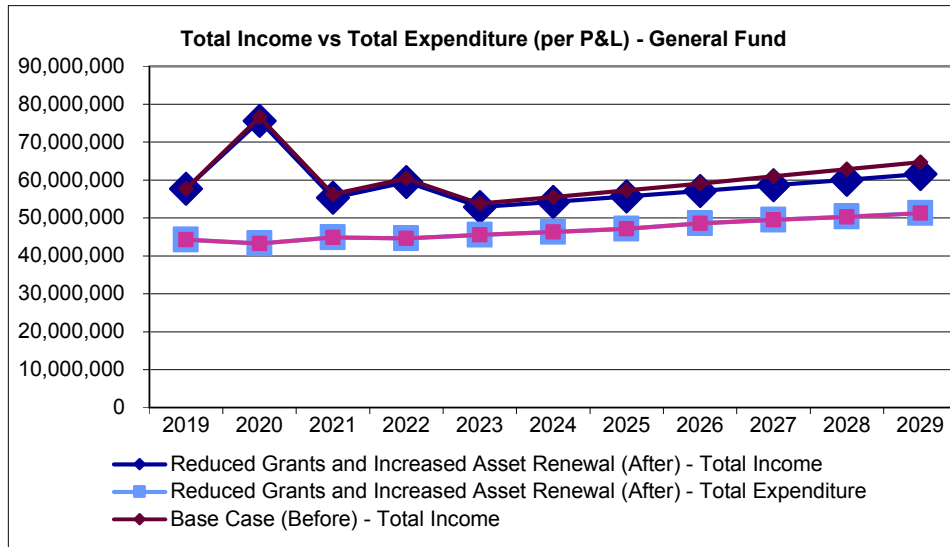
Operating Performance Ratio 2)	Snapshot	After										
	Before											
	Ratio	After	-11.47%	6.78%	5.68%	8.15%	8.65%	9.41%	10.06%	9.70%	10.34%	11.14%

Mid-Western Regional Council
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CHARTS - GENERAL FUND

Scenario: Reduced Grants and Increased Asset Renewal
 Income Statement Charts

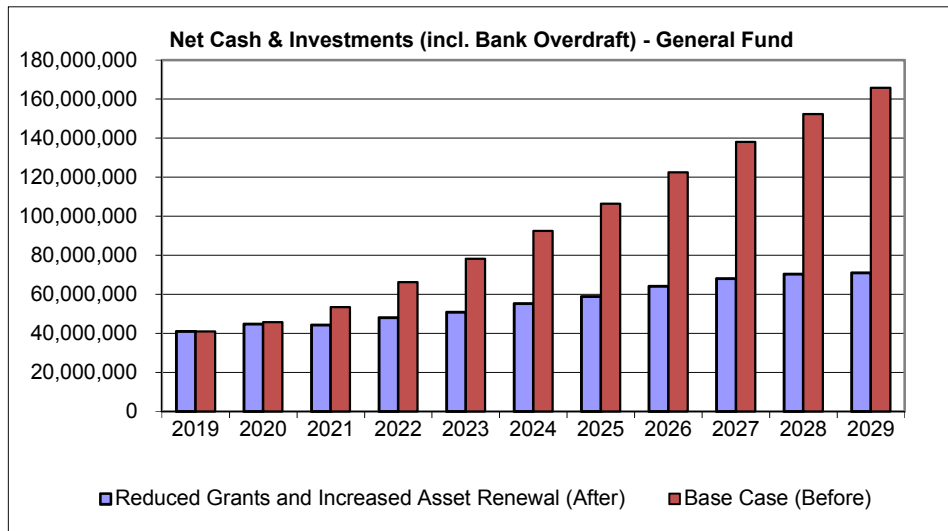
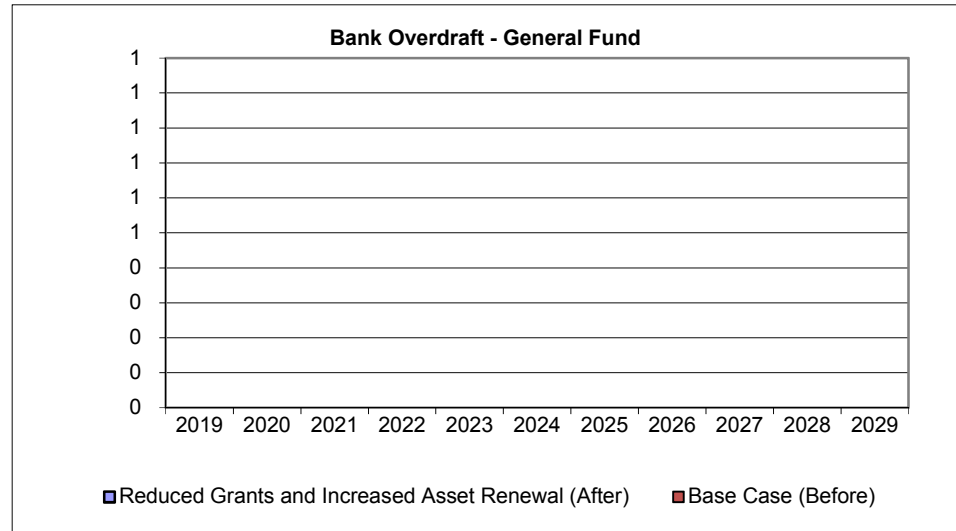
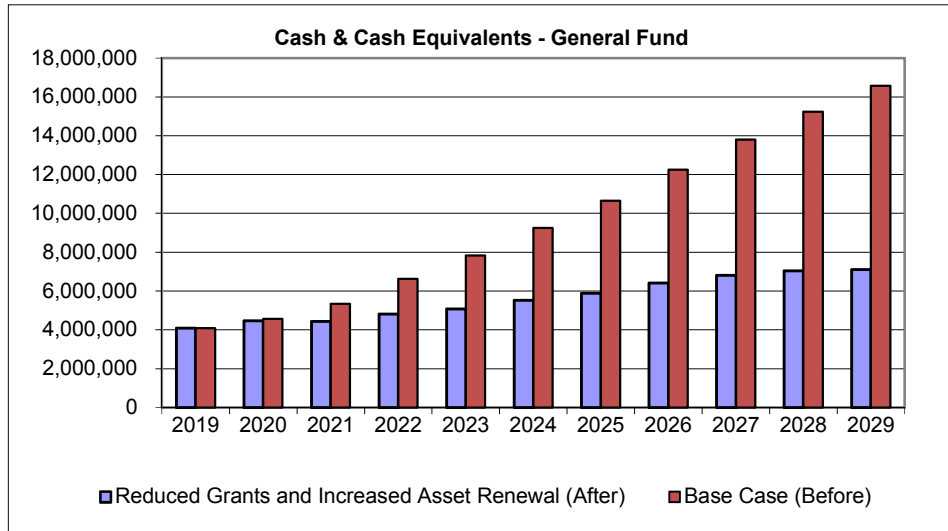


Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal
Income Statement Charts



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - GENERAL FUND

Scenario: Reduced Grants and Increased Asset Renewal
 Cash, Investment & Bank Overdraft Charts

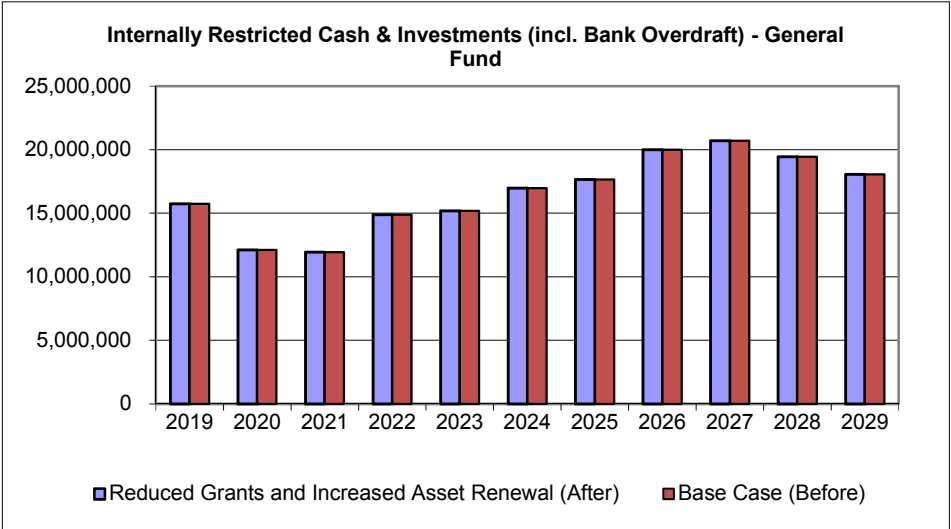
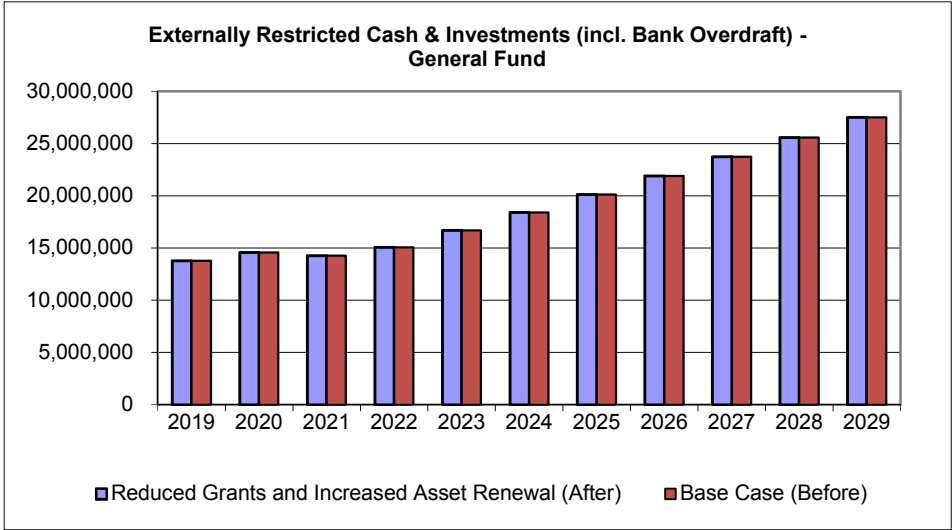
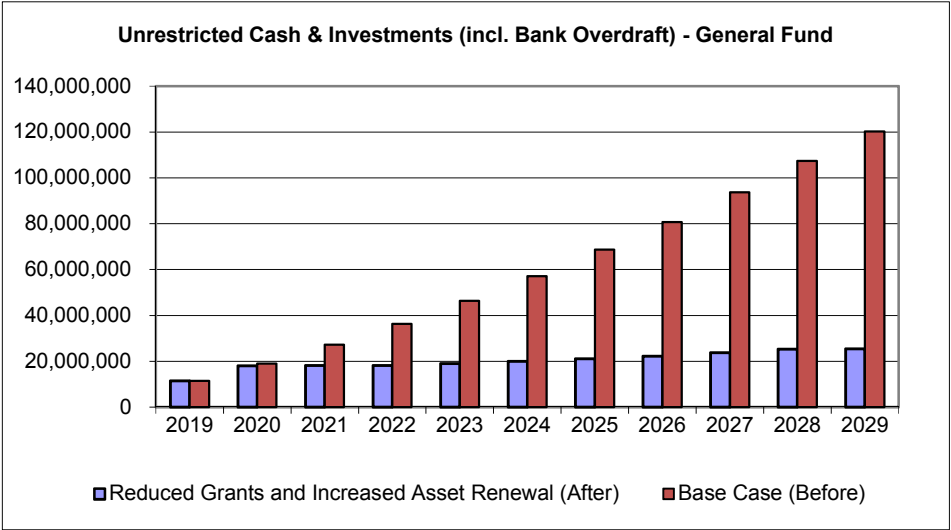


**Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029**

CHARTS - GENERAL FUND

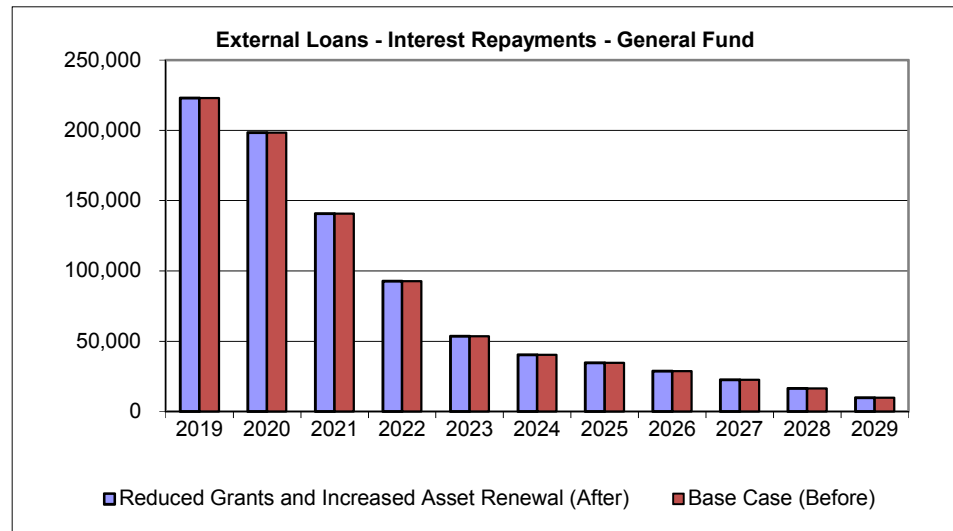
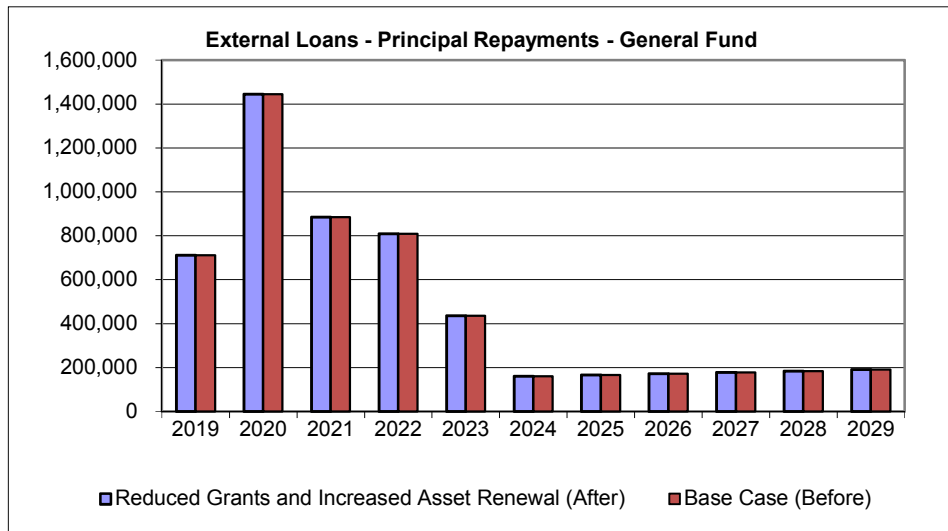
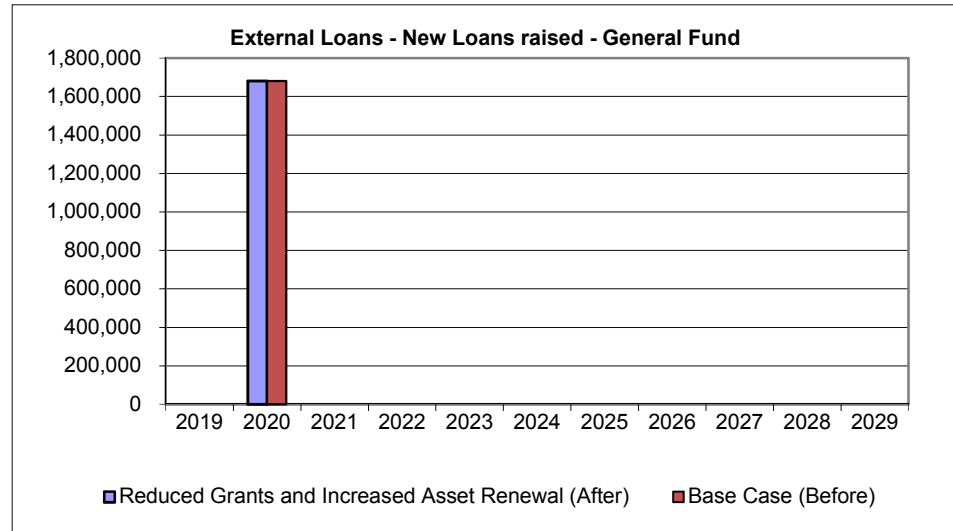
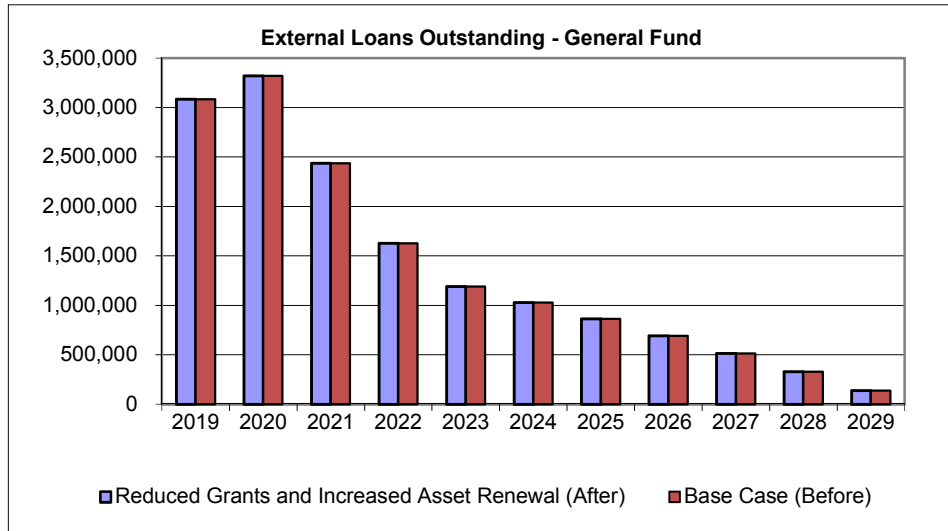
Scenario: Reduced Grants and Increased Asset Renewal

Cash Restrictions Charts



Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - GENERAL FUND

Scenario: Reduced Grants and Increased Asset Renewal
 External Loans Charts

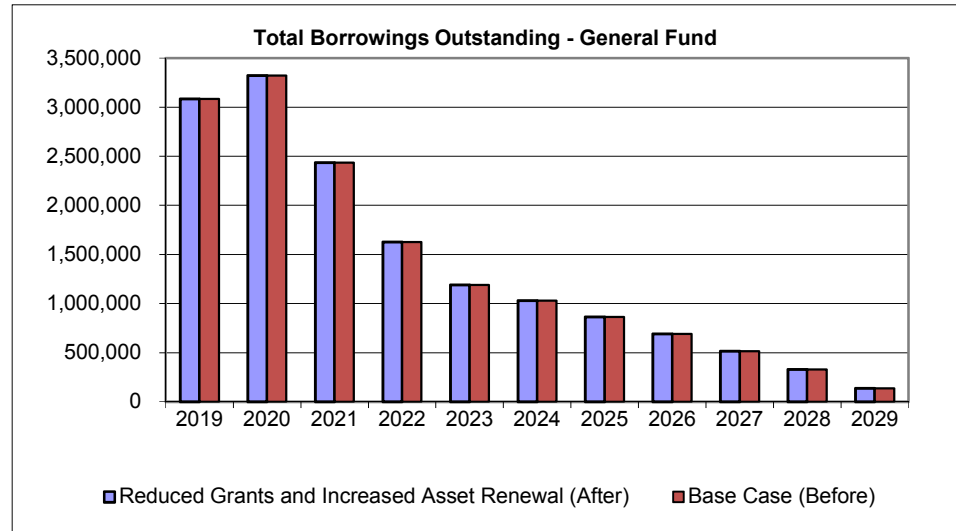
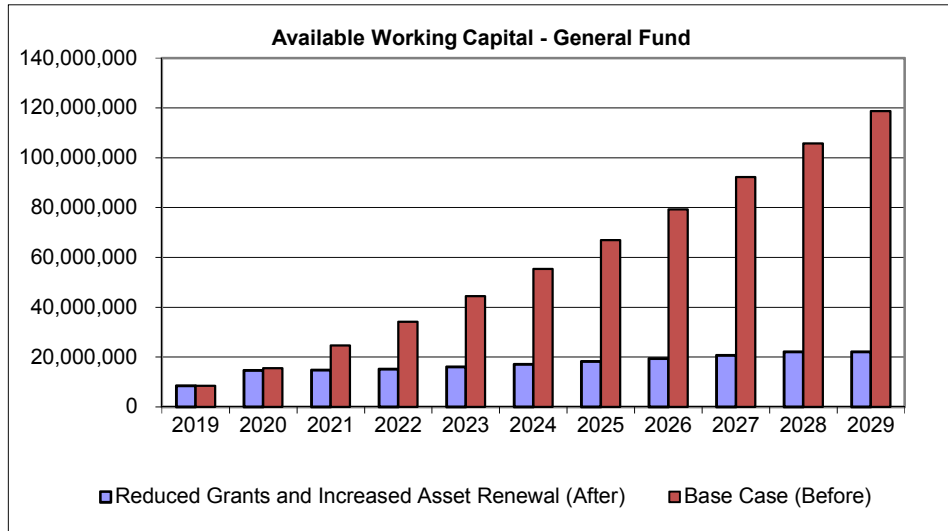


Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029

CHARTS - GENERAL FUND

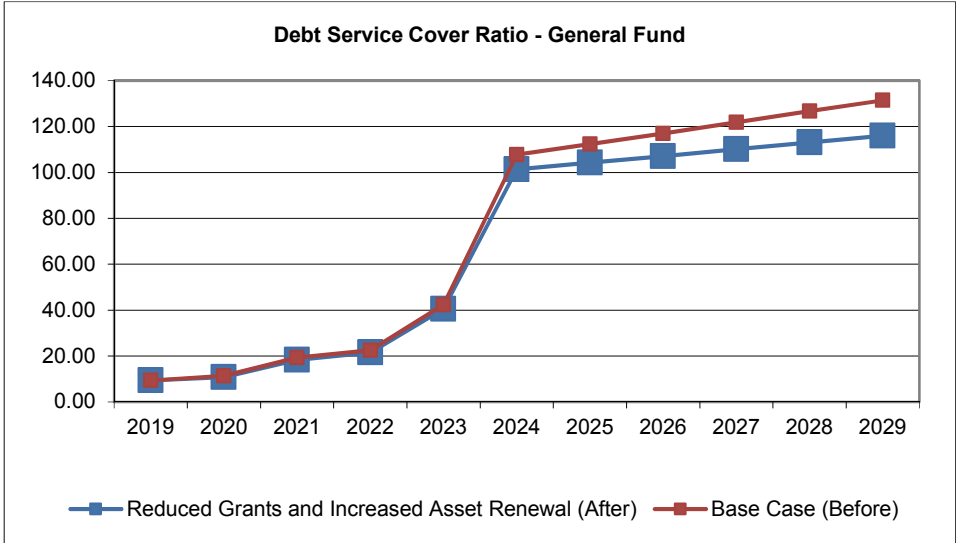
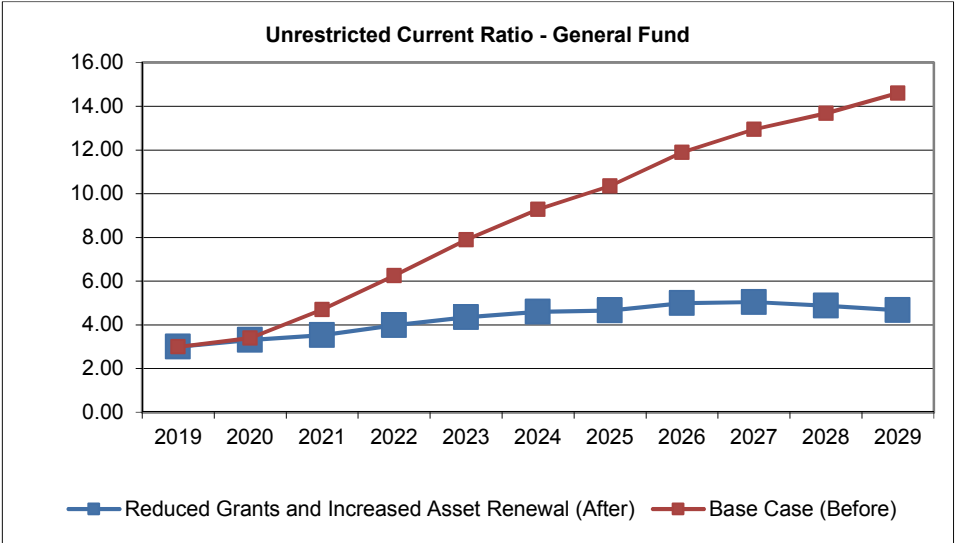
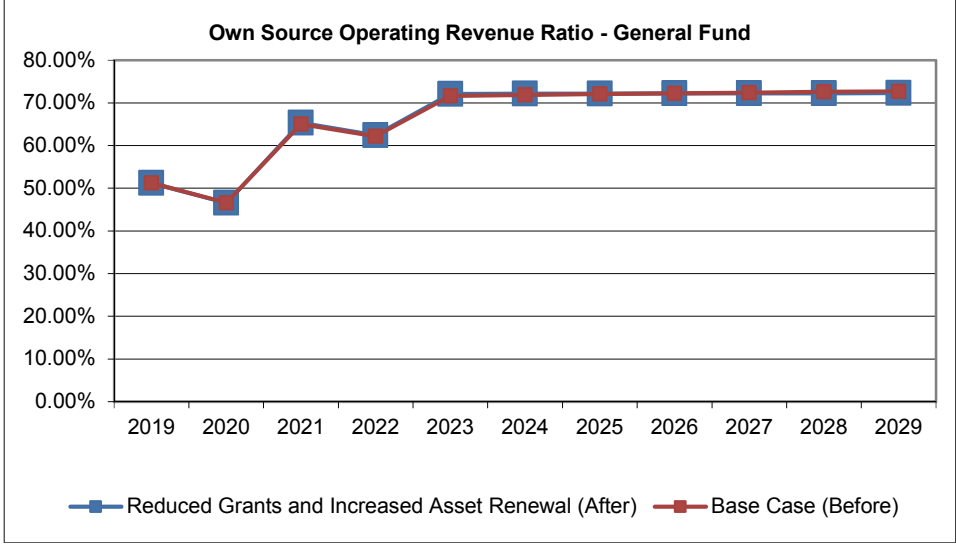
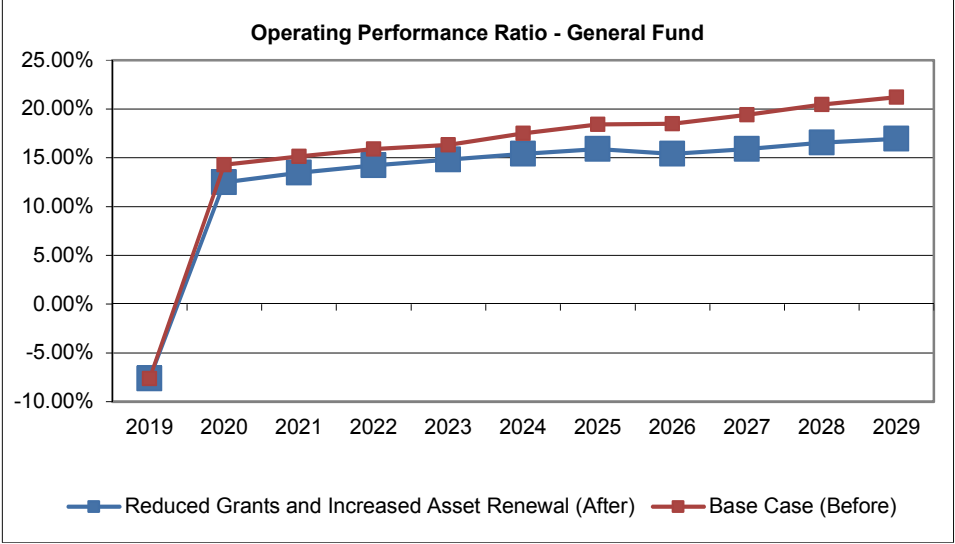
Scenario: Reduced Grants and Increased Asset Renewal

Other Charts



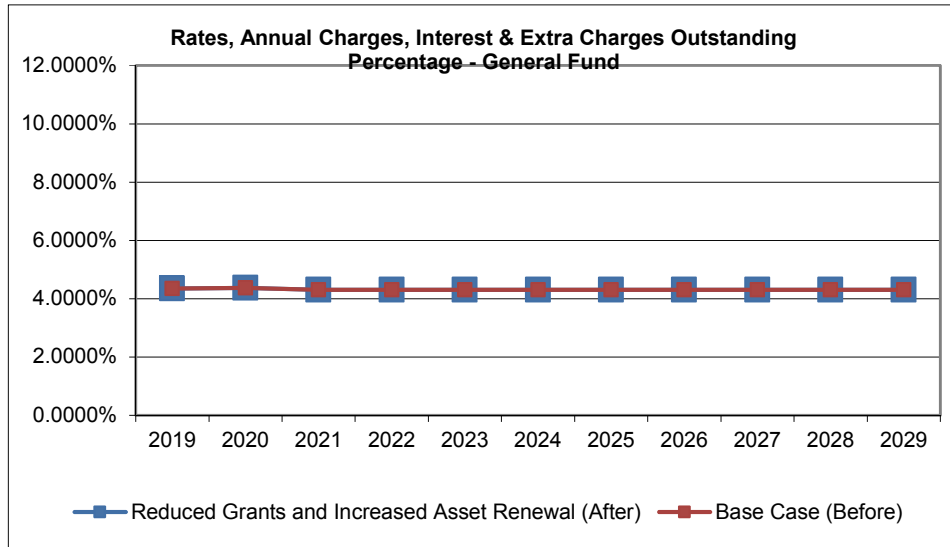
Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - GENERAL FUND

Scenario: Reduced Grants and Increased Asset Renewal
 New Note 13 Ratios Charts

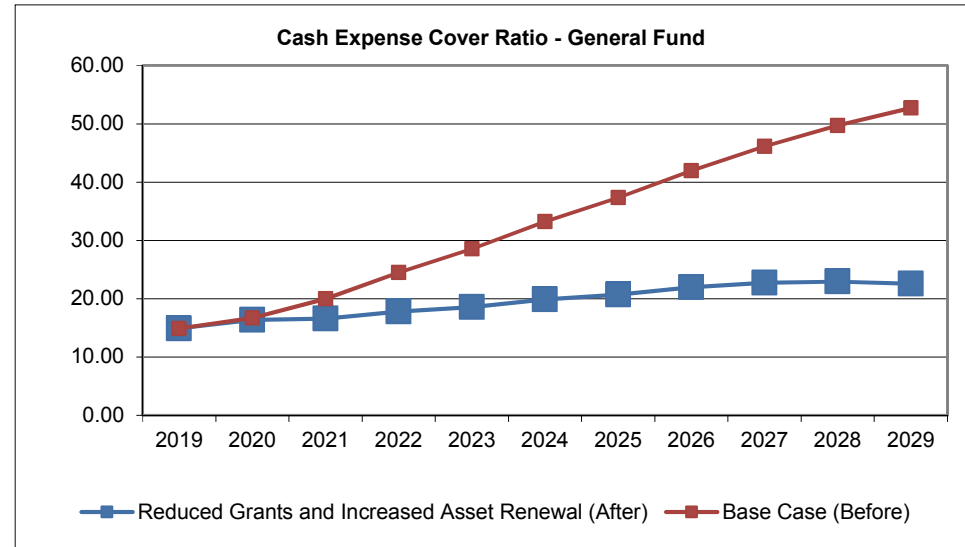


Minimum Amber
 Minimum Green
 Maximum Green
 Maximum Amber

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal
 New Note 13 Ratios Charts (continued)

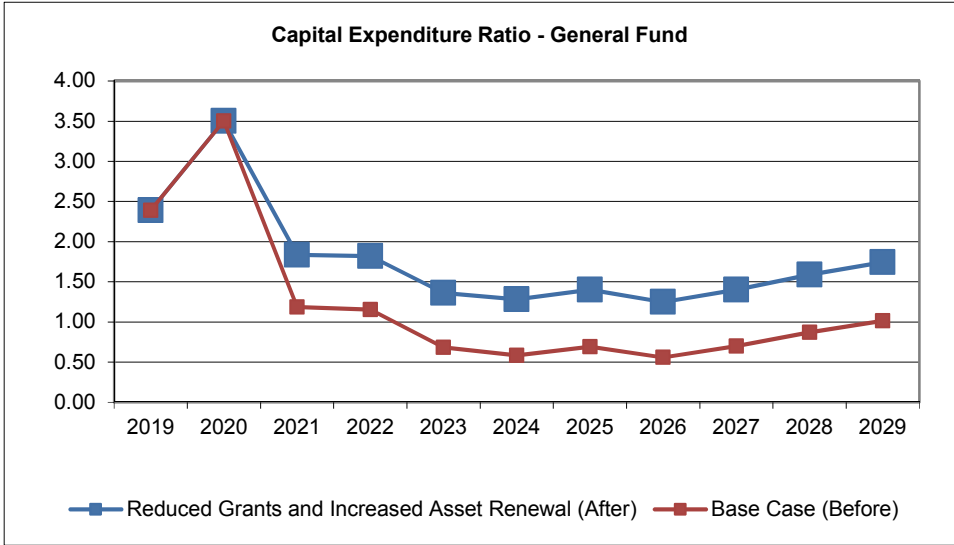
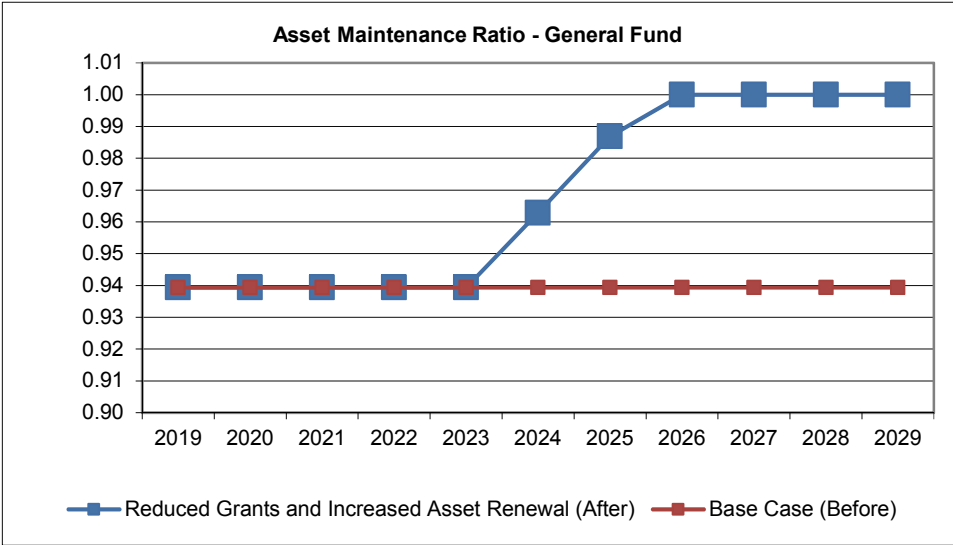
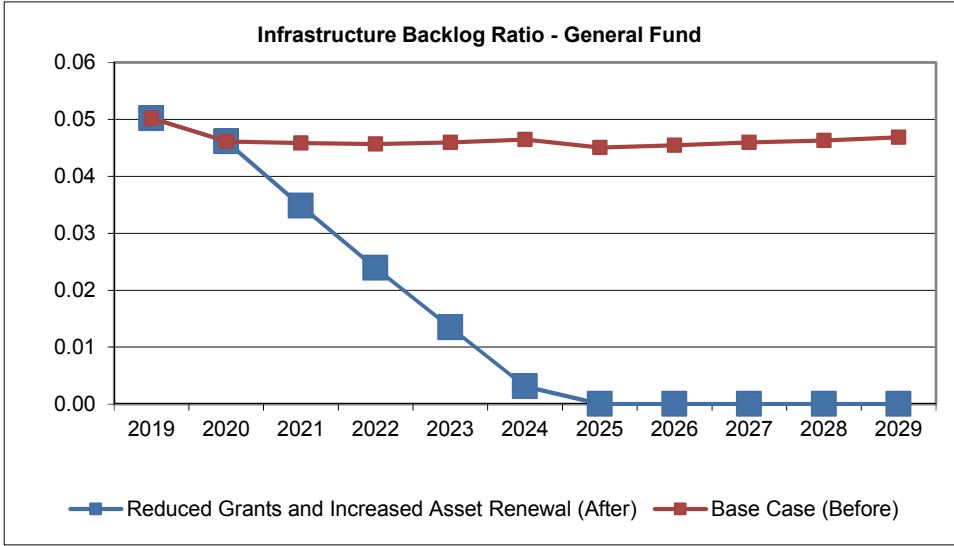
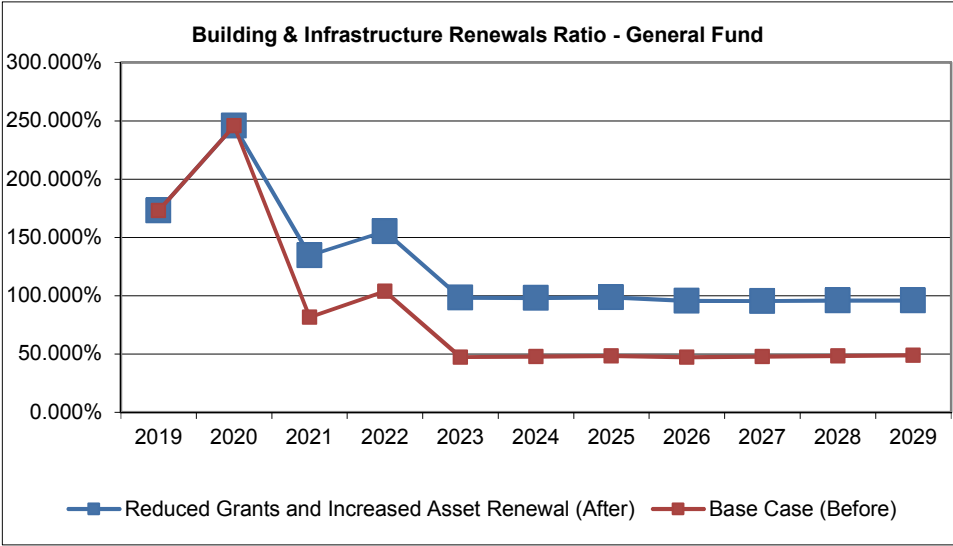


Minimum Amber Minimum Green



Maximum Green Maximum Amber

Mid-Western Regional Council
10 Year Financial Plan for the Years ending 30 June 2029
CHARTS - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal
 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 2029
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Reduced Grants and Increased Asset Renewal

**Current
Year
2018/19**

Projected Years

2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29

- 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	-7.63%	12.47%	13.46%	14.23%	14.80%	15.41%	15.90%	15.40%	15.89%	16.55%	16.93%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	51.25%	46.55%	65.35%	62.40%	72.12%	72.16%	72.19%	72.21%	72.25%	72.27%	72.27%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	3.00	3.31	3.52	3.99	4.34	4.60	4.66	4.99	5.04	4.87	4.67
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	9.38	10.83	18.38	21.53	40.53	101.42	104.26	107.11	110.13	113.10	115.97
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	4.35%	4.37%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%	4.31%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	14.90	16.36	16.58	17.77	18.56	19.88	20.68	21.96	22.76	22.94	22.58

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

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	Snapshot	● —	● —	● —	● ↘	● ↘	● ↘	● ↘	● ↘	● ↘	● ↘	
	Actual Ratio	172.88%	245.64%	134.61%	155.28%	98.43%	98.13%	98.58%	95.54%	95.40%	95.89%	95.74%
Infrastructure Backlog Ratio	Snapshot	● ↑	● ↑	● ↑	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	0.05	0.05	0.03	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● —	● —	● —	
	Actual Ratio	0.94	0.94	0.94	0.94	0.94	0.96	0.99	1.00	1.00	1.00	1.00
Capital Expenditure Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	2.39	3.50	1.83	1.82	1.36	1.28	1.40	1.25	1.40	1.59	1.74

The logo for the Mid-Western Regional Council is a stylized, abstract representation of a landscape or a network of roads. It consists of several overlapping, curved lines in various shades of blue, creating a sense of movement and depth. The lines intersect and curve across the page, with some lines appearing to recede into the distance. The overall effect is a modern, geometric design that suggests a regional or interconnected theme.

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