

Scenario 1 - Base Case (BAU)

Key Performance Measures for years ended 30 June 2017/18 - 2026/27	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus (achieve and maintain a positive operating balance)	252	229	189	135	100	43	- 2	- 47	- 85	- 120
Operating Performance Ratio Annual Trend	1.81%	1.61%	1.30%	0.91%	0.67%	0.28%	-0.01%	-0.29%	-0.52%	-0.72%
(3 year trend - target a positive ratio)	-7.81%	-2.45%	1.57%	1.27%	0.96%	0.62%	0.31%	-0.01%	-0.28%	-0.52%
Own Source Revenue Ratio (3 year trend - Target is more than 60%)	36.6%	40.3%	39.9%	40.4%	40.8%	41.1%	41.4%	41.7%	42.0%	42.3%
Debt Service Ratio (3 year trend) (target is to maintain at less than 20%)	2.0%	2.2%	2.1%	1.8%	1.5%	1.3%	1.3%	1.3%	1.2%	1.1%
Building and Infrastructure asset renewal ratio (target to maintain at 100%)	36%	65%	92%	90%	100%	98%	97%	85%	77%	75%
Building and Infrastructure Backlog ratio (target to maintain at less than 2%)	3.1%	3.1%	3.3%	3.3%	3.4%	3.7%	4.2%	4.8%	5.3%	5.9%
Real Operating expenditure per capita (a declining trend over time)	5,823	6,037	5,877	5,918	5,946	5,964	5,986	6,009	6,032	6,046

Scenario 2 - Base Case with SRV

Key Performance Measures for years ended 30 June 2017/18 - 2026/27	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus (achieve and maintain a positive operating balance)	252	181	229	276	358	435	544	675	641	607
Operating Performance Ratio										
Annual Trend	1.81%	1.26%	1.56%	1.83%	2.31%	2.73%	3.31%	3.98%	3.70%	3.42%
(3 year trend - target a positive ratio)	-7.81%	-2.55%	1.54%	1.56%	1.91%	2.30%	2.79%	3.35%	3.66%	3.69%
Own Source Revenue Ratio (3 year trend - Target is more than 60%)	36.6%	40.5%	40.4%	41.2%	42.0%	42.8%	43.6%	44.4%	45.0%	45.5%
Debt Service Ratio (3 year trend) (target is to maintain at less than 20%)	2.0%	2.2%	2.1%	1.8%	1.5%	1.3%	1.2%	1.2%	1.2%	1.1%
Building and Infrastructure asset renewal ratio (target to maintain at 100%)	36%	69%	102%	105%	116%	115%	115%	104%	97%	97%
Building and Infrastructure Backlog ratio (target to maintain at less than 2%)	3.1%	3.0%	3.1%	2.9%	2.8%	2.3%	2.2%	2.0%	2.1%	2.2%
Real Operating expenditure per capita (a declining trend over time)	5,823	6,058	5,921	5,987	6,020	6,044	6,072	6,102	6,132	6,154

Scenario 3 - Base Case with SRV and Mines

Key Performance Measures for years ended 30 June 2017/18 - 2026/27	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus (achieve and maintain a positive operating balance)	252	378	451	524	635	744	890	1,060	1,037	1,014
Operating Performance Ratio (Annual Trend)	1.81%	2.45%	2.83%	3.19%	3.73%	4.22%	4.87%	5.58%	5.34%	5.10%
(3 year trend - target a positive ratio)	-7.81%	-2.03%	2.38%	2.83%	3.26%	3.73%	4.29%	4.91%	5.27%	5.34%
Own Source Revenue Ratio (3 year trend - Target is more than 60%)	36.6%	42.0%	43.3%	45.6%	46.6%	47.6%	48.7%	49.7%	50.5%	51.1%
Debt Service Ratio (3 year trend) (target is to maintain at less than 20%)	2.0%	2.1%	2.0%	1.7%	1.4%	1.2%	1.1%	1.1%	1.0%	1.0%
Building and Infrastructure asset renewal ratio (target to maintain at 100%)	36%	70%	104%	107%	118%	117%	117%	107%	101%	100%
Building and Infrastructure Backlog ratio (target to maintain at less than 2%)	3.1%	3.0%	3.0%	2.8%	2.7%	2.2%	2.0%	1.8%	1.8%	1.9%
Real Operating expenditure per capita (a declining trend over time)	5,823	6,187	6,191	6,409	6,476	6,536	6,603	6,675	6,736	6,776

Base (year ended)	2018 (000s)	2019 (000s)	2020 (000s)	2021 (000s)	2022 (000s)	2023 (000s)	2024 (000s)	2025 (000s)	2026 (000s)	2027 (000s)
C2S	2,827	2,857	3,092	3,145	3,266	3,548	4,080	4,626	5,184	5,755
Required maintenance	1,400	1,428	1,457	1,486	1,518	1,552	1,586	1,621	1,656	1,693
Actual maintenance	749	764	779	795	812	830	848	867	886	906
CRC										
WDV	92,612	93,429	93,743	94,435	94,998	96,132	96,700	97,190	97,345	97,196
Annual Depreciation	2,530	2,596	2,661	2,728	2,797	2,867	2,940	3,014	3,088	3,167
Building & Infrastructure Renewals Ratio (Proportion spent on renewals versus asset deterioration) BM 1.0x	0.98 0.356	0.82 0.651	0.96 0.918	0.91 0.898	1.11 0.996	0.91 0.978	0.88 0.966	0.77 0.853	0.67 0.773	0.81 0.753
Asset Renewals (Building & Infrastructure)	2,471	2,126	2,554	2,487	3,112	2,611	2,590	2,324	2,078	2,573
Depreciation of Building and Infrastructure Assets	2,530	2,596	2,661	2,728	2,797	2,867	2,940	3,014	3,088	3,167
Maintenance ratio	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%
Backlog ratio	3.1%	3.1%	3.3%	3.3%	3.4%	3.7%	4.2%	4.8%	5.3%	5.9%

Scenario 2	2018 (000s)	2019 (000s)	2020 (000s)	2021 (000s)	2022 (000s)	2023 (000s)	2024 (000s)	2025 (000s)	2026 (000s)	2027 (000s)
C2S	2,827	2,829	2,885	2,743	2,650	2,259	2,133	2,030	2,070	2,243
Required maintenance	2,846	2,937	3,029	3,124	3,221	3,321	3,432	3,528	3,636	3,747
Actual maintenance	749	914	1,097	1,301	1,529	1,782	2,063	2,374	2,719	3,100
CRC										
WDV	92,612	93,484	94,156	95,239	96,229	97,830	98,907	99,953	100,716	101,232
Annual Depreciation	2,475	2,538	2,600	2,664	2,730	2,797	2,867	2,937	3,008	3,083
Building & Infrastructure Renewals Ratio (Proportion spent on renewals versus asset deterioration) BM 1.0x	1.00 0.358	0.96 0.691	1.11 1.022	1.07 1.046	1.29 1.157	1.09 1.149	1.07 1.148	0.97 1.044	0.89 0.975	1.04 0.967
Asset Renewals (Building & Infrastructure)	2,471	2,426	2,884	2,850	3,511	3,050	3,073	2,855	2,663	3,216
Depreciation of Building and Infrastructure Assets	2,475	2,538	2,600	2,664	2,730	2,797	2,867	2,937	3,008	3,083
Maintenance ratio	26%	31%	36%	42%	47%	54%	60%	67%	75%	83%
Backlog ratio	3.1%	3.0%	3.1%	2.9%	2.8%	2.3%	2.2%	2.0%	2.1%	2.2%

Scenario 3	2018 (000s)	2019 (000s)	2020 (000s)	2021 (000s)	2022 (000s)	2023 (000s)	2024 (000s)	2025 (000s)	2026 (000s)	2027 (000s)
C2S	2,827	2,829	2,860	2,691	2,567	2,143	1,980	1,837	1,833	1,957
Required maintenance	2,846	2,937	3,029	3,124	3,221	3,321	3,432	3,528	3,636	3,747
Actual maintenance	749	964	1,203	1,469	1,768	2,100	2,468	2,876	3,329	3,831
CRC										
WDV	92,612	93,484	94,206	95,344	96,395	98,062	99,212	100,339	101,191	101,804
Annual Depreciation	2,475	2,538	2,600	2,664	2,730	2,797	2,867	2,937	3,008	3,083
Building & Infrastructure Renewals Ratio (Proportion spent on renewals versus asset deterioration) BM 1.0x	1.00	0.98	1.13	1.09	1.31	1.12	1.10	1.00	0.92	1.08
	0.358	0.696	1.036	1.067	1.179	1.173	1.174	1.072	1.005	1.000
Asset Renewals (Building & Infrastructure)	2,471	2,476	2,939	2,911	3,578	3,123	3,154	2,944	2,760	3,323
Depreciation of Building and Infrastructure Assets	2,475	2,538	2,600	2,664	2,730	2,797	2,867	2,937	3,008	3,083
Maintenance ratio	26%	33%	40%	47%	55%	63%	72%	82%	92%	102%
Backlog ratio	3.05%	3.03%	3.04%	2.82%	2.66%	2.19%	2.00%	1.83%	1.81%	1.92%