



**STATEMENT OF INTENT
FOR 2016/17**

30 June 2016

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Waikato Local Authority Shared Services Limited

Introduction

This Statement of Intent is a public declaration of the activities and intentions of the Waikato Council Controlled Organisation, Waikato Local Authority Shared Services Limited (LASS). The statement outlines the proposed work plan for 2016/17 and the Directors' accountabilities to the shareholders for corporate performance, as is intended by Schedule 8 of the Local Government Act 2002.

Objectives of LASS

LASS was incorporated in December 2005, and is owned by the 12 Waikato local authorities. Each Waikato Council owns an equal number of shares in LASS and as such has an equal say in its development. LASS provides a legal entity, representative of all the shareholding councils, which can enter into contracts and agreements with external suppliers and provide value to the shareholders by reducing costs. These contracts are available to be joined by any shareholder that so chooses.

Much of the work of LASS is undertaken by Working Parties or Advisory Groups made up of staff representatives from the shareholding councils, with expertise and interest in particular services. The LASS CEO provides facilitation and co-ordination of the Working Parties, and is an ex officio member of the Advisory Groups.

As part of providing a mechanism for supporting shared services and collaborative opportunities within the region, LASS also provides support to the Waikato Mayoral Forum and its working parties.

The objectives of LASS are:

- To enable the Waikato councils to collectively be more effective as a region on the national stage
- To contribute to building central government's confidence in the Waikato region, to encourage central government investment
- To achieve effectiveness and efficiency gains
- To reduce duplication of effort and eliminate waste through repetition
- To make it easier for customers to engage with councils in the Waikato region
- To promote and contribute to the development of best practice
- To promote business transformation to improve customers' experiences.

Nature and Scope of Current Activities

There are currently four major initiatives operating under the LASS umbrella, plus a support role for the collaborative work streams of the Waikato Mayoral Forum.

- 1 Shared Valuation Data Service (SVDS).** This operational system provides timely and accurate valuation data to member Councils and shareholders. The SVDS has become the accepted valuation database for the region. Data sales significantly reduce costs to the participating councils.

- 2 **Waikato Regional Transportation Model (WRTM).** This model became fully operational in February 2010. It provides accurate information to Councils and external users (for a charge) for their transport modelling requirements. The WRTM is the only recognised strategic transport modelling resource in the Waikato Region, and is jointly funded by the NZ Transport Agency. WRTM is making a significant contribution to strategic planning of land use and infrastructure within the region, and has been involved in regionally and nationally significant investigations including: the Waikato Expressway Network Plan; the Waikato Regional Land Transport Strategy and Regional Policy Statement; and transport impact assessment in relation to the development of Ruakura. From 1 July 2016, this activity will be managed as part of the Road Asset Technical Accord (RATA).
3. **Joint Procurement Initiatives.** LASS is a party to numerous joint procurement contracts between the company, shareholding Councils and suppliers. Some contracts (e.g. insurance brokerage services; various collective insurance policies; courier and postal services; historic aerial photography) involve all of the shareholding councils. Other joint procurement contracts have been negotiated, involving only some of the shareholding councils (e.g. the Professional Services Panel; computer-generated print, mail house and e-services). Further procurement opportunities are continually being identified and a number are currently under active investigation (e.g. asset valuation services; pipe procurement).
4. The **Waikato Regional Aerial Photography Service (WRAPS).** WRAPS was set up in the 1990s for the supply of colour, digital, ortho-rectified, aerial photography for the Waikato Region. So far, there have been three WRAPS contracts – 2002, 2007 and 2012. In 2012, the WRAPS members were the 12 LASS councils, plus the Department of Conservation and Waikato University. The next contract is due in 2016/17. Discussions are currently being held with other parties to assess their willingness to join the syndicate. Both Land Information New Zealand (LINZ) and the University of Waikato have indicated interest, which will reduce the cost to the participating councils. WRAPS became a LASS-managed project in December 2014.

Proposed New Activities

Three new activities will transfer into LASS, effective from 1 July 2016.

Waikato Building Consent Group

The Waikato Building Consent Group was initially set up by five Waikato local authorities in 2004 to foster co-operation, collaboration and consistency in building functions, legislative interpretation and process documentation across the partnering councils. The Group now comprises eight councils (Hamilton City, Hauraki, Matamata Piako, Otorohanga, Thames Coromandel, Waikato, Waipa and Waitomo Districts).

The Group has developed a common quality assurance system with associated supporting documentation and media that meet the legislative requirements of the Building Act 2004 and the Building (Accreditation of Building Consent Authorities) Regulations 2006. These regulations cover all aspects of the operational management and compliance of a Building Consent Authority (BCA).

The Vision of the Group is to:

- provide an excellent and consistent service to building consent customers across the Waikato region
- increase collaboration between BCAs
- improve communication between BCAs, and between BCAs and industry stakeholders
- ensure the competency of technical officers undertaking building control functions.

In 2015, the LASS CEO approached the Group to discuss a proposal to bring them under the LASS umbrella, consistent with the philosophy of having all Waikato shared services within LASS. This proposal was unanimously supported by the Group, and in November 2015, the LASS Board resolved to include the transfer of the Building activity into LASS in the draft 2016/17 Statement of Intent, for consultation with shareholders. No objections to this proposal were received.

Waikato District Council currently acts as the host council for the Group, providing accommodation and overheads (which are fully recovered from the Group), and managing the employment agreements/relationships with the two staff members. No changes to these arrangements are proposed.

The activity is fully funded by the participating councils and has been established as a separate cost centre within the LASS accounts.

Road Asset Technical Accord (RATA)

RATA was initially established as a centre of excellence for road asset planning in 2014, as a work stream under the Mayoral Forum. The aim of RATA is to achieve best practice in road asset management by improving capability, capacity and outcomes through effective collaboration.

Positive results and feedback have been achieved over the first 18 months of RATA's operation, and already, NZTA consider the RATA model to be the national benchmark for best practice. In late 2015, the RATA governance group, supported by a unanimous resolution of the Mayoral Forum, recommended the permanent establishment of RATA as a business unit within LASS.

Subsequently, the LASS Board resolved to include the transfer of RATA into LASS in the draft 2016/17 Statement of Intent, for consultation with shareholders. No objections to this proposal were received.

Waipa District Council currently acts as the host council for RATA, providing accommodation and overheads (which are fully recovered from RATA), and managing the employment agreements/relationships with the two staff members. No changes to these arrangements are proposed, although it is anticipated that the number of staff will increase in response to the expansion of RATA's activities.

The activity is fully funded by the participating councils and has been established as a separate cost centre within the LASS accounts.

Future Proof

Future Proof is a collaborative partnership between Hamilton City Council, Waikato District Council, Waipa District Council, Waikato Regional Council and Tāngata whenua, with assistance from the New Zealand Transport Agency. The partners jointly developed the Future Proof Growth Strategy and Implementation Plan – a 50-year vision and implementation plan specific to the Hamilton, Waipa and Waikato sub-region (Future Proof sub-region). The Strategy was adopted by the partners on 30 June 2009.

Consistent with the shared services purpose of LASS, and following a resolution of the LASS Board, the administrative arrangements for Future Proof will be brought under the LASS umbrella, effective from 1 July 2016. There will be no change to the work currently undertaken by Future Proof, or to the employment arrangements of the Future Proof Planner, which is managed by Hamilton City Council.

The activity is fully funded by the participating councils and has been established as a separate cost centre within the LASS accounts. The current cost sharing formula between the four partner councils is Hamilton City and Waikato Regional Councils, 35% each, and Waipa and Waikato District Councils, 15% each.

New Business Transformation Initiatives

Over the coming year, the Board will investigate business transformation opportunities which will improve customer experiences and provide added value, particularly within the digital field of operation. No new funding is currently required, as the Chief Executives of each council will work collectively within their existing budgets to scope the work required. This work will link to, and be a logical extension of, the work being undertaken as part of “Waikato Means Business” and the Waikato Plan. Modern Councils need to identify and respond to the digital challenges that technology provides by giving people the opportunity to do Council business for themselves, via their phone, tablet or computer. It is envisaged that this project will use our collective ability to examine and deliver solutions at reduced cost to the individual partnering authorities. Examples of successes could include on-line LIMS, on-line credit card payment facilities, and the continuing opportunities that on-line building consenting will present.

Additional Costs

Two additional activities have been included in the Information Technology cost centre. There is a new budget of \$35,000 per annum to fund licensing for all councils to access the **BOPLASS Collaboration Portal** (noting that Rotorua and Taupo are excluded, as they already use the Collaboration Portal directly via BOPLASS). The budget includes software maintenance, user licences and administration support. The Portal was developed by BOPLASS, and has a public-facing website to communicate success stories to our communities; a project register where councils can record their work programmes; and a facility for shared workspaces. Further planned developments include discussion forums, a register of shared services and activity resource areas.

The second new budget of \$17,600 per annum is required to fund the **GIS Data Portal**. This covers hosting costs for the data platform and viewer, support to all councils (except for Rotorua and Taupo, who are hosted via BOPLASS), and the addition of further datasets to the Portal, using an external service provider. The initial datasets include aerial photography, 3-waters data and District Plan zones for the Waikato region. It is anticipated that a further eight modules will be developed over the coming year.

A new cost centre has been established for the **Energy Management** activity. At its February 2016 meeting, the Board resolved to enter into a Collaboration Agreement with the Energy Efficiency Conservation Authority (EECA), which will bring \$210,000 in revenue from EECA over three years, subject to meeting specific energy saving targets. This activity is fully funded by the 10 participating councils and has been established as a separate cost centre within the LASS accounts.

Additional funding of \$50,000 has been included in the Company Administration cost centre for the engagement of shared services contractors, to provide additional resources for progressing projects.

Waikato Mayoral Forum

Establishment of the **Waikato Mayoral Forum** in 2012 resulted in the creation of five work streams to investigate collaborative opportunities in the areas of governance, spatial planning, two waters, roading, and economic development. An additional work stream for bylaws and policies was created in 2013, and is focussing on three main areas: reducing the number and standardising the format of Council policies and bylaws, and developing a regional Infrastructure Technical Specification, which will provide a single regional guide on how to construct public infrastructure.

The governance work stream is currently in abeyance. The spatial plan work stream is now known as the Waikato Plan, and is governed by a Joint Committee, which was established in July 2015. The two-waters project is now being run by a consortium comprising Hamilton City, Waikato and Waipa District Councils, who are investigating a future delivery model for water services across the three councils. As noted above, the roading work stream (RATA) is transferring into LASS from 1 July 2016. Finally, the Economic Development work stream has developed a strategy, and implementation of the “Waikato Means Business” plan has been devolved to an independent Steering Group since July 2015.

LASS provides administrative and financial support both to the Mayoral Forum and its work streams.

Benefits of LASS

Over the period that the company has been operating, benefits have been delivered in the form of:

- Improved level and quality of service
- Co-ordinated approach to the provision of services
- Reductions in the cost of services
- Development of new initiatives
- Opportunities for all Councils (irrespective of their location or size) to benefit from joint initiatives
- Leverage provided from economy of scales resulting from a single entity representing all Councils and leveraging procurement opportunities.

Based on feedback from the shareholding Councils and the Mayoral Forum, the LASS Directors will continue to discuss opportunities to develop shared services at Board meetings. The Directors see the continuing investigation of possible future shared services as a key focus of their role.

Governance

LASS has twelve Directors, with each Director representing a shareholder Council.

Unless otherwise agreed by the appointing Councils, each Director shall be the Chief Executive of a local authority. In addition, the Board may appoint up to three professional directors to supplement the Directors' expertise. At this time, no independent directors have been appointed to the Board.

LASS conducts itself in accordance with its constitution, its annual Statement of Intent as agreed with shareholders, the provisions of the Local Government Act 2002, and LASS policies.

Directors

The current Directors of LASS are:

Director	Position	Director Appointed By
Gavin Ion (Chair)	Chief Executive, Waikato District Council	Waikato District Council
Geoffrey Williams	Chief Executive, Rotorua District Council	Rotorua District Council
Chris Ryan	Chief Executive Officer, Waitomo District Council	Waitomo District Council
Vaughan Payne	Chief Executive, Waikato Regional Council	Waikato Regional Council
Langley Cavers	Chief Executive, Hauraki District Council	Hauraki District Council
Richard Briggs	Chief Executive, Hamilton City Council	Hamilton City Council
Rob Williams	Chief Executive, Thames-Coromandel District Council	Thames-Coromandel District Council
Garry Dyet	Chief Executive, Waipa District Council	Waipa District Council
Don McLeod	Chief Executive Officer, Matamata-Piako District Council	Matamata-Piako District Council
To be appointed	Chief Executive Officer, Taupo District Council	Taupo District Council
Craig Hobbs	Chief Executive Officer, South Waikato District Council	South Waikato District Council
Dave Clibbery	Chief Executive Officer, Otorohanga District Council	Otorohanga District Council

Activities for which the Board seeks Compensation

Additional shared services may be developed during the year that this Statement of Intent is current. Any such services will only be delivered by LASS after the Directors have agreed that the proposed new service meets the objectives of LASS.

Shareholders will continue to contribute to the operational costs of the LASS on an annual basis. Specific projects will be funded solely by those councils which choose to participate, subject to funding approval from each participating council.

Performance Targets

To ensure that the Company continues to operate effectively and efficiently, the performance targets for 2016/17 are as follows:

TARGET	METHOD	MEASURE
<p>Procurement Joint procurement initiatives for goods and services for LASS councils will be investigated and implemented.</p>	<p>Procurement is from sources offering best value, service, continuity of supply, and/or opportunities for integration.</p>	<p>A minimum of three new procurement initiatives investigated per annum and business cases developed if considered appropriate.</p> <p>Initiatives which are implemented shall provide financial savings and/or improved service levels to the participating councils.</p> <p>New suppliers are awarded contracts through a competitive tender process.</p>
<p>Collaborative Projects Priorities for collaboration are identified, business cases are developed for the highest priority projects, and the projects are implemented.</p>	<p>The focus is on shared services which will benefit all councils.</p>	<p>A minimum of three priority projects for collaboration are identified per annum.</p> <p>If considered of value, business cases are developed for approval by the Board, and the projects are implemented.</p>
<p>Existing LASS Contracts Existing contracts are managed and renegotiated as required.</p>	<p>Appointed vendors deliver on the terms of their contracts and deliver value to the shareholders.</p>	<p>The LASS Contracts Register is maintained and managed.</p> <p>Contracts which are due for renewal are tested for competitiveness and either renegotiated or tendered through a competitive process.</p>
<p>Cashflow The company shall maintain a positive cashflow position.</p>	<p>The Financial Accountant reviews cashflow monthly.</p> <p>The LASS Board reviews the financial statements quarterly.</p>	<p>Monthly financial statements show a positive cashflow position.</p>
<p>Cost Control Administration expenditure shall be managed and monitored.</p>	<p>The Financial Accountant and Chief Executive review expenditure monthly.</p> <p>The LASS Board reviews the financial statements quarterly.</p>	<p>Administration expenditure shall not exceed budget by more than 5%, unless prior approval is obtained from the Board.</p>

<p>Reporting Six monthly reports provided to Shareholders.</p>	<p>The Chief Executive prepares a written report for the LASS Board every meeting.</p> <p>One 6-monthly and one Annual Report are prepared for shareholders.</p>	<p>The Board shall provide a written report on the business operations and financial position of LASS to the Shareholders every six months.</p> <p>Every second report shall be the Annual Report, which includes a report that all of the statutory requirements of the LASS are being adhered to.</p>
<p>Waikato Mayoral Forum The company shall provide administrative support and updates on Mayoral Forum work streams to the Mayoral Forum.</p>	<p>Updates on Mayoral Forum projects shall be co-ordinated by the LASS Chief Executive.</p> <p>Mayoral Forum projects shall be managed financially through the LASS.</p> <p>Note: The current approved work streams are:</p> <ul style="list-style-type: none"> • Regulatory Bylaws and Policies • Waikato Plan 	<p>The Mayoral Forum is regularly updated on the progress of each approved work stream.</p> <p>Approved invoices for Mayoral Forum projects are paid by the 20th of the month following their receipt.</p>
<p>Shared Valuation Data Services (SVDS) The SVDS is reliable, well maintained and available to all users.</p>	<p>A Contract Manager is appointed for SVDS.</p> <p>The Contract Manager monitors performance of the contractor and reports quarterly to the SVDS Advisory Group.</p>	<p>The SVDS is available to users at least 99% of normal working hours.</p> <p>All capital enhancement work is supported by a business case and approved by the SVDS Advisory Group.</p> <p>The SVDS Advisory Group meets at least 6-monthly.</p>
<p>Insurance Achieve the relevant KPIs in Appendix 4 of the Insurance Brokerage contract with Aon.</p>	<p>The Insurance Broker delivers on the terms of their contract and provides value to the participating councils.</p>	<p>Strategic advice provided by Aon on the insurance programme structure is assessed as satisfactory in the annual LASS Shareholders' survey by the participating councils.</p> <p>The day-to-day service provided by Aon is assessed as satisfactory in the annual LASS Shareholders' survey by the participating councils.</p>

<p>RATA All stakeholders are kept informed about RATA's projects and achievements.</p> <p>Sub-regional data collection contracts deliver good quality data on roading assets.</p>	<p>Six monthly and annual reports are provided to all stakeholders.</p> <p>Annual Forward Works Programme tours are completed, to provide opportunities for councils' roading staff to share their knowledge and experience</p> <p>Data collection contracts (minimum of two across the region) are managed in accordance with best practice.</p> <p>Data supplied by contractors is of good quality and meets all councils' requirements.</p>	<p>Reports presented to LASS Board as at 30 December and 30 June, and circulated to stakeholders.</p> <p>Reports include a summary of savings achieved.</p> <p>All RATA councils participate in the tour.</p> <p>Report on tour outcomes prepared by 31 December each year, and circulated to stakeholders.</p> <p>Contracts which are due for renewal are tested for competitiveness and either renegotiated or tendered through a competitive process.</p> <p>Any data issues are identified and resolved, with any incidents reported to stakeholders.</p>
<p>Waikato Regional Transport Model (WRTM) The WRTM is reliable, well maintained and available to all users.</p>	<p>RATA manages the WRTM on behalf of LASS, and monitors the performance of the model supplier (currently Traffic Design Group). RATA reports quarterly to the WRTM Project Advisory Group.</p>	<p>All modelling reports requested from the model supplier are actioned within the agreed timeframe, scope and budget. A report from RATA on any new developments and on the status of the model is provided to the LASS Board at least every six months.</p> <p>The quality of the base model complies with NZTA guidelines (as set out in the NZTA's Economic Evaluation Manual), and is independently peer reviewed each time the model is updated.</p>
<p>Waikato Building Consent Group Provide strategic direction and actively pursue improvements in Building Control across the Waikato region.</p>	<p>Develop and maintain a quality assurance system for building consents, that meets statutory compliance and supports excellence and consistency in customer service and business practice.</p>	<p>Internal audits completed annually for each Group member.</p> <p>Provide Group members with a joint quality assurance system that meets statutory compliance.</p>

		Report at least six monthly to the LASS Board on the Group's activities.
Future Proof All stakeholders are kept informed about Future Proof's projects and achievements.	Six monthly and annual reports are provided to all stakeholders.	Reports presented to LASS Board as at 30 December and 30 June, and circulated to stakeholders.
Shareholder Survey Shareholders are satisfied with the performance of LASS.	An annual survey of shareholders is undertaken to assess satisfaction levels with LASS.	A survey of shareholders is undertaken each year, and the results are reported to all shareholders.
Review of Benefits Shareholders are informed of the benefits being provided to shareholding councils by LASS.	The benefits of LASS (including financial and non-financial achievements) are regularly analysed and reported to shareholders.	Information on the financial and non-financial benefits being achieved by LASS are included in the 6-monthly and Annual Report to shareholders.

Policy Statements

Changes to NZ Accounting Standards

LASS transitioned to the new Public Sector Public Benefit Entities (PBE) accounting standards for the year ended 30 June 2015. LASS is eligible to report in accordance with the Tier 2 PBE accounting standards.

Statement of Accounting Principles

Financial statements are for a company wholly owned by the 12 local authorities within the Waikato Region, in the proportion of one share per local authority. Financial statements are prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with the New Zealand Generally Accepted Accounting Practice (NZ GAAP), the Financial Reporting Act 1993 and the NZ Financial Reporting Standard No. 42.

Specific Accounting Principles

The following particular principles, which have a significant effect on measurement of the financial position, will apply:

- Receivables are recorded at their face value, less any provisions for impairment.
- Investments are valued at the prevailing market value.
- Fixed assets are recorded at cost, less accumulated depreciation.

Intangible Assets

Where intangible assets are purchased, such as intellectual property and computer software, these are capitalised and written off on a straight line basis over their expected life, but over no greater than seven years.

Depreciation / Amortisation is provided on a straight-line basis on all assets other than land, and shall align with normal accepted depreciation for the types of services being developed.

Impairment Testing

Assets with a finite life are reviewed annually for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Balance Sheet Ratios

The Local Government Act 2002 requires the Statement of Intent to include the projected ratio of shareholders' funds to total assets within the Forecast Statement of Financial Position.

LASS is budgeted to have an accumulated shareholders fund of \$589,829 at 30 June 2017, which relates to 63.76% of total assets. The only liabilities of LASS are trade creditors.

The Forecast Financial Statements for 2016/17 are included as part of this Statement of Intent.

Procedures for the Purchase and Acquisition of Shares

The Board will give approval before LASS subscribes for, purchases, or otherwise acquires shares in any company or other organisation, which is external to the Group.

Inventories

It is not envisaged that the company will hold inventories, other than those that might relate to providing computer-based services to a number of parties. They will be valued at net realisable value.

Taxation

Taxation will be provided as required against the company, in line with the required legislation.

In accordance with the Public Audit Act 2001 and the Local Government Act 2002, the Auditor General will be responsible for the audit of the company's financial statements.

As the current shared services are on a cost recovery basis, it is not envisaged that any dividends will be paid.

Value of Shareholders' Investment

The Directors' estimate of the commercial value of the shareholders' investment in the LASS is equal to the shareholders equity in the company. Reassessment of the value of this shareholding shall be undertaken on or about 1 April each year.

Distributions to Shareholders

The Company is not expected to make profits that would ordinarily be distributed by way of dividends. Any surplus funds remaining from an activity or from the annual operations of the Company shall be carried forward to the ensuing year and may be used to reduce service costs, invest in further developing other services, and/or as the Directors may decide.

Compensation

Directors of the LASS will not receive any fees or expenses for work undertaken on behalf of the LASS.

As the basis of funding for LASS, payment will be sought from all local authorities that receive services from LASS.

Information to be Provided to Shareholders

The company will deliver the following information to shareholders:

- Within two months of the end of the first half of the financial year, a 6-monthly report, including a Statement of Financial Performance, a Statement of Changes in Equity, a Statement of Financial Position, and a Statement of Cashflows and Service Performance.
- Within three months of the end of the financial year, an audited Statement of Financial Performance, Statement of Changes in Equity, Statement of Financial Position, a Statement of Cashflows and Service Performance, plus a summary of how the company has fared against its objectives, its prospects for the next financial year, and a report on the company's medium to long-term plans.

Review of Statement of Intent

The Directors shall approve by 1 March of each year a Draft Statement of Intent for distribution to and consideration by the shareholders.

The shareholders must provide any comments or feedback on the Draft Statement of Intent within two months of 1 March. The Directors must consider all comments that are received, and shall deliver the completed Statement of Intent to the shareholders by 30 June.

Financials

Local Authority Shared Services

**Company Summary
For the Year Ended 30 June 2017**

	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income					
Company Administration Member Charges	169,550	209,550	40,000	213,862	218,269
Recovery of Admin Costs	56,686	55,067	(1,619)	56,663	58,293
SVDS Member Charges	290,293	267,985	(22,308)	247,978	235,443
SVDS Data & Software Sales	192,000	227,919	35,919	262,933	278,718
TA Valuation Services Recovery	78,500	78,463	(37)	80,189	81,953
SVDS Enhancements Recovery	10,000	10,190	190	10,414	10,643
WRTM Member Charges	128,143	101,834	(26,310)	113,097	115,475
WRTM External User Recovery	12,000	12,000	0	12,000	12,000
Mayoral Forum Funding	440,000	71,000	(369,000)	7,000	7,000
Procurement Member Charges	0	20,000	20,000	20,000	20,000
N3 Membership Fee Recovery	18,000	18,000	0	18,000	18,000
ValueFinancials Fee Recovery	46,750	28,693	(18,057)	28,693	28,693
Insurance Brokerage Fee Recovery	147,500	147,500	0	147,500	147,500
Infometrics Recovery	70,400	62,400	(8,000)	62,400	62,400
Asset Valuation Services	0	0	0	0	0
RATA Funding	611,245	914,000	302,755	930,146	946,553
Health and Safety Working Party	0	5,000	5,000	5,000	5,000
IT Initiatives	22,334	53,600	31,266	43,600	43,600
EECA Collaboration - Council Contributions	16,000	80,000	64,000	89,200	101,500
EECA Revenue	0	133,000	133,000	35,000	35,000
Waikato Building Consent Group - Council	0	225,456	225,456	275,673	281,738
Waikato Building Consent Group - Accumulated	0	45,144	45,144	0	0
Future Proof - Council Contributions	0	455,000	455,000	465,010	475,240
Future Proof - Accumulated Fund	0	120,990	120,990	0	0
WRAPS Recovery	0	84,000	84,000	0	0
Historical Aerial Photos Recovery	77,000	77,000	0	77,000	0
Interest Received	7,500	6,500	(1,000)	6,500	6,500
Total Income	2,393,901	3,510,291	1,116,390	3,207,859	3,189,519
Operating Expenditure					
Company Admin Operating Expenditure	233,736	271,117	37,381	277,025	283,062
SVDS Operating Expenditure	561,293	574,367	13,074	591,101	596,115
WRTM Operating Expenditure	183,773	113,834	(69,940)	125,097	127,475
Mayoral Forum Operating Expenditure	440,000	71,000	(369,000)	7,000	7,000
Procurement Operating Expenditure	359,650	442,593	82,943	358,593	281,593
RATA Operating Expenditure	611,245	914,000	302,755	930,146	946,553
IT Operating Expenditure	33,600	53,600	20,000	43,600	43,600
Building Consent Group Operating Expenditure	0	270,600	270,600	275,673	281,738
Future Proof Operating Expenditure	0	455,000	455,000	465,010	475,240
Energy Management Operating Expenditure	16,000	213,000	197,000	124,200	136,500
Total Operating Expenditure	2,439,297	3,379,111	939,814	3,197,445	3,178,876
Earnings before interest, tax and depreciation/ amortisation (EBITA)	(45,396)	131,180	176,576	10,414	10,643
Non-Cash Operating Expenditure					
Company Admin Non-Cash Expenditure	171	171	0	171	171
SVDS Non-Cash Expenditure	109,699	97,055	(12,643)	102,055	110,475
WRTM Non-Cash Expenditure	328,122	72,196	(255,926)	72,196	72,196
Total Non-Cash Operating Expenditure	437,992	169,422	(268,569)	174,422	182,842
Earnings before interest and tax (EBIT)	(483,388)	(38,242)	445,145	(164,008)	(172,199)
Net Surplus (Deficit) before tax	(483,388)	(38,242)	445,145	(164,008)	(172,199)
Company Admin Net Surplus (Deficit) before tax	(171)	(171)	0	(171)	(171)
SVDS Net Surplus (Deficit) before tax	(100,199)	(86,865)	13,333	(91,641)	(99,832)
WRTM Net Surplus (Deficit) before tax	(371,752)	(72,196)	299,556	(72,196)	(72,196)
Mayoral Forum Net Surplus (Deficit) before tax	0	0	0	0	0
Procurement Net Surplus (Deficit) before tax	0	0	0	0	0
RATA Net Surplus (Deficit) before tax	0	0	0	0	0
IT Net Surplus (Deficit) before tax	(11,266)	0	11,266	0	0
Building Net Surplus (Deficit) before tax	0	0	0	(0)	(0)
Future Proof (Deficit) before tax	0	120,990	120,990	0	(0)
Energy Net Surplus (Deficit) before tax	0	0	0	0	0
Net Surplus (Deficit) before tax	(483,388)	(38,242)	445,145	(164,008)	(172,199)
Capital Expenditure					
Enhancements	10,000	10,190	190	10,414	10,643
Total Capital Expenditure	10,000	10,190	190	10,414	10,643

Local Authority Shared Services

**Company Admin
For the Year Ended 30 June 2017**

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
Company Administration Member Charges		169,550	209,550	40,000	213,862	218,269
Recovery of Admin Costs		56,686	55,067	(1,619)	56,663	58,293
Interest Received		7,500	6,500	(1,000)	6,500	6,500
Total Income		233,736	271,117	37,381	277,025	283,062
Expenses						
Accounting/ Financial Services		27,500	27,500	0	28,105	28,723
External Accounting/ Financial Services		4,000	5,000	1,000	5,110	5,222
Audit Fees		15,349	15,349	0	15,687	16,032
IT Services		92	92	0	92	92
Bank Charges		280	500	220	511	522
Legal Fees		2,500	2,500	0	2,500	2,500
Value Financials Licence Fee		2,600	2,341	(259)	2,393	2,445
Sundry Expenses		1,200	1,300	100	1,329	1,358
Professional Fees		0	2,500	2,500	2,555	2,611
Insurance		2,800	2,535	(265)	2,591	2,648
Shared Services Contractors	1	156,000	196,000	40,000	200,312	204,719
Company Secretary Services		11,415	5,500	(5,915)	5,621	5,745
Mileage Costs		10,000	10,000	0	10,220	10,445
Total Expenses		233,736	271,117	37,381	277,025	283,062
Earnings before interest, tax and depreciation/ amortisation (EBITA)						
		0	0	0	0	0
Non-Cash Expenses						
Depreciation		171	171	0	171	171
Earnings before interest and tax		(171)	(171)	0	(171)	(171)
Net Surplus (Deficit) before tax		(171)	(171)	0	(171)	(171)

Notes

1) Additional funding to engage external contractors to support new shared services initiatives.

Local Authority Shared Services

Procurement of Shared Services For the Year Ended 30 June 2017

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
Procurement Member Charges	1	0	20,000	20,000	20,000	20,000
N3 Membership Fee Recovery		18,000	18,000	0	18,000	18,000
Value Financials Fee Recovery	2	46,750	28,693	(18,057)	28,693	28,693
Insurance Brokerage Fee Recovery		147,500	147,500	0	147,500	147,500
Infometrics Fee Recovery	3	70,400	62,400	(8,000)	62,400	62,400
Asset Valuation Services		0	0	0	0	0
Health and Safety Working Party	4	0	5,000	5,000	5,000	5,000
WRAPS Recovery	5	0	84,000	84,000	0	0
Historical Aerial Photos Recovery		77,000	77,000	0	77,000	0
Total Income		359,650	442,593	82,943	358,593	281,593
Expenses						
Professional Services	1	0	20,000	20,000	20,000	20,000
N3 Membership Fee Recovery		18,000	18,000	0	18,000	18,000
Value Financial Fees	2	46,750	28,693	(18,057)	28,693	28,693
Insurance Brokerage Fee Payable		147,500	147,500	0	147,500	147,500
Infometrics	3	70,400	62,400	(8,000)	62,400	62,400
Asset Valuation Services		0	0	0	0	0
Health and Safety Working Party	4	0	5,000	5,000	5,000	5,000
WRAPS Services	5	0	84,000	84,000	0	0
Historical Aerial Photos Services		77,000	77,000	0	77,000	0
Total Expenses		359,650	442,593	82,943	358,593	281,593
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	0	0	0	0
Earnings before interest and tax		0	0	0	0	0
Net Surplus (Deficit) before tax		0	0	0	0	0
Notes						
1) To fund external project management, procurement and feasibility investigations for new initiatives.						
2) The councils involved are Taupo District Council, Waitomo District Council, Waikato Regional Council, and LASS. Value Financial fees are reduced in 2016/17 due to the withdrawal of two councils.						
3) The councils involved are Hamilton City Council, Waikato District Council, Thames-Coromandel District Council, and Waikato Regional Council.						
4) New funding for Health and Safety projects.						
5) The WRAPS tender is currently being evaluated, and it is unknown at this stage what the total cost will be. \$84,000 from external agencies has already been received to help fund this project.						

Local Authority Shared Services

**Information Technology (IT)
For the Year Ended 30 June 2017**

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
IT Initiative Contributions	1	22,334	53,600	31,266	43,600	43,600
Total Income		22,334	53,600	31,266	43,600	43,600
Expenses						
Meeting Expenses		0	1,000	1,000	1,000	1,000
GIS Shared Data Portal	1, 2	33,600	17,600	(16,000)	7,600	7,600
Collaboration Portal	2	0	35,000	35,000	35,000	35,000
Total Expenses		33,600	53,600	20,000	43,600	43,600
Earnings before interest, tax and depreciation/ amortisation (EBITA)						
	1	(11,266)	0	11,266	0	0
Earnings before interest and tax		(11,266)	0	11,266	0	0
Net Surplus (Deficit) before tax	1	(11,266)	0	11,266	0	0

Notes

1) In 2015/16, \$11,266 was funded from prior years' IT surpluses.

2) All councils are involved except Rotorua and Taupo, who are participating via BOPLASS.

Local Authority Shared Services
Energy Management
For the Year Ended 30 June 2017

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
EECA Collaboration - Council Contributions	1	16,000	80,000	64,000	89,200	101,500
EECA Revenue		0	133,000	133,000	35,000	35,000
Total Income		16,000	213,000	197,000	124,200	136,500
Expenses						
EECA Collaboration		0	80,000	80,000	89,200	101,500
Professional Services Costs		16,000	133,000	117,000	35,000	35,000
Total Expenses		16,000	213,000	197,000	124,200	136,500
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	0	0	0	0
Earnings before interest and tax		0	0	0	0	0
Net Surplus (Deficit) before tax		0	0	0	0	0

Notes

1) All councils are involved, except Thames-Coromandel and Matamata-Piako.

Local Authority Shared Services
Shared Valuation Data Service (SVDS)
For the Year Ended 30 June 2017

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
SVDS Member Charges		290,293	267,985	(22,308)	247,978	235,443
TA Valuation Services Recovery		78,500	78,463	(37)	80,189	81,953
SVDS Enhancements Recovery	1	10,000	10,190	190	10,414	10,643
SVDS Data & Software Sales	2	192,000	227,919	35,919	262,933	278,718
Total Income		570,793	584,557	13,764	601,515	606,758
Expenses						
Hosting Contract		49,200	48,667	(533)	49,738	50,832
Software Contract	3	95,000	105,467	10,467	107,787	110,158
Management Services		276,500	283,187	6,687	289,417	295,784
TA Valuation Services		78,500	78,463	(37)	80,189	81,953
Consultancy Fees		16,000	16,000	0	16,352	16,712
Software Support Contingency		6,250	6,250	0	6,388	6,528
Security Certificates		0	300	300	300	300
Insurance		1,500	1,500	0	1,533	1,567
Legal Fees	4	4,000	4,000	0	8,000	0
Secretarial Services		3,000	3,000	0	3,066	3,133
On charge of LASS Admin Costs		31,343	27,534	(3,810)	28,331	29,147
Total Expenses		561,293	574,367	13,074	591,101	596,115
Earnings before interest, tax and depreciation/ amortisation (EBITA)		9,500	10,190	690	10,414	10,643
Non-Cash Expenses						
Depreciation		109,699	97,055	(12,643)	102,055	110,475
Earnings before interest and tax		(100,199)	(86,865)	13,333	(91,641)	(99,832)
Net Surplus (Deficit) before tax		(100,199)	(86,865)	13,333	(91,641)	(99,832)
Capital Expenditure						
Enhancements	1	10,000	10,190	190	10,414	10,643
Total Capital Expenditure		10,000	10,190	190	10,414	10,643
Total Cash Expenditure (Opex, Interest & Capital)		571,293	584,557	13,264	601,515	606,758

Notes

- 1) Enhancement work to be recovered from individual councils.
- 2) New data sales contract with Trade Me is expected to bring additional revenue.
- 3) Software contract costs have increased in 2016/17 due to enhancements no longer being covered as part of this contract after contract re-negotiations.
- 4) Provision in 2017/18 to tie in with contract review terms.

Local Authority Shared Services
Road Asset Technical Accord (RATA)
For the Year Ended 30 June 2017

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
NZTA		0	315,000	315,000	321,930	329,012
Councils - Data Collection		0	28,000	28,000	28,616	29,246
Councils - Project Funding		0	571,000	571,000	579,600	588,295
Roading (RATA)		611,245	0	(611,245)	0	0
Total Income		611,245	914,000	302,755	930,146	946,553
Expenses						
Data Collection		0	315,000	315,000	321,930	329,012
Forward Works Programme Tours		0	5,000	5,000	5,110	5,222
Asset Managers Forum		0	3,000	3,000	3,066	3,133
Benchmarking of Reg Road Outcomes		0	20,000	20,000	20,440	20,890
Deterioration Modelling		0	47,000	47,000	44,893	38,950
Staff and Contractor Services		0	365,000	365,000	371,720	382,795
External Contractor Support (Data Collection Contract)		0	7,000	7,000	7,154	7,311
Overheads	1	0	152,000	152,000	155,833	159,239
Roading (RATA)		611,245	0	(611,245)	0	0
Total Expenses	2	611,245	914,000	302,755	930,146	946,553
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	0	0	0	0
Earnings before interest and tax		0	0	0	0	0
Net Surplus (Deficit) before tax		0	0	0	0	0
Notes						
1) Waipa District Council provides RATA with full support services, including accommodation, finance, IT, HR, GIS, legal advice, communications and Group Manager support.						
2) CPI Increase has been applied for 2017/18 and 2018/19 as per BERL LG cost index for OPEX.						

Local Authority Shared Services
Waikato Regional Transport Model (WRTM) ¹
For the Year Ended 30 June 2017

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun- 16 Budget	Budget 2017/18	Budget 2018/19
Income						
WRTM Member Charges		128,143	101,834	(26,310)	113,097	115,475
External User Recovery		12,000	12,000	0	12,000	12,000
Total Income		140,143	113,834	(26,310)	125,097	127,475
Expenses						
WRTM Project Manager		18,000	18,000	0	18,908	19,386
Minor Model Upgrades		30,000	30,000	0	31,513	32,310
Peer Review		5,000	5,000	0	5,252	5,385
Annual Scheduling of Works Review		4,500	4,500	0	4,727	4,847
Insurance		1,300	1,300	0	1,366	1,401
WRTM Base Model Testing		15,000	0	(15,000)	0	0
External User Costs		10,000	10,000	0	10,000	10,000
Census Update		14,959	0	(14,959)	0	0
Tendering for WRTM Contract		13,671	0	(13,671)	0	0
Future Land Use Client Input		43,000	0	(43,000)	0	0
WRTM Projects		-	-	-	-	-
Future Land Use Update	2	0	15,000	15,000	0	0
Household Interview Survey (HIS) Scoping	3	0	2,500	2,500	0	0
HIS Input into National Survey	4	0	0	0	25,000	25,000
On charge of LASS Admin Costs		28,343	27,534	(810)	28,331	29,147
Total Expenses		183,773	113,834	(69,940)	125,097	127,475
Earnings before interest, tax and depreciation/ amortisation (EBITA)	5	(43,630)	0	43,630	0	0
Non-Cash Expenses						
Depreciation	6	328,122	72,196	(255,926)	72,196	72,196
Earnings before interest and tax		(371,752)	(72,196)	299,556	(72,196)	(72,196)
Net Surplus (Deficit) before tax		(371,752)	(72,196)	299,556	(72,196)	(72,196)

Notes

- 1) WRTM is being managed by RATA from 1 July 2016.
- 2) Update of Future Land Use reference scenario post Auckland Unitary Plan decisions and Future Proof / Smart Growth updates.
- 3) Prov Sum item - HIS research topic with NZTA at present. This budget will allow the WRTM partners to scope inputs needed.
- 4) Prov Sum item - assumes input into national survey. Actual costs to be scoped with MOT.
- 5) In 2015/16 \$46,630 was funded from unspent prior years contributions.
- 6) The remaining useful life of the WRTM asset has been extended to June 2019. The model will be substantially reviewed during 2018/2019 with new census data and a software platform review.

Local Authority Shared Services

**Waikato Building Consent Group
For the Year Ended 30 June 2017**

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
Member Charges	1	0	225,456	225,456	275,673	281,738
Accumulated Fund		0	45,144	45,144	0	0
Total Income		0	270,600	270,600	275,673	281,738
Expenses						
Salaries		0	206,200	206,200	209,856	214,473
Vehicle Expenses		0	17,700	17,700	18,089	18,487
Training / Professional Fees		0	3,300	3,300	3,373	3,447
Operating Costs		0	3,000	3,000	3,066	3,133
Communications / IT Costs		0	2,000	2,000	2,044	2,089
Annual Subscriptions		0	400	400	409	418
Overheads	2	0	38,000	38,000	38,836	39,690
Total Expenses		0	270,600	270,600	275,673	281,738
Earnings before interest, tax and depreciation/ amortisation (EBITA)						
		0	0	0	(0)	(0)
Earnings before interest and tax		0	0	0	(0)	(0)
Net Surplus (Deficit) before tax		0	0	0	(0)	(0)
Notes						
1) Participating councils are Hamilton City and Hauraki, Matamata-Piako, Otorohanga, Thames-Coromandel, Waikato and Waitomo District Councils.						
2) Waikato District Council provides the Building Consent Group with support services, including accommodation, HR and Group Manager support.						

Local Authority Shared Services

**Future Proof
For the Year Ended 30 June 2017**

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
Member Charges	1	0	455,000	455,000	465,010	475,240
Accumulated Fund		0	120,990	120,990	0	0
Total Income		0	575,990	575,990	465,010	475,240
Expenses						
Implementation Advice (Reporting & Tangata Whenua)		0	125,000	125,000	127,750	130,561
Independent Chair		0	25,000	25,000	25,550	26,112
Tangata Whenua forum		0	15,000	15,000	15,330	15,667
Future Proof Co-Ordinator		0	65,000	65,000	66,430	67,891
Waikato DP Review		0	15,000	15,000	15,330	15,667
Waipa DP Appeals		0	0	0	0	0
Hamilton DP Appeals & Changes		0	15,000	15,000	15,330	15,667
General Submissions		0	15,000	15,000	15,330	15,667
Akl Unitary Plan		0	0	0	0	0
Southern Growth Corridor (MOUs)		0	5,000	5,000	5,110	5,222
Sub-regional Infrastructure Strategy		0	0	0	0	0
Cross-Boundary issues with Auckland Council		0	15,000	15,000	15,330	15,667
Future Proof Strategy Update		0	60,000	60,000	61,320	62,669
Economic Analysis for Strategy Update		0	20,000	20,000	20,440	20,890
Data Monitoring		0	5,000	5,000	5,110	5,222
Communications Advice for Strategy Update		0	20,000	20,000	20,440	20,890
NIDEA and WISE refinements		0	20,000	20,000	20,440	20,890
Independent Assessment of Growth Projections		0	15,000	15,000	15,330	15,667
Overheads	2	0	20,000	20,000	20,440	20,890
Total Expenses		0	455,000	455,000	465,010	475,240
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	120,990	120,990	0	(0)
Earnings before interest and tax		0	120,990	120,990	0	(0)
Net Surplus (Deficit) before tax		0	120,990	120,990	0	(0)
Notes						
1) Participating councils are Hamilton City, Waikato and Waipa Districts and Waikato Regional Council.						
2) Hamilton City Council provides the support services for Future Proof, including accommodation and operational costs.						

Local Authority Shared Services

**Mayoral Forum Projects
For the Year Ended 30 June 2017**

	Notes	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
Income						
Waikato Plan		319,000	0	(319,000)	0	0
Policy & Bylaws		114,000	0	(114,000)	0	0
Regional Infrastructure Tech. Specs.		0	50,000	50,000	0	0
Policy & Bylaws		0	7,000	7,000	0	0
Section 17a Review		0	7,000	7,000	0	0
Meeting Expenses Recovery		7,000	7,000	0	7,000	7,000
Total Income		440,000	71,000	(369,000)	7,000	7,000
Expenses						
Waikato Plan		319,000	0	(319,000)	0	0
Policy & Bylaws		114,000	0	(114,000)	0	0
Regional Infrastructure Tech. Specs.		0	50,000	50,000	0	0
Policy & Bylaws		0	7,000	7,000	0	0
Section 17a Review		0	7,000	7,000	0	0
Meeting Expenses		7,000	7,000	0	7,000	7,000
Total Expenses		440,000	71,000	(369,000)	7,000	7,000
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	0	0	0	0
Earnings before interest and tax		0	0	0	0	0
Net Surplus (Deficit) before tax		0	0	0	0	0

Local Authority Shared Services

Balance Sheet

For the Year Ended 30 June 2017

	Budget 2015/16	Budget 2016/17	Variance to Jun-16 Budget	Budget 2017/18	Budget 2018/19
CAPITAL					
Shares - SVDS	1,607,001	1,607,001	0	1,607,001	1,607,001
Shares - WRTM	1,350,000	1,350,000	0	1,350,000	1,350,000
Profit and Loss	(1,845,542)	(2,328,930)	(483,387)	(2,367,172)	(2,531,181)
Plus Current Year Operating Surplus/(Deficit)	(483,388)	(38,242)	445,145	(164,008)	(172,199)
TOTAL CAPITAL FUNDS	628,071	589,829	(38,242)	425,820	253,621
ASSETS					
CURRENT ASSETS					
Prepayments	2,990	2,692	(298)	2,751	2,812
Accounts Receivable	15,167	3,394	(11,773)	3,770	3,849
RWT On Interest	560	1,820	1,260	1,820	1,820
Local Authority Shared Services On-Call	401,332	623,031	221,699	602,771	600,831
GST Paid	(32,833)	(48,066)	(15,232)	(45,398)	(45,119)
TOTAL CURRENT ASSETS	387,216	582,872	195,657	565,715	564,193
NON-CURRENT ASSETS					
SVDS - Intangible Asset	3,080,875	3,085,506	4,631	3,095,920	3,106,563
WRTM - Intangible Asset	2,296,855	2,296,855	0	2,296,855	2,296,855
MoneyWorks Software	1,195	1,195	0	1,195	1,195
Accumulated Depreciation	(4,894,039)	(5,041,294)	(147,255)	(5,215,717)	(5,398,559)
TOTAL NON-CURRENT ASSETS	484,886	342,262	(142,624)	178,253	6,054
NET ASSETS	872,102	925,134	53,033	743,968	570,247
LESS CURRENT LIABILITIES					
Accounts Payable	234,053	323,831	89,778	306,422	304,642
Accounts Payable Accrual	9,977	11,473	1,496	11,726	11,984
TOTAL CURRENT LIABILITIES	244,030	335,305	91,275	318,148	316,626
NET WORKING CAPITAL	628,071	589,829	(38,242)	425,820	253,621

Local Authority Shared Services

**Statement of Cashflows
For the Year Ended 30 June 2017**

	Budget 2015/16	Budget 2016/17	Variance to Jun- 16 Budget	Budget 2017/18	Budget 2018/19
Cashflows from Operating Activities					
Interest Received	2,000	6,500	4,500	6,500	6,500
Receipts from Other Revenue	2,386,401	3,503,791	1,117,390	3,201,359	3,183,019
Payments to Suppliers	(2,439,297)	(3,379,111)	(939,814)	(3,197,445)	(3,178,876)
Taxes Paid	(560)	(1,820)	(1,260)	(1,820)	(1,820)
Goods & Services tax (net)	(32,833)	(25,221)	7,612	(18,943)	9,206
Net cash from operating activities	(84,289)	104,139	188,428	(10,349)	18,029
Purchase of Intangible Assets	(10,000)	(10,190)	(190)	(10,414)	(10,643)
Net cash from investing activities	(10,000)	(10,190)	(190)	(10,414)	(10,643)
Net increase in cash, cash equivalents and bank accounts	(94,289)	93,949	188,238	(20,763)	7,386
Opening cash and cash equivalents and bank overdrafts	495,620	529,082	33,462	623,534	593,445
Closing cash, cash equivalents and bank accounts	401,332	623,031	221,699	602,771	600,831
Summary of Bank Accounts					
BNZ - Call a/c	401,332	623,031	221,699	602,771	600,831
Closing Balance of Bank	401,332	623,031	221,699	602,771	600,831