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Local Authority Shared Services Limited – 6 Monthly Report

Waikato Local Authority Shared Services Limited (LASS) was incorporated in December 2005. Each of the 12 Waikato councils owns an equal number of shares in LASS and as such has an equal say in its development. This report covers the 6-month period from 1 July to 31 December 2015, as required by Section 66 of the Local Government Act 2002.

Objectives of LASS

LASS was established principally to provide the Councils in the Waikato Region with a vehicle to procure shared services. Its key purpose is to drive collaboration between councils, to improve customer service and performance, and to reduce costs. It provides a mechanism for the development of new services, which are available to be joined by any shareholder that chooses to do so.

LASS also provides administrative and financial support services to the Waikato Mayoral Forum, to enable the successful implementation of Mayoral Forum initiated projects.

The shareholders continue to identify improvements that could be made, such as: implementing shared services related to back-office activities; shared procurement to provide cost savings and consistency; streamlining of work processes; and service improvements. A range of initiatives which could benefit from being managed by LASS continues to be considered by working groups comprising staff from the shareholding councils.

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

- improved levels and quality of service
- a more co-ordinated approach to the provision of services
- reductions in the cost of services
- the development of new initiatives
- standardisation of service levels
- opportunities for all Councils, irrespective of location or size, to benefit from joint initiatives
- economies of scale resulting from a single entity representing all Councils and leveraging procurement opportunities.

These gains have been realised by shareholders in the Shared Valuation Data Service (SVDS), the Waikato Regional Transport Model (WRTM), and a variety of joint procurement services (e.g. insurance and postal services).

The ability of LASS to contribute to a greater extent in terms of shared services and also at a strategic collaboration level has also been the subject of discussion at the Waikato Mayoral Forum.

The LASS Directors continue to seek new opportunities, either from internal investigations or from council or CEO initiatives that are presented to the Board.

Nature and Scope of Current Activities

Services

Currently, three major services operate under the LASS umbrella. A number of shared service procurement contracts are in place, several new initiatives are under investigation, and LASS is providing a support role for the collaborative initiatives of the Waikato Mayoral Forum. These activities are described in more detail below.

The **Shared Valuation Data Service (SVDS)** continues to provide timely and accurate property valuation data to member Councils and shareholders at a reducing cost. The SVDS has become the accepted valuation database in the region, with 10 of the 12 councils participating. Development work has slowed as the enhancement programme has been scaled back. The emphasis now is on individual Councils paying for their own enhancements unless there is a collective benefit.

A review of the management contracts for this service has recently been completed, and significant savings (\$126,000 per annum) have been realised. New contracts to sell the data have also been negotiated, which is bringing in new revenue and further reducing the cost of operating this activity. External revenue now totals over \$200,000 per annum, which reduces the cost to the participating councils.

The **Waikato Regional Transportation Model (WRTM)** became fully operational in February 2010. This model provides accurate information to Councils for their transport modelling requirements. Third parties also contract to LASS to use the model (for a charge). The WRTM is the only recognised strategic transport modelling resource in the Waikato Region, and is jointly funded by the NZ Transport Agency. The contract with the model's operations supplier was recently publicly re-tendered, and has been re-let to the Traffic Design Group. It is proposed that this activity will be managed by staff in the Road Asset Technical Accord (RATA) from 1 July 2016, as RATA will be transferring into LASS effective from 1 July 2016.

The **Waikato Regional Aerial Photography Service (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 – in 2002, 2007 and 2012. In 2012, the WRAPS members were the councils of the Waikato Region, plus the Department of Conservation and Waikato University. The next WRAPS contract is due to be tendered in 2016/17. Work is currently underway to secure external funding for this project, which will reduce the cost to the participating councils. So far, \$84,000 revenue from third parties has been secured.

Proposed New Services

The transfer of two existing services into LASS has been investigated over the last 6 months and both have been recommended to proceed by the LASS Board. The proposed new LASS services are the **Road Asset Technical Accord (RATA)** and the **Waikato Building Consent Group (WBCG)**. These two proposals will be consulted on with shareholders as part of the draft Statement of Intent for 2016/17.

Benefits Review

A key achievement over the last 6-months has been the analysis and compilation of the benefits that have been achieved by LASS since its inception. A report describing these achievements, titled "*Collaboration in Action*", was published in August 2015 and presentations on the findings were made to the Mayoral Forum in September 2015, and to a special workshop for elected members, which was held at Lake Karapiro in November 2015. A copy of the report is available on request to the Company Secretary.

Procurement

LASS is a party to numerous **Procurement Contracts** which provide value to the participating councils. Current LASS contracts include: a variety of **Insurance** coverage (Brokerage Services, Material Damage / Business Interruption Insurance, Infrastructure Insurance, Motor Vehicle Fleet Insurance); **computer-generated print, mail-house and e-Services**; a **Professional Services Procurement (PSP) Panel**; an **Accommodation** provider; **water and wastewater treatment plant chemicals**; a **Financial Reporting** tool; a **Fleet Management** system; a **GPS tracking** system; an **Economic profiler**; as well as access to **N3** (previously the Government Stores Board), **All of Government** contracts, and **Syndicated contracts**.

The existing LASS contract with NZ Post for **postal and courier services** was recently extended for a further two years, on the same terms and conditions. This contract provides annual savings of over \$100,000 and all of the LASS councils are participating in these benefits.

Earlier this year, LASS entered into a Memorandum of Understanding with LINZ to scan the **Waikato Historic Aerial Photos** archive. The LINZ Crown archive contains over 500,000 historic aerial photo negatives captured by surveys flown over New Zealand between 1936 and 2005. All of the shareholding councils are participating in this 4-year project, which includes a subsidy of \$56,000 from LINZ.

A new shared services contract for the **analysis of water and wastewater samples** has recently been negotiated with Hills Laboratories. All councils will be able to enter into a Joining Agreement with LASS to gain access to the discounted rates. Based on current levels of usage, savings of over \$170,000 per annum are anticipated.

Advisory Groups

Two Advisory Groups have been established: to oversee the work of the Shared Valuation Data Service (SVDS) and the Insurance activities.

The **SVDS Advisory Group** manages the work of the SVDS Contract Manager. The primary role of the Advisory Group (amongst other things) is to recommend measures to enhance the value of SVDS information, to identify and investigate commercial opportunities, and to review the direction of the SVDS service. Membership comprises one representative from each of the service shareholders, with one being elected as Chair. (The current Chair is the representative from Waipa District Council.)

The **Insurance Advisory Group** works with our insurance broker (currently Aon) to deliver economies of scale, to reduce the group's exposure to market increases in premium costs, to enhance cover arrangements and to minimise risk. Membership comprises one representative from each of the service shareholders, with one being elected as Chair. (The current Chair is the representative from Waikato Regional Council.)

Working Parties

The LASS Chief Executive co-ordinates and facilitates a number of Working Parties of council staff. The standing Working Parties are: the **Shared Services Working Party**, which comprises the GM Corporate (or equivalent) from all of the shareholding councils, and which considers and evaluates new shared services opportunities and makes recommendations to the LASS Board; the **Waikato IT Managers' Working Party**, which comprises the IT Managers from all of the shareholding councils, and which investigates collaboration opportunities in the technology space; and the **Procurement Managers' Working Party**, which comprises the Procurement Managers from Hamilton City, Waikato Regional and Waikato District councils, and which manages procurement initiatives on behalf of LASS.

Over the past 6 months, the **Shared Services Working Party** recommended that energy audits be investigated. A stocktake of the energy saving opportunities available in all councils (except

for Hamilton City and Matamata Piako), has now been completed. (Hamilton and Matamata Piako were excluded because they already have energy saving programmes in place, and therefore are not eligible for a subsidy from the Energy Efficiency Conservation Authority – EECA.) Sufficient energy-saving opportunities were identified from the stocktake to justify entering into negotiations with EECA. EECA have recently offered LASS a 3-year Collaboration Agreement, which will bring in \$210,000 in subsidies, subject to the achievement of specific energy-saving milestones. All of the eligible councils, except for Thames Coromandel, have agreed to participate in this programme, which will be considered by the LASS Board in February 2016.

The Shared Services Working Party has also initiated a review of vehicle fleet operations, to assess the feasibility of things like fleet sharing and other strategic opportunities for fleet management.

The primary focus of the **Waikato IT Managers' Working Party** over the past six months has been the development of a GIS Data Portal, which will provide easy, secure access to spatial tools, information and data, and provide a map viewer for the whole of the Waikato region, including a link to Civil Defence and Emergency Management information. The initial datasets will include the historic aerial photos archive, 3-waters pipe networks and District Plan zones, and will be expanded over time. The portal is expected to come on-line early in 2016.

Representatives from the **IT Managers' Working Party** are also involved with the Waikato Regional Aerial Photography Syndicate (WRAPS).

Current projects being led by representatives of the **Procurement Managers' Working Party** include the establishment of a Legal Services Panel and an IT Professional Services Panel (both of these Panels are expected to be in place by 1 July 2016).

Over the past 6 months, two new Working Parties have been established: a **Health and Safety Working Party** and an **Asset Valuation Working Party**.

The purpose of the **Health & Safety Working Party** is to identify issues arising from the new Health and Safety legislation which need to be addressed by the participating councils; to identify areas where Health and Safety policy, procedures and guidelines need to be developed (which are applicable to all of the councils); to develop standard reporting measures for health and safety; to develop draft Health and Safety policies, procedures and guidelines; and to make recommendations to the LASS Board. All of the LASS councils are now represented on the Working Party. The Working Party was responsible for organising training sessions on the new health and safety legislation for elected representatives, chief executives and staff in November 2015. These sessions were well attended and positive feedback was received from the attendees.

The purpose of the **Asset Valuation Working Party** is to collate data on the current asset lives being used by all councils, to enable recommendations to be developed for transitioning to standard or consistent asset lives, and to identify where changes (and possibly reductions) to depreciation rates may be appropriate. Asset condition data has recently been collected for the 3 waters, noting that the collection of roading data is being managed through the RATA project. A standard process map for valuing assets, aimed at reducing the reliance on default values and minimising the use of overly conservative values, to help reduce the risk of over-depreciation, is currently being developed.

A number of other shared services procurement initiatives are currently under investigation and will be reported on in the Annual Report.

Waikato Mayoral Forum

The Mayoral Forum initially established six working parties to investigate collaborative opportunities in the areas of governance, planning, waters, roading, economic development, and policy and bylaws.

The governance work stream is currently in abeyance. The Waikato 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 (now called RATA) is proposed for transfer into LASS from 1 July 2016. Finally, the Economic Development work stream has developed a strategy, and implementation of the "Waikato Means Business" plan was devolved to an independent Steering Group in July 2015.

LASS provides administrative support to the Mayoral Forum, and also administers the collective funding for each of these work streams, invoicing each of the participating councils and paying all of the approved invoices for each work stream.

Service Performance

The **Shared Valuation Data Service (SVDS)** has continued to operate effectively in supplying timely and accurate information and is considered to be operating in a "steady state". No interest has been shown by councils outside the region to join, although preliminary discussions are being held with councils in the South Island West Coast region. The Advisory Group has undertaken a review of the development roadmap and scaled down future planned development. Any further development will require a business case prior to proceeding, which has reduced future costs.

Significant benefits continue to accrue to Councils using the SVDS service, including:

- Competition in the Waikato valuation market, with a resultant improved level of service
- Significantly improved data quality, and a minimum of errors
- Standardisation of information and the removal of processing inefficiencies
- Quicker and more efficient access to data
- Far greater collaboration between the user Local Authorities.

The SVDS Contract Manager and the Advisory Group are to be congratulated on their excellent management of this important operation.

The **Waikato Regional Transport Model (WRTM)** remains fully operational, and has recently been updated to include the latest census data. The WRTM service contract with the Traffic Design Group TDG) was recently publicly tendered, and TDG were again successful in winning the contract. The model continues to be an important input to the development of the Waikato Plan.

With the proposed transition of RATA into LASS from 1 July 2016, management of the WRTM will become RATA's responsibility and the engagement of an external contract manager will no longer be required.

The **Waikato Regional Aerial Photography Service (WRAPS)** became a LASS-managed project in December 2014. The next WRAPS contract is due to be tendered in 2016/17. A working party has been set up to consider the most appropriate technology to be used and the most efficient method for contracting the capture of both rural and the urban imagery.

Discussions are currently being held with other parties to assess their willingness to join the syndicate. The University of Waikato has already signed up to be a funding partner, and both Land Information New Zealand (LINZ) and the NZ Transport Agency (NZTA) have indicated potential interest, which will reduce the cost to the participating councils.

Performance Measures

The following performance measures were included in the Statement of Intent for the 2015/16 financial year. An update on their status as at 31 December 2015 is shown in the table below.

TARGET	METHOD	MEASURE	ACTUAL OUTCOME
<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>On Track One new procurement initiative has been implemented (Laboratory Services), and two are currently in progress (a Legal Services Panel and an IT Professional Services Panel).</p> <p>Achieved The Laboratory Services contract is expected to save over \$170,000 p.a.</p> <p>Achieved The Laboratory Services contract is an extension of an existing Waikato Regional Council contract, which was originally competitively tendered.</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>Achieved Three new collaboration projects are in progress: EECA Collaboration Agreement; transfer of the Waikato Building</p>

		If considered of value, business cases are developed for approval by the Board, and the projects are implemented.	Consent group into LASS; the permanent establishment of RATA within LASS. Achieved All three proposals will be subject to approval by resolution of the LASS Board.
Existing LASS Contracts Existing contracts are managed and renegotiated as required.	Appointed vendors deliver on the terms of their contracts and deliver value to the shareholders.	The LASS Contracts Register is maintained and managed. Contracts which are due for renewal are tested for competitiveness and either renegotiated or tendered through a competitive process.	Achieved The Contracts Register is up-to-date. Achieved The NZ Post contract has been extended for 2 years on the existing terms and conditions.
Cashflow The company shall maintain a positive cashflow position.	The Financial Accountant reviews cashflow monthly. The LASS Board reviews the financial statements quarterly.	Monthly financial statements show a positive cashflow position.	Achieved Reports on the financial position were considered at LASS Board meetings on 21 August and 3 November 2015.
Cost Control Administration expenditure shall be managed and monitored.	The Financial Accountant and Chief Executive review expenditure monthly. The LASS Board reviews financial statements quarterly.	Administration expenditure shall not exceed budget by more than 5%, unless prior approval is obtained from the Board.	Achieved Administration expenditure showed a positive variance of \$17,970 as at 31 December 2015.
Reporting Six monthly reports provided to Shareholders.	The Chief Executive prepares a written report for the LASS Board every meeting. One 6-monthly and one Annual Report are prepared for shareholders.	The Board shall provide a written report on the business operations and financial position of the LASS to the Shareholders every six months. Note that every second report shall be the Annual Report, which includes a report that all of the statutory	Achieved Six-monthly report is being provided. Achieved The 2014/15 LASS Annual Report was sent to all

		requirements of the LASS are being adhered to.	shareholders in November 2015.
<p>Waikato Mayoral Forum The company shall provide administrative support and updates on Mayoral Forum work streams to the Mayoral Forum.</p>	<p>Mayoral Forum projects shall be managed financially through the LASS.</p> <p>Updates on Mayoral Forum projects shall be co-ordinated by the LASS Chief Executive.</p>	<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>Achieved Progress reports were provided to the Mayoral Forum on 7 September and 16 November 2015.</p> <p>Achieved All approved invoices were 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>Achieved SVDS was available to users for more than 99% of normal working hours.</p> <p>Not Applicable There has been no capital enhancement work over the last 6 months.</p> <p>Achieved The SVDS Advisory Group met on 6 August and 5 November 2015.</p>
<p>Waikato Regional Transport Model (WRTM) The WRTM is reliable, well maintained and available to all users.</p>	<p>A Contract Manager is appointed for WRTM.</p> <p>Contract Manager monitors performance of the model supplier (currently Traffic Design Group - TDG) and 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.</p> <p>A report by the Contract Manager on any new developments and on the status of the model is provided to the LASS Board at least every six months.</p>	<p>Achieved All timeframes are being met.</p> <p>Achieved A report recommending awarding the WRTM Operations contract to TDG was approved at a Board teleconference</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.	on 4 December 2015 On track A peer review is scheduled following the update of the model with the new census data.
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.	On track The annual shareholders' survey is scheduled for March 2016.
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.	Achieved A report on the achievements of LASS, titled "Collaboration in Action", was published in August 2015. A verbal update to elected members was given by the LASS Chief Executive at a special Mayoral Forum meeting at Karapiro on 16 November 2015. Further information on the LASS work programme and achievements are contained in this report.

LASS Financial Position

Expenditure for the LASS Company has been assessed on the basis of the direct cost of management and the Directors' governance role. The Directors have directed that these costs be kept to a minimum.

The LASS Company expenditure for this period was \$1,153,731 against a budget of \$1,199,525. The variance was largely due to under-expenditure in the Company Administration and Waikato Regional Transport Model cost centres.

Revenue was above budget at \$1,410,866 compared to a budget of \$1,362,824. The additional revenue was a result of unbudgeted income received for SVDS data and software sales, revenue in advance for the WRAPs project (which will not take place until 2016/17), and higher interest income.

Overall, revenue was higher than expenditure by \$257,134 against a budget of revenue exceeding expenditure by \$163,299. The timing of the Mayoral Forum project costs was the main contributor.

The combined service costs are shown in the attached financial statements in Appendix 1. The financial statements meet the LASS policies as stated in Appendix 2, as well as complying with the generally accepted international accounting principles.

Outcome of 2014 Audit

Audit New Zealand issued an unmodified audit opinion on 21 August 2015. No recommendations were made.

SVDS Financial Position

The full year forecast currently predicts an out-turn of \$23,077 favourable against the budget. Consideration will be given to reducing the fourth quarter member charges to offset the forecast cash surplus, but this decision will be made closer to the end of the financial year.

The operating costs for SVDS were \$284,637 against a year-to-date budget of \$283,897. Revenue gained from the external sale of data during this period was \$124,113 against a budgeted income of \$96,000.

There were no enhancements to SVDS over this period.

WRTM Financial Position

The net operating deficit as at 31 December was \$26,132. The depreciation charge for this six month period was \$164,061. Income was primarily from shareholder cost recovery of \$86,242.

Forecasted expenditure is currently \$34,356 above budget due to higher costs than budgeted for the re-tendering of the WRTM Operations contract and anticipated higher costs than budgeted for the Future Land Use investigations. These additional costs either will be or have been approved by the WRTM Advisory Group. It is expected that all budgeted expenditure will be recovered from shareholders.

Directors

The Directors appointed for the period that this six monthly report covers were:

Director	Position	Director Appointed By
Gavin Ion (Chair)	Chief Executive, Waikato District Council	Waikato District Council
Geoff 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(s), Hamilton City Council	Hamilton City Council
David Hammond	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
Craig Hobbs	Chief Executive, South Waikato District Council	South Waikato District Council
Rob Williams	Chief Executive Officer, Taupo District Council	Taupo District Council
Dave Clibbery	Chief Executive Officer, Otorohanga District Council	Otorohanga District Council

Appendix 1

Company Summary
Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015

Notes	Year to Date			Full Year		
	Actual YTD	Budget	Variance	Budget	Forecast	Last Year
Income						
Company Administration Member Charges	169,550	169,550	0	169,550	169,550	87,146
Recovery of Admin Costs	31,343	31,343	(0)	62,686	62,686	44,405
SVDS Member Charges	217,719	217,720	(1)	290,293	290,293	429,777
SVDS Data & Software Sales	124,113	96,000	28,113	192,000	223,670	191,426
TA Valuation Services Recovery	78,500	78,500	0	78,500	78,500	0
SVDS Enhancement Recovery	0	0	0	10,000	10,000	0
WRM Member Charges	86,242	85,000	1,242	128,143	150,682	206,781
WRM External Users Recovery	8,028	8,000	28	12,000	12,000	3,390
Mayoral Forum Funding	372,809	372,809	0	1,051,245	1,064,773	535,866
N3 Membership Fee Recovery	0	0	0	18,000	18,000	18,000
Value Financials Fee Recovery	0	0	0	46,750	46,750	36,894
Insurance Brokerage Fee Recovery	147,500	147,500	0	147,500	147,500	147,500
Infometrics Fee Recovery	62,400	62,400	0	70,400	62,400	70,400
Asset Valuation Services	0	0	0	0	0	0
Energy Management	16,000	16,000	0	16,000	16,000	0
Health and Safety Working Party	0	0	0	0	0	0
Health and Safety Training	7805	0	7805	0	11,680	0
IT Initiatives - GIS Shared Portal	0	0	0	22,334	22,334	0
LG Collaboration Portal	0	0	0	0	0	0
WRAPS Recovery	4,000	0	4,000	0	4,000	0
Historical Aerial Photos Recovery	77,000	77,000	0	77,000	77,000	0
Debt Management Solutions Recovery	0	0	0	0	0	7,880
SISP Funding	0	0	0	0	0	0
Professional Services Panel Funding	0	0	0	0	0	0
Interest Received	7,857	1,002	6,855	2,000	8,500	16,612
Total Income	1,410,866	1,362,824	48,042	2,394,401	2,476,318	1,796,077
Operating Expenditure						
Company Admin Operating Expenditure	91,370	109,340	17,970	233,736	228,796	197,516
SVDS Operating Expenditure	284,637	283,897	(741)	561,293	566,243	665,551
WRM Operating Expenditure	120,402	157,580	37,178	186,773	221,129	202,528
MF Operating Expenditure	372,809	372,809	0	1,051,245	1,064,773	535,866
Procurement Operating Expenditure	283,705	275,900	(7,805)	375,650	384,330	280,674
SISP Operating Expenditure	806	0	(806)	33,600	34,115	947
PSP Operating Expenditure	0	0	0	0	0	2,767
Total Operating Expenditure	1,153,731	1,199,525	45,794	2,442,297	2,499,386	1,885,849
Earnings before interest, tax and depreciation/ amortisation (EBITA)	257,134	163,299	93,836	(47,896)	(23,069)	(89,773)
Non-Cash Operating Expenditure						
Company Admin Non-Cash Expenditure	85	86	1	171	171	171
SVDS Non-Cash Expenditure	45,607	54,850	9,243	109,699	109,699	91,236
WRM Non-Cash Expenditure	164,061	164,061	1	328,122	328,122	328,122
Total Non-Cash Operating Expenditure	209,753	218,996	9,244	437,992	437,992	419,529
Earnings before interest and tax	47,381	(55,697)	103,079	(485,888)	(461,061)	(509,302)
Net Surplus (Deficit) before tax	47,381	(55,697)	103,079	(485,888)	(461,061)	(509,302)
CA Net Surplus (Deficit) before tax	117,295	92,218	25,077	(171)	11,769	(50,976)
SVDS Net Surplus (Deficit) before tax	90,087	53,726	36,361	(99,699)	(73,480)	(134,937)
WRM Net Surplus (Deficit) before tax	(190,193)	(228,641)	38,448	(374,752)	(386,569)	(319,675)
MF Net Surplus (Deficit) before tax	0	0	0	0	0	0
Procurement Net Surplus (Deficit) before tax	31,000	27,000	4,000	0	(1,000)	0
SISP Net Surplus (Deficit) before tax	(808)	0	(808)	(11,266)	(11,781)	(947)
PSP Net Surplus (Deficit) before tax	0	0	0	0	0	(2,767)
Net Surplus (Deficit) before tax	47,381	(55,698)	103,079	(485,888)	(461,061)	(509,302)
Capital Expenditure						
SVDS Enhancements	0	0	0	10,000	10,000	9,441
Total Cash Expenditure (Opex, Interest & Capital)	0	0	0	10,000	10,000	9,441

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Company Admin

	Notes	Actual YTD	Year to Date Budget	Variance	Budget	Full Year Forecast	Last Year
Income							
Company Administration Member Charges		169,550	169,550	0	169,550	169,550	87,146
Recovery of Admin Costs		31,343	31,343	(0)	62,686	62,686	44,405
Interest Received CA	1	7,857	750	7,107	1,500	8,500	15,161
Total Income		208,750	201,643	7,107	233,736	240,736	146,712
Expenses							
Accounting/ Financial Services		13,338	13,750	412	27,500	27,500	22,673
External Accounting/ Financial Services	2	3,342	2,000	(1,342)	4,000	5,000	3,345
Audit Fees		0	0	0	15,349	15,349	15,145
IT Services		0	92	92	92	92	128
Recruitment Fees		0	0	0	0	0	277
Professional Fees		0	0	0	0	0	1,722
Bank Charges		199	140	(59)	280	320	329
Legal Fees		126	1,250	1,124	2,500	2,500	0
Value Financials Licence Fee		0	0	0	2,600	2,600	2,310
Sundry Expenses		765	600	(165)	1,200	1,400	1,163
Insurance		2,535	2,800	265	2,800	2,535	2,525
Shared Services Contractors		63,991	78,000	14,009	156,000	156,000	132,040
Secretarial Services		1,971	5,708	3,737	11,415	5,500	4,457
Mileage Costs		5,103	5,000	(103)	10,000	10,000	9,978
Write Offs		0	0	0	0	0	1,424
Total Expenses		91,370	109,340	17,970	233,736	228,796	197,516
Earnings before interest, tax and depreciation/ amortisation (EBITA)		117,380	92,304	25,076	0	11,940	(50,805)
Non-Cash Expenses							
Depreciation		85	86	(1)	171	171	171
Earnings before interest and tax		117,295	92,218	25,077	(171)	11,769	(50,976)
Net Surplus (Deficit) before tax		117,295	92,218	25,077	(171)	11,769	(50,976)
Cash Surplus							
Opening Balance		31,600	0	31,600	0	31,600	82,404
plus/(less) transfers	3	(7,767)	0	(7,767)	0	(7,767)	0
Movement for year		117,380	92,304	25,077	0	11,940	(50,805)
Cash Surplus / (Deficit)		141,213	92,304	48,909	0	35,773	31,600

Notes

- 1) Interest received from revenue received in advance for the Mayoral Forum projects is used to offset administrative costs incurred.
- 2) External tax services are higher than budgeted due to additional work needed to be done on tax note for 2014/15 Annual Report due to Audit NZ requests.
- 3) Prior year surplus used to offset \$2,767 for Professional Services Panel deficit, and \$5,000 to fund Health & Safety working party projects.

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Shared Valuation Data Service (SVDS)

	Notes	Actual YTD	Year to Date Budget	Variance	Budget	Full Year Forecast	Last Year
Income							
SVDS Member Charges		217,718	217,720	(2)	290,293	290,293	429,777
TA Valuation Services Recovery		78,500	78,500	0	78,500	78,500	0
SVDS Enhancements Recovery		0	0	0	10,000	10,000	0
SVDS Data & Software Sales	1	124,113	96,000	28,113	192,000	223,670	191,426
Interest Received - SVDS		0	252	(252)	500	0	647
Total Income		420,331	392,472	27,859	571,293	602,463	621,850
Expenses							
Hosting Contract		23,880	24,600	720	49,200	47,760	59,497
Software Contract	2	51,750	47,500	(4,250)	95,000	103,500	145,684
Management Services		139,532	140,750	1,218	276,500	276,033	371,617
TA Valuation Services		38,500	39,250	750	78,500	77,000	0
Contract Management Services		10,988	8,000	(2,988)	16,000	16,000	30,431
Software Support Contingency		0	3,125	3,125	6,250	6,250	0
Secretarial Services		1,924	1,500	(424)	3,000	3,000	2,100
SVDS Review		0	0	0	0	0	13,837
Insurance		1,357	1,500	143	1,500	1,357	1,357
Legal Fees		1,034	2,000	966	4,000	4,000	18,762
Other Expenses		0	0	0	0	0	63
Oncharge of LASS Admin Costs		15,672	15,672	(1)	31,343	31,343	22,203
Total Expenses		284,637	283,897	(741)	561,293	566,243	665,551
Earnings before interest, tax and depreciation/amortisation (EBITA)		135,694	108,575	27,119	10,000	36,219	(43,701)
Non-Cash Expenses							
Depreciation	3	45,607	54,850	9,243	109,699	109,699	91,236
Earnings before interest and tax		90,087	53,726	36,361	(99,699)	(73,480)	(134,937)
Net Surplus (Deficit) before tax		90,087	53,726	36,361	(99,699)	(73,480)	(134,937)
Capital Expenditure							
SVDS Enhancements		0	0	0	10,000	10,000	9,441
Total Cash Expenditure (Opex, Interest & Capital)		284,637	283,897	(741)	571,293	576,243	674,992
Cash Surplus							
Opening Balance	4	(3,142)	0	(3,142)	0	(3,142)	50,000
plus/(less) transfers		0	0	0	0	0	0
Movement for year		135,694	108,575	27,119	0	26,219	(53,142)
Cash Surplus / (Deficit)		132,552	108,575	23,977	0	23,077	(3,142)

Notes

- 1) Data and Software Sales are higher due to higher revenue than budgeted to be received from Corelogic.
- 2) Slightly higher than budgeted due to actual contract coming in higher than budgeted.
- 3) Depreciation is forecasted to be lower than budget due to a lower value of enhancements than budgeted being made to the asset in 2014/15.
- 4) Prior year cash deficit of \$3,142 due to miscalculation of forecasted savings in management services contract remitted back to members. To be offset by forecasted surplus.

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Waikato Regional Transport Model (WRTM)

	Notes	Actual YTD	Year to Date Budget	Variance	Full Year Budget	Full Year Forecast	Last Year 2014/15
Income							
WRTM Member Charges	1	86,242	85,000	1,242	128,143	150,682	206,781
WRTM External Users Recovery		8,028	8,000	28	12,000	12,000	3,390
Interest Received - WRTM		0	0	0	0	0	804
Total Income		94,270	93,000	1,270	140,143	162,682	210,975
Expenses							
WRTM Project Manager		7,500	9,000	1,500	18,000	18,000	18,000
Minor Model Upgrades		16,187	16,000	(187)	30,000	30,000	17,262
Peer Review		276	2,083	1,807	5,000	5,000	0
Annual Scheduling of Works Review		0	1,875	1,875	4,500	4,500	0
External User Costs		6,690	7,000	310	10,000	10,000	2,825
Census Update	1	8,662	8,000	(662)	14,959	25,408	98,456
Future Land Use Client Input	2	27,983	28,000	18	43,000	59,150	29,790
Tendering for WRTM Contract	3	19,570	13,671	(5,899)	13,671	19,865	12,635
WRTM Base Model Testing		16,506	15,000	(1,506)	15,000	16,506	0
Insurance		1,357	1,300	(57)	1,300	1,357	1,357
Oncharge of LASS Admin Costs		15,672	15,672	(1)	31,343	31,343	22,203
Total Expenses		120,402	157,580	(2,802)	186,773	221,129	202,528
Earnings before interest, tax and depreciation/ amortisation (EBITA)		(26,132)	(64,580)	(1,532)	(46,630)	(58,447)	8,447
Non-Cash Expenses							
Depreciation		164,061	164,061	0	328,122	328,122	328,122
Earnings before interest and tax		(190,193)	(228,641)	(1,532)	(374,752)	(386,569)	(319,675)
Net Surplus (Deficit) before tax		(190,193)	(228,641)	(1,532)	(374,752)	(386,569)	(319,675)
Cash Surplus							
Opening Balance		58,447	0	58,447	46,630	58,447	50,000
plus / (less) transfers		0	0	0	0	0	0
Movement for year		(26,132)	(6,917)	(19,215)	(46,630)	(58,447)	8,447
Cash Surplus / (Deficit)		32,314	(6,917)	39,231	0	(0)	58,447

Notes

- 1) Additional costs incurred as approved by the WRTM advisory group
- 2) Additional costs incurred as approved by the WRTM advisory group
- 3) Additional costs incurred as approved by the WRTM advisory group

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Waikato Mayoral Forum

Notes	Year to Date			Budget	Full Year		Project to date
	Actual YTD	Budget	Variance		Forecast	Last Year	
Income							
Governance	0	0	0	0	0	(570)	7,430
Spatial Plan	0	0	0	319,000	319,000	560,953	1,196,239
Economic Development	0	0	0	0	0	7,636	200,869
Waters	0	0	0	0	0	(12,917)	232,440
Roading (RATA)	203,458	203,458	0	611,245	611,245	767,820	1,070,458
Policy & Bylaws	-	-	-	-	-	66,000	86,000
Regional Infrastructure Tech. Specs	0	0	0	100,000	100,000	-	0
Policy & Bylaws	10,000	10,000	0	7,000	10,000	-	10,000
Section 17a Review	14,000	14,000	0	7,000	14,000	-	14,000
Administration Costs	0	0	0	7,000	7,000	348	5,348
Revenue	227,458	227,458	0	1,051,245	1,061,245	1,389,270	2,822,784
Less Revenue in Advance	1	145,351	145,351	0	3,528	(493,703)	(826,561)
Total Income		372,809	372,809	0	1,051,245	1,064,773	895,567
Expenses							
Governance	0	0	0	0	0	0	7,430
Spatial Plan	219,580	219,580	0	319,000	319,000	297,011	735,770
Economic Development	0	0	0	0	0	29,020	200,869
Waters	0	0	0	0	0	0	232,440
Roading (RATA)	131,163	131,163	0	611,245	611,245	565,897	770,048
Policy & Bylaws	-	-	-	-	-	-	-
Regional Infrastructure Tech. Specs	0	0	0	100,000	100,000	-	0
Policy & Bylaws	13,528	13,528	0	7,000	13,528	3,291	36,685
Section 17a Review	6,000	6,000	0	7,000	14,000	-	6,000
Administration Costs	2,538	2,538	0	7,000	7,000	348	6,981
Total Expenses		372,809	372,809	0	1,051,245	1,064,773	895,567
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	0	0	0	0	0
Earnings before interest and tax		0	0	0	0	0	0
Net Surplus (Deficit) before tax		0	0	0	0	0	0

Notes

1) The split of the balance of \$826,561 of revenue in advance for individual projects is:

	Admin	Spatial Plan	RATA	Bylaws	Waters	Economic Development	Governance	Total
Revenue	5,348	1,196,239	1,070,458	110,000	232,440	200,869	7,430	2,822,784
Expenditure	6,981	735,770	770,048	42,685	232,440	200,869	7,430	1,996,223
Total Available Funds	(1,633)	460,469	300,410	67,315	0	0	0	826,561

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Procurement of Shared Services

	Notes	Actual YTD	Year to Date Budget	Variance	Budget	Full Year Forecast	Last Year
Income							
N3 Membership Fee Recovery		0	0	0	18,000	18,000	18,000
Value Financials Fee Recovery		0	0	0	46,750	46,750	36,894
Insurance Brokerage Fee Recovery		147,500	147,500	0	147,500	147,500	147,500
Infometrics Fee Recovery		62,400	62,400	0	70,400	62,400	70,400
Asset Valuation Services		0	0	0	0	0	0
Energy Management		16,000	16,000	0	16,000	16,000	0
Health and Safety Working Party		0	0	0	0	0	0
Health and Safety Training	1	7,805	0	7,805	0	11,680	0
WRAPS Recovery	2	4,000	0	4,000	0	4,000	0
Historical Aerial Photos Recovery		77,000	77,000	0	77,000	77,000	0
Debt Management Solutions Recovery		0	0	0	0	0	7,880
Total Income		314,705	302,900	11,805	375,650	383,330	280,674
Expenses							
N3 Membership Fee		0	0	0	18,000	18,000	18,000
Value Financial Fees		0	0	0	46,750	46,750	36,894
Insurance Brokerage Fee Payable		147,500	147,500	0	147,500	147,500	147,500
Infometrics		62,400	62,400	0	70,400	62,400	70,400
Asset Valuation Services		0	0	0	0	0	0
Energy Management		16,000	16,000	0	16,000	16,000	0
Health and Safety Working Party		0	0	0	0	5,000	0
Health and Safety Training	1	7,805	0	(7,805)	0	11,680	0
WRAPS Recovery		0	0	0	0	0	0
Historical Aerial Photos		50,000	50,000	0	77,000	77,000	0
Debt Management Solutions		0	0	0	0	0	7,880
Total Expenses		283,705	275,900	(7,805)	375,650	384,330	280,674
Earnings before interest, tax and depreciation/ amortisation (EBITA)		31,000	27,000	4,000	0	(1,000)	0
Earnings before interest and tax		31,000	27,000	4,000	0	(1,000)	0
Net Surplus (Deficit) before tax		31,000	27,000	4,000	0	(1,000)	0
Cash Surplus							
Opening Balance		0	0	0	0	0	0
plus / (less) transfers	3	5,000	0	5,000	0	5,000	0
Movement for year		31,000	27,000	4,000	0	(1,000)	0
Cash Surplus / (Deficit)		36,000	27,000	9,000	0	4,000	0

Notes

- 1) Not previously budgeted as training was decided in September 2015. Cost recovery from all Councils
- 2) Revenue in advance received from University of Waikato
- 3) Surplus from Company Administration to be allocated to the Health and Safety Working Party for projects

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Information Technology

	Notes	Actual YTD	Year to Date Budget	Variance	Budget	Full Year Forecast	Last Year
Income							
SISP Funding		0	0	0	0	0	0
LG Collaboration Portal		0	0	0	0	0	0
IT Initiatives - GIS Shared Portal		0	0	0	22,334	22,334	0
Total Income		0	0	0	22,334	22,334	0
Expenses							
SISP Consultancy Services		0	0	0	0	0	0
LG Collaboration Portal		0	0	0	0	0	0
IT Initiatives - GIS Shared Portal	1	293	0	(293)	33,600	33,600	0
Meeting Expenses		515	0	(515)	0	515	947
Printing and Stationery		0	0	0	0	0	0
Total Expenses		808	0	(808)	33,600	34,115	947
Earnings before interest, tax and depreciation/ amortisation (EBITA)	2	(808)	0	(808)	(11,266)	(11,781)	(947)
Earnings before interest and tax		(808)	0	(808)	(11,266)	(11,781)	(947)
Net Surplus (Deficit) before tax		(808)	0	(808)	(11,266)	(11,781)	(947)
Cash Surplus							
Opening Balance	2	11,519	11,519	0	11,519	11,519	12,466
plus /(less) transfers		0	0	0	0	0	0
Movement for year		(808)	0	(808)	(33,600)	(34,115)	(947)
Cash Surplus / (Deficit)		10,711	11,519	(808)	(22,081)	(22,596)	11,519

Notes

- 1) Purchase of domains for GIS data portal
- 2) Surplus to be carried over to 2015/16 to fund the GIS Data Portal development

Local Authority Shared Services Ltd
Management Accounts for the Period Ended 31 December 2015
Professional Services Panel

	Notes	Actual YTD	Year to Date Budget	Variance	Budget	Full Year Forecast	Last Year
Income							
Professional Services Panel Funding		0	0	0	0	0	0
Total Income		0	0	0	0	0	0
Expenses							
Consultancy Services		0	0	0	0	0	2,767
Total Expenses		0	0	0	0	0	2,767
Earnings before interest, tax and depreciation/ amortisation (EBITA)		0	0	0	0	0	(2,767)
Earnings before interest and tax		0	0	0	0	0	(2,767)
Net Surplus (Deficit) before tax		0	0	0	0	0	(2,767)
Cash Surplus							
Opening Balance		(2,767)	0	(2,767)	0	0	0
plus /(less) transfers	1	2,767	0	2,767	0	0	0
Movement for year		0	0	0	0	0	(2,767)
Cash Surplus / (Deficit)		0	0	0	0	0	(2,767)

Notes

1) 2014/15 Deficit has been offset by Company Administration surplus.

Local Authority Shared Services Ltd
Balance Sheet
As at 31 December 2015

	Notes	Actual YTD	Year to Date Budget	Variance	Full Year Budget	Last YTD
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		(1,924,992)	(1,845,542)	(79,450)	(1,845,542)	(1,415,694)
Plus Current Year Operating Surplus/(Deficit)		47,381	(55,697)	103,079	(485,888)	(509,301)
TOTAL CAPITAL FUNDS		1,079,390	1,055,762	23,628	625,571	1,032,006
ASSETS						
CURRENT ASSETS						
Prepayments		1,913	0	1,913	2,990	149,413
Accounts Receivable	1	346,989	37,800	309,189	15,167	781,855
Accounts Receivable Accruals		4,321	0	4,321	0	21,836
Accrued Interest		351	0	351	0	345
RWT On Interest		7,001	560	6,441	560	4,802
Local Authority Shared Services 00	2	379,424	0	379,424	0	29,041
Local Authority Shared Services On-Call	2	642,357	369,168	273,189	398,831	620,178
BNZ - Term Deposit 020		44,938	0	44,938	0	44,396
GST Paid		6,557	6,452	105	(32,833)	(21,003)
TOTAL CURRENT ASSETS		1,433,850	413,980	1,019,870	384,715	1,630,865
NON-CURRENT ASSETS						
SVDS - Intangible Asset		3,065,310	3,070,875	(5,565)	3,080,875	3,065,316
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	3	(4,662,118)	(4,675,043)	12,925	(4,894,039)	(4,452,365)
TOTAL NON-CURRENT ASSETS		701,241	693,882	7,359	484,886	911,001
NET ASSETS		2,135,092	1,107,862	1,027,230	869,601	2,541,866
LESS CURRENT LIABILITIES						
Accounts Payable		208,620	52,100	156,520	234,053	492,150
Accounts Payable Accrual		10,054	0	10,054	9,977	45,094
ACC Prepayments		52	0	52	0	52
RWT On Payments		3,960	0	3,960	0	990
Revenue In Advance	4	833,015	0	833,015	0	971,573
TOTAL CURRENT LIABILITIES		1,055,702	52,100	1,003,601	244,030	1,509,859
NET WORKING CAPITAL		1,079,390	1,055,762	23,628	625,571	1,032,006

Notes

- 1) Outstanding Receivables are expected to be received in January. No issues to note.
- 2) Funds are higher than budgeted primarily due to Mayoral Forum funds not yet spent.
- 3) Accumulated depreciation is lower than budget due to a lower value of enhancements than budgeted made to the SVDS asset in 2014/15
- 4) Unbudgeted revenue in advance relates primarily to contributions for the Mayoral Forum projects.

Local Authority Shared Services Ltd
Statement of Cashflows
As at 31 December 2015

	Actual YTD	Full Year	Last YTD
Cashflows from Operating Activities			
Interest Received	7,863	2,000	16,538
Receipts from Other Revenue	1,685,272	2,493,568	2,280,922
Payments to Suppliers	(1,314,459)	(2,337,965)	(2,101,635)
Taxes Paid	772	(560)	5,330
Goods & Services tax (net)	(6,344)	(20,629)	59,305
Net cash from operating activities	373,103	136,415	260,460
Purchase of Intangible Assets	0	(10,000)	(9,441)
Net cash from investing activities	0	(10,000)	(9,441)
Net increase in cash, cash equivalents and bank accounts	373,103	126,415	251,019
Opening cash and cash equivalents and bank overdrafts	693,617	272,416	442,598
Closing cash, cash equivalents and bank accounts	1,066,719	398,831	693,617
Summary of Bank Accounts			
BNZ - Cheque a/c	379,424	0	29,042
BNZ - Call a/c	642,357	398,831	620,179
Term Deposit	44,938	0	44,396
Closing Balance of Bank	1,066,719	398,831	693,617

Appendix 2

The following policies have been adhered to in the completion of this financial report:

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.

Accounting Principles

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 (GAAP), the Financial Reporting Act 1993 and NZ IFRS Standards.

Specific Accounting Principles

The following particular principles which have a significant effect on the measurement of financial position 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, these are capitalised and written off on a straight line basis over their expected life, but over no greater than seven years.

Depreciation is provided on a straight line basis on all assets other than land, and 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.

Inventories

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

Taxation

Taxation is provided as required against the company in line with the required legislation.

Audit

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

Dividend Payments

It is not envisaged that the Board will make any recommendation about dividend, as the shared services are on a cost recovery basis and any savings will be used to reduce service costs or to reinvest in new services or upgrades.

Consolidated Shareholders' Funds

In accordance with the Local Government Act 2002, the ratio of Consolidated Shareholders' Funds to Total Assets has been included within the Statement of Financial Position (Balance Sheet).

Consolidated Shareholders' Funds are defined as the sum of retained earnings, reserves and paid-up share capital.

Assets

Total Assets include Current and Non-Current Assets, as disclosed in the Statement of Financial Position (Balance Sheet). This includes, but is not limited to, Bank, Debtors and Operational Assets.