



Half-yearly report (un-audited)

1 July 2022 to 31 December 2022

**Supporting councils to maximise the value
they provide to their communities by
helping them identify and realise shared
opportunities**

Contents

Statement of service performance	3
Six-month highlights	3
Performance framework	10
Assessment of performance against targets	11
Co-Lab's Financial Position	14
Summary	14
Statement of Financial Performance	14
Statement of Cashflows	15
Statement of Financial Position	15
Policies	16
Governance	16
Financial forecasts	16
Nature & scope of activities	17

Collaboration & Partnership

We are better together | *He hunga toa takitini*

We collaborate and partner by:

- Building kotahitanga and respect
- Focussing on community benefits
- Delivering together
- Valuing diversity

Integrity

We do the right thing | *He hunga whai i te tika*

We act with integrity by:

- Being accountable and honest
- Having courage
- Trusting and listening
- Behaving in good faith

Innovation

We transform ideas into results

He hunga whai i te tika

We innovate by:

- Thinking boldly
- Challenging perceptions
- Being solution focused
- Embracing change

Statement of service performance

Co-Lab¹ works with its partner councils to:

- Make the councils more effective and efficient; and
- Improve the experience communities have when engaging with councils.

It achieves these outcomes by:

- 1) Acting as An ideas laboratory for developing opportunities that create value to councils;
- 2) Providing shared services to councils; and
- 3) Entering joint procurement arrangements for the benefit of councils.

Six-month highlights

During the first half of the 2022/23 financial year, the management team focused on increasing engagement with council executive leadership teams and other key council staff to prioritise opportunities for development. Feedback was obtained through a survey, and the priorities subsequently canvassed in meetings with council executive leadership teams. Following discussion at the Board's strategy day, this work culminated in the company's Letter of Intent sent to councils in November.

With the start of a new triennium, in December Co-Lab supported councils by hosting a shared induction for elected members across the region. Work also commenced on a new triennium agreement that will guide regional priority workstreams, following "Shifting Landscapes" workshops with council chief executives and other senior staff in September and October.

The period also saw Co-Lab progress the implementation of Co-Lab Learning, our latest service offering, with the key appointment of the Regional Manager for the shared service.

The team progressed several projects, with Board approval to review of the Waikato Regional Transport Model's governance & management structure, and to investigate the Asset Management Centre of Expertise. Further, the Customer Digital Enablement project received an incredible 18 responses to the request for registrations of interest.

The period closed out with the Co-Lab awards, celebrating Co-Lab people that have gone above and beyond to exemplify the company's values of integrity, innovation, and collaboration and partnership.

Finally, we also welcomed our newest shareholder, Western Bay of Plenty District Council. It is great to have them on board.



¹ Co-Lab is the trading name of Waikato Local Authority Shared Services Ltd

Opportunity development projects

Shifting Landscapes



Waikato councils are faced with significant central government reform: 3-waters, resource management and the Future for Local Government review (FfLG). Councils continue to grapple with what these changes will mean for their organisation, and what the organisation will look like when the changes are complete. “Shifting Landscapes” began with a Community Needs Analysis report (March 2022), providing evidence-based qualitative data to inform councils’ early submissions on the FfLG review.

Workshops took place in September and October with council chief executives and other senior staff, and a presentation at the

Mayoral Forum in early December. The next few months will focus on facilitating a new triennial agreement that guides regional collaboration, with supporting programmes of work, and supporting councils’ response to the interim report from the FfLG panel.

Discussions have also identified that 3-waters reform presents an opportunity to capture efficiencies and ensure skilled workers are maintained in local government. This will be explored in our new project People Post 3-Waters (PP3W) which will be outlined in our 2023 Statement of Intent.

Customer Digital Enablement (CDE)

The CDE programme underpins a progressive digital transformation of council services. CDE is a collective vision of how councils can meet the expectations of their customers and communities. It isn’t about *replacing* existing channels to the community. Rather, it is about adding a digital means of engagement for those in the community who want to do so.

The primary objective of the first stage of CDE is to establish a digital platform and collaborative model for councils to progressively build up digital services. This first stage is called “SR4” and will, beyond being a foundational platform, deliver a customer-centric solution focused on rubbish, recycling and sustainability. SR4 was one of four digital minimal viable product ideas developed during a series of council workshops. SR4 was chosen, in part, because councils field a lot of enquiries from their communities on these topics. The other three options, as well as many other ideas that didn’t make the immediate short-list, remain possible development opportunities.

During the period, Co-Lab led a Registration of Interest (ROI) process seeking feedback from the market. 18 entities responded to the ROI which was a great result and testament to the significance of the opportunity. The procurement team selected the top four respondents and have delivered a proposal to councils seeking their support to continue to the Request for Proposal stage.

Asset Management Centre of Expertise (AMCE)

Councils have told us that they are facing significant asset management challenges. Water reform is expected to lead to changes in many councils' organisational structures and have an impact on the services that councils provide. The Co-Lab RATA team is already a proven centre of expertise in asset management and is well positioned to assist councils through its shared service model. AMCE is a project to investigate how else RATA can support councils in strong asset management.

During the period Co-Lab worked with councils to complete the Discovery Phase of the AMCE investigation and the Board agreed the initiative warranted further investigation. Subsequently, six councils (to date) have indicated a desire to be involved and now jointly fund the project. These councils are assisting Co-Lab directly in investigating how RATA can best assist in the following areas of asset management:

- Community Asset Management (parks, reserves, building and 'other' facilities).
- Management and advisory services (assisting with analysis, valuations, renewal programmes, reporting and recommendations for improved practice).
- Joint procurement (to reduce duplication in contract administration and take advantage of regional buying power).

Co-Lab Learning (CLL)

CLL is Co-Lab's latest shared service offering. CLL will create efficiencies in delivering council staff with improved opportunities for personal growth. The councils will agree on common learning outcomes in a particular area, and then Co-Lab will develop learning material that delivers on those outcomes, and increase regional learning opportunities.

Ten councils have chosen to participate in CLL. They will benefit from:

- a) A mechanism to collaborate with other councils on learning & development;
- b) Learning event opportunities (physical and virtual) for their staff;
- c) e-Learning modules informed by council requirements;
- d) Access to content other councils have already developed; and
- e) Dedicated staff supporting them.



During the period, our focus in preparing for the launch of this new service has included partnering with Hamilton City Council, who will support Co-Lab to deliver the service, recruiting and on-boarding new staff, and preparing the first learning opportunities for delivery in early 2023. The Implementation Phase of the project is nearing a successful completion.

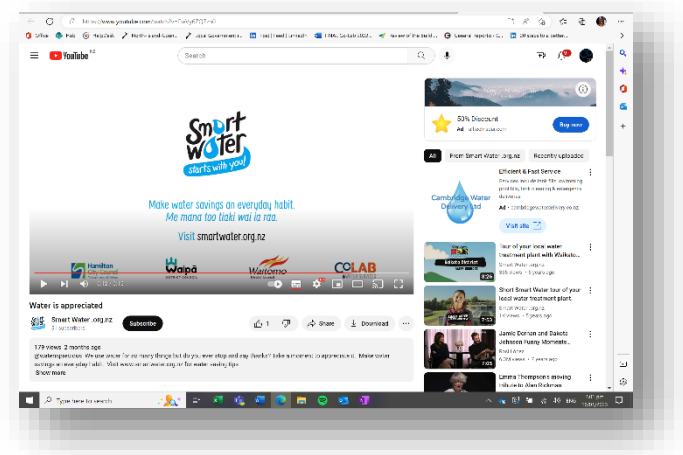
Building Consent Cadetship

Building on work from the Building Consent Shared Service investigation, this project aims to establish a regional approach to recruiting and developing new cadets that are employed as a Building Control Officer to grow the skilled workforce available to Building Control Authorities. The project has delivered the initial investigation into the problem and is now looking to establish options for solutions to be shared in early February.

Service Delivery

Co-Lab Water Services

In addition to continuing a high level of service over the period, highlights for the team included raising the region’s profile and sharing knowledge at industry events – the Trade and Industrial Waters Forum conference and Water NZ conference. At the former event, the team gave an informative presentation about how Co-Lab Water Services operates across the Waikato. Ross Wightman, Senior Trade Waste Officer, won an Environment Champion award for some of his work with Rotorua Lakes Council. Ross also contributed to the Rats in your Sewer paper, which won Paper of the Water NZ Conference in October 2022.



Michelle Templeton, Smart Water Coordinator, presented at the Water NZ conference speaking about the Smart Water campaign. An article was published in the Water NZ magazine on “The value of water”, generating a national narrative about how we can build water literacy and a water conservation ethic amongst Kiwis.

In August, Geraldine McHaffie, Sampling & Analysis Team Leader went to Watercare acting as a Technical Assessor for IANZ to help them audit Watercare’s accredited sampling processes.

The team also created a new [“Water is appreciated” video](#) which asks people to stop and take a moment to appreciate water and make water savings an everyday habit.

Smart Water attended the Your Neighbourhood event in Civic Square, Hamilton in October. This was a busy event where the team interacted with approximately 180 people and over 50 people took our public pledge to do one thing to save water over the summer.

New Drinking Water Rules came into effect in November 2022 and the Sampling & Analysis team have reviewed all intended schedules as a result of the changes.

Waikato Building Consent Group

Co-Lab has worked with the eight councils of the Waikato Building Consent Group (WBCG) to initiate and progress two significant projects over the period. Firstly, the redesign of the group’s Quality System Manual and auditing regime focuses on simplifying the quality manual, making it more fit for purpose for use across the group and easier to adopt, implement and maintain for BCAs. The manual is currently in draft form waiting for the approval of the WBCG Technical Committee before implementation. The adoption of the new quality manual and auditing regime has been supported by establishing a Quality Hub with participating councils. The group of BCA Quality representatives has continued to meet monthly to discuss consistencies and process with a view to using the outcomes from internal audits to direct future continuous improvement opportunities.

Secondly, the WBCG has been central to the Building Consent Cadetship investigation noted earlier.

RATA

RATA has continued work with the ten Waikato councils in the roading partnership and nine in the water collaboration partnership.

For the roading councils, highlights included the appointment of a professional service provider for the long-term modelling of road pavements which will inform maintenance and rehabilitation strategies for the next Long Term Plan and beyond. An emerging initiative is the use of JunoViewer as a shorter-term pavement management tool, and to-date Waipa, Otorohanga, Hauraki and Waitomo have joined the RATA initiative where discounted licencing fees have been negotiated for RATA councils.

RATA has two contracts for inspections of bridges and other structures. The contracts support councils to manage their structural assets and provide the required level of service. The contracts help councils plan for the maintenance and replacement of those structures. These contracts have been retendered and for more information see the procurement section below.

The team continues to support council roading teams as the temporary traffic management guidelines across the country transition to a new regime.

The current professional service contracts for data collection (traffic counting, visual pavement inspections, etc) are due to expire at the end of this financial year. Procurement activities are underway with partner councils confirming the scope of the replacement contracts, and there has been good engagement with councils through multiple workshops.

Water Collaboration has been difficult in the first half of the year. This has been triggered by the Department of Internal Affairs (DIA) becoming more prescriptive around work programmes and intended outcomes. The greatest impact has been on the innovative water data quality dashboard, as the DIA will be replacing this with their preferred alternative. Funds set aside for this initiative have been redirected to more pressing and immediate priorities including the upskilling of water compliance officers and development of reporting systems and templates because of new Taumata Arowai requirements around water quality.

RATA's knowledge sharing initiatives continue to be well received, especially the forum events for roading and water asset managers.

Improving how we report RATA activities to partner councils, and the use of interactive quarterly reports has been positively received.



Waikato Regional Transport Model (WRTM)

The WRTM programme has concentrated on ongoing updates to the WRTM strategic model and planning for the procurement of the new Hamilton Transport Model (HTM).

The success of the base models (based on 2018 census) last financial year led to the development of future scenario models for 2025, 2035, 2045, 2055, 2065. However, the WRTM strategic model updates are progressing very slowly due to the lack of information from partner organisations regarding their future network plans - a critical input into the future scenario models. Another setback has been the availability of public transport data to enable this component of the strategic model.

Other strategic model improvements include the development of a visualisation tool to assist partner organisations with easy access to model inputs and outputs, and testing of the ability to model transport emissions successfully.

The HTM preparations are ongoing including engagement with subject matter experts and potential service suppliers to confirm the scope of the HTM. Critical to this has been the support of the WRTM professional service suppliers to project manage, peer review, and provide specialist technical advice. Our procurement approach has been staged. This year to-date has included a request for information (RFI) to establish the level of interest and capability in the industry, followed by an advertised registration of interest (ROI), from which we received submissions from four service providers. The ROI was evaluated resulting in a short list of two preferred suppliers. A request for proposals (RFP) will be tendered early in 2023.

Throughout the period, the team also focused on addressing the out-of-date partner funding agreement. We have received limited feedback on the draft agreement from partner organisations which poses a risk. Further work on this and an interim agreement covering HTM will be prioritised, as it is critical for the establishment of the HTM.

In parallel, an investigation into the WRTM governance and management structures required to realise the programme's full potential is underway.

Co-Lab Geospatial Services

In July 2022, Co-Lab Geospatial Services (CoGS) was established as an umbrella for the Waikato Data Portal and Waikato OneView. Launched in 2019, the Waikato Data Portal is endorsed by all twelve Waikato councils and provides a mechanism through which council data is made available to the community. In 2021 seven councils in the region collaborated to launch a single web map viewer, Waikato OneView, which presents merged spatial data. Datasets currently available display three waters services, property related data and community and recreation information.

During the period, the team focused on preparation and approval of a workstream budget, appointment of required resourcing and the establishment of an Advisory Group. There was also a strategic planning session with council stakeholders. The vision and strategic objectives of the service will be confirmed by the Advisory Group in early 2023, along with an operational plan to implement the strategy. It has already been recognised that there are opportunities to maximise the value of these tools by increasing their data sets and growing the public's awareness of their benefits.

Procurement

There have been two key outcomes for Co-Lab Procurement during the period: SAMS and CPS.

Structure Asset Management Services (SAMS) is the new name for the retender of two RATA bridge inspection contracts. The contracts were renamed to reflect that they cover more than bridges and inspections. The service aims to provide participating councils with technical information and advice to ensure:

- Structures are maintained in a safe and serviceable condition
- Risks are fully understood, documented, and managed
- Capital works and major maintenance items are identified and programmed so that funding can be made available at the right time.

The number of participating councils has increased from six to nine. The procurement strategy of allocating councils to contract packages as part of the evaluation process was successful in that it was more flexible and maintained competitive tension compared to creating contract packages in advance of

the procurement. This strategy also achieved its objective of introducing a third supplier into this market and the result was of significant value to the participating councils.

Council Procurement Support (CPS) is a new service offered by Co-Lab. Some councils are not large enough to warrant a dedicated procurement resource so Co-Lab has recruited a procurement advisor who, amongst other things, spends one day a week working for Ōtorohanga, Thames-Coromandel, and Waitomo councils. The procurement advisor helps by providing procurement and tendering advice, coaching and mentoring council staff, checking compliance, undertaking reviews, and otherwise monitoring procurement performance.

During the period, Co-Lab conducted a health check of the current state of procurement in the three councils, identified various recommendations, and agreed a prioritised list of actions for the coming year.

Performance framework

Our vision

Our councils maximising the value they provide to their communities

Our purpose

Support our councils to achieve this vision by helping them identify and realise shared opportunities

Outcomes

Council costs are reduced
Performance is improved without increased cost

- Achieve effectiveness & efficiency gains
- Reduce duplication of effort and eliminate waste through repetition
- Help councils achieve an appropriate balance in risk & return

The experience of council's communities is improved

- Promote and Contribute to the development of best practice
- Make it easier for communities to engage with councils in our region on a consistent basis
- Promote business transformation to improve communities' experiences

How we will be successful

Investigate the right opportunities

Develop opportunities on time and in budget

Ensure opportunity benefits are realised

Provide services that meet the needs of councils

Foster cross-council collaboration

What we must manage well

Our relationships

Our services

Our projects

People & values

Resources

Reputation

Assessment of performance against targets

An update on performance against the targets set in our Statement of Intent, as at 31 December 2022, is shown in the table below.

Priority	Performance measure	Target	Outcome (progress toward target)
Prioritise and develop business cases for opportunities that, if implemented, add value to councils by achieving one or more of our objectives	➤ Business cases will include measurable benefits linked to one or more of the outcomes sought	Projected savings/increased revenue to councils of at least \$300k	<p>Various opportunities advanced during the first six months of the financial year. Those opportunities included:</p> <ul style="list-style-type: none"> ➤ The first initiative under the Customer Digital Enablement programme ➤ The Asset Management Centre of Expertise ➤ Learning & Development Shared Services (LDSS) implementation ➤ Shifting Landscapes ➤ WBCG Regional Building Consent Cadets <p>By their nature, some of these opportunities do not lend to readily quantifiable benefits – for example, Shifting Landscapes. The other projects are under development and yet to reach a point of determining quantifiable benefits (LDSS benefits were reported in the 2021 Annual Report)</p>
	➤ Businesses cases are supported by councils (evidenced by take up of the opportunity)	75% of councils	Unable to measure: No final proposals have been put to councils during the period. One project did reach a key council decision point. The Asset Management Centre of Expertise ‘signature’ investigation project successfully attracted financial commitment from six councils.
Develop opportunities and deliver projects within agreed budgets and timelines	➤ Opportunities / projects are developed / delivered within agreed timelines	80%	<p>0% Two projects had timelines predicting completion in the 6 months to 31/12/22.</p> <p>The LiDAR project was scheduled to finish in 2022. Although this was not achieved, the data quality is now close to meeting LINZ specifications. The project is now expected to finish by Q2 2023.</p> <p>The Registrations of Interest (ROI) phase of the Customer Digital Enablement (CDE) project was scheduled to finish in 2022. The ROI has been completed, however the key milestone for the phase will not be complete until councils</p>

Priority	Performance measure	Target	Outcome (progress toward target)
			have decided to progress. This did not happen in 2022 as hoped.
	➤ Opportunities / projects are developed / delivered, within approved budget	90%	No projects were concluded during the six-month period.
	➤ Overall, Company Management / Support functions will be undertaken within budget, unless additional expenditure has board pre-approval		Actual expenditure for Company Management and Support functions is slightly unfavourable to that budgeted for the period but is forecast to be within budget across the entire year.
Ensure projects realise their expected benefits	➤ Measurable benefits are actively monitored and reported against	Six-monthly	Management presented one "Project Benefit Assessment" to the Audit & Risk Committee (ARC) during the period. The assessment covered the SAMS contracts. The ARC also agreed the next three assessments to be undertaken.
	➤ Audit & Risk Committee undertake an assessment of projects following implementation (which will include an assessment of whether projected benefits have been realised)	For \$200k+ Projects (based on cost of opportunity development and ongoing investment) Assessment within 15 months 90% of projected quantifiable benefits are realised	The SAMS Benefit Assessment estimates quantifiable benefits of ~\$500k will accrue to councils from the new contracts. Anticipated quantifiable benefits were not quantified ahead of the procurement. In addition, several other non-quantifiable benefits are expected to flow from the arrangements in place.

Priority	Performance measure	Target	Outcome (progress toward target)
Ensure existing services are meeting the needs of councils	<ul style="list-style-type: none"> ➤ The services we provide (below) are considered by councils who use that service to meet or exceed their expectations (evidenced by an annual survey): <ul style="list-style-type: none"> ○ RATA – roading & waters ○ Waikato Building Cluster ○ Regional Infrastructure Technical Specifications ○ Energy & Carbon Management ○ Professional Services Panel ○ Health & Safety pre-qualification 	80% of councils	Not currently measurable: As in the prior year we will be undertaking a survey of council staff in the first half of 2023 to ensure each service offering is continuing to meet the needs of councils.
Foster and promote cross-council collaboration and networking to share ideas on improving efficiencies and best practice	<ul style="list-style-type: none"> ➤ Across these groups, ideas for future consideration and/or initiatives are identified each year 	Four per annum	<p>Health & Safety Managers had a planning day from which four new collaborative initiatives were identified and are being progressed.</p> <p>Procurement Managers continue to be involved in several joint procurements (DX Mail, RATs kits, SAMs).</p> <p>Three councils expressed interest in access to a central procurement resource. This initiative has been implemented and the Co-Lab Procurement Advisor has developed health checks for each of the councils involved to direct focus in 2023.</p> <p>Co-Lab has facilitated the establishment of a new Communications & Engagement working party.</p>

Co-Lab's financial position

Summary

The financial results for the six months to 31 December 2022 are favourable to budget. This has occurred because some projects have progressed more slowly than planned meaning less expenditure arose during the period, and because of the sequencing of invoicing. For the full year we are currently forecast to be slightly ahead of budget.

The cash position is:

	Cash balance @ 1/07/2022	Cash surplus / (deficit)	Cash balance @ 31/12/2022
Company Management & Support	(250,852)	44,056	(206,795)
RITS	69,189	12,800	81,989
Working Parties Projects	248,895	211,999	460,895
Information Technology	20,052	6,560	26,612
Energy Management	86,325	14,530	100,855
Shared Valuation Data Service (SVDS)	439,129	28,928	468,057
Road Asset Technical Accord (RATA) & Waters Collaboration	324,538	(228,429)	96,109
Waikato Regional Transport Model (WRTM)	276,362	449,875	726,236
Waikato Building Consent Group (WBCG)	266,242	172,650	438,892
Mayoral Forum	(16,124)	3,934	(12,190)
Co-Lab Water Services	437,476	430,305	867,781
Co-Lab Learning	(4,637)	(66,580)	(71,217)
Procurement	0	(65,406)	(65,406)
Geospatial Services	0	101,353	101,353
Accounts Receivables	(1,119,406)	(1,494,540)	(2,613,946)
Accounts Payables	1,794,807	(255,886)	1,538,922
Total	2,571,996	(633,851)	1,938,145

Note: Cash balances for each workstream vary from the actual cash position as a result of accounts receivable / payable which are not tracked on an activity by activity basis.

We will be reforecasting in March and will reassess the likely year-end cash position for each workstream at that time and take this into account in the company's finalised Statement of Intent issued in June 2023.

Statement of financial performance

Co-Lab			
Statement of Financial Performance			
For the six months ending 31 December 2022			
	Financial year 2023 YTD Actuals	Financial year 2023 YTD Budget	Financial year 2022 YTD Actuals
Revenue			
SVDS Data & Software Sales	166,810	204,338	179,809
Interest	121	1,000	7
Other Revenue			
User Charges	4,757,252	5,602,322	5,228,851
Total Other Revenue	4,757,252	5,602,322	5,228,851
Total Revenue	4,924,183	5,807,660	5,408,667
Expenditure			
Depreciation and amortisation expense	21,183	23,069	13,761
Personnel costs	717,025	890,225	404,373
Other expenses	3,054,470	4,981,197	2,611,574
Total Expenditure	3,792,678	5,894,491	3,029,708
Net Profit	1,131,505	(86,830)	2,378,959

Statement of financial position

Co-Lab		
Statement of Financial Position		
As at 31 December 2022		
	Financial year 2023	Financial year 2022
	Actual at	Actual at
	31/12/2022	31/12/2021
Assets		
Current Assets		
Bank		
Call Account	29,123	28,989
Transaction Account	1,909,021	2,101,214
Total Bank	1,938,145	2,130,203
Accounts Receivable		
Accounts Receivable	659,483	765,740
Accounts Receivable Accruals	1,952,105	2,208,020
Total Accounts Receivable	2,611,588	2,973,760
Prepayments	0	0
Deferred Tax Asset	2,358	3,091
Total Current Assets	4,552,091	5,107,054
Non-current Assets		
SVDS - Original Cost	0	0
WRTM - Original Cost	2,296,855	2,296,855
MoneyWorks Software	1,195	1,195
IT equipment	79,240	40,455
Accumulated Depreciation	(2,333,889)	(2,294,613)
Office Furniture	66,169	11,821
Total Non-current Assets	109,570	55,713
Total Assets	4,661,661	5,162,768
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	451,819	561,345
Accounts Payable Accrual	25,409	709
Total Accounts Payable	477,228	562,054
RWT on Payments	11,413	1,513
Credit Card Balance	3,633	2,962
Revenue in Advance	880,462	722,563
Employee Entitlements	75,298	21,967
GST	90,887	33,184
Total Current Liabilities	1,538,922	1,344,242
Total Liabilities	1,538,922	1,344,242
Net Assets	3,122,739	3,818,526
Equity		
Contributed Capital	2,957,001	2,957,001
Retained Earnings	165,738	861,525
Total Equity	3,122,739	3,818,526

Statement of cashflows

Co-Lab

As at 31 December 2022

For the six months ending 31 December 2022

	Financial year 2023 YTD Actuals	Financial year 2022 YTD Actuals
Cashflows from Operating Activities		
Interest Received	121	(16)
Receipts from Other Revenue	3,482,790	4,199,560
Payments to Suppliers and Employees	(4,184,530)	(3,786,763)
Taxes Paid	9,900	0
Goods & Services tax (net)	96,339	(69,783)
Net cash from operating activities	(595,380)	342,999
Cashflows from Investing Activities		
Capital enhancements	0	0
Purchase of PPE	(36,112)	(15,060)
Purchase of investments	0	0
Net cash from investing activities	(36,112)	(15,060)
Net increase in cash, cash equivalents and bank accounts	(631,493)	327,939
Opening cash and cash equivalents and bank overdrafts	2,569,637	1,802,263
Closing cash, cash equivalents and bank accounts	1,938,145	2,130,202
Summary of Bank Accounts		
BNZ - Call a/c	29,123	28,989
BNZ - Transaction Account	1,909,021	2,101,214
Closing Balance of Bank	1,938,145	2,130,203

Policies

The accounting policies on which the preceding financial statements have been prepared are consistent with those used in preparing the Financial Statements for the year ended 30 June 2022, included in the company's Annual Report.

Financial forecasts

Latest financial forecasts are contained in the company's 2023 Statement of Intent issued for shareholder comment in February 2023.

Governance

Co-Lab is owned in equal portion by 12 Local Authorities:

- Hamilton City
- Hauraki District
- Matamata-Piako District
- Ōtorohanga District
- Rotorua Lakes
- South Waikato District
- Thames-Coromandel District
- Waikato District
- Waikato Regional
- Waipā District
- Waitomo District
- Western Bay of Plenty District

During the period, the Directors of Co-Lab were:

Director	Representing
Peter Stubbs	Independent Chair
Chris McLay	Waikato Regional Council
Lance Vervoort	Hamilton City Council
Ben Smit	Ōtorohanga, Rotorua, South Waikato and Waitomo District Councils
Gavin Ion	Waikato and Waipa District Councils
Don McLeod	Hauraki, Matamata-Piako, Thames-Coromandel District and Western Bay of Plenty District Council

Peter Stubbs' appointment as Independent Chair was renewed for a further three years from 1 July 2022.

The independent Chair of Co-Lab receives director fees and reimbursed expenses. Directors representing the councils will not receive any fees or reimbursed expenses for work undertaken on behalf of the company.

Nature & scope of activities

The principal initiatives operating under the Co-Lab umbrella are:

- Co-Lab Water Services (CWS)
- Co-Lab RATA
- Co-Lab Learning
- Energy & Carbon management
- Health & safety pre-qualification
- Council Procurement Support and joint procurement initiatives
- LiDAR (Light Detection and Ranging) technology
- Regional Infrastructure Technical Specifications (RITS)
- Shared Valuation Data Services (SVDS)
- Waikato Building Consent Group (WBCG)
- Co-Lab Geospatial Services: Waikato Data Portal and Waikato One View
- Waikato Regional Aerial Photography Service (WRAPS)
- Waikato Regional Infrastructure Procurement (WRIP)
- Waikato Regional Transportation Model (WRTM)

Information on these activities is included in the company's Statement of Intent.