



value beyond boundaries™

STATEMENT OF INTENT FOR 2014-2015

30 June 2014

Local Authority Shared Services Limited

Introduction

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

Objectives of LASS

In early to mid-2000 the relationship between local authorities within the Waikato Region continued to strengthen. As a result of this it was considered desirable to set up a structure under which shared services could operate to provide strategic or other advantages to the local authorities involved. Of the structures considered by Waikato local authorities the Local Authority Shared Services Limited (LASS) was chosen as it was considered the most appropriate mechanism to provide the Councils in the Waikato region with a vehicle to operate shared services.

LASS provides a mechanism for the development of new services which are available to be joined by any shareholder that so chooses. It also provides those Councils that wish to develop new services with a company structure under which they can develop and promote services to other local authorities and external parties.

The ability of LASS to contribute to a greater extent in terms of shared services and also at a strategic collaboration level has been the subject of discussion through the Waikato Mayoral Forum. As part of providing a mechanism for supporting shared services and collaborative opportunities in the region, LASS is also available as a support entity to assist working parties established by the Waikato Mayoral Forum.

New services that are intended to be initiated under the LASS umbrella will only be adopted where a business case shows that they provide sufficient benefit to the shareholders and that benefit exceeds the benefits associated with other proposals. Such benefits include, but are not limited to, greater strategic capacity, mitigation of risk, development of intellectual property, protection of Council data, improved levels of service and/or reduced cost. All such proposals will be presented to the shareholders for approval prior to implementation. Further approvals may be required at various phases throughout the development of a shared service or if material changes to the original proposal are thought desirable.

Shared services initiatives, such as those arising from internal investigations, may be proposed by LASS itself. Any such initiatives also require a business case and are subject to the same prioritization process as any other proposed initiative.

Nature and Scope of Current Activities

There are currently three major operations under the LASS umbrella, plus a support role for collaborative initiatives of the Waikato Mayoral Forum.

Firstly, the Shared Valuation Data Service (SVDS). This operational system is providing both timely and accurate valuation data to member Councils and shareholders. The SVDS has become the accepted valuation database in the region.

Secondly, the Waikato Regional Transportation Model (WRTM). This model became fully operational in February 2010. This Model, built within its budgeted cost, provides accurate information to Councils and external users for their transport modelling requirements. The WRTM is the only recognised strategic transport modelling resource in the Waikato Region.

Thirdly, LASS is a party to a joint contract between the company, shareholding Councils and AON Ltd for insurance brokerage services and various collective insurance policies. Other joint procurement contracts also exist.

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
- Opportunity to develop new initiatives
- Opportunity for all Councils irrespective of location or size to benefit from joint initiatives
- Leverage provided from economy of scales resulting from a single entity representing Councils leveraging procurement opportunities.

The Waikato Mayoral Forum in 2012 enabled the creation of five working parties to investigate collaborative opportunities in the areas of governance, planning, two waters, roading and economic development. An additional work stream for bylaws and policies was created in 2013. Each working party is led by a Council CEO in conjunction with a group of Mayors/Chairperson from the Waikato Mayoral Forum. LASS is available as a support entity to assist these working parties.

Collective funding of \$100,000 in 2012/13 resulted in the scoping and defining of further project work during 2013/14, and additional funding proposals were presented to shareholding Councils for consideration as part of their 2013/14 Annual Plan process. This proposal also contained funding for the Waikato Plan project into 2014/15.

An additional range of shared service opportunities are being considered at the present time. For example, some opportunities in the area of procurement have been identified and the shareholders are looking to progress these opportunities. Further work is also under way to consider how information technology initiatives can be advanced collectively under LASS.

Based on feedback from shareholder Councils and the CEO Forum, the LASS Directors will continue to discuss their role in the development of business cases for shared services at future meetings. These investigations will include reporting to shareholders and the Waikato Mayoral Forum on the alternative mechanisms to develop shared services.

Directors are mindful of the current political environment, and see these investigations of possible shared services as a key focus of their role.

Governance

LASS shall have twelve Directors with each Director representing a shareholder Council.

Unless otherwise agreed by the appointing Councils each Director shall be a Chief Executive of a local authority. In addition the board may appoint up to three professional directors to supplement the Directors' expertise.

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

Directors

The current Directors 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
Barry Harris	Chief Executive, 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
Rob Williams	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

Process for Future Developments

- All new proposed shared services involving LASS will have a business case developed for presentation to the Directors and will only be adopted if they provide sufficient benefit to the shareholders, that benefit exceeds the benefits associated with other proposals and there are resources available to progress the initiative. If there are insufficient resources the initiative may be deferred and reconsidered at such time that resources can be made available.
- The company is looking to establish a prioritisation process that will assist in evaluating alternative shared service opportunities.

Activities for which the Board seeks Compensation:

It is noted that other shared services may be developed during the year that this Statement of Intent is current. Any such services will only be delivered under the LASS umbrella after the Directors have considered each individual business case including the proposed budget and agreed that the proposed service meets the objectives of LASS.

Any ongoing activities to identify, develop and procure shared services will be budgeted for in advance, subject to the business case, and either funded and staffed by individual Councils without LASS involvement, or agreed by the Directors to be funded by the LASS or utilising LASS resources with consequent recovery from participating Councils.

Shareholders will continue to contribute to the operational costs of the LASS on an annual basis.

Performance Targets

Performance targets relate to the level of services that are current or under development. It is envisaged that these targets will expand as new services are developed.

1. **Shareholder Survey:** The company will carry out an annual survey of shareholders to assist the Directors in developing improvements on behalf of the shareholders, and to receive a majority of shareholder approval on the service provided.
2. **Costs Control:** Administration expenditure shall not exceed that budgeted by more than 5% unless prior **approval** is obtained from the Directors.
3. **Cashflow:** The company maintains an overall positive cashflow position.
4. **Reporting:** The Board will provide a written report on the business operations and financial position of the LASS on a six monthly basis.
5. **Statutory Adherence:** There will be an annual report to directors that all statutory requirements of the LASS are being adhered to.
6. **SVDS Availability:** That SVDS is available to users at least 99% of normal working hours.
7. **SVDS Sales Data Delivery:** That at least 98% of agreed timelines are met for sale and property files that have been delivered to the FTP server for access to customers.
8. **SVDS Major Enhancement Development Hours:** All Capital enhancement development work is supported by a business case approved by the Advisory Group.
9. **WRTM:** That all required modelling reports are actioned within the required timeframe.
10. **WRTM:** That the base model adheres to "Screenline Validation Standards" as set out in the NZTA Economic Evaluation Manual as indicated by an external independent peer review.
11. **WRTM:** That a full report on progress of the model be provided to the LASS Board twice each year.
12. **Insurance:** The key performance indicators from appendix 4 of the brokerage contract are met.
13. **Joint Procurement:** That any joint procurement projects deliver as per project approved objectives.
14. **Advice to the Waikato Mayoral Forum:** In response to requests from shareholders, the Company will provide regular reports and updates to the Waikato Mayoral Forum regarding progress with shared service initiatives.
15. **Savings achieved from Shared Services Initiatives:** The savings from shared services initiatives shall not be less than \$1,500,000.

16. **Independent Benefit Review Plan.** A three year rolling plan to carry out independent reviews of benefit realisations be developed. The plan to be completed and signed off by the LASS Board on 30 September 2014.
17. **Independent Benefit Review Plan update.** The three year rolling plan to carry out independent reviews of benefit realisations, be reviewed and updated. The updated plan to be completed and signed off by the LASS Board by 31 May of the current year.
18. **Independent Benefit Reviews:** Those reviews timetabled in the plan for the current year be completed by the end of the year

Policy Statement

Statement of Accounting Principles

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

Specific Accounting Principles

The following particular principles which have a significant effect on measurement of financial position are to apply.

- Accounts Receivable are to be stated at their expected realisable value after writing off any known bad debts and providing for doubtful debts.
- Investments to be valued at the prevailing market value.
- Fixed assets to be recorded at cost, less accumulated depreciation.

Intangible Assets

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

Balance Sheet Ratios

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

The LASS is budgeted to have an accumulated shareholders fund of \$864,986 at 30 June 2015, which relates to 97% of total assets. The only liabilities of the LASS are trade creditors.

The Forecast Financial Statements for the years 2014-2016 are attached to this statement.

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 Shareholder's 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.

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 of 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 Statements to shareholders:

- Within two months of the end of the first half of the financial year Statement of Financial Performance, Statement of Changes in Equity Statement of Financial Position, Statement of Cashflows and Service Performance.
- Within three months of the end of the financial year the following audited statements: Statement of Financial Performance, Statement of Changes in Equity, Statement of Financial Position, Statement of Cashflows, Service Performance plus a summary of how the company has fared against its objectives and 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 the consideration of shareholders.

The Directors must then consider any comments on the Draft Statement of Intent that are made to it within two months of 1 March by the shareholders and deliver the completed Statement of Intent to the shareholders by 30 June.

Local Authority Shared Services					
Company Summary					
For the Year Ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Income					
Company Administration Member Charges	169,550	87,146	(82,404)	173,550	178,550
Recovery of Admin Costs	44,231	44,405	174	45,833	47,187
SVDS Member Charges	609,599	561,517	(48,082)	565,839	581,013
SVDS Data & Software Sales	101,600	125,964	24,364	129,239	132,729
WRTM Member Charges	279,616	56,702	(222,914)	82,417	85,193
WRTM Reserve Realisation	40,000	0	(40,000)	0	0
Shared Services Funding - Phase 2	810,000	248,370	(561,630)	0	0
GSB Membership Fee Recovery	16,575	18,000	1,425	18,000	18,000
ValueFinancials Fee Recovery	46,750	46,750	0	46,750	46,750
Insurance Brokerage Fee Recovery	147,500	147,500	0	147,500	147,500
Interest Received	500	800	300	800	800
Total Income	2,265,921	1,337,153	(928,768)	1,209,928	1,237,722
Operating Expenditure					
Company Admin Operating Expenditure	213,781	213,955	174	219,383	225,737
SVDS Operating Expenditure	642,049	609,637	(32,412)	615,190	631,675
WRTM Operating Expenditure	319,616	106,702	(212,914)	82,417	85,193
SSI Operating Expenditure	810,000	248,370	(561,630)	0	0
Procurement Operating Expenditure	210,825	212,250	1,425	212,250	212,250
Total Operating Expenditure	2,196,271	1,390,914	(805,357)	1,129,240	1,154,855
Earnings before interest, tax and depreciation/ amortisation (EBITA)	69,650	(53,761)	(123,411)	80,688	82,867
Non-Cash Operating Expenditure					
Company Admin Non-Cash Expenditure	127	171	44	171	171
SVDS Non-Cash Expenditure	171,899	143,725	(28,174)	124,565	106,022
WRTM Non-Cash Expenditure	328,122	328,122	0	328,122	218,748
Total Non-Cash Operating Expenditure	500,148	472,017	(28,131)	452,858	324,940
Earnings before interest and tax (EBIT)	(430,498)	(525,778)	(95,280)	(372,170)	(242,073)
Net Surplus (Deficit) before tax	(430,498)	(525,778)	(95,280)	(372,170)	(242,073)
Company Admin Net Surplus (Deficit) before tax	(127)	(82,575)	(82,448)	(171)	(171)
SVDS Net Surplus (Deficit) before tax	(102,249)	(65,082)	37,167	(43,877)	(23,155)
WRTM Net Surplus (Deficit) before tax	(328,122)	(378,122)	(50,000)	(328,122)	(218,748)
SSI Net Surplus (Deficit) before tax	0	0	0	0	0
Procurement Net Surplus (Deficit) before tax	0	0	0	0	0
Net Surplus (Deficit) before tax	(430,498)	(525,778)	(95,280)	(372,170)	(242,073)
Capital Expenditure					
Enhancements	79,204	78,643	(561)	80,688	82,867
Total Capital Expenditure	79,204	78,643	(561)	80,688	82,867

Local Authority Shared Services					
Company Admin					
For the Year Ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Income					
Company Administration Member Charges	169,550	87,146	(82,404)	173,550	178,550
Recovery of Admin Costs	44,231	44,405	174	45,833	47,187
Total Income	213,781	131,551	(82,230)	219,383	225,737
Expenses					
Accounting/ Financial Services	17,158	17,510	352	17,965	18,396
External Accounting/ Financial Services	3,998	3,998	0	4,102	4,200
Audit Fees	14,825	15,500	675	15,903	16,285
IT Services	208	45	(163)	46	47
Bank Charges	369	438	69	449	460
Printing, Stationery & Postage	250	250	0	250	250
Legal Fees	2,500	2,560	60	2,627	2,690
Value Financials Licence Fee	2,250	2,250	0	2,250	2,250
Accommodation	1,500	0	(1,500)	0	0
Sundry Expenses	500	500	0	500	500
Insurance	2,000	2,048	48	2,101	2,152
Shared Services Contractor	156,000	156,000	0	160,000	165,000
Company Secretary Fees	11,623	11,856	233	12,164	12,456
Mileage Costs	600	1,000	400	1,026	1,051
Total Expenses	213,781	213,955	174	219,383	225,737
Earnings before interest, tax and depreciation/ amortisation (EBITA)	0	(82,404)	(82,404)	0	0
Non-Cash Expenses					
Depreciation	127	171	44	171	171
Earnings before interest and tax	(127)	(82,575)	(82,448)	(171)	(171)
Net Surplus (Deficit) before tax	(127)	(82,575)	(82,448)	(171)	(171)

Local Authority Shared Services					
Shared Valuation Data Service					
For the Year Ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Income					
SVDS Member Charges	609,599	561,517	(48,082)	565,839	581,013
SVDS Data & Software Sales	101,600	125,964	24,364	129,239	132,729
Interest Received - SVDS	500	800	300	800	800
Total Income	711,699	688,281	(23,418)	695,878	714,542
Expenses					
Hosting Contract	70,005	69,509	(496)	71,317	73,242
Software Contract	118,806	117,965	(841)	121,032	124,300
Management Services	380,815	381,711	896	391,635	402,210
Contract Management Services	12,994	0	(12,994)	0	0
SVDS Review	25,000	0	(25,000)	0	0
Consultancy Fees	0	16,000	16,000	6,000	6,000
Contingency	10,313	0	(10,313)	0	0
Insurance	2,000	1,500	(500)	1,539	1,581
On charge of LASS Admin Costs	22,116	22,952	836	23,667	24,343
Total Expenses	642,049	609,637	(32,412)	615,190	631,675
Earnings before interest, tax and depreciation/ amortisation (EBITA)	69,650	78,643	8,993	80,688	82,867
Non-Cash Expenses					
Depreciation	171,899	143,725	(28,174)	124,565	106,022
Earnings before interest and tax	(102,249)	(65,082)	37,167	(43,877)	(23,155)
Net Surplus (Deficit) before tax	(102,249)	(65,082)	37,167	(43,877)	(23,155)
Capital Expenditure					
Enhancements	79,204	78,643	(561)	80,688	82,867
Total Capital Expenditure	79,204	78,643	(561)	80,688	82,867
Total Cash Expenditure (Opex, Interest & Capital)	721,253	688,281	(32,972)	695,878	714,542

Local Authority Shared Services					
Waikato Regional Transport Model					
For the Year Ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Income					
WRM Member Charges	279,616	56,702	(222,914)	82,417	85,193
WRM Reserve Realisation	40,000	0	(40,000)	0	0
Total Income	319,616	56,702	(262,914)	82,417	85,193
Expenses					
WRM Project Manager	18,000	18,000	0	18,000	20,000
Minor Model Upgrades	30,000	30,000	0	30,000	30,000
Peer Review	5,000	5,000	0	5,000	5,000
Annual Scheduling of Works Review	4,500	4,500	0	4,500	4,500
Census Update	220,000	0	(220,000)	0	0
Regional Modelling Needs Assessment	18,000	0	(18,000)	0	0
Insurance	2,000	2,000	0	2,000	2,100
Tendering for WRTM Contract	0	25,000	25,000	0	0
On charge of LASS Admin Costs	22,116	22,202	86	22,917	23,593
Total Expenses	319,616	106,702	(212,914)	82,417	85,193
Earnings before interest, tax and depreciation/ amortisation (EBITA)					
	0	(50,000)	(50,000)	0	0
Non-Cash Expenses					
Depreciation	328,122	328,122	0	328,122	218,748
Earnings before interest and tax	(328,122)	(378,122)	(50,000)	(328,122)	(218,748)
Net Surplus (Deficit) before tax	(328,122)	(378,122)	(50,000)	(328,122)	(218,748)

Local Authority Shared Services					
Mayoral Forum Projects					
For the Year Ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Income					
Shared Services Funding - Planning P2	500,000	241,370	(258,630)	0	0
Shared Services Funding - Economic Deve	80,000	0	(80,000)	0	0
Shared Services Funding - Waters P2	180,000	0	(180,000)	0	0
Shared Services Funding - Roading P2	50,000	0	(50,000)	0	0
Shared Services Funding - Meeting Expens	0	7,000	7,000	0	0
Total Income	810,000	248,370	(561,630)	0	0
Expenses					
Consultancy Services - Planning P2	500,000	241,370	(258,630)	0	0
Consultancy Services - Economic Deve	80,000	0	(80,000)	0	0
Consultancy Services - Waters P2	180,000	0	(180,000)	0	0
Consultancy Services - Roading P2	50,000	0	(50,000)	0	0
Meeting Expenses	0	7,000	7,000	0	0
Total Expenses	810,000	248,370	(561,630)	0	0
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					
Procurement of Shared Services					
For the Year Ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Income					
GSB Membership Fee Recovery	16,575	18,000	1,425	18,000	18,000
Value Financials Fee Recovery	46,750	46,750	0	46,750	46,750
Insurance Brokerage Fee Recovery	147,500	147,500	0	147,500	147,500
Total Income	210,825	212,250	1,425	212,250	212,250
Expenses					
Insurance Brokerage Fee Payable	147,500	147,500	0	147,500	147,500
GSB Membership Fee	16,575	18,000	1,425	18,000	18,000
Value Financial Fees	46,750	46,750	0	46,750	46,750
Total Expenses	210,825	212,250	1,425	212,250	212,250
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 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
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	(1,151,829)	(1,566,237)	(414,408)	(2,092,015)	(2,464,185)
Plus Current Year Operating Surplus/(Deficit)	(430,498)	(525,778)	(95,280)	(372,170)	(242,073)
TOTAL CAPITAL FUNDS	1,374,674	864,986	(509,688)	492,816	250,743
ASSETS					
CURRENT ASSETS					
Prepayments	0	1,868	1,868	1,868	1,868
Accounts Receivable	29,142	3,557	(25,585)	2,747	2,840
RWT On Interest	140	224	84	224	224
Local Authority Shared Services 00	9,117	6,731	(2,386)	4,984	5,972
Local Authority Shared Services On-Call	135,491	47,103	(88,388)	50,906	52,167
GST Paid	(6,771)	(9,522)	(2,751)	(9,756)	(10,017)
TOTAL CURRENT ASSETS	167,119	49,960	(117,159)	50,973	53,054
NON-CURRENT ASSETS					
SVDS - Intangible Asset	3,081,640	3,142,359	60,719	3,223,047	3,305,914
WRTM - Intangible Asset	2,296,855	2,296,855	0	2,296,855	2,296,855
CashManager Software	886	0	(886)	0	0
MoneyWorks Software	0	1,195	1,195	1,195	1,195
Accumulated Depreciation	(4,103,083)	(4,548,273)	(445,190)	(5,001,131)	(5,326,071)
TOTAL NON-CURRENT ASSETS	1,276,298	892,136	(384,162)	519,966	277,893
NET ASSETS	1,443,417	942,096	(501,321)	570,939	330,946
LESS CURRENT LIABILITIES					
Accounts Payable	50,376	67,035	16,659	67,785	69,618
Accounts Payable Accrual	17,049	10,075	(6,974)	10,337	10,585
Provision for Annual Leave	1,318	0	(1,318)	0	0
TOTAL CURRENT LIABILITIES	68,743	77,110	8,367	78,122	80,203
NET WORKING CAPITAL	1,374,674	864,986	(509,688)	492,817	250,743

Local Authority Shared Services					
Statement of Cashflows					
For the year ended 30 June 2015					
	Actual budget 2013/14	2014/15	Variance to Jun-14 Budget	2015/16	2016/17
Cashflows from Operating Activities					
Interest Received	500	800	300	800	800
Receipts from Other Revenue	2,251,337	1,184,191	(1,067,146)	1,173,947	1,198,857
Payments to Suppliers	(2,202,168)	(1,329,850)	872,318	(1,082,656)	(1,105,836)
Taxes Paid	(140)	(224)	(84)	(224)	(224)
Goods & Services tax (net)	(4,260)	(3,173)	1,087	(9,123)	(8,481)
Net cash from operating activities	45,269	(148,256)	(193,525)	82,744	85,116
Purchase of Intangible Assets	(79,204)	(78,643)	561	(80,688)	(82,867)
Net cash from investing activities	(79,204)	(78,643)	561	(80,688)	(82,867)
Net increase in cash, cash equivalents and bank accounts	(33,935)	(226,899)	(192,964)	2,056	2,249
Opening cash and cash equivalents and bank overdrafts	178,543	280,733	102,190	53,834	55,890
Closing cash, cash equivalents and bank accounts	144,608	53,834	(90,774)	55,890	58,139
Summary of Bank Accounts					
BNZ - Cheque a/c	9,117	6,731	(2,386)	4,984	5,972
BNZ - Call a/c	135,491	47,103	(88,388)	50,906	52,167
Closing Balance of Bank	144,608	53,834	(90,774)	55,890	58,139