



# COLAB

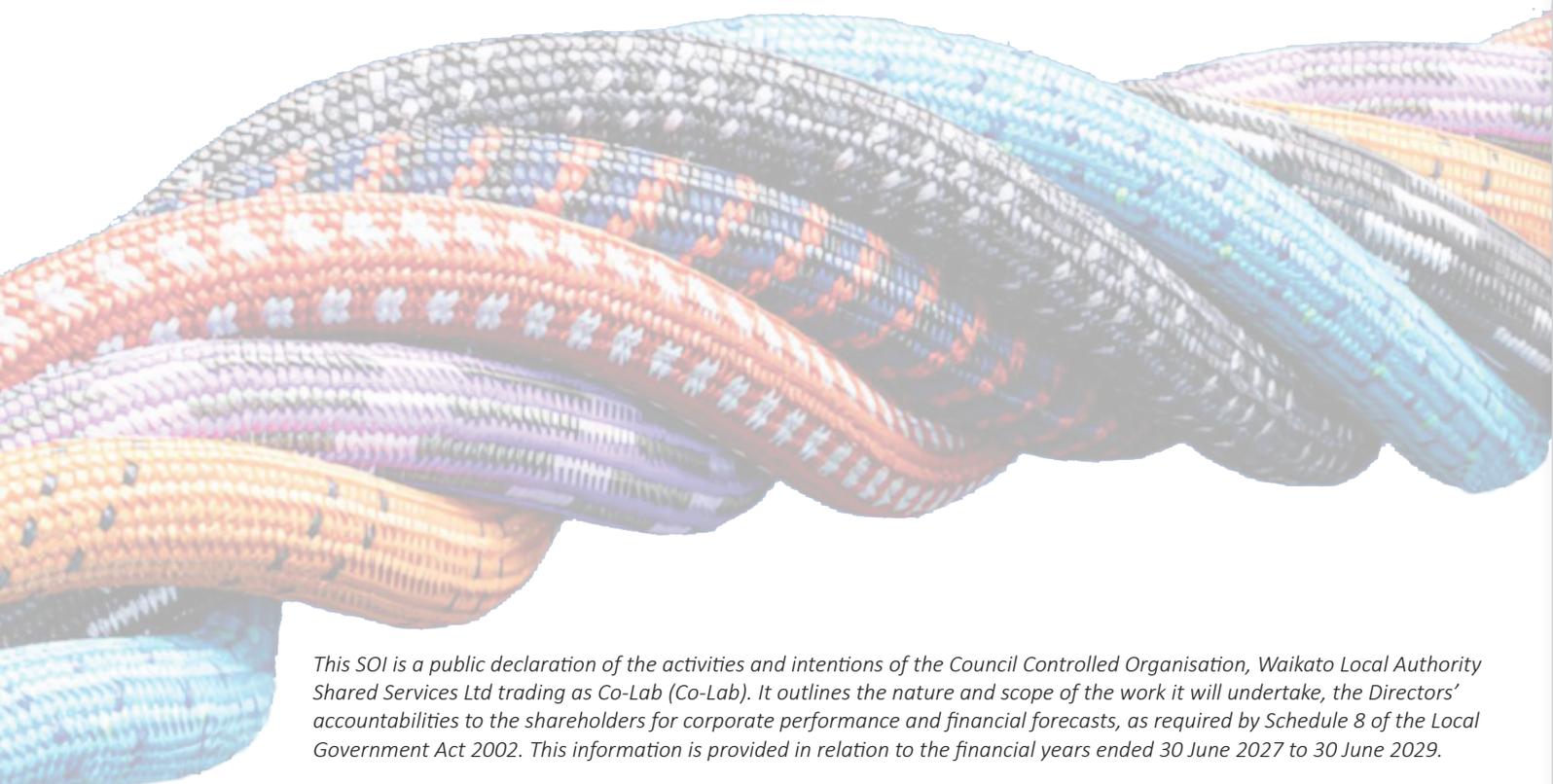
BETTER TOGETHER

## 2026 STATEMENT OF INTENT (DRAFT)

for the year ended 30 June 2027

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*This SOI is a public declaration of the activities and intentions of the Council Controlled Organisation, Waikato Local Authority Shared Services Ltd trading as Co-Lab (Co-Lab). It outlines the nature and scope of the work it will undertake, the Directors' accountabilities to the shareholders for corporate performance and financial forecasts, as required by Schedule 8 of the Local Government Act 2002. This information is provided in relation to the financial years ended 30 June 2027 to 30 June 2029.*

# MESSAGE FROM THE CHAIR

As we enter the final year of our three-year strategy, Co Lab's purpose remains unchanged: that we help our councils identify and realise shared opportunities. What is changing is our pace and scale.

Over the last two years, councils have asked more of us and, importantly, have been proactive in working with us to establish shared services. That commitment has lifted performance and confidence in doing things together. It also means we are likely to meet our growth targets ahead of plan, so we are stretching further in the next financial year (FY) 2027.

We will continue to be responsive to how you want to utilise your collaboration CCO and flexible in the way we deliver to you. Some councils will want us to lead delivery; others will prefer to co design. Either way, our role is to be a reliable enabler for collaboration behind the scenes - a dependable backbone that helps councils work smarter, faster, and together, while maintaining a human touch where it matters.

In FY2027 we are projecting revenue growth across key services - RIMU and Co-Lab Building Services (CBS) in particular - supported by customer uptake of our growing set of services. We are aiming for new revenue as our Building Consent Checking Assistant reaches MVP stage.

As this growth materialises, our intent is simple: reinvest to create even more value for councils and, over time, reduce reliance on member charges. That direction is consistent with our longer term ambition to be increasingly self sufficient through the value we deliver.

Local government continues to face sector reform and fiscal pressure. The Waikato's strategic position in the country and the Government's focus on enabling growth and infrastructure will keep expectations high while resources are constrained. Collaboration - across councils, with iwi, and with central government - remains our most practical lever to deliver better, faster, and more affordably.

In the coming months the Board will be considering the direction for Co-Lab beyond June 2027. Meanwhile, we acknowledge there are many interdependencies and evolving expectations. As shareholder expectations crystallise over the coming months, the draft Statement of Intent is likely to be updated before being finalised in June to reflect any agreed changes in priorities, scope, or timing. However, for the purpose of forecasting, we have assumed the status quo.

Our commitment to you is practical and unwavering: to help you make a dollar, save a dollar, or improve your service—and do it together, where together makes it better.

Thank you for your continued trust and leadership.



Yours Sincerely,

*Peter Stubbs*

Chair

# STATEMENT OF INTENT 'AT A GLANCE'

## OUR 3-YEAR STRATEGY

### OUR VISION



Council collaboration through Co-Lab maximises community wellbeing

### OUR PURPOSE



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

### PERFORMANCE FRAMEWORK OUTCOMES



#### Reduce Costs

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

#### Create Value for Councils

- Improved levels of quality & service
- Increased skills & expertise
- Improved compliance
- Improved decision making

#### Enable Innovation & Change

- Research & development
- Promote & contribute to the development of best practice
- Coordinated & consistent approach to provision of services
- Communities engage with councils in our region on a consistent basis



### 3-YEAR S.M.A.R.T. GOALS

#### Strategic Goals (3-Year)

1. Shareholding Councils understand we provide them value
2. Deliver value by growing the scale of our shared service function
3. Diverse, talented and motivated people work for us



#### Objectives

- We know the value we provide shareholders has improved by 15%, by 30 June 2027
- By 30 June 2027, 80% of shareholders agree they get value from Co-Lab
- 28 New instances of Co-Lab's shared services being utilised by 30 June 2027
- Staff engagement is maintained at 85% or above, by 30 June 2027
- Staff turnover is less than 15% per annum
- Our vacancies are filled by suitable candidates within 3 months

Baseline y/e 30 June 2023

## COMMENTARY

Co-Lab remains aligned with its three-year strategy outlined in the 2024 Statement of Intent. At 31 December 2025 (halfway through our 3-year strategy), we had expanded our shared services function by 16 instances, progressing towards the original target of 24 instances over the three-year period. With this great progress realised, we are now setting our sights on achieving 28 instances over the three-year period.

# PERFORMANCE MEASURES

To ensure we deliver against our 3-year strategy, consistent with last year, we are using the following annual Key Performance Indicators (KPI).

STRATEGIC GOAL	3-YEAR OBJECTIVE	ANNUAL KPI
Shareholding councils understand we provide them value.	We know the value we provide shareholders has improved by 15%, by 30 June 2027*  <i>(baseline y/e 30 June 24).</i>  <i>*Based on the regional benefits of collaboration (not an individual councils' benefits from collaboration).</i>	Year-on-year increase in the value we provide to councils.
	By 30 June 2027, 80% of shareholders agree they get value from Co-Lab.	80%+ of council survey respondents believe those Co-Lab services they received meet or exceed their expectations (evidenced by an annual survey).
	All shareholders take up at least one additional shared service.	Year-on-year increase in the utilisation of services we provide to councils.
Deliver value by growing the scale of our shared service function.	28 new instances of Co-Lab shared services being utilised, by June 2027.  <i>(baseline y/e 30 June 24)</i>	Year-on-year increase in the utilisation of services we provide to councils.
		Year on Year increase in the number of services available to councils.
Diverse, talented and motivated people work for us.	Maintain staff engagement above 85%.	Maintain staff engagement above 85%.
	Staff turnover is less than 15%.	Staff turnover is less than 15%.
	Our vacancies are filled by suitable candidates within 3 months.  <i>All baselined y/e 30 June 24)</i>	Vacancies are filled by suitable candidates within 3 months.

Reference to "shareholders" includes feedback from any stakeholders from shareholding councils that may interact with Co-Lab.

# NATURE & SCOPE OF SERVICES

Co-Lab has three main functions. It:

1. Acts as an “ideas laboratory” – working with councils to investigate and develop opportunities to work together;
2. Delivers shared services to councils; and
3. Enters joint procurement arrangements.



## OPPORTUNITY DEVELOPMENT

Beyond the focus areas below, Co-Lab will develop opportunities that will reduce costs, create value for councils, and/or enable innovation, at the direction of its shareholding councils.

If you'd like more information on the Opportunity Development Projects we are currently investigating, please get in touch.





# FOCUS AREAS

## BUILDING CONSENT TRANSFORMATION & AUTOMATION

- Onboarding councils to Co-Lab Building Services
- Launching Project LEGO (building consent checking assistant)
- Pursuing BCA consolidation opportunities

## SERVICE GROWTH TO NEW COUNCIL CUSTOMERS

- Prioritising Co-Lab Building Services, followed by Trade Waste and RAMM expertise (RATA)

## REGIONAL COLLABORATION

- Enabling collaborative initiatives from Mayoral Forum & CE Forum (similar to Waikato Water Done Well)

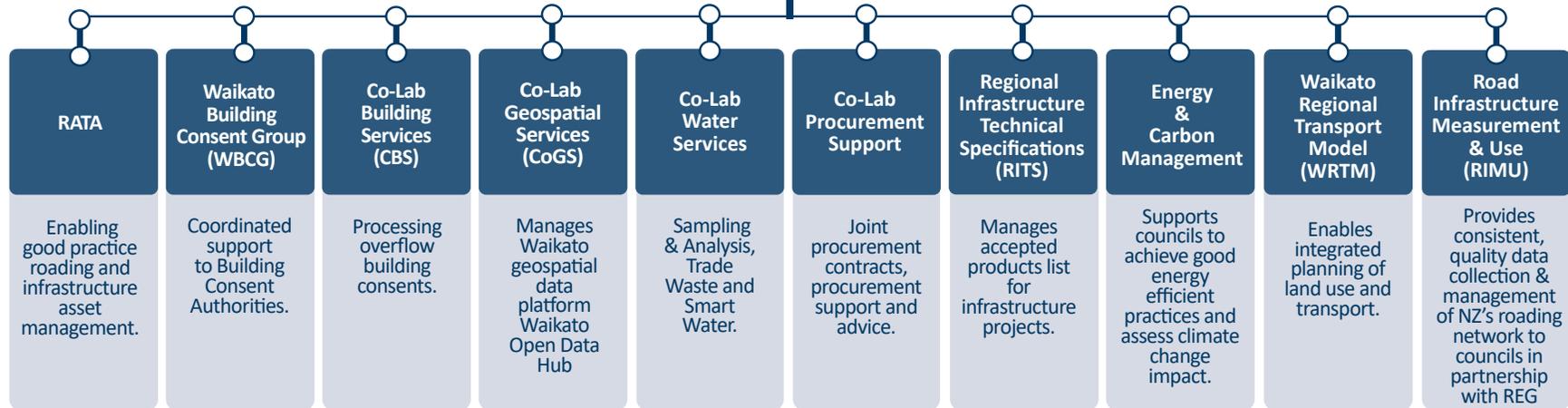
## SERVICE DEVELOPMENT

- RATA Spaces & Places

## PROCUREMENT & COST EFFICIENCY

- Joint procurement initiatives including renewal of Shared Valuation Data Service (SVDS)

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



**PARTICIPATION**  
Shareholding Councils

	RATA	WBCG	CBS	CoGS	Water	Procurement	RITS	Energy	WRTM	RIMU
Hamilton City Council	•	•	•	•	•	•	•	•	•	
Hauraki DC	•	•	•	•	•	•	•			
Matamata-Piako DC	•	•	•	•	•	•	•	•	•	
Ōtorohanga DC	•	•		•	•	•	•	•		
Rotorua Lakes Council				•	•	•	•	•		
South Waikato DC	•			•	•	•	•	•		
Thames-Coromandel DC	•	•	•			•		•	•	
Waikato DC	•	•	•	•	•	•	•	•	•	
Waikato Regional Council	•			•		•		•	•	
Waipā DC	•	•		•	•	•	•	•	•	
Waitomo DC	•	•	•	•	•	•	•			
Western Bay DC	•		•			•				
Other Councils/Customers										
Taupō DC	•			•	•	•		•		
Hamilton Airport					•					
Road Controlling Authorities										•
Service GROWN since 2019	•			•			•		•	
Service NEW since 2019	•		•		•	•				•

# FINANCIALS

## OVERVIEW

### SERVICES

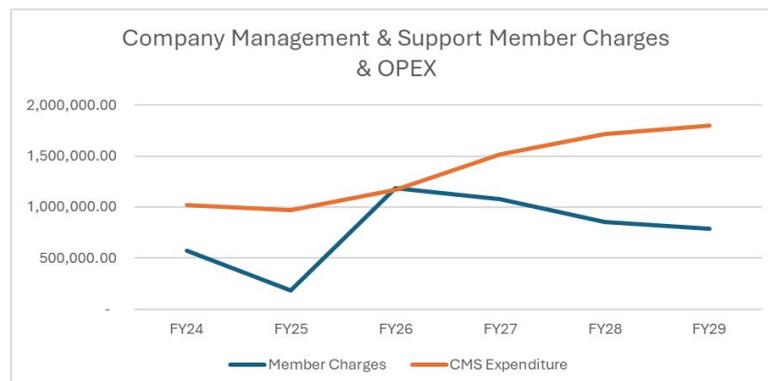
Revenue from services is budgeted to increase in the 2026/27 financial year (FY), primarily driven by the continued growth and success of our new services, RIMU and Co-Lab Building Services. As in previous years, we continue to use revenue generated within services to minimise the cost to member councils wherever possible.

### MEMBER CHARGES

Following the “one-off” reduction in FY25, where cash reserves were used to significantly lower member charges, we previously indicated that member charges would return to normal levels from FY26 onward.

Our expenditure remains tight and disciplined, consistent with our commitment to operating as a lean organisation. Costs are budgeted to increase as we position for expanding our service offering and cash reserves were largely utilised in FY25. Despite this, the increased revenue from services enables us to maintain financial sustainability while easing the member charges burden on councils.

There is a significant level of uncertainty with the proposed central government reforms, particularly in the latter years of the SOI. How these reforms may ultimately play out across our shareholders and their consequent impact on Co-Lab will become clearer in the coming months. Given the current lack of clarity, the budget and forecasts have been prepared based on the information available today rather than reflecting any assumptions about the financial impact of future reform.



## Co-Lab

### Company Summary

for the forecast financial years ended 30 June 2027-2029

	Forecast				
	Budget 2025/26	2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
<b>Income</b>					
Company Management / Support	1,575,153	1,665,164	1,466,202	1,264,887	1,215,759
Working parties   projects	687,214	1,089,311	640,638	672,670	706,303
RITS	27,244	27,244	39,616	41,597	43,677
Energy Management	118,116	118,116	207,188	217,547	226,755
Shared Valuation Data Service (SVDS)	409,638	351,526	312,618	328,249	344,661
Regional Asset Technical Accord (RATA)	2,500,000	2,243,336	2,200,000	2,488,000	2,575,500
Waikato Regional Transport Model (WRTM)	1,952,610	1,009,911	1,236,148	663,947	590,346
Road Infrastructure Management and Use (RIMU)	-	670,061	994,256	1,320,722	1,386,758
Waikato Building Consent Group	353,263	371,597	353,263	480,496	503,487
Waikato Mayoral Forum	10,960	10,960	10,560	11,088	11,642
Co-Lab Water Services	4,092,428	4,059,600	4,263,872	4,477,066	4,700,919
Procurement Support	200,748	200,886	200,748	212,172	222,781
Geospatial	87,006	87,006	87,000	91,350	95,918
Communications Resource	65,603	63,874	65,603	68,883	72,327
Co-Lab Building Services	1,682,930	1,682,929	2,063,869	2,037,420	2,139,291
<b>Total Income</b>	<b>13,762,912</b>	<b>13,651,521</b>	<b>14,141,580</b>	<b>14,376,094</b>	<b>14,836,124</b>
<b>Operating Expenditure</b>					
Company Management / Support	1,468,937	1,436,533	1,811,646	2,020,219	2,121,601
Working parties   projects	687,214	1,113,879	654,638	687,370	721,738
RITS	27,244	53,730	39,616	41,597	43,677
Energy Management	168,116	132,079	207,188	217,547	226,755
Shared Valuation Data Service (SVDS)	310,618	300,817	312,618	328,249	344,661
Regional Asset Technical Accord (RATA)	2,500,447	2,378,483	2,194,040	2,489,148	2,583,879
Waikato Regional Transport Model (WRTM)	1,952,610	1,009,911	1,436,148	663,947	590,346
Road Infrastructure Management and Use (RIMU)	-	474,073	662,146	907,503	952,879
Waikato Building Consent Group	393,248	412,514	435,179	453,096	476,087
Waikato Mayoral Forum	10,960	8,470	10,560	11,088	11,642
Co-Lab Water Services	3,983,494	3,935,109	3,952,766	4,129,405	4,335,875
Procurement Support	198,876	195,156	197,548	207,559	220,414
Geospatial	86,992	88,605	86,614	90,945	95,492
Communications Resource	64,756	59,267	70,228	73,612	78,705
Co-Lab Building Services	1,679,699	1,678,493	2,061,309	2,030,818	2,008,037
<b>Total operating expenditure</b>	<b>13,533,212</b>	<b>13,277,118</b>	<b>14,132,245</b>	<b>14,352,104</b>	<b>14,811,789</b>
<b>Earnings before interest, tax and depreciation/ amortisation (EBITDA)</b>	<b>229,700</b>	<b>374,403</b>	<b>9,335</b>	<b>23,990</b>	<b>24,335</b>
<b>Depreciation / amortisation</b>					
Company Management / Support	43,847	14,688	16,647	17,479	18,353
WBCG	3,072	1,725	3,072	3,072	3,072
Procurement Support	1,872	2,976	1,872	1,872	1,872
Communications	840	840	840	840	840
Co-Lab Building Services	2,340	3,625	2,340	2,340	2,340
WRTM	1,104	1,105	1,104	1,104	1,104
<b>Total Depreciation / amortisation</b>	<b>53,075</b>	<b>24,960</b>	<b>25,875</b>	<b>26,707</b>	<b>27,581</b>
<b>Earnings before interest and tax (EBIT)</b>	<b>176,625</b>	<b>349,443</b>	<b>(16,540)</b>	<b>(2,717)</b>	<b>(3,247)</b>
<b>Net Surplus (Deficit) before tax</b>	<b>176,625</b>	<b>349,443</b>	<b>(16,540)</b>	<b>(2,717)</b>	<b>(3,247)</b>

**Co-Lab**  
**Financial Position**  
**for the forecast financial years ended 30 June 2027-2029**

	Budget 2025/26	Forecast 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
<b>CAPITAL</b>					
Shares - SVDS	1,607,001	1,607,001	1,607,001	1,607,001	1,607,001
Shares - WRTM	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
Retained Earnings	(2,218,374)	(1,255,375)	(905,932)	(922,472)	(925,190)
Plus Current Year Operating Surplus/(Deficit)	176,625	349,443	(16,540)	(2,717)	(3,247)
<b>TOTAL CAPITAL FUNDS</b>	<b>915,253</b>	<b>2,051,069</b>	<b>2,034,529</b>	<b>2,031,811</b>	<b>2,028,565</b>
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Prepayments	6,350	0	6,350	6,668	7,001
Accounts Receivable	688,146	2,730,304	2,828,316	2,875,219	2,967,225
Bank	1,027,595	781,742	440,755	320,702	237,734
GST Receivable / (Payable)	57,092	23,066	(1,825)	(3,115)	(3,125)
<b>TOTAL CURRENT ASSETS</b>	<b>1,779,183</b>	<b>3,535,113</b>	<b>3,273,596</b>	<b>3,199,473</b>	<b>3,208,834</b>
<b>NON-CURRENT ASSETS</b>					
WRTM - Intangible Asset	2,296,855	2,296,855	2,296,855	2,296,855	2,296,855
MoneyWorks Software	1,195	1,195	1,195	1,195	1,195
Accumulated Depreciation	(2,298,050)	(2,298,050)	(2,298,050)	(2,298,050)	(2,298,050)
IT Equipment & Office Furniture	197,500	221,670	251,670	281,670	311,670
Accumulated Depreciation - IT equipment & Office Furniture	(145,356)	(139,953)	(171,232)	(197,939)	(225,521)
<b>TOTAL NON-CURRENT ASSETS</b>	<b>52,144</b>	<b>81,717</b>	<b>80,438</b>	<b>83,731</b>	<b>86,149</b>
<b>TOTAL ASSETS</b>	<b>1,831,327</b>	<b>3,616,830</b>	<b>3,354,034</b>	<b>3,283,204</b>	<b>3,294,984</b>
<b>LESS CURRENT LIABILITIES</b>					
Accounts Payable	737,951	1,354,491	1,090,615	990,074	997,119
Accounts Payable Accrual	39,106	39,443	40,700	42,735	44,872
Employee Benefits	139,016	171,826	188,191	218,583	224,428
<b>TOTAL CURRENT LIABILITIES</b>	<b>916,074</b>	<b>1,565,760</b>	<b>1,319,506</b>	<b>1,251,393</b>	<b>1,266,419</b>
<b>NET ASSETS</b>	<b>915,253</b>	<b>2,051,069</b>	<b>2,034,529</b>	<b>2,031,811</b>	<b>2,028,565</b>

**Co-Lab**  
**Statement of Cashflows**  
**for the forecast financial years ended 30 June 2027-2029**

	Budget 2025/26	Forecast 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
<b>Cashflows from Operating Activities</b>					
Interest Received / (Paid)	59,484	73,913	60,000	63,000	66,150
Receipts from Other Revenue	13,515,578	15,147,951	13,981,210	14,266,191	14,677,968
Payments to Suppliers	(13,796,410)	(13,789,789)	(14,384,849)	(14,420,534)	(14,797,096)
Taxes Paid	0	0	0	0	0
Goods & Services tax (net)	(132,793)	(439,429)	24,891	1,290	10
<b>Net cash from operating activities</b>	<b>(354,141)</b>	<b>992,646</b>	<b>(318,748)</b>	<b>(90,053)</b>	<b>(52,968)</b>
<b>Cashflows from Investing Activities</b>					
Capital enhancements	0	0	0	0	0
Purchase of PPE	(36,674)	(35,000)	(24,597)	(30,000)	(30,000)
Purchase of investments	2,358	0	2,358	0	0
<b>Net cash from investing activities</b>	<b>(34,316)</b>	<b>(35,000)</b>	<b>(22,239)</b>	<b>(30,000)</b>	<b>(30,000)</b>
<b>Cashflows from Agency Activities</b>					
Net receipts held on behalf of councils	0	(1,337,245)	0	0	0
<b>Net cash from agency activities</b>	<b>0</b>	<b>(1,337,245)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net increase in cash, cash equivalents and bank accounts</b>	<b>(388,457)</b>	<b>(379,599)</b>	<b>(340,987)</b>	<b>(120,053)</b>	<b>(82,968)</b>
Opening cash and cash equivalents and bank overdrafts	1,416,052	1,161,341	781,742	440,755	320,702
<b>Closing cash, cash equivalents and bank accounts</b>	<b>1,027,595</b>	<b>781,742</b>	<b>440,755</b>	<b>320,702</b>	<b>237,734</b>

# APPENDIX I : GOVERNANCE

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



Co-Lab conducts itself in accordance with its constitution, its annual Statement of Intent, the provisions of the LGA and Co-Lab policies.

The Board comprises five council representative directors and an independent Chair. There is also a standing Audit & Risk Committee.

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
Steph O’Sullivan	Waikato and Waipā District Councils
David Speirs	Hauraki, Matamata-Piako, Thames-Coromandel District and Western Bay of Plenty District Council

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.

# APPENDIX II : POLICY STATEMENTS

## STATEMENT OF ACCOUNTING POLICIES

### REPORTING ENTITY

Waikato Local Authority Shared Services Limited (“the Company”) is a Company incorporated in New Zealand under the Companies Act 1993 and is domiciled in New Zealand. The company is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002 (LGA), by virtue of the shareholding councils’ right to appoint the Board of Directors.

The primary objectives of the Company are to:

- Develop opportunities that benefit the Waikato region’s local authorities; and
- Act as a vehicle to deliver value-added services to those local authorities.

The Company has designated itself as a public benefit entity (PBE) for financial reporting purposes.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### BASIS OF PREPARATION

Financial statements are prepared on the going concern basis, and the accounting policies are applied consistently throughout the period.

### STATEMENT OF COMPLIANCE

Financial statements are prepared in accordance with the requirements of the LGA, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

Financial statements are prepared in accordance with and comply with Tier 2 PBE Standards reduced disclosure regime (RDR). WLASS is eligible to report under the RDR as it:  
is not publicly accountable; and  
has expenses more than \$2 million, but less than \$30 million.

The accounting policies set out below are consistent with the prior year, other than the inclusion of policy:

- on operating leases, related to the lease of commercial premises;
- employees; and
- property, plant and equipment.

### MEASUREMENT BASE

The financial statements are prepared on a historical cost basis.

### PRESENTATION CURRENCY & ROUNDING

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest dollar unless otherwise stated. The functional currency of the Company is New Zealand dollars

## GOODS & SERVICES TAX

All items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue (IR) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the cash flow statement.

Commitments and contingencies are disclosed exclusive of GST.

## CRITICAL ACCOUNTING ESTIMATES & ASSUMPTIONS

In preparing the financial statements the Company makes estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no areas requiring estimate or assumptions made that are considered to carry a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

## INTANGIBLE ASSETS

### USEFUL LIVES AND RESIDUAL VALUES

At each balance date the Company reviews the useful lives and residual values of its intangible assets. Assessing the appropriateness of useful life and residual value estimates of intangible assets requires the Company to consider a number of factors such as the expected period of use of the asset by the Company and expected disposal proceeds from the future sale of the future sale of the asset.

An incorrect estimate of the useful life of residual value will impact the amortisation expense recognised in the income statement and carrying amount of the asset in the balance sheet. The Company minimises the risk of this estimation uncertainty by reviewing that the asset technology is still relevant and there is no alternative options to recreate the asset at a lower price.

### IMPAIRMENT OF INTANGIBLE ASSETS

Intangible assets measure at cost that have a finite useful life are reviewed 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 assets carrying amount exceeds its recoverable amount. The recoverable amount is higher of an assets fair value less costs to sell and value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus deficit.

## REVENUE

### REVENUE

Revenue comprises the fair value of the considerations received or receivable for the sale of goods and services, excluding GST, rebates and discounts and after eliminating sales within the Company. No provisions have been recorded as all revenue and trade receivables are expected to be received.

### OTHER REVENUE

Member charges for all activities are recognised when invoiced to the user (i.e. councils). The recorded revenue is the net amount of the member charges payable for the transaction.

Contributions received for projects that were not completed in a financial year are recognised when the Company provides, or is able to provide, the service for which the contribution was charged. Until such time, contributions are recognised as liabilities.

## OPERATING EXPENSES

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

## PERSONNEL COSTS

### DEFINED CONTRIBUTION SCHEMES

Employer contributions to KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are accounted for as defined contribution schemes and are recognised as an expense in the surplus or deficit when incurred.

## RECEIVABLES

Short-term receivables are recorded at the amount due, less any provision for amounts not considered collectable.

Receivables are initially measured at nominal or face value. Receivables are subsequently adjusted for penalties and interest as they are charged and impairment losses. Non-current receivables are measured at the present value of the expected future cash inflows.

Debtors are amounts due from customers. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

## CASH & CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, deposits held at call with banks, with original maturities of three months or less, and bank overdrafts.

## INCOME TAX

Income tax expense includes components relating to both current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the statement of financial position and the corresponding tax bases used in the computation of taxable profit.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surpluses will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive income or directly in equity.

## OTHER FINANCIAL ASSETS

Investments in bank deposits are measured at fair value plus transaction costs.

At each balance date the Company assesses whether there is any objective evidence that an investment is impaired. Any impairment losses are recognised in the income statement.

## PAYABLES AND DEFERRED REVENUE

Short-term creditors and other payables are recorded at their face value.

Trade and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying value of trade and other payable approximates their fair value.

Contributions received for projects that were not completed in a financial year are recognised as deferred revenue until the Company provides, or is able to provide, the service for which the contribution was charged.

## EMPLOYEE BENEFITS LIABILITIES

### SHORT-TERM EMPLOYEE ENTITLEMENTS

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These includes salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

### PRESENTATION OF EMPLOYEE ENTITLEMENTS

Sick leave, annual leave, vested long service leave, and non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date, are classified as a current liability. All other employee entitlements are classified as a non-current liability.

## RECONCILIATION OF EQUITY

Equity is the shareholders interest in WLASS and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

### CONTRIBUTED EQUITY

Contributed equity is the net asset and liability position at the time the company was formed. The allocation of capital amongst shareholders is explained in this note.

### RETAINED EARNINGS

Retained earnings is the company's accumulated surplus or deficit since formation.