

# Regional Software Holdings Limited

## Draft Statement of Intent 2017/2018/2019

February 2016  
Version 4.0

### 1 Introduction

This Statement of Intent is a public declaration of the activities and intentions of Regional Software Holdings Limited (RSHL). The statement outlines the Directors' accountabilities to the shareholders for corporate performance, as is intended by Schedule 8 of the Local Government Act 2002.

RSHL has no subsidiaries or joint ventures.

#### 1.1 Vision

A compelling proposition for all Regional Councils.

#### 1.2 Mission

Provide long term shared software resources that are relevant to regional council activities and are fit for purpose, reliable, robust, resilient and cost effective.

#### 1.3 Nature and Scope of Activities to be Undertaken

RSHL provides a framework for collaboration between the shareholders. It supports the procurement or development of shared software resource products and services in a manner that provides a more cost effective alternative than individual councils can achieve on their own. The current flagship of RSHL is the Integrated Regional Information System (IRIS).

The company operates through managed contractual arrangements, and by facilitating collaborative initiatives between shareholder councils' staff. Some shareholder councils are both customers of RSHL and providers of service to RSHL.

The scope of activities for RSHL is not necessarily limited to the IRIS application suite. Future activities will be identified by Shareholder Councils. New opportunities will be identified, and priorities set in the Business Plan, other opportunities may arise and be investigated on a case by case basis. New activities will require explicit Board approval.

The purpose of RSHL is to:

- Develop, maintain and licence the Software Intellectual Property to the Shareholders and other customers on an ongoing basis.
- Ensure the Company operates in a cost effective manner that reduces costs and risks to the Shareholders.

- Provide a framework for collaboration between the shareholder councils and other customers for the development and implementation of an IT platform or IT platforms over the long term,
- Provide RSHL shareholders and customers with application software products and services in a manner that achieves:<sup>1</sup>
  - Continuity of supply
  - Influence / control of the destiny of Regional Council sector specific software
  - Risk reduction
  - Economies of scale
  - Driving best practice through standardisation

The high level scope of the IRIS product is in Appendix 5 of the Business Plan.

#### **1.4 Values**

In all RSHL decisions and interactions the Board and staff together with member council participants who may be working within the RSHL framework will observe the following values and ethos:

- The best decision is that which provides the best end result, primarily for our shareholder councils but also our customer councils, and indirectly the communities they serve.
- We are forward thinking and innovative
- We are responsive and deliver value
- We are professional and accountable
- We are flexible and open
- Our solutions will be practical, appropriate to the scale of the problem and affordable
- Where appropriate we will utilise codes of practice and standards produced by industry groups
- All parties to any decision or interaction will be treated with respect, dignity, integrity, and honesty.

#### **1.5 Possible New Customers and Shareholders**

RSHL seeks to reduce costs to the existing shareholders and increase its influence in Regional Council sector information systems by increasing the user base for IRIS and expanding the product suite.

RSHL responds to requests from Councils and organisations that show potential interest in using the IRIS software.

The potential market for the IRIS application is New Zealand Regional Councils and Unitary Authorities.

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<sup>1</sup>From: Interim Memorandum of Understanding & Syndicated Purchasing Agreement – expanded to include ‘products’

## 2 Objectives

The principal objective of RSHL is to deliver on the vision, mission and values.

The secondary objective of RSHL is to:<sup>2</sup>

- (a) achieve the objectives of its Shareholders, both commercial and non-commercial as specified in this Statement of Intent;
- (b) be a good employer;
- (c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when able to do so.

## 3 Board's Approach to Governance

Members of RSHL's Board of Directors are appointed by the shareholders to govern and direct RSHL's activities. The Shareholders Agreement states that each shareholder has the right to appoint one Director, and that person will be the CEO, or a person nominated by the CEO.<sup>3</sup> The Constitution allows each Director to appoint an alternative director.<sup>4</sup> The Constitution also allows the Shareholders to appoint independent directors.<sup>5</sup> The Constitution requires that the Board collectively must have relevant knowledge and experience of finance, public bodies, management, governance, and IT management.<sup>6</sup>

The Board is the overall final body responsible for all decision-making within the company. The Board is accountable to its shareholders for the financial and non-financial performance of the company.

Directors' behaviour is to comply with Institute of Directors' standards for Code of Conduct. The purpose of the code is to clarify how the Board of Directors shall define and deal with:

- The role and fundamental obligations of the Board
- Independence and conflict of interest, including conflict with management
- Board procedures, including the role of the Chairman and interaction with the General Manager
- Reliance on information and independent advice
- Confidentiality of company information
- Board and Director performance review and development

RSHL will conduct itself in accordance with its Constitution, its annual Statement of Intent agreed with shareholders, the provisions of the Local Government Act 2002 and the Companies Act 1993.

## 4 Ratio of Consolidated Shareholder's Funds to Total Assets

It is intended that the proportion of equity to total assets be in excess of 60%.

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<sup>2</sup> From: Constitution of regional Software Holdings Ltd, Section 1.1

<sup>3</sup>RSHL Shareholders Agreement clause 4.1

<sup>4</sup> RSHL Constitution clause 8.3

<sup>5</sup> RSHL Constitution clause 8.4

<sup>6</sup> RSHL Constitution clause 8.6

## 5 Accounting Policies

The financial statements of RSHL have been prepared in accordance with the requirements of the Local Government Act 2002 and the Companies Act 1993, which include the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZGAAP).

The financial statements have been prepared in accordance with Tier 3 Public Benefit Entity (PBE) Standards.

Appendix 1 includes RSHL's Accounting Policies

## 6 Performance Targets and Other Measures

Performance targets by which the success of the company may be judged in relation to its objectives are:

		2016/17	2017/18	2018/19
Non Financial	RSHL Advisory Group meets regularly & is effective (Self-assessed by the Advisory Group, compared to expectations in the Terms of Reference for the Advisory Group)	Applies each year		
	A robust and consistent process operates to develop, approve, communicate and refine the annual roadmap for RSHL major enhancement projects. is developed and approved.	Applies each year		
	Major Enhancement projects identified on the Annual Roadmap are completed on time and within budget.			
	Budgets and processes for support and minor enhancements are effectively managed. (Assessed by the Advisory Group)	Applies each year		
	User (non-IT) participation in RSHL management and development processes is increased. (Measured by membership of formal RSHL groups)	Applies each year		
	Reporting and Payments (Section 9.3 of Business Plan) are completed on time	Applies each year		
	Consider a new service area or areas outside of the current scope of IRIS <sup>7</sup>	Applies each year		

		2016/17	2017/18	2018/19
Financial	RSHL will operate within 5% (plus or minus) of its overall annual budget.	Applies each year		
	Annual charges: increase in cost to councils not to exceed the CPI	Applies each year		

		2016/17	2017/18	2018/19
Growth	Respond to requests from Councils with the intent of adding one further Council to IRIS as a shareholder or customer by end of 2018	Applies once in 3 year period		

<sup>7</sup> Consider does not mean commit to do, but to identify & evaluate one or more opportunities

## **7 Distribution of Profits to Shareholders**

RSHL does not have an objective to make a profit. It seeks to provide products and services at lower costs, and / or higher levels of service than shareholder councils can achieve on their own.

In order for IRIS to be subject to tax, generally it must meet the business test. Fundamental to this is a profit motive. Given the basis under which this CCO operates is to minimise the costs and generally operate on a cost recovery basis and that a pecuniary profit is not intended and highly unlikely, the lack of a profit motive is real.

The RSHL Shareholders Agreement states “If Operating Expenses for a fiscal year are less than the budgeted amount for such year, the Company will retain the funds for application to Operating Expenses for the subsequent fiscal year”<sup>8</sup>. Therefore there will not be a profit available for distribution.

## **8 Information to Be Provided to the Shareholders**

The company will deliver the following Statements to shareholders:

- Within two months of the end of the first half of the financial year the following unaudited statements: Statement of Financial Performance, Statement of Financial Position, Statement of Cashflows and Service Performance.
- Within two months of the end of the financial year the following audited statements: Statement of Financial Performance, 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.
- 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
- A draft Business Plan will be prepared each November, for the financial year that commences on the following June. This early presentation is to allow Shareholder Councils the ability to include any changes in Annual Fees, or any other form of financial impact, in their Council’s budget processes. The Board are to approve the business plan by the end of March prior to the commencement of the new financial year.
- Any new developments which have not been covered in the statement of corporate intent for the year. Including, but not limited to, an update on any outcomes arising from any changes in shareholding, including the effect on individual Council’s shareholdings and apportionment of costs.
- Details of possible scenarios that might be foreseen that could result in annual fees increasing above the CPI index.
- Any other information which would normally be available to a shareholder, thereby enabling the shareholder to assess the value of its investment in the company.

## **9 Procedures for Major Transactions and Other Acquisitions and Disposals**

The Company will not enter into major transactions as defined in Section 129(2) of the Companies Act 1993 without the consent of the shareholders.

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<sup>8</sup> Shareholders Agreement, clause 7.4

## 10 Procedures for Issue of Shares

The RSHL shareholder agreement requires the approval of the Shareholders holding at least of 75% of the shares for “the issuing or acquisition of any Shares or any change to the rights attaching to any Shares”<sup>9</sup>.

## 11 Activities for Which Compensation Is Sought

Payment of an Annual Fee for IRIS will be sought from all customers of RSHL, which includes Shareholder Councils, for annual support and development fees, as set out in the License Agreement. The IRIS annual support fee also includes funding to cover the cost of running RSHL.

It is noted that other products or services may be delivered by RSHL. Any such services will only be delivered after the Directors have considered each individual business case including the proposed budget and agreed that the proposed service meets the objectives of RSHL.

Any ongoing activities to identify develop or procure additional products or services will be budgeted for in advance, subject to the business case. The subsequent recovery from one or more shareholder or customer councils will be agreed by the Directors on a case by case basis in accordance with the RSHL Constitution.

## 12 Estimate of Commercial Value of The Shareholder’s Investment

The Directors’ estimate of the commercial value of the Shareholders’ investment in RSHL is equal to the Shareholders’ equity in the Company. Reassessment of the value of this shareholding shall be undertaken on or about 30 June each year.

## 13 Shareholding

Regional Software Holdings Limited (RSHL) was formed on 17 October 2012. At the time of formation the company issued 10,000 shares to its shareholders based on a previously agreed sizing formula. The following shareholding was agreed:

Shareholder	Percentage	# of shares
Waikato Regional Council	32.75%	3,275
Northland Regional Council	16.75%	1,675
Horizons Regional Council	15.50%	1,550
Taranaki Regional Council	15.50%	1,550
Southland Regional Council	15.50%	1,550
West Coast Regional Council	4.00%	400

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<sup>9</sup> RSHL Subscription & Shareholders Agreement Section 5.1 (b)

## Statement of Intent 2016-2019

### Regional Software Holdings Limited Statement of Financial Performance

For the 12 Months to 30 June

<b>2015-2016</b>		<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
<b>Budget</b>		<b>SOI</b>	<b>Indicative</b>	<b>Indicative</b>
	<b>Income</b>			
1,034,627	Members Contribution	1,095,666	1,128,536	1,162,392
1,034,627		1,095,666	1,128,536	1,162,392
	<u>Other Income</u>			
2,500	Interest Received	-	-	-
57,750	Sundry Income	59,483	61,267	63,105
<b>1,094,877</b>	<b>Total income:</b>	<b>1,155,148</b>	<b>1,189,803</b>	<b>1,225,497</b>
	<b>Expenses</b>			
	<u>Administration costs</u>			
71,808	Administration costs	73,962	76,182	78,467
5,068	Audit & other fees	5,220	5,377	5,538
196,711	Datacom Support Services	202,612	208,691	214,951
7,360	Cyber Environmental Charges	7,581	7,808	8,042
129,376	Management Fees	120,965	124,594	128,332
	Independent Director's Fees	30,000	30,900	31,827
57,750	Other Direct Software	59,483	61,267	63,105
468,073	<i>Total administration costs</i>	499,823	514,818	530,262
	Sundry other costs			
626,804	Depreciation	655,325	674,984	695,234
<b>1,094,877</b>	<b>Total expenses:</b>	<b>1,155,148</b>	<b>1,189,803</b>	<b>1,225,497</b>
	- Surplus/(deficit) before Tax	-	-	-
	Income Tax Expenses			
	- Surplus/(deficit) after Tax	-	-	-

**Regional Software Holdings Limited**  
**Statement of Financial Position**

As at 30 June

2015-2016 Budget		2016-2017 SOI	2017-2018 Indicative	2018-2019 Indicative
	<b>ASSETS</b>			
	<b>Current assets</b>			
192,246	Bank Accounts and Cash	172,266	151,685	130,488
	- Debtors and Prepayments			
	<b>Non Current Assets</b>			
5,184,237	Property, Plant & Equipment	5,204,217	5,224,797	5,245,995
<b>5,376,483</b>	<b>Total assets</b>	<b>5,376,483</b>	<b>5,376,483</b>	<b>5,376,483</b>
	<b>LIABILITIES</b>			
	<b>Current liabilities</b>			
	- Creditors and Accrued Expenses			
	- Income Received in Advance	-	-	-
	- <b>Total liabilities</b>	-	-	-
<b>5,376,483</b>	<b>NET ASSETS</b>	<b>5,376,483</b>	<b>5,376,483</b>	<b>5,376,483</b>

**Represented by:**

2015-2016 Forecast		2016-2017 SOI	2017-2018 Indicative	2018-2019 Indicative
	<b>Equity</b>			
5,149,150	Equity	5,149,150	5,149,150	5,149,150
227,333	Retained Earnings	227,333	227,333	227,333
<b>5,376,483</b>	<b>Total Equity</b>	<b>5,376,483</b>	<b>5,376,483</b>	<b>5,376,483</b>



**Regional Software Holdings Limited**  
**Statement of Cash Flows**  
For the 12 Months to 30 June

2015-2016 Budget		2016-2017 SOI	2017-2018 Indicative	2018-2019 Indicative
<b>Cash-flows from Operating Activities</b>				
<b><u>Cash received from:</u></b>				
1,034,627	Receipts from customers	1,093,366	1,126,336	1,160,392
57,750	Other Income	59,483	61,267	63,105
2,500	Interest	2,300	2,200	2,000
<b>1,094,877</b>	<b>Total Operating Receipts</b>	<b>1,155,148</b>	<b>1,189,803</b>	<b>1,225,497</b>
<b><u>Cash applied to:</u></b>				
468,073	Payments to suppliers	499,823	514,818	530,262
-	- Income Tax Paid (refunded)	-	-	-
-	- Interest W/holding tax paid	-	-	-
<b>468,073</b>	<b>Total Operating Payments</b>	<b>499,823</b>	<b>514,818</b>	<b>530,262</b>
<b>626,804</b>	<b>Net cash from operating</b>	<b>655,325</b>	<b>674,984</b>	<b>695,234</b>
<b>Cash-flow from Investing Activities</b>				
<b><u>Cash received from:</u></b>				
-	- Sale of Fixed Assets	-	-	-
-	<b>Total Investment Receipts</b>	-	-	-
<b><u>Cash applied to:</u></b>				
875,636	Purchase of Fixed/ Intangible assets	675,305	695,564	716,431
-	- Investment deposits	-	-	-
<b>875,636</b>	<b>Total Investment Payments</b>	<b>675,305</b>	<b>695,564</b>	<b>716,431</b>
<b>(875,636)</b>	<b>Net cash from investing</b>	<b>(675,305)</b>	<b>(695,564)</b>	<b>(716,431)</b>
<b>Cash-flow from Financing Activities</b>				
<b><u>Cash received from:</u></b>				
-	Capital contributions	-	-	-
-	<b>Total Financing Receipts</b>	-	-	-
<b><u>Cash applied to:</u></b>				
-	- Capital repaid	-	-	-
-	<b>Total Financing Payments</b>	-	-	-
-	<b>Net cash from financing</b>	-	-	-
<b>(248,832)</b>	<b>Net increase (decrease) in cash-flow for the year</b>	<b>(19,980)</b>	<b>(20,580)</b>	<b>(21,197)</b>
441,078	Opening cash balance	192,246	172,266	151,685
<b>192,246</b>	<b>Closing cash balance</b>	<b>172,266</b>	<b>151,685</b>	<b>130,488</b>
<b>Made up of:</b>				
25,000	Current account	25,000	25,000	25,000
167,246	Auto-call account	147,266	126,685	105,488
<b>192,246</b>		<b>172,266</b>	<b>151,685</b>	<b>130,488</b>

## **Appendix 1: Accounting Policies**

### **1 General Information**

#### **Reporting Entity**

Regional Software Holdings Limited (RSHL) is a Council Controlled Organisation (CCO), owned by Waikato Regional Council (32.75%) Northland Regional Council (16.75%) Horizons Regional Council (15.50%) Taranaki Regional Council (15.50%) Southland Regional Council (15.50%) and West Coast Regional Council (4.00%.) RSHL was incorporated on 17 October 2012.

RSHL was primarily incorporated for the purposes of managing the investment and development of IRIS Software, and has designated itself a Public Benefit Entity (PBE), in keeping with the designation of the shareholders.

#### **Public Benefit Entity Simple Format Reporting**

RSHL qualifies for Public Benefit Simple Format Reporting – Accrual (PBE-SFR-A) on the basis that the Company does not have publically accountable (as defined) and has total annual expenses of less than \$2 million.

#### **Basis of Preparation of the Financial Statements**

The prospective financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period. The financial statements will be prepared on a historical cost basis.

#### **Statement of Compliance**

The prospective financial statements of RSHL have been prepared in accordance with the requirements of the Local Government Act 2002 and the Companies Act 1993, which include the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZGAAP).

The financial statements have been prepared in accordance with Tier 3 Public Benefit Entity (PBE) Standards.

These prospective financial statements comply with PBE Standards.

#### **Presentation Currency and Rounding**

The prospective financial statements have been prepared in New Zealand dollars and there will be rounding in the numbers in the financial statements, as the financial model used calculates to the cent but the annual report is rounded to the nearest dollar.

The functional currency of RSHL is New Zealand dollars.

The reporting period for these prospective financial statements is the year ending 30 June.

## **2 Summary of Significant Accounting Policies**

### **Revenue**

Revenue is measured at the fair value of consideration received or receivable.

Members Contributions and Other forms of Revenue (excluding investment revenue), including fees, charges, and other revenues are recognised on an accrual basis.

Interest revenue is recorded as it is earned.

### **Expenditure**

Expenditure is recognised on an accrual basis when the service was provided, or the goods received.

Costs associated with maintaining the IRIS software suite are recognised as an expense when incurred.

### **Bank Accounts and Cash**

Cash and cash equivalents include cash on hand, on demand or call deposits, other short-term deposits with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are presented as a current liability in the Statement of Financial Position.

### **Debtors**

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

### **Inventories**

Inventory is initially recorded at cost. Goods held for sale are subsequently measured at the lower of cost and their selling process. Goods for use or distribution are subsequently measured at cost and written down if they become obsolete.

### **Goods and Services Tax (GST)**

RSHL is registered for GST; these financial statements are presented net of GST, except for receivables and payables which are inclusive of GST. Where GST paid is not recoverable, due to it relating to exempt items, the GST inclusive amount is recognised as part of the related asset or expense including the GST relating to investing and financing activities.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or recovered from, the Inland Revenue Department is recognised as an item in operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

### **Income Tax**

Income tax expenses calculated using the taxes payable method. As a result no allowance is made for deferred tax. Tax expense includes the current tax liability and adjustments to prior year tax liabilities.

### **Creditors and Accrued Expenses**

Creditors and accrued expenses are measured at the amount owed.

## **Property, Plant and Equipment**

### *Software acquisition and development*

Costs that are directly associated with the development of the IRIS software suite are recognised as property, plant and equipment.

### *Depreciation*

Depreciation begins when the asset is available for use and ceases at the date that the asset is derecognised. The depreciation charge for each period is recognised through the Statement of Financial Performance.

The carrying value is depreciated on a straight-line basis over its useful life. The useful life and associated depreciation rate for the IRIS software suite is 10 years and 10%.

Where software in this category is replaced, upgraded or determined by RSHL to be of no further operational benefit, a change in value will be recognised through the Statement of Financial Performance. This change in value will be the difference between the carrying value of the original item and its fair value.

### **Critical Accounting Estimates and Assumptions**

In preparing these financial statements, RSHL has made 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 or future events that are believed to be reasonable under the circumstances.

### **Additional Disclosure**

The Companies Act 1993 requires disclosure of the amount of donations, audit fees, fees for other services from the auditor, and the number of employees of the company who received remuneration and other benefits above \$100,000 per annum, in brackets of \$10,000.

Note For Info: Requirements for Statement of Intent  
 Source: Office of the Auditor General  
<http://www.oag.govt.nz/2007/corporate-intent/appendix2.htm>

<b>Item</b>	<b>Section</b>
Statement of intent	This document
Coverage over three financial years and updated annually	1 & 8 & 6
Objectives of the group	2
A statement of the board's approach to governance	3
Nature and scope of the activities to be undertaken	1
Ratio of consolidated shareholders' funds to total assets, and the definitions of those terms	4
Accounting policies	5
Performance targets and other measures by which the performance of the group may be judged in relation to its objectives	6
An estimate of the amount or proportion of accumulated profits and capital reserves that is intended to be distributed to the shareholders	7
The kind of information to be provided to the shareholders/ shareholding Ministers by the organisation during the course of the next three financial years	8 (Shareholders)
Procedures to be followed before any member or the group subscribes for, purchases, or otherwise acquires shares in any company or other organisation	9
Any activities for which the board seeks compensation from any local authority, Harbour Board, or the Crown (whether or not the relevant entity has agreed to provide the compensation)	11 (Local authority)
The board's estimate of the commercial value of the Crown/shareholders' investment in the group and the manner in which, and the times at which, that value is to be reassessed	12 (Shareholders)
Other matters that are agreed by the shareholders/ shareholding Ministers and the board	none (Shareholders)
Annual report should contain information that is necessary to enable an informed assessment of the operations of the parent entity and its subsidiaries, including a comparison of performance with the relevant statement of intent or statement of corporate intent	8 (Plus explanation of material variances)