Draft Financial Results for the Twelve Months Ended 30 June 2012

This report should be read in conjunction with the financial report which can be found in the open section of the agenda papers.

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Section 1 - Statement of Financial Performance for the twelve months ended 30 June 2012

	0	Current month	nero.			Full year			
									\$m Operating Income
	Actual \$000	Budget \$000	Variance \$000	Actual \$000	Budget \$000	Variance \$000	Results achieved	Forecast \$000	200
Income									400
Operating income									300
Auckland Council funding	18,548	18,548		222,574	222,574	1		222,574	200
NZ Transport Agency 1	21,743	17,171	4,572	190,723	206,057	(15,334)	0	188,945	100
Parking and enforcement income	5,723	6,442	(719)	74,546	77,306	(2,760)		71,426	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Public transport income	3,553	3,712	(129)	46,249	44,541	1,708	•	46,719	L-12 11-13 11-15 11-
Other revenue including other grants and subsidies 2	2,184	1,611	573	66,153	19,339	46,814		64,252	Audget De Re Actual App
Total operating income	51,751	47,484	4,267	600,245	569,817	30,428	0	593,916	Expenditure
Expenditure									
Personnel costs	7,092	6,891	(201)	84,660	82,696	(1,964)		83,942	200
Capitalised personnel costs	(1,679)	(1,163)	516	(14,482)	(13,951)	531		(14,189)	200
Depreciation and amortisation expense	19,252	18,580	(672)	226,798	222,962	(3,836)		225,406	400
Other expenses 3	93,828	41,089	(52,739)	559,452	493,072	(66,380)		520,770	100
Interest costs (Electric Trains)	1,225	299	(228)	3,602	8,000	4,398		2,897	Z Z Z Z Z Z Z Z Z Z
Total operating expenditure	119,718	66,064	(53,654)	860,030	792,779	(67,251)		818,826	LI-Iul Augara Sep-1 Cot-
Profit/(loss) from Operations	(67,967)	(18,580)	(49,387)	(259,785)	(222,962)	(36,823)		(224,910)	
Income for capital projects									\$m Income for Capital Projects
NZ Transport Agency 4	7,009	12,599	(2,590)	71,666	151,185	(79,519)		77,435	
Auckland Council capital grant	4,553	4,553	•	54,641	54,641	,		54,641	180
Other capital grants 2	ı	*,	ì	18,607		18,607		40,337	120
Vested asset income 5	5,536		5,536	24,037	x	24,037		20,831	080
	17,098	17,152	(54)	168,951	205,826	(36,875)		193,244	8400
Net surplus/(deficit) before tax	(50,869)	(1,428)	(49,441)	(90,834)	(17,136)	(73,698)		(31,666)	Z
Income tax expense		i	*	922		(922)		4,452	Lul-1ul-1ul-1ul-1ul-1ul-1ul-1ul-1ul-1ul-1
Net surplus/(deficit) after tax	(50,869)	(1,428)	(49,441)	(91,756)	(17,136)	(74,620)	o	(36,118)	A S O N N I D N O N A S A S A S A S A S A S A S A S A S A
Largely on track									

1. NZTA operating income lower than budget mainly due to \$16m of budgeted income (including NZTA income for track access charges) not approved by NZTA.

: Monitoring/some action: Action required/taken

^{2.} Grant income for Electric Trains recognised this year but receivable in 2014/15. \$41.9m has been recognised as operating income to offset Electric Trains procurement costs, and the remainder

^{\$18.1}m has been recognised as income for capital projects.

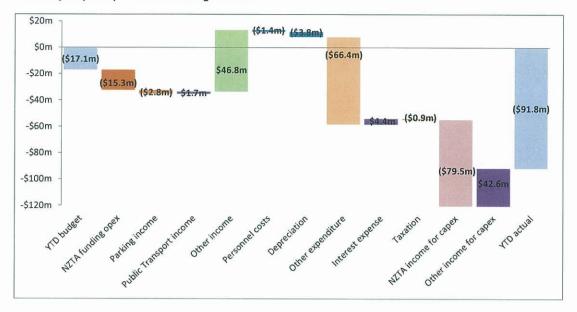
3. Favourable Other Expenses of \$12.8m offset by Electric Trains procurement costs of \$41.9m (funded by grant income from AC), and unrealised revaluation of interest rate swaps \$34m.

4. Reduced NZTA income due to front loading FAR rate reduction totalling \$37m combined with planned funding that has not been approved yet and projects with lower spend than planned.

Unbudgeted vested assets of \$24m.

Section 1a - Net suplus/(deficit) waterfall

Net surplus/(deficit) - Year to date budget to actual



Section 2 - Summary of financial results by activity for the twelve months ended 30 June 2012

		Fu	ıll Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Rail	(37,358)	(39,453)	2,095	(38,277)
Bus	(53,494)	(59,594)	6,100	(54,258)
Other Public Transport	(54,822)	(48,403)	(6,419)	(52,525)
Roading	(281,980)	(282,324)	344	(279,424)
On-street parking and enforcement	23,914	27,678	(3,764)	20,667
Off-street parking	7,883	7,635	248	10,127
Other	(82,900)	(43,075)	(39,825)	(50,897)
Interest	(3,602)	(8,000)	4,398	(2,897)
Taxation	(922)	**************************************	(922)	(4,452)
Auckland Council operating funding	222,574	222,574		222,574
Capex funding	168,951	205,826	(36,875)	193,244
Net surplus/(deficit) after tax	(91,756)	(17,136)	(74,620)	(36,118)

Section 2a - Rail Operations for the twelve months ended 30 June 2012

		Fı	ull Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income				
Rail income	27,128	29,117	(1,989)	27,790
Operator access fees	69	419	(350)	68
Rental income	375	669	(294)	377
Other income	203	112	91	164
NZTA operating subsidy	45,965	50,366	(4,401)	47,352
Total operating income	73,740	80,683	(6,943)	75,751
Operating Expenditure				
Personnel costs including capitalised costs	565	2,467	1,902	791
Service delivery costs and professional services	86,722	90,346	3,624	88,148
Occupancy costs	3,687	3,767	80	3,463
On Track access charges 1	10,721	15,466	4,745	12,511
Other expenditure	4,312	3,141	(1,171)	3,975
Total operating expenditure	106,007	115,187	9,180	108,888
Depreciation	5,091	4,949	(142)	5,140
Surplus/(deficit) from Operations	(37,358)	(39,453)	2,095	(38,277

^{1.} Track access charges were negotiated to a rate lower than budgeted.

Section 2b - Bus Operations for the twelve months ended 30 June 2012

		F	ull Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income			15	
Bus income	10,281	8,654	1,627	9,830
Operator access fees	462	-	462	467
Other income	757	125	632	728
NZTA operating subsidy	47,777	49,917	(2,140)	47,716
Total operating income	59,277	58,696	581	58,741
Operating Expenditure				
Personnel costs including capitalised costs	1,322	430	(892)	1,394
Service delivery costs and professional services	110,043	116,636	6,593	110,284
Other expenditure	1,144	965	(179)	1,056
Total operating expenditure	112,509	118,031	5,522	112,734
Depreciation	262	259	(3)	265
Surplus/(deficit) from Operations	(53,494)	(59,594)	6,100	(54,258)

Section 2c - Other Public Transport Operations for the twelve months ended 30 June 2012

		F	ull Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income				
Ferry income	451	348	103	403
Operator access fees	3,269	3,712	(443)	3,228
Rental income	817	479	338	760
Advertising and sponsorships	1,397	=	1,397	1,876
Other income	1,040	906	134	1,028
NZTA operating subsidy	51,087	41,557	9,530	49,761
Total operating income	58,061	47,002	11,059	57,056
Operating Expenditure				
Personnel costs including capitalised costs	8,652	4,972	(3,680)	7,671
Service delivery costs and professional services	60,230	60,447	217	61,065
IT costs	1,357	1,551	194	1,585
Occupancy costs	973	682	(291)	1,001
Other expenditure	7,739	6,404	(1,335)	7,722
Efficiency target 1	-	(6,773)	(6,773)	(1,249
Internal charges/recoveries	3,092	-	(3,092)	3,119
Total operating expenditure	82,043	67,283	(14,760)	80,914
Depreciation	28,395	28,122	(273)	28,667
Exchange rate loss/(gain)	2,445	(. 	(2,445)	
Surplus/(deficit) from Operations	(54,822)	(48,403)	(6,419)	(52,525

^{1.} The efficiency target of \$6.8m covers Rail, Bus and Other Public Transport activites.

Section 2d - On-Street Parking and Enforcement Operations for the twelve months ended 30 June 2012

		Fu	ıll Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income				
Parking fees	12,957	14,157	(1,200)	13,005
Infringement income	41,045	42,026	(981)	37,855
Total operating income	54,002	56,183	(2,181)	50,860
Operating Expenditure				
Personnel costs including capitalised costs	11,968	12,268	300	12,969
Service delivery costs and professional services	3,289	3,505	216	3,419
Other expenditure	8,302	9,797	1,495	9,232
Efficiency target		(255)	(255)	_
Internal charges/recoveries	1,323	-	(1,323)	1,366
Total operating expenditure	24,882	25,315	433	26,986
Depreciation	3,269	3,190	(79)	3,207
(Profit)/loss on disposal of assets	1,937	-	(1,937)	-
Surplus/(deficit) from Operations	23,914	27,678	(3,764)	20,667

Section 2e - Off-street Parking Operations for the twelve months ended 30 June 2012

		Fı	ıll Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income				
Parking fees	20,544	21,123	(579)	20,566
Total operating income	20,544	21,123	(579)	20,566
Operating Expenditure				
Personnel costs including capitalised costs	1,479	1,427	(52)	1,279
Service delivery costs and professional services	455	612	157	850
Other expenditure 1	5,889	8,512	2,623	5,460
Efficiency target	**************************************	(253)	(253)	-
Internal charges/recoveries	(368)	-	368	(357)
Total operating expenditure	7,455	10,298	2,843	7,232
Depreciation	3,269	3,190	(79)	3,207
(Profit)/loss on disposal of assets	1,937	-	(1,937)	-
Surplus/(deficit) from Operations	7,883	7,635	248	10,127

Section 2f - Roading Operations for the twelve months ended 30 June 2012

		Fu	ıll Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income				
Petrol tax	8,395	8,400	(5)	8,401
Other income	2,521	3,633	(1,112)	2,477
NZTA operating subsidy	35,287	37,323	(2,036)	33,972
Total operating income	46,203	49,356	(3,153)	44,850
Operating Expenditure				
Personnel costs including capitalised costs	16,830	19,918	3,088	15,575
Service delivery costs and professional services	109,134	117,535	8,401	112,712
Occupancy costs	10,928	13,592	2,664	10,910
Other expenditure	2,653	3,250	597	1,755
Efficiency target	-	(2,969)	(2,969)	(506)
Internal charges/recoveries	1,773	-	(1,773)	1,798
Total operating expenditure	141,318	151,326	10,008	142,244
Depreciation	183,699	180,354	(3,345)	182,123
(Profit)/loss on disposal of assets	3,166	=	(3,166)	(93)
Surplus/(deficit) from Operations	(281,980)	(282,324)	3,497	(279,424)

Section 2g - Other operational activities for the twelve months ended 30 June 2012

		Fu	ıll Year	
	Actual \$000	Budget \$000	Variance \$000	Forecast 30 June 2012 \$000
Operating Income				l E
Rental income	8,863	7,306	1,557	7,155
Other income 1	46,374	_	46,374	46,219
NZTA operating subsidy	10,607	26,894	(16,287)	10,144
Total operating income	65,844	34,200	31,644	63,518
Operating Expenditure				
Personnel costs including capitalised costs	29,362	27,263	(2,099)	30,074
Directors Fees	394	382	(12)	390
Service delivery costs and professional services	22,051	20,904	(1,147)	25,768
IT costs	3,787	5,412	1,625	2,873
Other expenditure 2	63,920	21,367	(42,553)	58,237
Efficiency target		(951)	(951)	-
Internal charges/recoveries	(5,860)	-	5,860	(5,967)
Total operating expenditure	113,654	74,377	(39,277)	111,375
Depreciation	2,813	2,898	85	2,797
Exchange rate loss/(gain)	(1,757)	=	1,757	243
Loss on revaluation of interest rate swaps	34,034		(34,034)	-
Surplus/(deficit) from Operations	(82,900)	(43,075)	(39,825)	(50,897)

^{1.} Includes \$41.9m grant from Auckland Council to fund Electric Trains procurement costs.

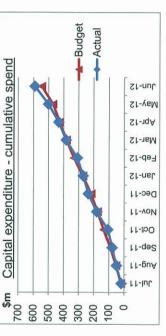
^{2.} Includes \$41.9m of Electric Trains procurement costs.

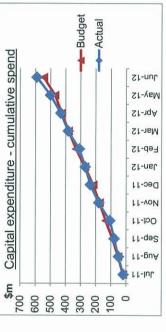
Section 3 - Summary of Capital Expenditure for the twelve months ended 30 June 2012 Split by activity

		Current month				Full Year				New capital + EMU	
	Actual \$000	Budget \$000	Variance \$000	Actual \$000	Budget \$000	Variance \$000	Results Achieved	Forecast \$000	Budget		2
New capital expenditure									Forecast		
Parking operations	2,011	2,336	325	17,624	16,745	(879)		21.921			
Public transport	6,410	10,586	4,176	66,693	75,879	9,186		71,047	Actual YTD		9
Roads	38,284	35,277	(3,007)	185,450	252,865	67,415		173,574	300	350	
Other	1,631	105	(1,526)	10,265	756	(6)208)		25,773	A T	I VTD	Rindant
Total new capital	48,336	48,304	(32)	280,032	346,245	66,213		292,315			200
Renewal capital expenditure											
Parking operations	92	25	(51)	216	176	(40)		303		Renewal capital	
Public transport	1,723	1,973	250	4,312	14,145	9,833		11,694			-
Roads	17,260	25,826	8,566	188,450	185,117	(3,333)		181,446	Budget		
Other	31	72	72		217	517		4,655	Forecast		
Total renewal	19,059	27,896	8,837	192,978	199,955	6,977		198,098	Actual YTD		
Electric motor units (EMUs)									<u> </u>	100 200	- 0°
Procurement	17,148	ı	(17,148)	67,992	£	(67,992)		71,145)
Depot	702	1	(702)	26,657		(26,657)		30,801	■ Actual YTD	YTD ■ Forecast	Bnd =
Total EMUs	17,850		(17,850)	94,649		(94,649)		101,946			
Total direct capital	85,245	76,200	(9,045)	567,659	546,200	(21,459)		592,359			
										: Largely on track	~
Vested assets	5,536	r	(5,536)	24,037	£	(24,037)		20,831	_	Some issues or risks	risks
									•	: Project issues or risks	or risks
Total capital	90,781	76,200	(14,581)	591,696	546,200	(45,496)		613,190			

■ Forecast ■ Budget

400





-----Budget Actual

> Հ1-ոսև May-12 Apr-12 Mar-12 Feb-12 St-nst Dec-11 TT-VON 11-t20

Sep-11 11-guA

FF-Inc

100 80 60 40 20

Capital expenditure - per month

\$m

Section 4 - Capital Expenditure Funding for the twelve months ended 30 June 2012

		Current month				Full year			
	Actual \$000	Budget \$000	Variance \$000	Actual \$000	Budget \$000	Variance \$000	Results Achieved	Forecast \$000	
Funding		. ·							Funding split - Actual Vested Unfunde
NZTA - new capital	9,464	8,639	825	65,701	103,677	(37,976)		64,816	524m d, \$2m
NZTA - renewal capital	(2,455)	3,959	(6,414)	10,238	47,508	(37,270)		12,619	AC Loan, System
Other grants and subsidies		i	•	555		555		530	
Auckland Council funding (Non EMU)	58,983	63,602	(4,619)	384,270	395,015	(10,745)		412,448	
Auckland Council Ioan (EMU)	17,850	ì	17,850	94,649	1	94,649		101,946	
Funding from sale of assets	(86)	•	(86)	10,745	ć	10,745		i	AC Grant,
Vested assets	5,536	•	5,536	24,037	j	24,037		20,831	2395m
Unfunded	1,501	•	1,501	1,501	ī	1,501		ı	
0 0000									
Total funding	90,781	76,200	14,581	591,696	546,200	45,496		613,190	



Section 5 - Capital expenditure variance explanation

Full year capital expenditure was \$591.7m, a variance to budget of \$45.5m. The variance is mainly due to:

- \$94.6m electric motor units (EMUs) not budgeted
- \$24.0m vested assets not budgeted
- \$67.4m underspend in Roads new capital expenditure. This is primarily due to:

Underspend in the following projects:

- \$46.4m NORSGA
- \$17.5m New Lynn TOD
- \$14.4m Tiverton Wolverton Stage 2
- \$11.0m Dominion Road
- \$8.0m Whangaparaoa Road Four laning
- \$6.6m Ormiston Preston East Tamaki Roads Intersection
- \$4.8m Smales Allens Road Widening Intersection
- \$4.1m Te Atatu Road Corridor Improvement

Partially offset by substituted projects accelerated ahead of budget:

- \$47.7m AMETI
- \$2.4m Road Reconstruction in the West area
- \$9.2m underspend in Public Transport new capital expenditure. This is mainly due to

Underspend in the following projects:

- \$13.0m Park and Ride Silverdale
- \$8.8m Rail Station upgrades
- \$5.8m AIFS

Partially offset by overspend in the following projects

- \$6.1m City Rail Link
- \$4.8m Albany Bus Station Carpark Extension
- \$4.7 Rail Bridge Improvements (KiwiRail)
- \$9.8m underspend in Public Transport renewal capital expenditure. This is mainly due to Rolling Stock renewals.

Section 5a - Detailed capital expenditure variance explanation

Activity	Project definition	Project description	Actual \$000	Budget \$000	Variance \$000	Variance Explanation
Roads and Footpaths	various	NoRSGA	15,852	62,281	46,429	-\$20.0m reduction in allocated budget due to budget restructing during the year to match with the Developer's work programme -\$7.5m Line deviation agreement budget was transferred to Auckland Council during the year -Significant construction delays have been experienced due to wet weather during summer earthworks season as well as protracted property owner negotiations -Delays in lodgement of Notice of requirement and land acquisition due to changes in consenting requirements
Roads and Footpaths	various	New Lynn TOD	10,295	27,821	17,526	-Delays in land acquisition due to failed negotiations with various land owners. ACPL is responsible for negotiations - Physical works contracts (for 3 contracts) was awarded two months later than anticipated - Artwork component of the project not completed during the financial year as previously planned
Public Transport	C.001499	AIFS	12,199	17,957	5,758	-\$2.4m Forex loss budgeted under capex moved to opex
Roads and Footpaths	C.100113	Tiverton-Wolverton Stage 2	3,001	17,382	14,381	-\$13.4m budget reallocated to other projects during the year due to delay in resolving issues with service providers. This has an impact to the detail design.
Public Transport	C.100130	Parnell Train Station	8,589	15,105	6,516	-Station design originally planned to commence in 2011/12 but postponed to 2012/13. Complexities around Mainline steamsites which is the proposed location for Parnell Station required further tracking enabling works that will be completed in 2012/13
Roads and Footpaths	various	Dominion Road	3,224	14,273	11,049	year due to delay in resolving issues with service providers. This has an impact to the detail design.
Roads and Footpaths	C.100109	Safety and minor improvement	15,183	13,938	-1,245	providers. This has an impact to the detail design.
Roads and Footpaths	various	AMETI	61,583	13,914		-Land acquisition not budgeted -Investigation, design and construction across the AMETI programme are on track. Large land acquisition will be completed in 2012/2012 as previously planned
Public Transport	C.001374	Park and Ride Silverdale	447	13,460	13,013	The project has been considerably delayed due to Resource Consent for Stage 1 of the project having been appealed to the Environment Court. Stage 1 construction, planned to commence in April 2011, has not yet started and is only likely to commence in October/November 2012 – subject to settlement of the appeal finalisation of the Resource Consent.
Public Transport	various	Rail Station Upgrades	2,144	10,961	8,817	-Construction work has not commenced due to delays in
Parking and Enforcement	C.100125	Davies Ave Carpark Building - Manukau	11,628	9,332		NZTA approvals for all Rail Stations. -Budget set was low.
Roads and Footpaths	C.100101	Whangaparaoa Rd Four Laning	282	8,272		-Design delayed due to delays in acquiring approval of NZTA funding.
Roads and Footpaths	various	Advanced Investigation & Design	4,918	7,972		-Budget includes over provision
Roads and Footpaths	C.001021	Neilson St T2 Truck Lane	4,324	7,511		-\$3.3m budget reallocated to other projects during the year due to re-scoping and land purchase issues
Roads and Footpaths		Ormiston Preston EastTamaki Rd I/SCTN	451	7,016	6,565	year due to re-scoping and land purchase issues -55.5m budget reallocated to other projects during the year due to unresolved land issues and work programme delays
Public Transport	various	Busway - Westlake Station	224	6,995	6,771	delays -Land dispute. Settlement dependent on Land valuation Tribunal process and negotiation. Settlement did not occur in 2011-12 and anticipated requirements for 2012/2013 are currently under review.
Public Transport		Distributed Stabling -Detailed DES	3,645	6,757	1	Design for the stabling facilities at The Strand required working within Kiwi Rail land to deliver a higher facility capacity requirement than originally scoped. This meant the design process was more complex and longer than originally planned.

Section 5a - Detailed capital expenditure variance explanation

Activity	Project definition	Project description	Actual \$000	Budget \$000	Variance \$000	Variance Explanation
Roads and Footpaths	various	Flat Bush School Rd Upgrade	3,908	6,053	2,145	-Land acquisition public works act and associated new processes resulted in land purchase delays. Slower negotiation process with land owners was another aspect that caused delays towards overall land acquisition programme -Later than anticipated start to construction -Longer than anticipated work required on the Catchment Stormwater model.
Public Transport	C.100108	Safety around schools	6,332	6,000	-332	
Roads and Footpaths	C.001111	Smales Allens Rd Widening & I/SCTN	640	5,480	4,840	-Land purchase delays. This project required a large number of land purchases (mostly partial). Due to the bedding in of new property acquisition processes a number of purchases were not achieved which also mean that the project could not move to next stage.
Roads and Footpaths	C.001149	Glenfield Road (Bentley to Sunset)	3,300	5,170	1,870	-Construction delayed due to delays in acquiring approval of NZTA funding.
Public Transport	C.001048	PT Real Time Passenger Information Sys	4,585	5,170	585	OTNZIA funuling.
Roads and Footpaths	C.001489	Te Atatu Rd : Corridor Improvements	950	5,067	4,117	-Lengthy consultation & negotiations with the land
Public Transport	C.001050	Manukau City Rail Link	4,037	4,746	709	owners, had delayed land acquisition process.
Roads and Footpaths	C.001405	Warkworth Western Collector	256	4,136	3,880	-Land acquisitions could not be completed to allow construction in 2011/12 and with funding pressures, construction prioritised for FY2015.
Roads and Footpaths	C.001148	Taharoto/ Wairau Corridor	315	4,084	3,769	Construction delays due to: -Watercare design changes and discussions -Land purchases not completed -Discussions and changes around Traffic Management -Delays to NZTA funding approval.
Roads and Footpaths	C.001122	MCC Pavement Reconstruction	2,662	3,682	1,020	
Parking and Enforcement	C.001223	NSCC Gasometer Development Parking	3	3,680		-The AT LTP has not allocated any funding in future years for further contributions, and the project has been handed over to ACPL for manangement. There is only small amount of budget retained to close out legal matters between AT, ACPL, and developer.
Roads and Footpaths	various	Mill Road	1,224	3,489		-Budget reallocated to other projects
Public Transport		Ferry Terminal Upgrade - Hobsonville	367	3,482	,	Hobsonville ferry terminal detailed design and cost share agreements have taken longer than anticipated to complete. There have been many changes with the land side works that did not directly effect the ferry pontoon design, but did need to be finalised to ensure compliance with consents and the proposed construction management plan. Project was out to tender in May 2012 and the contract award letter is now in place ready for award to the preferred supplier.
Roads and Footpaths	various	Albany Highway Upgrade	3,325	3,451	126	
Roads and Footpaths	C.001474	WCC Footpath Construction	2,615	3,319	704	
Roads and Footpaths	The state of the s	Porchester Road - Walters to	2,718	2,895	177	
	C.001248	Hingaia Peninsula Rd	688	2,482	1,794	
		Chapel Road realignment	183	2,430	2,247 -	Budget reallocated to other projects
	I.	Warkworth SH1 intersection mproveme	-165	2,327	k E	This is a NZTA designed and (to be) constructed project to which AT makes a financial contribution in terms of a MoU between Transit NZ and Rodney District Council. The work envisaged for 2011/12 has been postponed by NZTA due o prioritisation of their projects.
Roads and Gootpaths	C.001128	MCC Footpaths & Cycleways	0	2,313	2	Budget error. Programmed projects were completed in 010/2011. Investigation and design of Walking and ycling projects are included in the fwd design bucket.

Section 5a - Detailed capital expenditure variance explanation

Activity	Project definition	Project description	Actual	Budget	Variance	Variance Explanation
			\$000	\$000	\$000	variance explanation
Roads and	C.001270	PDC Annual Pavement	3,250	2,265	-985	
Footpaths		Reconstruction Progr				
Roads and	C.001436	WCC Road Reconstruction	4,473	2,068	-2,405	
Footpaths						
Public Transport	C.001054	Ferry Terminal Upgrade DT Pier 1C	695	2,016	1,321	-Issues with contractor design sign off from peer reviewer led to delay in awarding construction tender
Public Transport	C.100141	South Western Airport Multi- modal projec	0	2,000	2,000	-Project has been deferred
Public Transport	various	City Rail Link	8,109	2,000	-6,109	-Board of Directors authorised spending of up to \$10m for the year ended 30 June 2012. The spend on the project was brought forward to initiate the pre Notice of Requirement process.
Roads and Footpaths	C.001484	WCC Westgate Pedestrian/Cycle Bridge	8	1,887		-Budget error. Project was completed in 2010/11 FY. AT project contribution to NZTA was fulfilled in the same year
Roads and Footpaths	C.100111	Regional safety programme	2,651	1,719	-932	
Public Transport	C.001179	Sunnynook Bus Station Pedestrian/Cy	959	1,646	687	
Roads and Footpaths	C.001093	FDC Pavement Smoothing	766	1,643	877	
Roads and Footpaths	C.001105	MCC Rural-Forestry Rd Improvement	88	1,639	1,551	
Roads and Footpaths	C.001185	North Area Bus Improvements Programme	219	1,551	1,332	
Roads and Footpaths	C.100117	Network Performance	1,270	1,551	281	
		Projects with budget more than \$1.5m	218,420	362,388	143,968	
EMU	C.100182	EMU Procurement	67,992	0	-67.992	Not budgeted
MU	C.100186	EMU Depot	26,657	0		Not budgeted
		EMU	94,649	0	-94,649	
		Projects with budget less than \$1.5m	61,612	37,791		The following projects were not budgeted: -\$4.8m Albany Bus Station Carpark Extension -\$4.7m Rail Bridge Improvements (KiwiRail) -\$4.2m Online Programme -\$1.6m Smales Farm -\$1.1m Intelligent Transport Programme
Others	C.100140	CAPEX Overprogramming	0	-53,934	-53,934	
		Total new capital expenditure + EMU	374,681	346,245	-28,436	

Section 6 - Statement of Financial Position As at 30 June 2012

		Actual	Actual
		30 June 2012	31 May 2012
	Note	\$000	\$000
Assets			
Current assets			
Cash and cash equivalents	1	44 501	64.044
Trade and other receivables	2	44,501	61,211
Inventories	2	170,960	142,146
		5,160	5,956
Total current assets		220,621	209,313
Non-current assets			
Property, plant and equipment - assets		13,070,844	12,826,784
Property, plant and equipment - work-in-progress		498,876	480,451
Intangible assets		30,841	30,050
Amounts due from related parties		60,000	60,000
Total non-current assets		13,660,561	13,397,285
Total assets		40.004.400	40.000.000
Total assets		13,881,182	13,606,598
Liabilities			
Current liabilities			
Derivative financial instruments	3	3,800	1,245
Trade and other payables	4	183,631	144,676
Employee benefit liabilities	5	7,830	7,264
Borrowings	6	448	446
Other liabilities		1,047	1,320
Total current liabilities		196,756	154,951
Non-current liabilities			
Derivative financial instruments	3	50,663	38,430
Employee benefit liabilities	5	900	935
Borrowings	6	112,122	112,154
Deferred tax liability	7	11,020	11,020
Total non-current liabilities		174,705	162,539
Fotal liabilities		371,461	317,490
Net assets		13,509,721	13,289,108
Equity			
Contributed equity		12,184,252	12,176,180
Retained earnings/(losses)		(131,219)	(80,347)
Reserves		1,127,059	914,956
Current year AC capital expenditure grant		329,629	278,319
Total equity		13,509,721	13,289,108
		10,000,121	13,203,100

Section 6a - Notes to the Financial Statements As at 30 June 2012

Cash and cash equivalents		
Cash at bank	2,917	4,018
Till floats	164	139
Cash investment with Auckland Council	41,420	57,054
Total cash and cash equivalents	44,501	61,211

Actual

\$000

30 June 2012

Actual

\$000

31 May 2012

2 Trade and other receivables

Total trade and other receivables	170,960	142,146
Less provision for impairment of receivables	(792)	(13)
	171,752	142,159
Goods and services tax	3,532	8,433
Accrued income	70,763	59,101
Amounts due from related parties	79,606	58,183
Infringements receivable	15,005	14,657
Trade debtors	2,846	1,785

The carrying value of debtors and other receivables approximates their fair value.

There is no concentration of credit risk with respect to receivables as there are a large number of customers.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above.

The ageing profile of receivables at 30 June 2012 is detailed below:

	Gross \$000	Impaired \$000	Net \$000
Not past due	157,727	1-	157,727
Past due 1 - 30 days		-	-
Past due 31 - 60 days	2,522	-	2,522
Past due 61 - 90 days	910	: -	910
Past due > 90 days	10,593	(792)	9,801
	171,752	(792)	170,960

All receivables greater than 30 days in age are considered to be past due.

The provision for impairment of receivables has been calculated on an individual basis. The provision is based on a review of significant debtor balances. Receivables are assessed as impaired due to significant financial difficulties being experienced by the debtor, and Auckland Transport management concluding that it is remote that the overdue amounts will be recovered.

Movements in the provision for impairment of receivables are as follows:	Actual
	\$000
At 30 June 2011	95
Additional provisions made	792
Provisions reversed	(95)
Receivables written-off	
At 30 June 2012	792

Section 6a - Notes to the Financial Statements (continued) As at 30 June 2012

	30 June 2012	31 May 2012
	\$000	\$000
Derivative financial instruments		
Current liability portion		
Forward foreign exchange contracts - cash flow hedges	2,825	(76)
Forward foreign exchange contracts - not hedge accounted	975	1,321
Current derivative financial instruments	3,800	1,245
Non-current liability portion		
Interest rate swaps - cash flow hedges	34,034	36,649
Forward foreign exchange contracts - cash flow hedges	16,629	1,781
Non-current derivative financial instruments	50,663	38,430

Actual

Actual

Forward foreign exchange contracts

The fair values of forward foreign exchange contracts have been determined using a discounted cash flows valuation technique based on quoted market prices. The inputs into the valuation model are from independently sourced market parameters such as currency rates. Most market parameters are implied from forward foreign exchange contract prices.

Forward foreign exchange contracts - not hedged accounted

The notional principal amount of outstanding forward foreign exchange contracts that were not hedge accounted was NZD \$3.4m (June 2011: NZD \$14.1m). The foreign currency principal amount was EUR 1.5m (June 2011: USD 2.3m and EUR 4.8m). The loss on their revaluation of \$1.0m (2011: \$1.3m gain) has been recorded in the Statement of Financial Performance.

Forward foreign exchange contracts - hedge accounted

The notional principal amount of outstanding forward foreign exchange contract cash flow hedges was NZD \$379.6m. The foreign currency principal amount was USD 270.9m. These cash flow hedges have been accounted for as effective and the loss of \$19.5m on their revaluation has been transferred to the cash flow hedge reserve within equity.

Interest rate swaps

The fair values of interest rate swaps have been determined by calculating the expected cash flows under the terms of the swaps and discounting these values to present value. The inputs into the valuation model are from independently sourced market parameters such as interest rate yield curves. Most market parameters are implied from instrument prices.

The notional principal amount of the outstanding interest rate swap contracts was \$465m. At 30 June 2012 the fixed interest rates of cash flow hedge interest rate swaps varied from 4.8% to 5.4%.

4 Trade and other payables

	183,631	144,676
Amounts due to related parties	9,322	6,808
Retentions	9,008	8,998
Accrued expenses	112,760	91,725
Creditors	52,541	37,145

Creditors and other payables are non-interest bearing and are normally settled on 20-day terms. Therefore, the carrying value of creditors and other payables approximates their fair value.

Section 6a - Notes to the Financial Statements (continued) As at 30 June 2012

			30 June 2012	31 May 201
			\$000	\$00
Employee benefit liabilities				
Current portion				
Accrued salaries and wages			1,555	1,241
Accrued leave			6,275	6,023
Current employee benefit liabilities			7,830	7,264
Non-current portion				
Retirement gratuities			383	383
Long service leave			517	552
Non-current employee benefit liabilities			900	935
Borrowings				
Current loans from Auckland Council			448	446
Non-current loans from Auckland Council			112,122	112,154
Total borrowings			112,570	112,600
Weighted average cost of funds on total borrowings			4.99%	4.999
Auckland Transport's debt of \$112,570,000 is issued at fixed rates of inter-		0/ 1- 5 700/	3,120,70	21.00
Deferred tax liability				Actua 30 June 201
***				\$00 \$00
Components of income tax expense				
Current tax				<u>.</u>
Deferred tax				922
Income tax expense				922
Relationship between tax income expense and accounting profit			1	
(Deficit)/surplus before tax				(90,834
Tax at 28 per cent				(25,434
Plus/(less) tax effects of:				
Non-taxable income				25,434
Non-deductible expenditure				
Tax losses not recognised Group loss offset				
Deferred tax adjustment				493
				429
Income tax				922
	Property,	Other	Tax	Tota
	plant and equipment	provisions	losses	
Deferred tax liability	\$000	\$000	\$000	\$00
Balance at 1 July 2011	(13,264)	25	464	(12,775
Charged to profit and loss	(433)	(25)	(464)	(922
Charged to equity	2,677	-		2,677
Balance at 30 June 2012	(11,020)	31	E	(11,020

Actual

Actual

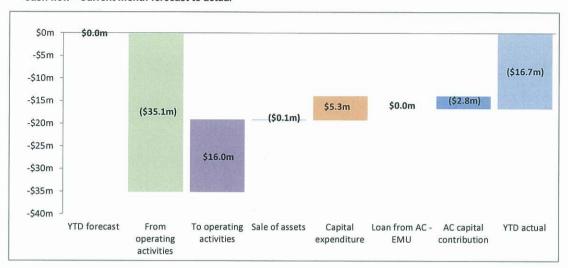
Section 7 - Cash Flow Rolling Forecast as at 30 June 2012

		Carrent month	Loieu	rorecast round 5 months	IIIIIS
			Forecast	Forecast	Forecast
	Actual	Forecast	Jul 2012	Aug 2012	Sep 2012
	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities					
Total cash provided	29,494	64,636	68,888	68,888	68,888
Cash applied to:					
Payments to suppliers, employees and directors	21,356	38,436	48,636	48,636	48,636
Interest paid	1,052	r			
Total cash applied	22,408	38,436	48,636	48,636	48,636
Net cash from operating activities	7,086	26,200	20,252	20,252	20,252
Cash flows from investing activities					
Cash provided from:					
Sale of property, plant and equipment	(66)	r			
Total cash provided	(66)		•		•
Cash applied to:					
Capital expenditure projects	70,878	76,200	59,981	59,981	59,981
Total cash applied	70,878	76,200	59,981	59,981	59,981
Net cash from investing activities	(70,977)	(76,200)	(59,981)	(59,981)	(59,981)
Cash flows from financing activities					
Cash provided from:					
Loan from Auckland Council - EMU	1	,	808'9	6,808	6,808
Capital contribution from Auckland Council	47,211	20,000	32,922	32,922	32,922
Total cash provided	47,211	20,000	39,729	39,729	39,729
Cash applied to:					
Repayments of EMU loan from Auckland Council	31	•	L		
Total cash provided	31				
Net cash from financing activities	47,180	50,000	39,729	39,729	39,729
Net (decrease)/increase in cash and cash equivalents	(16 711))	C	0	0
Opening cash balance	61,212		· '		• '
Closing cash balance	44 501		0	•	0

Reconciliation of net surplus/(deficit) after tax to net cash flow from operating activities	ax to net
	Current month
	Actual
	\$000
Surplus/(deficit) after tax	(50,869)
Add/(less) non cash items	
Depreciation and amortisation	19,252
Loss in fair value of derivatives	33,688
Vested assets	(5,535)
Loss on disposal of assets	7,005
Write off of fixed assets	876
Revaluation decrement	3,254
Write down of inventory	58,769
Add//less) movements in working canital	
Decrease/(Increase) in trade and other receivables	(00g FC)
Decrease/(Increase) in inventories	567
(Decrease)/Increase in accounts payable and accruals	23,160
(Decrease)/Increase in employee benefits payable	532
(Decrease)/Increase in other liabilities	(273)
	(814)
Net cash flow from operating activities	7,086

Section 7a - Cash flow

Cash flow - Current month forecast to actual



Section 8 - Accounts Receivable and Accounts Payable Monthly Report.

Accounts Receivable

An overview of the Debtors as at 30 June with 92.0% of adjusted Debtors in 30 and 60 days compared with 96.7% last month. 59.6% of the Trade Debtors is in 30 and 60 days.

	Debtors A	geing Analy	sis as at 30 J	une 2012				
<u>Description</u>	Ave Days	Total O/s	30 Days	60 Days	90 Days	120 Days	120+ Days	Notes
Debtors Ageing 30 June	64	7,343,919 100.0%	5,681,866 77.4%	232,093 3.2%	570,022 7.8%	177,906 2.4%	682,032 9.3%	
O/s Related Parties	na	4,498,880	3,995,202	223,370	93,492	175,919	10,897	
Trade Debtors	63	2,845,039	1,686,664	8,724	476,530	1,987	671,136	
		100.0%	59.3%	0.3%	16.7%	0.1%	23.6%	
O/s Queries to Business	189	37,017	1,393	3,170	545	6,846	25,063	2
Disputed Invoices	436	7,832	0	0	0	0	7,832	3
Cell Sites - Property	108	1,071,528	78,939	26,130	495,734	-141,605	612,329	4
To Write-off (GNA)	218	2,228	0	0	0	1,421	806	5
To Baycorp (Collection)	306	2,763	0	0	0	0	2,763	
Lodged Courts (Damages)) 44	72,538	48,269	17,881	0	4,252	2,135	6
Adjusted Debtors	N/a	1,651,134	1,558,062	-38,458	-19,750	131,072	20,207	
		100.0%	94.4%	-2.3%	-1.2%	7.9%	1.2%	

- 1 This section relates to amounts owed by related parties (inter-company).
- 2 A number of invoices have been returned to the business where the Debtors have queried charges. We are constantly working with the business in an effort to resolve these queries.
- 3 This figure represents invoices returned to the business which have been disputed by the customer.
- 4 Property are currently working to resolve the issues around the cell sites. An amount of \$ 788,791 was impaired at 30 June as they were considered doubtful.
- 5 These are amounts which may in the future be written off. All amounts written off are approved by the CFO in accordance with accepted practice.
- 6 Lodged Courts relates to matters where AT is recovering damages from road accidents investigated by the Police. Many of the matters are being paid off at a nominal amount per week as instructed by the Courts.

Accounts Payable

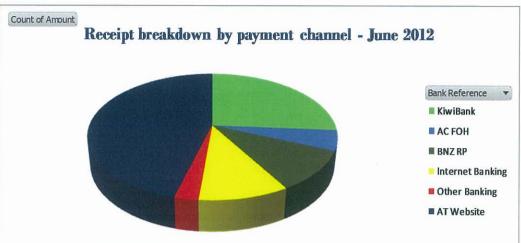
The blocked invoice report, as expected, has increased as a result of financial year end.

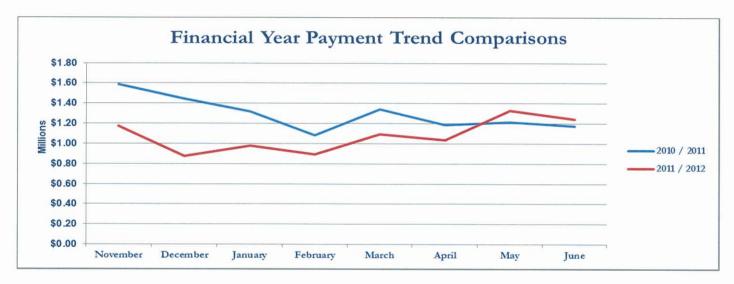
	BLOCKEI	INVOICES	ANALYSIS A	S AT 30 JUN	E 2012			
	0 - 1	0 Days	11 - 20) Days	21 - 30	Days	31 +	Days
	Number	\$ Value	Number	\$ Value	Number	\$ Value	Number	\$ Value
Total Blocked Invoices -	395	\$17,959,507	10	\$1,003,416	2	\$126,628	9	\$696,514
Submitted 1st approval -	187	3,005,090	4	\$105,304	0	\$0	9	\$696,514
Awaiting 2nd approval -	190	14,549,411	3	\$862,950	0	\$0	0	\$0
Rejected / Returned -	18	405,006	3	\$35,162	2	\$126,628	0	\$0

Infringement Overview

Following on the bumper month for receipts in May, June has come in 5% down, but still way above the average receipts for the past 12 months. While the AT website and Kiwibank are still the favourite payment channels, there has been a steady increase in internet banking usage over the past few months.







We have in past months reported that collections rates since December 2011 have been down on previous months. We can now report that receipts for May and June have increased 28% and 21% respectively over April.

With the Baycorp Project starting in July, we will in future months be in a position to report on the progress Baycorp is making and overall how this their involvement is having a bearing on collection rates.

Section 9 - Purchasing Report

Tender Stats:

	OPEN TENDERS	S AS AT 30 JUN 2012		
AT Reference	Contract Description	Close date	Estimated Value	(Millions)
			Total	\$0.000

There were no open tenders advertised on the Auckland Transport E-Tender Portal as at 30Jun2012

AT Reference	Contract Description	Estimated Value	(Millions)
AKTSPT-533953	Auckland Central Suburbs Vehicle Towing and Storage Services	Estimated Value	\$0.450
AKTSPT-535794	Enforcement Infringement Issuance Software		\$0.211
AKTSPT-536550	Construction of a New Carpark at 19 and 23 Totara Avenue		\$0.280
AKTSPT-538734	Wiri EMU Depot - Carriage Wash		\$1.985
AKTSPT-540802	Locally Operated Points System		\$1.906
AKTSPT-546760	Electronic Road User Signs		\$0.900
AKTSPT-548325	Auckland Region Traffic Signals - Central		\$4.500
AKTSPT-548336	Auckland Region Traffic Signals - North		\$4.500
AKTSPT-548345	Auckland Region Traffic Signals - South		\$4.500
AKTSPT-548354	Auckland Region Traffic Signals - West		\$4.500
AKTSPT-549956	Public Bike Hire Feasibility Study		\$0.478
AKTSPT-550176	Northern Area Tech SSP		??
AKTSPT-550177	Central Area Tech SSP	?	
AKTSPT-550178	Southern Area Tech SSP	?	
AKTSPT-551435	Station Upgrades Physical Works		\$4.132
AKTSPT-551516	Sharepoint Dev and Support Services		\$3.500
AKTSPT-551813	Hobsonville Beach Ferry Services		\$1.192
AKTSPT-553119	Roading Research		\$0.350
AKTSPT-553118	PT Customer Satisfaction		\$0.364
AKTSPT-555394	Management of Building Act Compliance		\$0.126
AKTSPT-556005	CRL - Site Investigation and Drilling		\$1.360
AKTSPT-556063	170 Mountain Road Slip Stabilisation	\$0.16	
AKTSPT-556191	Hobsonville Ferry Wharf and Floating Pontoon	\$3.48	
AKTSPT-556352	AT Electronic Road User Signs Renewals		\$0.900
AKTSPT-556833	Citywide Guide Signs Implementation 2011-2012		\$0.089
AKTSPT-557181	Silverdale Curley Avenue Extension Feasiblity Report		\$0.152
AKTSPT-560574	Fort Street Upgrade		\$4.700
		Total	\$44.71

There were 27 tenders under evaluation as at 30Jun2012. These are Tender which are closed and the awarded contract has not been entered into SAP

Contract Stats:

	CONTRACTS AWARDED >\$2m (FY 11/12)					
Contract	Item	Contract Name	Vendor	Start Date	Fin date	Value (Millions)
4100001209	10	Mountain Road Bridge Const	DOWNER EDI WORKS LIMITED	Sep-11	Aug-12	\$8.842
4100001247	10	D/Town Ferry Terminal- P1	HEB STRUCTURES LIMITED	Oct-11	Mar-12	\$2.160
4100001254	10	Clevedon Rd Reconstruction2	HIGGINS CONTRACTORS LIMITED	Oct-11	Feb-12	\$2.393
4100001257	10	Franklin Ward Renewals Pck1	BLACKTOP CONSTRUCTION	Nov-11	Apr-12	\$2.050
4100001331	10	Regional Portfolio Mngmt	URBAN SOLUTIONS LIMITED	Sep-11	Jun-14	\$3.642
4100001379	10	Flatbush School Road Upgrade	ROSS REID CONTRACTORS	Nov-11	Jun-12	\$3.261
4100001412	10	Auckland EMU Supply & Main	CONSTRUCCIONES Y AUXILIAR	Sep-11	Aug-16	\$388.375
4100001425	10	Infrastructure Funding (Norsga)	AUCKLAND COUNCIL (EX ACC)	Dec-11	Jan-12	\$12.600
4100001428	10	EMU mnt depot design stage2	OPUS INTERNATIONAL	Dec-11	May-13	\$3.991
4100001429	10	Wiri Platform Works	WINSTONE AGGREGATES	Dec-11	Feb-12	\$6.899
4100001435	10	Parnell Station Project Ph	KIWIRAIL - OPERATIONS	Dec-11	Dec-12	\$8.171
4100001444	10	New Lynn TOD McCraw Way	DEMPSEY WOOD CIVIL LIMITED	Jan-12	Dec-12	\$2.800
4100001446	10	Glenfield Road Stage 4 PW	FULTON HOGAN CONTRACTING	Dec-11	Mar-13	\$11.487
4100001472	10	Albany Busway Station Carp	OPIE CONTRACTORS LIMITED	Jan-12	Mar-12	\$3.259
4100001476	10	Parnell Station Project	KIWIRAIL - NETWORK	Jan-12	Dec-12	\$8.171
4100001482	10	AMETI Package 1 Panmure	THE FLETCHER CONSTRUCTION	Jan-12	May-14	\$99.600
4100001511	10	Movement of infra – AMETI	VECTOR LIMITED	Feb-12	Mar-14	\$4.800
4100001526	10	Shoal Bay Wharf Development	DOWNER NEW ZEALAND LIMITED	Feb-12	Feb-13	\$2.300
4100001645	10	New Lynn TC Great North Ro	DOWNER NEW ZEALAND LIMITED	May-12	Jan-14	\$3.806
4100001648	10	Auckland City Rail Link	AURECON NEW ZEALAND LIMITED	Apr-12	Nov-12	\$5.000
4100001664	10	New Lynn Canopies	NZ STRONG GROUP	Apr-12	Aug-12	\$2.059
4100001686	10	EMU Mainline Depot Cost Ki	KIWIRAIL - NETWORK	Mar-12	Jun-12	\$10.000
4100001702	10	Construction Services EMU	DOWNER NEW ZEALAND LIMITED	May-12	Jul-13	\$36.050
4100001737	10	Tiverton - Wolverton Route	DOWNER NEW ZEALAND LIMITED	May-12	Sep-13	\$18.847
4100001850	10	Papakura Station Uopgrade	KIWIRAIL - NETWORK	Jun-12	Apr-13	\$4.984
				G	rand Total	\$655.547

Contracts awarded in current financial year with contract of value greater than two million dollars

Vendor Spend Stats:

TOP Vendor	10 VENDOR SPEND (FY 11/ Expenditure (Millions) (GST Exclusive)	12) % of Total Spend	Trending
DOWNER NEW ZEALAND	\$100.465	13%	0
FULTON HOGAN CONTRACTING	\$93.268	12%	
VEOLIA TRANSPORT	\$42.979	6%	
KIWIRAIL – NETWORK	\$42.830	6%	0
CONSTRUCCIONES Y AUXILIAR	\$36.893	5%	•
KIWIRAIL – OPERATIONS	\$34.333	5%	1
OPUS INTERNATIONAL	\$27.106	4%	1
ARMA WEST	\$26.635	3%	1
JOHN FILLMORE CONTRACTING	\$20.592	3%	1
BLACKTOP CONSTRUCTION	\$16.700	2%	•
Top 10 Vendor Spend	\$441.802	58%	
Total Vendor Spend	\$761.160	100%	

Top 10 vendor spend for FY11/12

Legal Fees Vendor Spend Stats:

LEGAL FEES VENDOR SPEND (FY 11/12)					
Vendor	Expenditure (Millions)	% of Total Spend	Trending		
SIMPSON GRIERSON	\$1.933	50%	0		
BELL GULLY BUDDLE WEIR	\$1.107	29%	0		
KENSINGTON SWAN	\$0.517	13%	0		
MEREDITH CONNELL	\$0.133	3%	0		
DLA PHILLIPS FOX	\$0.065	2%	0		
BROOKFIELDS LAWYERS	\$0.033	1%	0		
BALDWIN SON AND CAREY	\$0.021	1%	0		
CHAPMAN TRIPP	\$0.010	0%			
ELLIS GOULD LAWYER	\$0.005	0%			
RUSSELL MCVEAGH	\$0.005	0%	•		
BUDDLE FINDLAY	\$0.003	0%	1		
TAMATEKAPUA LAW	\$0.003	0%	•		
CHRIS M WALKER LAW	\$0.002	0%	•		
NEILSONS LAWYERS	\$0.001	0%	•		
FRANKLIN LAW	\$0.000	0%	•		
MINTER ELLISON RUDD WATTS	\$0.000	0%	•		
Total Vendor Spend	\$3.839	100%			

Recommendation

It is recommended that the Board:

(i) That the report be received.

WRITTEN BY	Harlem Cabuhat Planning and Reporting Accountant Susan Cairns Senior Financial Reporting Accountant	Meadurat
RECOMMENDED BY	Julian Michael Financial Reporting Manager Stephen Smith Finance Manager	Much
APPROVED FOR SUBMISSION BY	David Foster Chief Financial Officer	27 70 To



