



Statement of Intent 2016/17 Wellington Cable Car Limited

**Presented to the Transport and Urban Development Committee
Pursuant to Schedule 8 of the Local Government Act (2002)**

Contents

1. Introduction	1
2. Strategic Direction.....	2
3. NatureandScopeofActivities	12
4. Performance Measurements	15
5. Board’s Approach to Governance	19
6. Organisational Health, Capability and Risk Assessment.....	20
7. Additional Information	23
Appendix 1: WCCL Risk Register (High Risks).....	27
Appendix 2: Accounting Policies	32
Appendix 3: Forecast Financial Statements.....	39

1. Introduction

This Statement of Intent for 2016/17 has been produced at a time of continuing significant activity and great change for Wellington Cable Car Limited (WCCL). WCCL and its Board of Directors have been working assiduously to create a strong working environment within which the Cable Car operating division can prosper whilst still dealing with the complicated issues of maintaining the Trolley Bus electrical network to keep it operational and safe whilst also planning for the future once the network has been decommissioned.

The current Cable Car plant and equipment is now in its 37th year of operation and WCCL has commenced a business case in conjunction with NZTA, GWRC, WCC and WREDA to investigate the possibility of inclusion in the Metlink public transport network funding options and other potential capital works asset replacement funding options. As part of the supporting work for this process, WCCL has completely rewritten and released a new 50-year Cable Car asset management plan covering the period 2016 to 2066.

WCCL currently provides infrastructure services that contribute to the operation of Wellington Trolley Bus services under contract to Greater Wellington Regional Council (GWRC) until 30 June 2017. Clarity has now been achieved over the long term future of the Trolley Bus overhead electrical network, however, WCCL still remains busy with ensuring that the network remains operationally available and public safety is enhanced, whilst ensuring full compliance with all statutory legislation, regulations and codes.



Notwithstanding these activities and changes, the core strategies and activities outlined in this Statement of Intent largely continue the thrust of the previous Statement of Intent for 2015/16, as the company's principal activities relate to its long-term infrastructure assets – the Trolley Bus overhead electrical network and the Wellington Cable Car.

2. Strategic Direction

a) Core Purpose

The primary business activities of WCCL are:

1. Provision of the Cable Car passenger service, to meet the needs of local residents (including commuters and students) and visitors (domestic and international). This operation is financed from passenger fare income and any additional revenue developed from WCCL and Wellington City Council tourism-related activities.

Ongoing marketing initiatives are seen as a key part of the future success of the Cable Car. This also includes potential further investment in retail, merchandising and event hosting activities (such as weddings that already occur on an occasional basis).

2. Provision of Trolley Bus traction services by means of the overhead electrical network for use by Trolley Buses in Wellington under contract from GWRC, using Broadspectrum (rebranded name for Transfield Services Limited) as the maintenance services provider. This operation is financed from payments by GWRC on a cost recovery basis, to cover planned maintenance, reactive defect rectification and progressive replacement of severely degraded sections of the overhead electrical network. This also includes:

- Infrastructure-related activities undertaken within Wellington on a profit-making basis, namely:
 - i. Projects initiated by parties other than GWRC requiring the overhead electrical network to be relocated and/or modified (for example, the Victoria University Pipitea campus construction project);
 - ii. Protection of the Trolley Bus overhead electrical network from damage by escorting high loads through the city, and protection of parties requiring safe access in proximity to overhead lines by electrical de-energisation.
- Maintaining WCCL's pole network funded via a combination of support from GWRC and pole user charges from telecommunications companies using WCCL's poles to support their broadband networks.

b) Cable Car Passenger Operating Environment Update

The operating environment for 2015/16 was far more buoyant than 2014/15, and the whole tourism industry in Wellington (including the Cable Car) benefitted significantly from this. Passenger figures and revenue increased significantly although the final figures will be affected by the 7-week shutdown for the Electric Drive and Controls project that commences in June 2016.

The Cable Car remains the second most visited tourist attraction in Wellington after the Museum of New Zealand Te Papa Tongarewa, and is perceived as an iconic attraction for Wellingtonians and visitors alike. Our patronage is shared equally between local residents (including students at Victoria University of Wellington) and tourists.

The local adult market is mature but has grown recently and, in terms of numbers, has offset the decline in student numbers. This also accounts for Cable Car revenue increasing at a higher rate than the increase in overall passenger numbers.

WCCL is now part of the Victoria University of Wellington inter-campus travel scheme using the Snapper system to increase staff and student patronage. Victoria University student numbers have declined markedly in recent years due to demographic changes in the locations of student accommodation and this trend is projected to continue because of the changed demographics.

c) Trolley Bus Network Decommissioning

WCCL is actively planning, scheduling the decommissioning work of the Trolley Bus overhead electrical network and will competitively tender this with the intention of completing work 12 months after Trolley Bus operations cease. This will include removal of 80 Km of network, associated electrical supply feeder pillars, the electrical fault protection system and those poles not required to support other critical infrastructure. This is equipment vital to Wellington's built environment and includes Wellington Electricity supply cables, telecommunications ultra-fast broadband and telephone networks, street lighting, road signs and traffic lights.

On completion of network decommissioning, residual infrastructure will be disposed of in various ways. Building anchor ownership will be transferred to Wellington City Council whilst WCCL is currently negotiating the sale of the remaining poles to existing utility providers.

d) Strategic Change Initiatives

WCCL will need to change and evolve as the Traction Services side of the Company winds down over the next 2-3 years. There will be some restructuring costs associated with this but these have not yet been fully scoped due to the large amount of change currently occurring and the unknown impact that future local government reform in the Wellington region may have on the public transport sector. Relevant provision is included in the 2017/18 year financial statements.

e) Health, Safety and Wellness

The Health and Safety at Work Act 2015 has now been enacted and this is already driving positive behaviours and greater collaboration between key players in the Wellington public transport sector. This includes regular meetings at which learnings are shared and initiatives are discussed to promote safety and raise awareness. WCCL's partners in this process include Broadspectrum, NZ Bus, Wellington Electricity, WCC, GWRC and NZTA.

WCCL's staff and sub-contractors have a huge role to play in the success of the Company. Looking after the most important asset WCCL possesses (its staff) and giving them the health, safety and wellness support they need to carry on doing excellent work is really important to the Company and our customers, and is given a very high priority in everything that we do.

3. Nature and Scope of Activities

The activities that are undertaken and the outputs that WCCL seeks to deliver across both operating divisions are as follows:

<u>Core Strategies</u>	<u>Key Activities and Outcomes Sought</u>
a. <u>Operation of Cable Car Service</u>	<p><u>Key Generic Activities and Outcomes</u></p> <ol style="list-style-type: none"> 1. Ensure all Legal and Statutory requirements are met. 2. Safe operation of the Cable Car service with no serious injuries or fatalities, by ensuring high importance is placed on the safety of staff, contractors and members of the public, and meeting statutory requirements. 3. Reliable operation of Cable Car service by ensuring appropriate staffing levels and that Cable car assets are managed in accordance with the strategy and policies outlined in Cable Car Asset Management Plan. 4. High standard of customer service provided, with convenience for regular users and a memorable experience for visitors to Wellington. 5. Stakeholder engagement with all relevant central government departments, councils, organisations, companies, suppliers and third parties whose activities impinge upon or who could affect Cable Car services. WCCL continues its close working relationship with WREDA in order for both entities to achieve their core strategic directives. 6. Cable Car marketing activities managed in accordance with Marketing Plan. 7. Manage the operation of the Cable Car within the timetable to maximise the throughput of passengers, without detracting from the overall experience of visitors to the facility. 8. Train employees to ensure that they perform all aspects of their work helpfully and in accordance with safety and operational requirements. 9. Set revenue targets for the Cable Car service to contribute optimally to WCCL's net profit after tax. 10. Ensure appropriate insurance cover is held for Cable Car assets and functions. 11. Cable Car Health and Safety Plan kept up to date

<u>Core Strategies</u>	<u>Key Activities and Outcomes Sought</u>
b. <u>Operation of Trolley Bus Traction Services</u>	<p><u>Key Generic Activities and Outcomes</u></p> <ol style="list-style-type: none"> 1. Ensure all Legal and Statutory requirements are met. 2. Safe operation of the Trolley Bus overhead electrical network with no serious injuries or fatalities, by ensuring high importance is placed on the safety of staff, contractors and members of the public, and meeting statutory requirements. 3. Operate, maintain, repair and replace (where required) the Trolley Bus overhead electrical network assets in accordance with the Asset Management Plan as required under contract by GWRC, using Broadspectrum Limited as the maintenance services provider. 4. The Trolley Bus Overhead Electrical Network is fully available for Trolley Bus services during the working week as contracted for by GWRC, subject to damage caused by extreme weather / third parties, or any requirements to undertake reactive maintenance or defect rectification. 5. Stakeholder engagement with all relevant central government departments, councils, organisations, companies, suppliers and third parties whose activities impinge upon or who could affect Trolley Bus services. 6. Train WCCL employees (and Broadspectrum employees where necessary) to ensure that they can perform all aspects of their work satisfactorily and in accordance with safety and operational requirements. 7. Ensure appropriate insurance cover is held for Traction Services assets and vehicles, excluding the overhead electrical network infrastructure. 8. Ensure the Trolley Bus Traction Services Health and Safety Plan is kept up to date and appropriately managed. 9. Investigate opportunities to use new technologies and consider their implementation. 10. Liaise and negotiate with WCC, GWRC, utility companies and broadband providers to manage third party use of WCCL Poles for safety reasons and to secure revenue.

<u>Core Strategies</u>	<u>Key Activities and Outcomes Sought</u>
	<p>11. Provide assistance to third parties who are required to move high loads through the overhead electrical network.</p> <p>12. Provide assistance to organisations that need to relocate overhead electrical network assets for road building / modification purposes or earthquake strengthening works.</p>

4. Performance Measurements

1. Cable Car Passenger Services Performance Measures

Performance Indicator	Measure	Target/Result
Cable Car vehicles, track, tunnels, bridges, buildings and equipment are maintained to required safety standards	Approval by NZTA Rail Safety Regulator to be obtained each year	Timely approval received
Cable Car service reliability	Percentage reliability	Greater than 99%
Wellington Residents Satisfaction Survey	Q1. Have you used the Cable Car in the last 12 months? Q2. How do you rate the standard and operational reliability of the Cable Car (Good/Very good)	30% of respondents have used Cable Car 95% of respondents with some knowledge of the Cable Car rate it "Good" or "Very Good"
Cable Car Service maintains Qualmark endorsement to confirm that the Cable Car Service meets the established tourism standards	Qualmark endorsement maintained	Qualmark endorsement maintained when annual requalification is required
Cable Car Asset Management Plan (AMP) produced and implemented	Asset Management Plan agreed and endorsed	Asset Management Plan implemented and long term planning and financial implications fed into WCCL, WCC and GWRC planning and financial systems
Cable Car Passenger Trips	Passenger trips as per the estimates below	Passenger trip estimates achieved or variances explained

<u>Estimated Cable Car Passenger Numbers and Revenue</u>					
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Full Year
2015/16 (SOI Estimates)	186,854	268,971	365,566	189,514 ¹	1,010,905¹
2015/16 (Pax)	206,942*	291,942	356,882	148,386 ^{2,3}	1,004,152^{2,3}
2016/17 (Pax)	149,815 ³	293,325	354,332	200,039	997,511³
2016/17 (Revenue)	\$344,493 ³	\$796,147	\$994,122	\$491,672	\$2,626,434
2017/18 (Pax)	199,934	297,028	356,801	195,824	1,049,587
2017/18 (Revenue)	\$465,877	\$860,891	\$1,103,425	\$533,087	\$2,963,280
2018/19 (Pax)	201,530	303,284	362,861	198,451	1,066,126
2018/19 (Revenue)	\$522,799	\$901,582	\$1,123,285	\$541,327	\$3,088,993

1. The estimated figures for 2015/16 did not include the impact of the shutdown for the replacement of the electric drive and controls system in June/July 2016. This will impact upon passenger numbers for the year by approximately 30,000 – 40,000.
2. Estimated figures for the remainder of the 2015/16 financial year.
3. The 2016/17 figures will be affected by the 7-week shutdown for the replacement of the electric drive and controls system in June/July 2016. This will impact upon passenger numbers for the year by approximately 30,000 – 40,000.

2. Trolley Bus Services Performance Measures

Performance Indicator	Measure	Target/Result
Trolley Bus Overhead Network Asset Management Plan (AMP) reviewed and updated as required	Draft Asset Management Plan completion	Asset Management Plan agreed and planning / financial implications fed into GWRC planning system
Trolley Bus Overhead Network Decommissioning Project	Trolley Bus Overhead Network Decommissioning Plan and Schedule agreed with GWRC and tender process completed	Process for safe and efficient Trolley Bus Overhead Network Decommissioning organised and ready to commence at the appropriate time.
Trolley Bus Overhead Network Poles identified in the AMP as requiring urgent and critical replacement are programmed for replacement	Pole replacements completion	Completed in accordance with the programme
GWRC funding and performance agreement compliance	Number of breaches of agreement	Nil breaches by WCCL Nil complaints from GWRC
Number of power outages on the Trolley Bus Overhead Electrical Network attributable to WCCL	Number of power outages occurring on the network.	24 per annum

3. WCCL Corporate Activities Performance Measures

Performance Indicator	Measure	Target/Result
Compliance with appropriate regulations and statutes	Number of adverse comments from the relevant regulatory authorities	Nil adverse comments
WCCL Corporate and Operational Risks are proactively identified, assessed and managed to an As Low As Reasonably Practicable (ALARP) level in accordance with the principles contained in AS/NZS ISO 31000:2009.	WCCL Corporate and Operational Risks are proactively identified, assessed and managed	Nil Extreme Risks extant High Risks are proactively managed and eliminated or minimised.

4. Financial Performance Measures

Performance Indicator	Measure	Target/Result
Budgetary requirements approved by the WCCL Board are met	Degree of variance from budget	Within 10% of Board approved variance
Board delegations are adhered to	Board and leadership team approvals of financial and contractual commitments and expenditure	All approvals of financial and contractual commitments and expenditure are in accordance with delegations policy
WCCL can fund its long-term Cable Car capital expenditure programme	Appropriate budgeted amount set aside each year for long-term capital works programme	Sufficient financial reserves are maintained to permit funding of capital works programme as included in the Asset Management Plan, through a combination of cash, external borrowings and grants / external funding

5. Board's Approach to Governance

- The Board of Directors normally comprises two members. All are appointed by WCC for varying terms, according to WCC practices.
- The Chairman and other Director are both appointed by WCC and are currently senior Tier 2 Council Officers (Chief Asset Officer and Chief Financial Officer).
- The Board currently meets every two months (typically 5 meetings per annum).

a) Responsibility of the Directors

The Board supports the principles of good governance as set out in "The Four Pillars of Governance Best Practice for New Zealand Directors" (incorporating the Code of Practice for Directors), issued by the Institute of Directors in New Zealand (Inc.) in 2012.

The responsibilities of the Directors include:

- Exercising prudence and skill in their governance of the company, and to act in accordance with the requirements of the Companies Act 1993 and all other relevant legislation in the execution of their duties;
- Managing WCCL to meet:
 - The objectives of WCCL's Board;
 - General WCC objectives for WCCL as expressed from time to time;
 - Monitoring and addressing policy, solvency and statutory matters of the company;
 - Monitoring all of the company's activities and ensuring the company acts in accordance with its stated objectives.

b) Delegated Functions

The Board of Directors delegates the day-to-day management of the company to the CEO and his leadership team, who are required to act in accordance with the Board's approved delegations policy.

c) Board Practices

The Board's practices include:

- i) The Chair meets with the CEO weekly to discuss current issues
- ii) The Directors and the CEO meet monthly for a semi-formal catch-up to discuss governance issues.
- iii) The Board meets bi-monthly or more frequently on an as required basis.

6. Organisational Health, Capability and Risk Assessment

WCCL is committed to developing and maintaining an enduring and resilient approach to health and safety that embeds a culture of zero harm within the company, adheres to current and future legislative requirements (noting that the HSE Act 1992 will be superseded in 2015) and ensures that staff, contractors and the general public are not exposed to unnecessary risk or harm in their dealings with WCCL. The following approaches and organisational procedures are in place or are being developed to ensure that WCCL meets its obligations to the Council and the Wellington public as required by the Local Government Act 2002 and other pertinent legislation:

a) Organisational Approach to Health and Safety:

Health and Safety legislation is being overhauled in New Zealand, and the old Health and Safety in Employment Act 1992 has been replaced by the new Health and Safety at Work Act (HASAW) modelled upon the Australian equivalent. WCCL is working in conjunction with WCC to ensure that WCCL remains “ahead of the curve” in the transition to the new regime that now exists under the new HASAW Act, in addition to the continuing practices that are undertaken by the NZTA Rail Safety Regulator for the Cable Car.

The Cable Car operates under a license granted by the NZTA Rail Safety Regulator and follows well established procedures for the investigation and reporting of any near misses or accidents. The vast majority of reported statistical events comprise of slips, trips or falls, or members of the general public who have injured themselves elsewhere and ask for first aid assistance whilst travelling on the Cable Car.

At a governance level, Health and Safety reporting is a mandatory item at all Board meetings, ensuring that Directors remain apprised of current statistics and any developments arising.

As a result, WCCL has in place appropriate Health and Safety policies, practices and procedures to meet its responsibilities covering hazard identification and management, emergency planning, accident reporting, investigation management, contractor management and safe work procedures (incorporating appropriate Safe Systems of Work).

b) Capital Investment and Asset Management Plans:

Sourcing adequate funding to meet the requirements of the long-term Cable Car capital investment plan is a very high priority as several significant large equipment replacement programmes will be needed over the next 10-12 years. WCCL will continue to liaise with NZTA and GWRC in addition to WCC to identify appropriate finance (which could be a combination of debt, grant, and external funding from both local and central government funding streams).

The two operating divisions of WCCL each have their own Asset Management Plans and associated capital investment plans. These plans are reviewed annually; however the Cable Car Asset Management Plan has been fundamentally rewritten and issued in February 2016 to cover the 50-year period through to 2066.

c) Staff Engagement and Training:

The two operating divisions of WCCL each have staff engagement responsibilities and conduct a variety of training to support their activities as well as continuing professional development for employees. Some training is conducted in-house or using services provided by sister CCOs and Trusts, but WCCL also engages external training providers. These are essential for customer service (“front-of-house”) related activities, first aid, HT driver training, specialist technical training (noting the unique nature and design of the Trolley Bus network and the skills required for its upkeep), and IT (including computer-aided design and project management).

d) Emergency Planning and Business Continuity:

WCCL has a disaster recovery plan, which focuses on effective communications with staff and the general public in the event of an emergency event, as well as IT system and data recovery, bearing in mind the importance of maintaining Cable Car and Trolley Bus passenger services for the general public in the event of accidents, incidents and natural disasters.

e) Environmental Impact Assessment and Practices:

WCCL does not produce high levels of waste or contaminated materials, and therefore does not have a highly developed environmental impact procedure for analysing its carbon footprint. However, it does undertake sensible initiatives including separation and recycling of waste paper products, plastics, aluminium tins, food waste, conventional garbage and metals (ferrous and non-ferrous).

f) Risk Management:

The company’s Risk Management Policy is to actively manage risk by assessing risks on at least an annual basis, using the methodologies and practices laid down in AS/NZS ISO 31000:2009 (Risk Management). These risks are identified and actively managed under the following categories:

- a) Health and Safety
- b) Environment
- c) Assets Management
- d) Financial and Commercial
- e) Statutory and Legislation
- f) Corporate
- g) Project
- h) Operational
- i) HR
- j) IT

In each category all aspects of the business have been considered and the level of risk assessed and risk mitigation actions determined as appropriate using the principles of eliminate, substitute, isolate or engineering controls wherever practicable.

WCCL has no risks that have an Extreme assessment.

The Risk Register currently contains 17 risks that are assessed as High (9 Cable Car and 8 Trolley Bus).

An extract from the WCCL Risk Register dated 04 April 2016 containing all of the High risks is at Appendix 1.

NZ Bus, BroadSpectrum, and Wellington Electricity all have their own Risk Registers that pertain to certain aspects of Trolley Bus operational services. Regular meetings are held with all of these organisations where any significant hazards and risks arising are discussed and actions agreed to eliminate or mitigate risk (where practicable).

7. Additional Information

a) Ratio of Shareholders Funds to Total Assets

Definition of Terms

Shareholders' funds: Represents the net equity the shareholder has contributed to the Company since its incorporation. This amount includes issued share capital, revaluation reserves and retained earnings. For completeness, this amount would also include any balances in the shareholder current account that exist but is not applicable in the case of WCCL as the Company is self-sufficient financially and pays all amounts in respect of dividends when they are declared. As at 30 June 2015, the shareholders' funds equated to \$7.622m.

Total Assets: Represent the total assets, both intangible and tangible of the Company, disclosed in accordance with applicable financial reporting standards. For completeness, it is noted that any tax liabilities in respect of GST and deferred tax are classified as liabilities irrespective of them being a debit or credit balance. As at 30 June 2015, the Total Assets of the Company equated to \$9.811m.

Ratio of Shareholders Funds to Total Assets as at 30 June 2015 – 77%

b) Estimate of Amount Intended for Distribution

The Board and Management of the Company are continuously investigating additional revenue-earning streams, and the result of these activities may require initial capital investment in order to provide increased revenue (and therefore dividend) streams in future years.

Cable Car passenger numbers and revenue has increased post the completion of the new Cable Car Kelburn terminus in 2013 as well as the other improvements and strategic marketing initiatives the Company has been undertaking in 2014 and 2015 (in particular, the LED tunnel lights funded by WCC). The Directors anticipate revenue will continue to increase post the completion of the Cable Car electric drive in June/July 2016 (noting there will be a reduction in revenue over this period due to the closure).

However because of the planned capital investment programme detailed within this Statement of Intent (specifically the Cable Car assets) plus the potential for company restructuring costs after the Trolley Bus network is decommissioned, the Company is not expecting to declare any dividends in respect of the 2016/17 year and subsequent two financial years. Should alternative funding arrangements be secured in respect of the capital investment programme the Company will re-assess its cash requirements and, as such, its dividend policy.

As stated in this Statement of Intent, there is the long-term requirement to ensure that the capital investment programme of the Company is adequately funded. In order to determine these needs, the Company has produced a comprehensive 50-year Asset Management Plan covering the period 2016 – 2066. In addition to the additional maintenance required over the coming years, the two most important projects within the capital investment programme are listed below. These are considered the bare minimum to obtain a licence to operate from the NZTA rail safety regulator and maintain the operation at an acceptable level of performance and customer experience. In addition, the Cable Car is an iconic attraction and WCCL wishes to maintain the highest levels of service and customer experience wherever possible:

- a) Upgrade of the Cable Car Electric Drive and Controls Project (to be completed largely in the 2015/16 year – June/July 2016)
- b) Replacement of the Cable Car Passenger Vehicles and Bogies (currently planned for 2025/26).

In addition to the dividend, there are other payments that WCCL makes to its shareholder as a consequence of WCCL's structure as an independent entity and its business operations that would not otherwise be received if an internal WCC division. The primary mechanism for this is a subvention payment to Wellington City Council in lieu of income tax. There are also consent payments made to WCC as part of both the Cable Car and Trolley Bus operations.

c) Acquisition Procedures

The Company will only issue shares or acquire shares in other companies or become a partner with any other business with the express prior permission of WCC.

The Company will fully investigate and report to WCC any proposal to enter into partnerships or to sell any buildings or other significant assets before binding commitments are entered into.

d) Activities for which the Board Seeks Compensation from a Local Authority

The Company obtains funding from the following sources, noting that no significant operational or capital funding has previously been provided by WCC for many years prior to the Electric Drive replacement in the 2015/16 year which was much appreciated by the Company:

- The company is funded by GWRC to operate and maintain the Trolley Bus overhead electrical network, including replacement of key degraded sections that will become unsafe to operate if not replaced in a timely fashion. The other activities of WCCL will not subsidise the funding needed for the maintenance and replacement of the Trolley Bus overhead electrical network;
- The Cable Car operation will be funded from fares and any enhanced tourism activities, including any prospective retail and marketing opportunities. The exception to this is the capital replacement of the electric drive and control systems that is currently being largely grant funded by WCC.
- WCCL, in conjunction with WCC, GWRC, NZTA and WREDA is undertaking an NZTA Better Business Case to ascertain the feasibility and merits of the Cable Car operation becoming part of the Metlink public transport network;
- Income from undertaking miscellaneous services for third parties relating to the Trolley Bus overhead electrical network, including project management (for example, the Victoria University Pipitea campus construction project); and
- Utility companies that currently pay for the use of Trolley Bus poles (for example, Telecommunications companies for UFB infrastructure).

However, should the shareholder require the company to undertake obligations or services which cannot be covered by the funding from these sources, the company will seek compensation from WCC or other funding sources to restore an adequate level of income to meet the business requirements.

e) Estimate of commercial value of shareholders investment

The estimate of commercial value is equal to the equity value of the company as at 30 June 2015, is \$7.622m.

The commercial value is reassessed annually, following completion of the audited annual report of the Company.

f) Other matters (if applicable) e.g. Water supply services, LGA requirements

Nil

g) Supplementary information the entity wishes to include

Insurance Programme

The insurance programme for the respective operating divisions is as follows:

(1) Cable Car Service

All assets related to the cable car service are covered by a policy with Lloyds of London.

The amount of cover necessary has been calculated on the basis of Probable Maximum Loss, as advised by the structure and earthquake engineering consultant who surveyed the assets and reported to WCCL. The Company maintains an investment fund which exceeds any excess payable under this insurance policy to ensure sufficient business operations funds exist at any point in time.

(2) Material Change

Following the Canterbury earthquakes, it was not possible to get continued cover from the then insurer, or from any other NZ-based insurer. The placement was made with Lloyds through and introduction by WCC on the best terms that could be achieved, but not for full replacement. WCCL was able to get its cover only on the strength of the consultant's report and his assessment of Probable Maximum Loss.

(3) Cable Car Service

All assets related to the cable car service are covered by a policy with Lloyds of London.

The amount of cover necessary has been calculated on the basis of Probable Maximum Loss, as advised by the structure and earthquake engineering consultant who surveyed the assets and reported to WCCL. The Company maintains an investment fund which exceeds any excess payable under this insurance policy to ensure sufficient business operations funds exist at any point in time.

(4) Trolley Bus Overhead Network

The trolley bus overhead network itself (poles, stays wires, contact wire and other equipment) is self-insured.

The warehouse and contents, including inventory and equipment is insured with a NZ-based insurer (Aon as broker).

Motor Vehicles are insured with a NZ-based insurer (Aon).

Liability covers are insured with a NZ-based insurer (Aon).

Appendix 1: WCCL Risk Register (High Risks)

WELLINGTON CABLE CAR LIMITED
Cable Car Risk Register

7/04/2016

RISK ID No	OPERATING DIVISION	HAZARD_TITLE	RISK_ITEMS	RISK_CAUSES	RISK_EFFECTS	RISK_CONTROLS	PROBABILITY	IMPACT	OVERALL RISK SCORE	RISK_RATING	CATEGORIES	DATE RAISED	LAST REVIEW	NEXT REVIEW	OWNERS	Max_Rate
0034	Cable Car	Defective Systems: Braking	1 - Loss of Cable Car service	1 - Breakdown or failure due to age, obsolescence or material state	1 - Loss of Cable Car service	1 - Multiple methods of redundancy designed into the system.	Unlikely	Catastrophic	20	High	Operational Impact	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	20
			2 - Financial Risk to the Company			2 - Rigorous preventative maintenance, including weekly checks, and an annual shutdown.	Unlikely	Catastrophic	20	High	Plant and Equipment					
			3 - Damage to P & E			3 - One bogie is overhauled and changed out per annum.										
0035	Cable Car	Defective Systems: Controls	1 - Loss of Cable Car service	1 - Breakdown or failure due to age, obsolescence or material state	1 - Loss of Cable Car service	1 - Obsolete control system to be replaced in 2016.	Likely	Moderate	17	High	Operational Impact	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	17
			2 - Financial Risk to the Company			2 - Offsite backup of control system programming and algorithms maintained.	Possible	Moderate	16	High	Plant and Equipment					
			3 - Damage to P & E													
0039	Cable Car	Passengers on Station Platforms	1 - Injury to passenger	1 - Standing where the Cable Car could strike them.	1 - Injury to passenger	1 - Signs and markings on platforms to indicate risk to passengers.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
			2 - Loss of Cable Car service		2 - Loss of Cable Car services	2 - Drivers trained to be observant and look out for potential accidents.										
0040	Cable Car	Doors closing on members of the public	1 - Injury to people trapped by doors closing on them.	1 - Defective door actuation systems	1 - Loss of Cable Car services	1 - Weekly Checks	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
				2 - Passengers boarding late	2 - Potential injury to member of the public	2 - Drivers instructed on closing doors correctly using mirrors and other visual aids.										
						3 - Cars cannot move with doors ajar.										
						4 - Door actuation systems to be replaced in 2016 as part of the Electric Drive project. New rope will be subject to a rigorous inspection and testing regime.										
0041	Cable Car	Workers injured by mechanical handling equipment	1 - Injury to worker	1 - Dropping / mishandling of mechanical handling equipment and equipment being lifted	1 - Injury to personnel caused by impact	1 - Authorized employee use only.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
					2 - Damage to equipment	2 - Danger areas are fenced off.										
						3 - Regular checks to ensure lifting equipment is serviceable.										
						4 - Register kept of ropes, slings and lifting equipment.										
						5 - PPE gear worn.										
						6 - Safety straps used where applicable.										
0031	Cable Car	Damage and or physical violence caused by intoxicated public/students	1 - Mental and physical ill health of employees	1 - Public under the influence of drugs or alcohol	1 - Stress and possible physical violence to driver and passengers	1 - Drivers have right to refuse entry on cars and lower station	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
			2 - Loss of Cable Car service		2 - Loss of Cable Car service	2 - Drivers have radio communications and access to WCC security staff										
					3 - Minor damage to Cable Car and property	3 - Security guards on site during events which may attract intoxicated behaviour										
0007	Cable Car	Earthquake (Small) - (sets off EQ monitor in Control room)	1 - Injuries or loss of life due to falling debris	1 - Small Earthquake	1 - Damage to infrastructure and equipment	1 - Cars automatically cease operating. Emergency Stop (ES) tripped by EQ monitor. The monitor has a trigger level of 0.01g.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
			2 - Loss of equipment		2 - Injury to employee/contractor	2 - Evacuation signs fitted at Lambton and Kelburn Terminals	Possible	Minor	9	Medium	Plant and Equipment					
			3 - Damage to structure			3 - Employees are trained in evacuation procedures										
			4 - Loss of cable car service, unconsciousness, cuts and abrasions			4 - All exits are clearly identified with illuminated signs										
						5 - Car evacuation procedures taught and practised regularly as detailed in Drivers and Health & Safety Manuals										
						6 - Telephone interconnects with radio in both Cars, programmed with emergency numbers										
						7 - Tunnels, bridges, visual inspection before service recommences										
						8 - Tunnel convergence monitored										

WELLINGTON CABLE CAR LIMITED
Cable Car Risk Register

7/04/2016

RISK ID No	OPERATING DIVISION	HAZARD_TITLE	RISK_ITEMS	RISK_CAUSES	RISK_EFFECTS	RISK_CONTROLS	PROBABILITY	IMPACT	OVERALL RISK SCORE	RISK_RATING	CATEGORIES	DATE RAISED	LAST REVIEW	NEXT REVIEW	OWNERS	Max_Rate
0021	Cable Car	After hours Interference with a Cable Car by general public	1 - Loss of Cable Car service	1 - Unauthorised entry to Cable Car premises by trespassers	1 - Vandalism/damage to Cable Car property	1 - Lower Car locked inside terminal at night	Possible	Moderate	16	High	Plant and Equipment	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
			2 - Damage to property		2 - Loss of Cable Car Service	2 - Monitored camera surveillance and alarms inside both Kelburn and Lambton Terminals										
						3 - Both Kelburn and Lambton Terminals locked at night										
						4 - Live contact strip fitted with warning lamp & "Danger Live wires" stickers on three locations.										
						5 - Isolating transformer used to supply mains power to strip.										
						6 - Driver's pre-test run inspection conducted.										
						7 - Sprinkler system at Kelburn to deter trespassers.										
0022	Cable Car	Workers around the cars during operation	1 - Vehicle strike causing injury, broken bones and or bruising	1 - People trespassing on the track	1 - Injury to Worker	1 - Workers given H&S training, including hazard identification	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Gavin MacIntyre	16
			2 - Loss of Cable Car Service	2 - Workers undertaking work without prior briefing or authorisation	2 - Loss of Cable Car service	2 - Portable RT can be used by workers to communicate with drivers	Possible	Moderate	16	High	Plant and Equipment					
						3 - Appropriate scaffolding, signage, barriers and netting used as required										
						4 - Drivers notified of any such work										
						5 - Drivers notify each other when workers are in the proximity of the track										
						6 - Drivers use Cable Car bell as warning to workers. If no acknowledgement received, Cars must be stopped										

WELLINGTON CABLE CAR LIMITED
Traction Services Risk Register

RISK ID No	OPERATING DIVISION	HAZARD TITLE	RISK ITEMS	RISK CAUSES	RISK EFFECTS	RISK CONTROLS	PROBABILITY	IMPACT	OVERALL RISK SCORE	RISK RATING	CATEGORIES	DATE RAISED	LAST REVIEW	NEXT REVIEW	OWNERS	Max Rate
0013	Traction Services	Overhead Network (Electrocution)	1 - Electric shock causing death, cardiac arrest and or burns	1 - Equipment failure	1 - Serious injuries to employee/contractor and or general public	1 - Only trained competent employees are permitted to operate the machinery.	Possible	Major	19	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	19
			2 - Damage to electric and telco services	2 - Extreme Weather	2 - Damage to plant and equipment	2 - Employee is supplied with PPE gear which include fire resistance overalls, hi viz jacket, safety boots, rubber gloves.	Possible	Major	19	High	Plant and Equipment					
				3 - High load damage to overhead network	3 - Damage to property	3 - Employee has completed the Safety Harness and Fall Arrest Systems and Traffic Controller Courses.	Possible	Major	19	High	Operational Impact					
						4 - WOCL use competent field contractors to manage/maintain the overhead network.										
						5 - Trolley Bus Overhead Protection (TBOP) cabinets have been installed at selected high risk sites.										
						6 - NZ ESI approved procedures are used (SMEI manuals).										
0026	Traction Services	Trolley Bus Overhead Protection (TBOP) Cabinets: 7 CBD, 2 Kilbirnie, 1 Miramar	1 - Weather, (flooding), tree, object or vehicle colliding into cabinet, unauthorised access (vandalism)	1 - Weather (flooding), vehicle, tree, object strike, or vandalism.	1 - Unsafe assets causing injury to staff and or public	1 - Emergency services notified. Field contractor and Wellington Electricity will isolate the power supply.	Unlikely	Major	14	Medium	Health & Safety	1/07/2015	1/07/2015	1/07/2015	Andrew Cresswell	19
			2 - Electric shock, damage to electric and telco services	2 - Not following protocols and process	2 - Damage to property and equipment	2 - For any internal problems inside the TBOP cabinet, e.g. the cabinet has tripped, a SMS is sent back to WOCL who will confirm deenergisation.	Possible	Major	19	High	Plant and Equipment					
			3 - Non operation of Trolley Bus services			3 - Trained competent contractors inspect the overhead, find the fault, and then ask for permission from WOCL to access the cabinet.	Possible	Moderate	16	High	Operational Impact					
			4 - Loss of DC power supply to cabinets			4 - Ongoing maintenance completed by qualified electrical service technicians).	Unlikely	Moderate	12	Medium	Compliance					
						5 - Assets have been designed, constructed and maintained by competent persons so that there is a low probability of failure.	Unlikely	Moderate	12	Medium	Financial					
						6 - Work in conjunction with Wellington electricity to restore DC power supply safely.										
0025	Traction Services	Extreme Weather Events	1 - Injuries to employees/contractors, damage to property	1 - Extreme weather conditions (wind, rain, flooding)	1 - Injury/illness to employee/contractor, and or general public	1 - WOCL vehicles are fuelled, equipment/stock at Glover Street Warehouse ready to use/distribute. Stock is also replenished at Transfield Services Warehouse.	Likely	Moderate	17	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	17
			2 - Loss of trolley bus operations	2 - Debris flying around	2 - Damage to overhead infrastructure	2 - Materials and rubbish securely stored/disposed of.	Likely	Moderate	17	High	Plant and Equipment					
			3 - Loss of DC power supply	3 - Slippery surfaces	3 - Damage to plant and equipment	3 - Contractors undertake field operations. They make safe or repair any damage to the overhead network.	Likely	Moderate	17	High	Operational Impact					
					4 - Damage to property	4 - Reports sent to media if the trolley buses have been affected by the weather and are not operating.	Likely	Minor	10	Medium	Reputation					
					5 - Loss of DC power supply to trolley bus network.	5 - Work in conjunction with Wellington Electricity to restore dc power supply safely.										
						6 - Observe and look after each other in the work party.										
						7 - If not safe and conditions are dangerous, work is stopped.										
						8 - PPE/Wet weather gear worn.										
0028	Traction Services	Unauthorized high loads travelling under the overhead network and causing damage to the network.	1 - Unauthorized or over height equipment hitting the overhead network line.	1 - Brings down the overhead network.	1 - Damage to overhead network/equipment	1 - Trigger height for high loads to permit safe passage of the load through the Wellington CBD. High load process. WOCL also register high load permits.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	17
					2 - Injury to employee and or public	2 - High loads exceeding conductor safe height require deenergisation of the trolley bus lines.	Likely	Moderate	17	High	Plant and Equipment					
					3 - Damage to property	3 - Advance approvals are required through WOCL and/or WCC.	Likely	Moderate	17	High	Operational					
						4 - Authorized high loads are managed and escorted by WOCL contractor (Transfield Services).										
						5 - Follow procedures and protocols, care when switching.										
0029	Traction Services	Excavation and construction near poles/overhead network.	1 - Excavations and other works near overhead network line support structure (pole) can compromise the structural integrity of the pole.	1 - Excavating too close to a network line support structure	1 - Damage to property and or equipment	1 - Reference:- Compliance NZEOP.54 2001.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	16
			2 - Metallic or conducting paths near overhead electric line supports can transfer voltage potentials that could create step and touch currents during earth fault conditions		2 - Injury to employee and or public	2 - Reduced Distance Consents (RDC) are issued to work or excavate around the base of the pole to a distance of no closer than 1.0 metre and no deeper than 300m. The consent holder is responsible for maintaining this distance at all times to ensure the pole/found is not undermined or becomes unusable. The trolley bus network carries 500 v DC and is treated as live at all times.	Possible	Minor	9	Medium	Health & Safety					
						3 - Follow procedures and protocols, care when switching.	Rare	Minor	4	Low	Compliance					

WELLINGTON CABLE CAR LIMITED
Traction Services Risk Register

RISK ID No	OPERATING DIVISION	HAZARD TITLE	RISK ITEMS	RISK CAUSES	RISK EFFECTS	RISK CONTROLS	PROBABILITY	IMPACT	OVERALL RISK SCORE	RISK RATING	CATEGORIES	DATE RAISED	LAST REVIEW	NEXT REVIEW	OWNERS	Max Rate
0021	Traction Services	Bus Depoling due to poor WOOL network causing damage to 3rd party property.	1 - Damage to overhead network/teardown	1 - Workmanship on the network	1 - Damage to overhead network	1 - Processes and procedures adhered to.	Possible	Moderate	16	High	Plant and Equipment	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	16
			2 - Injury to worker and/or member of the public	2 - Incorrect materials/stock used on the overhead	2 - Possible injury to worker and/or member of the public	2 - Network well maintained by field staff.	Possible	Moderate	16	High	Financial					
				3 - Maintenance not carried out in a timely manner	3 - Damage to property and vehicles	3 - Good driving.	Unlikely	Minor	5	Low	Health & Safety					
						4 - Frequent inspections.										
0004	Traction Services	Earthquake (Small)	1 - Injuries due to falling debris	1 - Earthquake - (Small)	1 - Injury to employees	1 - Evacuation signs fitted.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	16
	Corporate		2 - Damage to stock and equipment		2 - Damage to stock and equipment	2 - Office shelves are secured to wall.	Possible	Minor	9	Medium	Health & Safety					
					3 - Damage to plant/infrastructure	3 - Warehouse stock stacked safely.										
						4 - Staff are trained first aiders.										
0008	Traction Services	Hi-ab Hydraulic Crane (Lifting or hoisting failures when loading/ unloading stock from to/back of the Hi-ab Truck)	1 - Heavy equipment falling onto people causing injury.	1 - Equipment malfunction	1 - Minor/or serious injury to staff	1 - There is only one employee who is qualified to operate the hydraulic crane.	Unlikely	Moderate	12	Medium	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	16
				2 - Operator error	2 - Damage to equipment/plant	2 - Reference: Operating Manual Hydraulic Crane PK160022 High Performance manual is stored in a special place within the truck's cab.	Possible	Moderate	16	High	Plant and Equipment					
						3 - PPE Gear worn including steel capped safety boots.										
						4 - Regular servicing and maintenance of the truck.										
						5 - (Safety Manual Electricity Industry) SM-EI 2.1001, 2.906, 2.1005, 2.1004, 2.1002, 2.1003, 2.1004, 2.1007, 1.602, 2.905										
0016	Traction Services	Driving Company Vehicles (Car or Van)	1 - Damage to the vehicle/s and or property	1 - Driver error	1 - Causing damage to vehicle, other vehicles and property	1 - Only appropriately licensed employees are permitted to drive the company vehicles.	Possible	Moderate	16	High	Health & Safety	1/07/2015	1/07/2015	1/07/2016	Andrew Cresswell	16
			2 - Minor to serious injury	2 - Other driver's error	2 - Minor to serious injury to staff and/or member of the public	2 - Undertake daily checks on the vehicle before use.										
				3 - Vehicle malfunction		3 - Vehicle is regularly serviced.										
						4 - No smoking in the vehicle.										
						5 - Keep to all traffic regulations and speed.										
						6 - Drivers must drive defensively and to the conditions.										
0040	Traction Services	Elevated Work Platform (EWP) Operating and Testing	1 - Employee being catapulted or falls out of EWP	1 - Equipment malfunction	1 - Serious injury to employee/s or member of the public	1 - Operators are trained in the EWP they are operating.	Unlikely	Moderate	12	Medium	Health & Safety	1/07/2015	1/03/2016	1/07/2016	Andrew Cresswell	16
			2 - Heavy equipment falling onto people causing injury	2 - Operator error		2 - A full body harness-webbed waist is used for height work. Harnesses must be worn at all times on boom lift style EWPs. Safety harnesses must only be attached to a clearly labelled certified attachment point.	Possible	Moderate	16	High	Plant and Equipment					
				3 - EWP hit by another vehicle		3 - Regular servicing and maintenance of the truck.										

Appendix 2: Accounting Policies

Reporting Entity

These are the financial statements of Wellington Cable Car Limited. Wellington Cable Car Limited is a company wholly owned by Wellington City Council and is registered under the Companies Act 1993. It is a Council-controlled Organisation as defined by Section 6 of the Local Government Act 2002 and is domiciled in New Zealand.

The primary objective of the Wellington Cable Car Limited is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, Wellington Cable Car Limited has designated itself as a public benefit entity for Financial Reporting Purposes.

The financial statements are for the year ended 30 June 2015 and were approved by the Board of Directors on 30 September 2015.

Basis of Preparation

These financial statements have been prepared on the basis that the company is a going concern and has the continuing support of its shareholders. Based on the continuing financial support of its shareholders, the company would satisfy the solvency requirements of the Companies Act 1993.

Statement of Compliance

The financial statements of Wellington Cable Car Limited have been prepared in accordance with the reporting requirements of the Companies Act 1993 and the Local Government Act 2002.

The financial statements have been prepared in accordance with Tier 2 PBE accounting standards. The company is eligible to report as a Tier 2 reporting entity with reduced disclosures on the basis that it does not have public accountability and is not large.

The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP) and they comply with PBE accounting standards.

Other accounting policies set out below have been applied consistently to all periods presented in these financial statements.

These financial statements are the first financial statements that have been presented in accordance with the new PBE Accounting Standards.

Measurement Base

The financial statements of Wellington Cable Car Limited have been prepared on an historical cost basis, except where modified by the revaluation of trolley bus overhead lines.

The information is presented in New Zealand dollars.

Changes in Accounting Policies

There has been one change in accounting policies, being in relation to the valuation of the Trolley Bus Overhead Network. The change being a move from the revaluation method to cost method.

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(a) Judgements and Estimations

The preparation of financial statements requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenue and expenses.

Where material, information on the major assumptions is provided in the relevant accounting policy or will be provided in the relevant note.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised when the revision affects only that period. If the revision affects both current and future periods, it is reflected in the current and future periods.

Judgements that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in the relevant notes.

(b) Property, Plant & Equipment Recognition

Property, plant and equipment consist of operational assets. Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits over the total life of an existing asset and can be measured reliably. Costs that do not meet the criteria for capitalisation are expensed.

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses.

Measurement

Property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment includes the purchase consideration and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and that can be measured reliably is capitalised. In accordance with IPSAS 17, borrowing costs are capitalised if they are directly attributable to the acquisition, construction, or production of a qualifying asset.

Trolley Bus Overhead and Poles

The Traction network is valued at cost less accumulated depreciation in accordance with IPSAS 17, and annually reviewed for impairment to ensure its carrying value is accurately reflected.

Cable Car Assets

The Cable Car assets comprising the Cable Car Tracks & Wires and Cable Car Equipment are valued at cost less accumulated depreciation in accordance with IPSAS 17, and annually reviewed for impairment to ensure its carrying value is accurately reflected.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment in accordance with PBE IPSAS 21 and PBE IPSAS 26. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense.

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to Accumulated Comprehensive Revenue and Expense.

Depreciation

Depreciation is provided on all property, plant and equipment, except for assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The depreciation rates of the major classes of property, plant and equipment are as follows:

Cable Car Tracks & Wires	2%
Cable Car Equipment	2%
Cable Car Equipment	10%-33%
Computer Equipment	33%
Motor Vehicles	20%
Furniture & Fittings	20%
Trolley Bus Overhead Wire System & Fittings	2.5%-20%
Trolley Bus Overhead Wire System Equipment	10%

The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance date.

Work-in-progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed. It is transferred to the relevant asset class only if it is probable that future economic benefits associated with the item will flow to Wellington Cable Car Limited and the cost of the item can be reliably measured.

(c) Foreign Currencies

Transactions in foreign currencies that are settled in the accounting period are translated into NZD (the functional currency) using the spot exchange rates at the dates of the transaction. Transactions in foreign currency that are not settled in the accounting period, resulting in monetary assets and liabilities denominated in foreign currencies at the Statement of Financial Position date are translated to NZD at the foreign exchange rate ruling at that date. Foreign exchange differences arising on their translation are recognised in the Statement of Comprehensive Revenue and Expense.

(d) Intangible Assets

Intangible assets comprise computer software which has a finite life and is initially recorded at cost less any amortisation and impairment losses. Amortisation is charged to the Statement of Comprehensive Revenue and Expense on a straight-line basis over the useful life of the asset.

Typically, the estimated useful lives of these assets are as follows:

Computer Software 3 years

Realised gains and losses arising from disposal of intangible assets are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Intangible assets are reviewed at least annually to determine if there is any indication of impairment. Where an intangible asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense.

(e) Goods & Services Tax

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

(f) Income Tax

Income tax expense is charged in the Statement of Comprehensive Revenue and Expense in respect of the current year's results. Income tax on the surplus or deficit for the year comprises current and deferred tax.

Current tax is the expected tax payable on the taxable revenue for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous periods.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses.

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at balance date. Deferred income tax assets are recognised to the extent that it is probable that future taxable surplus will be available against which the temporary differences can be utilised.

(g) Inventories

Wellington Cable Car Limited's inventory comprises of items held in respect of maintaining and operating the Overhead Trolley Bus network. Any inventory items utilised in providing this service is reimbursed by Greater Wellington Regional Council at its cost to Wellington Cable Car Limited. In accordance with PBE IPSAS 12, all inventories have been valued at cost using the weighted average cost formula. Any inventory items that are reclaimed from the existing Overhead Network are entered into inventory at a nil cost value, and where subsequently refurbished, the refurbishment costs are included in calculating the weighted average cost of that item.

(h) Leases

Finance Leases

Assets purchased under finance leases which effectively transfer to the lessee substantially all the risks and benefits incidental to ownership of the property are included as non-current assets in the Statement of Financial Position. Finance Leases will be capitalised at the present value of the minimum lease payments. A corresponding liability is also disclosed with lease payments being apportioned between the liability and interest payments.

The depreciation policy for depreciable assets, that are the subject of a finance lease, will be consistent with that for assets that are owned, unless there is no certainty that the lessee will take ownership by the end of the lease term, in which case the assets will be depreciated over the shorter of the estimated useful life of the asset or the lease term.

Operating Leases

Leases where the lessor effectively retains substantially all the risks and rewards of ownership of the leased items are classified as operating leases. Payments made under these leases are expensed in the Statement of Comprehensive Revenue and Expense in the period in which they are incurred.

Payments made under operating leases are recognised in the Statement of Comprehensive Revenue and Expense on a straight-line basis over the term of the lease. Lease incentives received are recognised in the Statement of Comprehensive Revenue and Expense as an integral part of the total lease payment.

(i) Statement of Cash Flow

The Statement of Cash Flow has been prepared using the direct approach.

Operating activities include cash received from all revenue sources of the company and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to activities that change the equity and debt capital structure of the company.

(j) Related Parties

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties also include key management personnel or a close member of the family of any key management personnel.

(k) Directors' Remuneration

Directors' remuneration is any money, consideration or benefit received receivable or otherwise made available, directly or indirectly, to a Director during the reporting period. Directors' remuneration does not include reimbursement of legitimate work expenses or the provision of work-related equipment such as cell phones and laptops.

(l) Financial Instruments

Wellington Cable Car Limited classifies its financial assets and financial liabilities according to the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Trade and other receivables

Trade and other receivables are recorded at their fair value, less any provision for impairment. A provision for impairment is established where there is objective evidence that the company will not be able to collect all amounts according to the original terms of receivable. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows discounted using effective interest method. Receivables with a short duration are not discounted.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with up to three months maturity from the date of acquisition. These are recorded at their fair value.

Short Term Investments

Short term investments comprise an ANZ term deposit that is invested for a period of less than 12 months. This is recorded at its fair value.

Trade and other payables

Short term payables are recorded at face value.

(m) Revenue

Wellington Cable Car Limited derives revenue from the cable car passenger service with fares being the sole source of income.

Additional revenue is received from projects in relation to the Traction Network to modify the network at the request of outside parties and there are also pole occupancy licences in place.

Revenue is recognised when billed or earned on an accrual basis.

(n) Grants

The trolley bus overhead wiring system funding is from contract payments by the Greater Wellington Regional Council.

Grants are recognised as revenue when received, unless conditions apply. Any grants for which conditions apply under the grant agreement are carried as liabilities until all the conditions have been fulfilled.

(o) Expenses

Expenses are recognised when the goods or services have been received on an accrual basis.

(p) Employee Benefit Liabilities

A provision for employee benefits (holiday leave) is recognised as a liability when benefits are earned but not paid.

Holiday leave is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with sections 16(2) and 16(4) of the Holidays Act 2003.

Appendix 3: Forecast Financial Statements

WCCL SOI 2016/17

Wellington Cable Car Limited - Business Plan

Statement of Comprehensive Income for the years ending 30 June 2017, 2018 and 2019

	2016 (Forecast)	2017 - Qtr 1 \$000	2017 - Qtr 2 \$000	2017 - Qtr 3 \$000	2017 - Qtr 4 \$000	2017 - Total \$000	2018 \$000	2019 \$000
<u>OVERHEAD DIVISION</u>								
Income	4,634	1,076	1,076	1,076	1,076	4,290	8,000	0
Contractor Operations Costs	1,755	453	453	453	453	1,814	0	0
Wellington Cable Car Operations Costs	433	326	326	326	326	1,303	300	0
Reactive Maintenance	1,223	138	138	138	138	551	0	0
Total Operating Expenses	3,411	917	917	917	917	3,667	300	0
Operating Surplus/Loss before Replacements		159	159	159	159	623	7,700	0
Pole Replacements	285	93	93	93	93	371	0	0
Feeder Pillar Replacements	20	5	5	5	5	20	0	0
Special Works Replacement	137	19	19	19	19	62	0	0
Contact Wire Replacements / Rentensions	50	18	18	18	18	70	0	0
AMP Expenditure		0	0	0	0	0	0	0
Total Replacements	493	134	134	134	134	523	0	0
Total 3rd Party Jobs Completed	0	0	0	0	0	0	0	0
Overhead Division Items Subject to Business Case to GWRC								
Investigation Funding / Decommissioning	100	25	25	25	25	100	10,367	0
Contact Wire Replacements / Rentensions	490	0	0	0	0	0	0	0
Other Network Upgrade Expenditure	140	0	0	0	0	0	0	0
Total Maintenance cost	1,223	159	159	159	159	623	10,367	0
Depreciation	228	56	56	56	56	225	0	0
Total Expenses	4,861	1,132	1,132	1,132	1,132	4,515	10,667	0
Overhead Overall Surplus/ (Loss)	(228)	(56)	(56)	(56)	(56)	(225)	(2,667)	0

	2016 (Forecast)	2017 - Qtr 1 \$000	2017 - Qtr 2 \$000	2017 - Qtr 3 \$000	2017 - Qtr 4 \$000	2017 - Total \$000	2018 \$000	2019 \$000
<u>COMPANY ACTIVITIES DIVISION</u>								
Cable Car Income	2,477	344	796	994	492	2,626	2,963	3,089
Cable Car Operations	854	235	235	235	235	942	966	1,002
Cable Car Maintenance	682	170	170	170	170	681	715	776
Depreciation	168	42	42	42	42	168	185	175
Cable Car Expenses Subtotal	1,703	448	448	448	448	1,791	1,866	1,953
Cable Car Operating Surplus/ (Loss)	773	(103)	348	546	44	836	1,098	1,136
<u>EXTERNAL ACTIVITIES</u>								
3rd Party Services Net Contribution	23	2	2	2	2	8	0	0
Sundry External Income	294	59	59	59	59	237	75	78
External Activities Operating Surplus / (Loss)	317	61	61	61	61	244	75	78
Administration Expenses	392	134	134	134	134	536	578	592
External Activities Division Surplus/ (Loss)	698	(176)	275	473	(29)	544	595	622
WELLINGTON CABLE CAR - TOTAL SURPLUS/ (LOSS) BEFORE TAX	471	(232)	219	417	(85)	319	(2,072)	622
Income Tax Expense	140	(63)	63	118	(22)	96	89	182
WELLINGTON CABLE CAR - TOTAL SURPLUS/ (LOSS) AFTER TAX	330	(169)	156	299	(63)	223	(2,161)	440
The Total Surplus / (Loss) After Tax Consists of:								
Total Income	7,577	1,494	1,945	2,143	1,641	7,223	11,038	3,167
Total Expenditure	(7,247)	(1,663)	(1,789)	(1,845)	(1,704)	(7,000)	(13,199)	(2,727)
	330	(169)	156	299	(63)	223	(2,161)	440

Wellington Cable Car Limited - Business Plan

Statement of Movements in Equity for the years ending 30 June 2017, 2018 and 2019

	Notes	2016 \$000	2017 \$000	2018 \$000	2019 \$000
Opening Equity - 1 July		7,622	7,952	8,175	6,014
Net Surplus/(loss) for the period		330	223	(2,161)	440
Total Recognised Revenues and Expenses		<u>330</u>	<u>223</u>	<u>(2,161)</u>	<u>440</u>
Distribution to Owners		-	-	-	-
Closing Balance 30 June		<u>7,952</u>	<u>8,175</u>	<u>6,014</u>	<u>6,454</u>

Wellington Cable Car Limited - Business Plan

Statement of Financial Position for the years ending 30 June 2017, 2018 and 2019

	Notes	2016 \$000	2017 \$000	2018 \$000	2019 \$000
CURRENT ASSETS					
Bank	1	1,222	2,374	1,503	1,621
Inventory		550	100	-	-
Work In Progress		-	-	-	-
Accounts Receivable		<u>400</u>	<u>300</u>	<u>50</u>	<u>50</u>
		2,172	2,774	1,553	1,671
FIXED ASSETS	2	<u>8,000</u>	<u>7,656</u>	<u>5,220</u>	<u>5,549</u>
TOTAL ASSETS		10,172	10,430	6,773	7,221
CURRENT LIABILITIES					
Accounts Payable/Accruals		1,170	1,205	259	267
Current Portion of Term Loan		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
		1,170	1,205	259	267
NON CURRENT LIABILITIES					
ANZ Bank Loan		-	-	-	-
Deferred Tax Liability		1,050	1,050	500	500
Employee Retirement Gratuity		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
		1,050	1,050	500	500
NET ASSETS		<u>7,952</u>	<u>8,175</u>	<u>6,014</u>	<u>6,454</u>
SHAREHOLDERS' FUNDS					
Represented by:					
Authorised Capital					
Ordinary Shares at \$1 fully paid		7,435	7,435	7,435	7,435
Retained Earnings		<u>517</u>	<u>740</u>	<u>(1,421)</u>	<u>(981)</u>
		<u>7,952</u>	<u>8,175</u>	<u>6,014</u>	<u>6,454</u>
		-	-	-	-

Notes and Assumptions:

- 1 Bank balance has been taken as the balancing figure and includes any short term deposits and the Cable Car self insurance fund.
- 2 Fixed assets include the capital expenditure as included in the 2016-17 detailed budget report including disposal of the Overhead Division assets in the 2017/18 year to fund de-commissioning costs.
- 3 No distribution to owners based on the Company accumulating funds for further capital replacements required however will be assessed on an annual basis.

Wellington Cable Car Limited
Statement of Cash Flows
For the Years Ended 30 June 2017, 2018 and 2019

	Year Ended 30 June 2017	Year Ended 30 June 2018	Year Ended 30 June 2019
Cash flows from operating activities			
<u>Cash was received from:</u>			
Operating receipts	7,195	11,223	3,101
Interest received	66	66	66
<u>Cash was disbursed to:</u>			
Payments to suppliers and employees	(5,964)	(13,771)	(2,362)
Net cash inflow / (outflow) from operating activities	<u>1,297</u>	<u>(2,483)</u>	<u>805</u>
Cash flows from investing activities			
<u>Cash was received from:</u>			
Investments	-	-	-
Sale of Fixed Assets	-	-	-
<u>Cash was applied to:</u>			
Purchase of fixed assets	(49)	2,252	(505)
Net cash inflow / (outflow) from investing activities	<u>(49)</u>	<u>2,252</u>	<u>(505)</u>
Cash flows from financing activities			
<u>Cash was received from:</u>			
Term Loan	-	-	-
<u>Cash was applied to:</u>			
Payment of Dividend	-	-	-
Term Loan	-	-	-
Payment of Tax	-	-	-
Subvention Payment	(96)	(639)	(182)
Net cash inflow/(outflow) from financing activities	<u>(96)</u>	<u>(639)</u>	<u>(182)</u>
Net Increase/(decrease) in Cash held	<u>1,152</u>	<u>(870)</u>	<u>118</u>
Opening Cash Balance	1,222	2,374	1,503
Closing Cash Balance	<u>2,374</u>	<u>1,503</u>	<u>1,621</u>