



**HAWKE'S BAY REGIONAL  
INVESTMENT COMPANY LTD**

**STATEMENT OF INTENT**

For the year ending 30 June 2017



## 1. INTRODUCTION

This Statement of Intent (Sol) is prepared in accordance with Section 64(1) of the Local Government Act 2002.

The Sol specifies for Hawke's Bay Regional Investment Company Limited (HBRIC Ltd) and its subsidiaries the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the group may be judged in relation to its objectives, amongst other requirements.

The process of negotiation and determination of an acceptable Sol is a public and legally-required expression of the accountability relationship between the company and its shareholder, the Hawke's Bay Regional Council (Council).

The Sol is reviewed annually with Council and covers a three year period.

HBRIC Ltd is a council-controlled trading organisation (CCTO) for the purposes of the Local Government Act 2002.

## 2. MISSION STATEMENT

### **HBRIC Ltd's mission is:**

To optimise the financial and strategic returns to Council from its allocated investment portfolio to assist Council achieve its vision of "a region with a vibrant community, a prosperous economy, a clean and healthy environment, now and for future generations".



### 3. OBJECTIVES

**The objectives of HBRIC Ltd are to:**

- Actively manage its allocated investment portfolio and any new investments it makes, including its shareholding in the Port of Napier Limited (Napier Port), to ensure:
  - growth of shareholder value
  - increased financial and strategic returns
  - investments are secure and sustainable over the long term.
- Assist Council, in certain major investments such as the Ruataniwha Water Storage scheme, to achieve key environmental objectives of the Council's strategy.
- Identify on behalf of Council, and in conjunction with relevant parties, present and future regional infrastructural needs, and to support the establishment and maintenance of resilient infrastructure in the Hawke's Bay region that has the potential to enhance the economic well-being of the region, and provide an adequate return.
- Build the financial strength of HBRIC Ltd through appropriately directed commercial investment (not constrained to infrastructure), in a manner consistent with the approach set out in the Acquisition/Divestment policy (section 11) and through efficient financial practices.

In order to balance these objectives, HBRIC Ltd may, in appropriate circumstances, recommend to Council that HBRIC Ltd accepts a lower return or slower route to profitability.

## 4. NATURE AND SCOPE OF ACTIVITIES TO BE UNDERTAKEN

### HBRIC Ltd will:

- Own and manage the investment assets and liabilities transferred to it by Council from time to time.
- Encourage and facilitate subsidiary and associated companies to increase shareholder value and regional prosperity through growth, investment and dividend payments.
- Ensure that best practice governance procedures are applied to the key regional infrastructure and financial investments that are under HBRIC Ltd's ownership.
- Monitor the performance of each subsidiary and associated company against their stated economic, environmental and social performance objectives and against relevant benchmarks, ensure that they have proper governance procedures in place, and promote sustainable business practices.
- Make new investments and dispose of current investments in pursuit of its objectives in accordance with its Acquisition/Divestment Policy (section 11).
- Advise Council on strategic issues relating to its investments including, but not limited to, ownership structures, capital structures and rates of return.
- Perform financial, custodial and other functions required by Council which may include:
  - Grouping together Council's ownership of its subsidiary companies
  - Separation of the subsidiary companies from the ordinary operations of Council
  - Smoothing the cash flows to Council from its subsidiary companies
  - Enabling diversification of the Region's income streams for the benefit of ratepayers
  - Enhancing Council's capability to manage an active investment policy
- Invest in, and manage, a range of financial and physical assets in accordance with Council's Investment Policy detailed in its Long Term Plan (LTP) 2015-2025.
- Raise funds for investment and/or working capital by issuing bonds, mortgages, preference shares and other debt instruments (with the approval of Council for any sum greater than 5% of the value of HBRIC Ltd) or by reducing its holdings in equity investments in its subsidiary or associated companies.
- Comply with the LGA provisions requiring a special consultative process, and with Council policies, in regard to any disposal or part-disposal of shares in any Strategic Asset, for example by way of part sales of shares in Napier Port.
- Advise Council of any material capital expenditure projects by HBRIC Ltd or via its subsidiaries.
- Only invest in, or dispose of, investments, and use all income derived from these activities for Regional Council purposes and functions consistent with Council's Investment Policy.

## 4. NATURE AND SCOPE OF ACTIVITIES TO BE UNDERTAKEN (cont)

### Port of Napier Limited (Napier Port)

Napier Port is the leading international port in central New Zealand. Its East Coast location close to New Zealand's main international shipping lane together with excellent road, rail and coastal transport links enables the most efficient pathway to market for an increasing range of exports in an expanded central New Zealand catchment.

The Council beneficially owns 100% of the shares in Napier Port through HBRIC Ltd. Council's strategic objective is for HBRIC Ltd to continue to beneficially hold the shares of Napier Port as a key means of assisting economic development of the region. The investment is expected (via

dividends) to be a significant source of non-rate revenue for Council and has long-term prospects of growth and development.

In further developing its investment strategy, including the potential to fund investment in a Ngaruroro Water Storage Scheme, HBRIC Ltd will evaluate the risks and benefits of continuing to own 100% of Napier Port and will report to Council on this evaluation.

HBRIC Ltd and Council will be bound by the provisions of the Port Companies Act 1988 in respect of the shareholding in Napier Port.



#### **Napier Port**

100% owned by HBRIC Ltd, Napier Port is a busy entry-exit point for freight and cruise passengers stopping to experience Hawke's Bay.

## 4. NATURE AND SCOPE OF ACTIVITIES TO BE UNDERTAKEN (cont)

### Ruataniwha Water Storage Scheme (RWSS)

The RWSS is a key means for the Council to achieve its strategic environmental objectives for the Tukituki catchment including restoration of diminished low-flows, protecting aquatic ecosystems and limiting or managing periphyton growth, at the same time as enabling economic development in Hawke's Bay.

It is expected that HBRIC Ltd will recommend to Council an investment of up to \$80 million in HBRIC Ltd for the purpose of investing in the RWSS, subject to:

**a)** Satisfying the four Conditions Precedent in Council's resolution of 25 June 2014, being:

1. The EPA granting satisfactory resource consent conditions for RWSS infrastructure and operations, which in turn are recommended as being workable by all investors;
2. Agreements to purchase a minimum of 40 million cubic metres of water per annum (Water User Agreements) and that the Ruataniwha Water Limited Partnership has committed to supply a minimum of 40 million cubic metres;
3. Securing the funding required to build and operate the RWSS infrastructure; and,
4. Obtaining a bankable construction contract which adequately addresses construction risk allocation through a fixed-time, fixed-cost arrangement.

**b)** HBRIC Ltd increasing its annual distributions to Council to provide a 6% long-run internal rate of return to Council on the funds HBRIC Ltd draws down from Council from time to time to invest in the RWSS, up to a maximum investment of \$80m, to satisfy paragraph 8.5 of Council's resolution of 25 June 2014, and,

**c)** HBRIC Ltd Directors being satisfied with the projected rate of return on the investment.

HBRIC Ltd has agreed to Council's request of 29 June 2016 that:

The HBRIC Ltd appointed directors of the Ruataniwha Water General Partner will use all reasonable endeavours that all decisions of the enterprise are consistent with meeting the intentions of Plan Change 6, and that all farmers have a complying FEMP in place before agreeing to supply irrigation water for agricultural intensification on, in particular, the light soils in the Ruataniwha Basin for farming types currently known to have high nitrogen leaching such as dairying.

### Ngaruroro Water Storage Scheme

Council has for some time been investigating a water storage scheme in the Ngaruroro catchment. HBRIC Ltd is committed to entering into discussions with Council to determine which entity is best suited to undertake feasibility investigations for the scheme should Council choose to proceed.

**Makaroro concept visual**

The present Makaroro riverbed with a concept of how the water storage dam might appear.





**Makaroro reservoir extent**

The aerial overlay shows the potential footprint for water storage of around 96 million cubic metres, and suggests the recreation potential this asset could offer.



## 5. CORPORATE GOVERNANCE

HBRIC Ltd Board of Directors



### Independent Directors

Dr Andy Pearce (Chairman)

Mr Sam Robinson

Mr Jim Scotland

Ms Danelle Dinsdale



**Chief Executive**  
Mr Andrew Newman

## 5. CORPORATE GOVERNANCE (cont)

This section gives readers an overview of the company's main corporate governance policies, practices and processes adopted or followed by the HBRIC Ltd Board.

### Role of the Board of Directors

The Board of Directors is responsible to Council for the direction and control of HBRIC Ltd's activities. The Board is to guide and monitor the business and affairs of HBRIC Ltd in accordance with its mission and objectives as set out in this Statement of Intent.

The Chief Executive has been delegated responsibility for the day to day management of the company, assisted by staff as required. HBRIC Ltd may make use of external advisers from time to time.

All directors are required to comply with a formal Code of Conduct, which is based on the New Zealand Institute of Directors' Principles of Best Practice.

Following a biennial Board and Director evaluation of skills and competencies required for the Board of HBRIC Ltd, the Chairman will report to Council on the results of each evaluation.

### Responsibility to Shareholder

#### Statement of Intent

In accordance with the Local Government Act 2002, each year by 1 March HBRIC Ltd will submit a draft Statement of Intent for the ensuing year to Council for its consideration. The Sol sets out HBRIC Ltd's overall objectives, intentions and financial and performance targets. Having considered

any comments on the Sol by Council, the final operative Statement of Intent is then delivered to Council (as shareholder) for its approval on or before 30 June each year.

### Board Composition and Fees

Appointments to the HBRIC Ltd board are made directly by Council.

On 30 March 2016 Council resolved to reappoint Mr Sam Robinson and Mr Jim Scotland as Directors of HBRIC Ltd until 30 June 2018. Council also resolved on this day to reappoint Ms Danelle Dinsdale as a Director of HBRIC Ltd, and Dr Andy Pearce as Chairman of HBRIC Ltd, until 30 June 2019.

Fees for the HBRIC Ltd Board will be set triennially in accordance with Council policy. HBRIC Ltd will effect an appropriate directors' and officers' liability insurance cover at the expense of HBRIC Ltd.

The Board generally meets at monthly intervals, and more often when required.

## 5. CORPORATE GOVERNANCE (cont)

### Expense Reimbursement

HBRIC Ltd will reimburse Council for the ongoing cost of management, accounting and administrative services incurred by Council in providing these services to HBRIC Ltd. HBRIC Ltd will also reimburse Council for specialist advisory, technical and management services it provides to HBRIC Ltd for particular investments. Other services will be contracted between Council and HBRIC Ltd for other investment management and operation as required.

### Board Committees

#### **Audit and Risk Management Committee**

#### **Governance, Appointments and Remuneration Committee**

#### **RWSS Board Committee**

The Board will determine the need, or otherwise, for continuation of the RWS Board Committee reflecting Council decisions on investment in the RWSS.

### Subsidiary Companies

All subsidiary companies are required to submit an annual Statement of Intent to HBRIC Ltd, which will evaluate them and suggest changes as considered necessary, before finalisation by the company concerned. In the event of a new subsidiary company being established the first statement of Intent of the subsidiary company will be referred to the Council for comment. Subsequently, if any material changes are proposed by subsidiaries, HBRIC Ltd will consult with Council on such changes.

Representatives of the subsidiary board and management will meet with HBRIC Ltd at least twice each year, to discuss the company's strategic direction and any significant issues that arise. The Board also receives such other reports as are necessary to perform its monitoring function. However, HBRIC Ltd does not involve itself in the operational management of the subsidiary companies.

### Board appointments

All directors of subsidiary companies (and associate companies, if any) are selected through an open, professionally managed process, for their commercial expertise and aptitude in accordance with Council's Appointments Policy, and approved by Council.

### Financial results

Directors receive and review parent company financial and other reports monthly, and provide formal group and parent company financial statements to the shareholder twice annually – for the half year to 31 December and for the year ended 30 June.

### Joint Ventures

Joint ventures not established as company entities will adhere to the reporting requirements specified for subsidiary companies above.

**Makaroro dam site**

Site of the proposed water storage dam on the Makaroro River.



## 6. RATIO OF SHAREHOLDER'S FUNDS TO TOTAL ASSETS <sup>(1)</sup>

The forecast ratio of shareholders' funds to total assets, and capital structure for the next three years is:

Parent Company	Opening 15/16	16/17	17/18	18/19
Shareholder's funds/total assets	>90%	>95%	>95%	>95%
Net debt (\$000)*	16,000	0	0	0
Shareholders' funds (\$000)	238,500	298,500	350,100	350,100

\* Net debt includes shareholder advances from the Council to fund the development of the Ruataniwha Water Storage Scheme, and assumes that further funding from Council for investment in the scheme is injected into HBRIC Ltd via equity.

1. Shareholders' funds are defined as the sum of paid up capital, capital reserves and revenue reserves of the parent company. Total assets are defined as the total book value of all assets of the parent company as disclosed in the statement of financial position.

## 7. PERFORMANCE TARGETS AND MEASURES

### Financial

The key performance targets of HBRIC Ltd are to achieve or better the financial results set out in the tables below.

#### HBRIC LTD PARENT PERFORMANCE TARGETS

Performance Indicator	2016/17 Target	2017/18 Target	2018/19 Target
Net debt to net debt plus Equity	<10%	<10%	<10%
Interest cover (EBIT/Interest Paid)	>3x	>3x	>3x
EBITDA/Total Assets	3%	3%	3%
Return on Shareholders' Funds	3%	3%	3%
Ordinary Dividends	\$11.5m* or 9.5m*	TBA	TBA

**Notes:**

EBIT = Earnings Before Interest and Tax

EBITDA = Earnings Before Interest, Tax, Depreciation and Amortisation

TBA – to be advised, as requested by the Shareholder

\* - as requested by the Shareholder (see Distributions to Shareholder)

## 7. PERFORMANCE TARGETS AND MEASURES (cont)

### CONSOLIDATED PERFORMANCE TARGETS

Performance Indicator	2016/17 Target	2017/18 Target	2018/19 Target
Net debt to net debt plus Equity	<40%	<40%	<40%
Interest cover (EBIT/Interest Paid)	>3x	>3x	>3x
EBITDA/Total Assets	9%	9%	9%
Return on Shareholders' Funds	5%	5%	6%

**Notes:**

EBIT = Earnings Before Interest and Tax

EBITDA = Earnings Before Interest, Tax, Depreciation and Amortisation

#### Distributions to Shareholder

HBRIC Ltd will pay dividends to the shareholder after taking into account its profitability, future investment and cash management requirements. The dividends payable to the shareholder will be determined by the Board after consideration of the company's funding requirements and the requirement to meet the solvency test under the provisions of the Companies Act 1993. Dividends are forecast to be paid in two instalments in December and

June of each financial year. The total dividend to be paid in 2016/17 is projected to be \$11.5m (if the RWSS proceeds under current timelines) or \$9.5m (if the RWSS does not proceed or is delayed by approximately one year).

In addition, HBRIC Ltd may make distributions of capital reserves and/or repurchase its shares from Council, as agreed between Council and HBRIC Ltd from time to time.



## 8. OTHER PERFORMANCE MEASURES

In addition to the financial performance measures, the HBRIC Ltd Board will use the following measures to assess its performance over the 2016/17 financial year.

### Governance

Objective	Performance target
<p><b>1.</b> HBRIC Ltd maintains a strategic direction that is consistent with that of 100% shareholder Hawke's Bay Regional Council (Council).</p>	<p>HBRIC Ltd develops and maintains appropriate communication lines with Council to ensure HBRIC Ltd remains aware of Council's strategic priorities.</p> <p>By 1 March each year, HBRIC Ltd will submit a draft Sol for the forthcoming year for review and approval by Council.</p>
<p><b>2.</b> HBRIC Ltd keeps Council informed of all significant matters relating to HBRIC Ltd and its subsidiaries, within the constraints of commercial sensitivity.</p>	<p>HBRIC Ltd submits regular written reports to Council in the financial year and presents seminars to Councillors when appropriate.</p> <p>Major matters of urgency are reported to Council at the earliest opportunity.</p>
<p><b>3.</b> Corporate governance procedures are appropriate, documented and reflect best practice.</p>	<p>The company's policies will be developed and reviewed in accordance with a schedule approved by the Board, and the company will work with and assist Council to ensure that there is alignment between Council and company policies.</p>
<p><b>4.</b> Directors make an effective contribution to the HBRIC Ltd board, and their conduct is in accordance with generally accepted standards.</p>	<p>The Board will conduct a formal biennial performance evaluation for each HBRIC Ltd director. The next performance evaluation is due for completion by 31 December 2017.</p> <p>The Governance committee will review the training needs of individual HBRIC Ltd directors, and ensure training is provided where required.</p>

## 8. OTHER PERFORMANCE MEASURES (cont)

Objective	Performance target
<p><b>5.</b> HBRIC Ltd's process for the selection and appointment of directors to the boards of subsidiary and monitored companies is rigorous and impartial.</p>	<p>The process followed for each appointment to a subsidiary or monitored company board is transparent, fully documented and in line with Council's approved policies and procedures.</p>
<p><b>6.</b> Subsidiary companies complete, on a timely basis, Statements of Intent that meet best practice standards.</p>	<p>HBRIC Ltd will engage with subsidiary companies prior to the Sol round in each year regarding the structure and content of their Sols.</p> <p>In each year, subsidiary companies submit draft Statements of Intent to HBRIC Ltd in sufficient time for HBRIC Ltd to submit a Final SOI by 30 June.</p> <p>HBRIC Ltd will review Statements of Intent and respond to the subsidiaries and make recommendations to Council, including on any material changes that are proposed, within six weeks of receipt.</p>
<p><b>7.</b> Subsidiary companies that are CCTOs comply with the Local Government Act's requirements that their principal objectives be:</p> <ul style="list-style-type: none"> <li>• achieving the objectives of its shareholders as set out in the Sol;</li> <li>• being a good employer;</li> <li>• exhibiting a sense of social and environmental responsibility; and</li> <li>• conducting their affairs in accordance with sound business practice.</li> </ul>	<p>HBRIC Ltd will review the companies' performance in the context of these statutorily required objectives.</p>

## 8. OTHER PERFORMANCE MEASURES (cont)

Objective	Performance target
<p><b>8.</b> Investment Policy</p>	<p>The HBRIC Ltd Board will develop an investment policy to achieve the objectives contained in Section 3 of this Sol, subject to the requirement to comply with Council's overarching investment policy as written in the LTP 2015-2025, and the constraints imposed by asset classifications and support for Council's strategic objectives.</p> <p>HBRIC Ltd's investment policy will be subject to Council approval before it is adopted as the policy of the company. This investment policy will be reviewed by HBRIC Ltd from time to time and in any case whenever Council's own investment policy is revised, and in the course of Council's preparation of its future Long Term Plans. All such changes will be subject to Council approval.</p>
<p><b>9.</b> Strategic Planning</p>	<p>The strategic plan prepared and reviewed with Council in 2015 will be further developed and reviewed with Council at an appropriate date after completion of the RWSS project.</p>

## 8. OTHER PERFORMANCE MEASURES (cont)

### Group strategic, financial and sustainability objectives

Objective	Performance target
1. Subsidiary companies adopt strategies that are compatible with the strategic direction of HBRIC Ltd and Council.	HBRIC Ltd will engage with subsidiary companies prior to the 2017 Sol round regarding key shareholder strategies and, subsequently, review their Sol's for compatibility with those strategies.
2. Subsidiary companies adopt strategies that contribute to regional growth.	HBRIC Ltd will encourage subsidiary companies to seek opportunities that are both commercially sound and are capable of enhancing regional growth, and actively engage them with regard to specific opportunities that may arise.

### Parent company financial objectives

Objective	Performance target
1. HBRIC Ltd financial and distribution performance meets the shareholder's expectations.	HBRIC Ltd pays a dividend for the 2017 financial year that meets or exceeds the forecast dividend, and achieves the other budgeted key performance measures set out in section 7.
2. HBRIC Ltd's capital structure is appropriate for the nature of its business.	HBRIC Ltd will review the structure of its balance sheet to ensure that it is appropriate for implementation of the Ruataniwha Water Storage project, and provides sufficient flexibility to develop and undertake other approved investments.
3. HBRIC Ltd's investments provide an appropriate return in relation to their business risk, and against external benchmarks.	HBRIC Ltd will periodically review the performance of subsidiary companies and other investments against external benchmarks, and assess the value of the investment in the individual company in relation to its inherent business risk and community benefits.

## 9. HBRIC LTD TO BE PERIODICALLY VALUED

Council and HBRIC Ltd will undertake an independent assessment of the market value of the HBRIC Ltd group as at 30 June 2018, and thereafter on 30 June at three yearly intervals.

HBRIC Ltd will monitor its own market value at 30 June in each financial year by undertaking an internal

assessment of its ongoing capital value (including valuation of subsidiaries and associates). This will be used to assist management of capital, debt and revenue and expenditure streams to achieve the returns set out in Section 7 of this Statement of Intent.

## 10. REPORTING AND INFORMATION TO BE PROVIDED BY HBRIC LTD

### **Statutory information requirements**

The company will provide an annual Statement of Intent in accordance with Section 64(1) of the Local Government Act 2002. The directors will include any other information they consider appropriate. Where appropriate, revised forecasts will be submitted to the shareholder.

HBRIC Ltd will submit an annual report to the shareholder. The annual report will include audited financial statements and such other details as are necessary to permit an informed assessment of the company's performance and financial position during the reporting period, and to comply with the requirements of the Companies Act and Financial Reporting Act.

The company will also prepare unaudited interim group and parent company financial statements to 31 December, and a review of the period, that comply with

NZ IAS 34 "Interim Financial Reporting" by 28 February in each financial year.

### **Other information to meet the needs of Council**

The company will provide regular reports to Council on its activities and the results of its subsidiary companies. It will operate on a "no surprises" basis in respect of significant shareholder-related matters, to the fullest extent possible in the context of commercial sensitivity and confidentiality agreements.

## 11. ACQUISITION / DIVESTMENT POLICY

HBRIC Ltd will comply with Council's Investment Policy as set out in the Long Term Plan 2015-25 for acquisitions and divestments.

HBRIC Ltd will periodically review its investments to ensure that continued ownership represents the best option for HBRIC Ltd and Council, and will consult with Council prior to any divestment or major restructuring of a subsidiary company.

## 12. ACTIVITIES FOR WHICH COMPENSATION IS SOUGHT FROM ANY LOCAL AUTHORITY

Currently there are no activities for which compensation will be sought from any local authority.

## 13. COMMERCIAL VALUE OF SHAREHOLDER'S INVESTMENT

The Council's investment in HBRIC Ltd as at 30 June 2015 was independently valued at \$235.2 million.

## 14. ACCOUNTING POLICIES

HBRIC Ltd will adopt accounting policies that are consistent with New Zealand International Financial Reporting Standards, generally accepted accounting practice and the policies adopted by the Hawke's Bay Regional Council group.



## DIRECTORY

### POSTAL ADDRESS

Private Bag 6006  
Napier 4142

### REGISTERED ADDRESS

159 Dalton Street  
Napier South  
Napier 4110

### BOARD

Dr Andy Pearce (Chair)  
Mr Jim Scotland  
Mr Sam Robinson  
Ms Danelle Dinsdale

### CONTACT

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Hawke's Bay Regional Investment Company Ltd is a  
Council Controlled Trading Organisation of Hawke's Bay Regional Council

