FINAL MINUTES

23 July 2014

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34110	23.07.2014	Ordinary Meeting Minutes
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Declaration of Potential Conflict of Interest

Item 11.1 - Crs Martin and Perkins

ORDINARY MEETING
MINUTES

1. ATTENDANCE:

Her Worship the Mayor, Cr D T Comerford (Chairperson), Crs K J Casey, C J Bonanno, L G Bonaventura, F A Gilbert, A N Jones, G J Martin, T A Morgan, D J Perkins and R D Walker were in attendance at the commencement of the meeting. Also present was Mr B Omundson (Chief Executive Officer) and Mrs M Iliffe (Minute Secretary).

The meeting commenced at 10.00 am.

2. ABSENT ON COUNCIL BUSINESS:

Nil

3. APOLOGIES:

Cr P F Steindl

4. CONDOLENCES:

Council observed one minute silence on the passing Mrs Cheryl Steindl, wife of Cr Paul Steindl, and offered their condolences to Cr Steindl, his daughters and family members as this very sad time.

5. CONFIRMATION OF MINUTES:

5.1 ORDINARY MEETING MINUTES - 16 JULY 2014

THAT the Ordinary Meeting Minutes held on 16 July 2014 be confirmed.

Moved Cr Bonanno **Seconded Cr Gilbert**

CARRIED

6. BUSINESS ARISING OUT OF MINUTES OF PREVIOUS MEETING:

Nil

7. MAYORAL MINUTES:

Nil

8. CORRESPONDENCE AND OFFICERS' REPORTS:

8.1 EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR JUNE 2014 (SUBJECT TO END OF YEAR ADJUSTMENTS AND AUDIT)

Author Director Organisational Services

Purpose

To present the Executive Financial Performance Report to 30 June 2014, before adjustments for accruals, carry forward projects and end of financial year adjustments.

Background/Discussion

As at 30 June 2014 Council's Operating Revenue totalled $291,159,602 and Operating Expenditure totalled $305,956,910, with the difference accounted for by Transfers. Total Capital Expenditure equals $235,646,063.

Capital expenditure is currently at 71% of annual budget which includes the 2012/2013 carryovers. The figure is subject to end of year adjustments and accruals. Some of this under expenditure will be carried forward to 2014/2015 financial year, for the completion of projects already commenced.

It should be noted that figures provided are accurate as at the date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods. It should also be noted that the figures are provisional and are expected to change through the effects of end of year adjustments.

Depreciation estimates are based on a percentage of the annual budget until the final calculations are undertaken as part of the year end process.

Consultation and Communication

Management Team.

Resource Implications

The operating surplus shown is provisional and expected to change significantly through the effects of end of year adjustments. The delay in delivery of the capital program will likely result in carryovers.

Risk Management Implications

Nil.

Conclusion

It is important to note that the interim results presented are provisional and will be subject to significant end of year adjustments. It is however still pleasing to note that on a whole of Council basis, operating revenue targets in most instances have been achieved and generally operating expenditure has been kept at or under budget.

Officer's Recommendation

THAT the Executive Financial Performance Report for June 2014 be received.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Walker **Seconded Cr Gilbert**

CARRIED

8.2 ORGANISATIONAL SERVICES MONTHLY REPORT - JUNE 2014

Author Director Organisational Services

Purpose

To review the attached Organisational Services Monthly Review Report for June 2014.

Officer's Recommendation

THAT the Organisational Services Monthly Review Report for June 2014 be received.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Walker **Seconded Cr Martin**

CARRIED

9. CONSIDERATION OF COMMITTEE REPORTS:

Nil

10. RECEIPT OF PETITIONS:

Nil

11. TENDERS:

Crs David Perkins and Greg Martin declared a Material Personal Interest (as per section 172 of the *Local Government Act 2009*) on this matter due to owning property in the area and left the room at **10.10 am**, taking no part in the debate or decision of the meeting.

Voting then recorded as per usual.

11.1 MRC 2014-069 CENTRAL BUSINESS DISTRICT (CBD) REVITALISATION PROJECT - RECOMMENDATION OF PREFERRED TENDERER

File No **MRC 2014-069 - Central Business District (CBD) Revitalisation Project**
Author **Director Engineering & Commercial Infrastructure**

Purpose

To present for approval, tenders submitted for MRC 2014-069 Central Business District (CBD) Revitalisation Project.

Also to outline the process, steps and selection criteria undertaken by the Evaluation Panel, for the tendering process.

Operational Plan Linkage

2.10.1 – Delivery of the City Centre Revitalisation Project on time and on budget

Background/Discussion

Stage 1

The Expression of Interest (EOI) process for the CBD Revitalisation Project commenced in March 2014 in accordance with Section 228(6) - *Local Government Regulation 2012*.

Initially eleven contractors submitted for short listing to be invited to the next stage to tender the works. The Evaluation Panel assessed all eleven submissions and made the recommendation to short-list four Contractors:

- BMD Urban Pty Ltd
- FK Gardner and Sons Pty Ltd
- Shamrock Civil Engineering Pty Ltd
- Vassallo Constructions Pty Ltd

Stage 2

During April the final tender documentation was prepared by the Project Delivery Team and issued to the four short-listed contractors in May for a full submission and tender pricing. During this tendering period, a mid-tender workshop was held with each tenderer so they could present their draft proposals including possible alternatives and raise issues encountered throughout the process.

The final technical and financial submissions were received by the closing time of 10.00am on 13 June 2014.

The Evaluation Panel first carried out an indicative scoring matrix based on standard industry tender evaluation system using deviation from the lowest tender price.

The Evaluation Panel then carried out assessment of the non-priced criteria and conducted clarification workshops with tenderers post-tender close of 25 June 2014.

During the evaluation, tenderers were assessed against the nominated qualitative criteria:

a) Key nominated personnel
b) Demonstrated understanding
c) Local Content

Between 13 June 2014 and 9 July 2014, the tender evaluation was undertaken and clarifications requested as were deemed necessary by the Evaluation Panel.

Following the review of all clarifications, the Evaluation Panel did not revise its initial tender scoring based on the responses to additional information and tender clarification outcomes.

At the conclusion of this stage it was evident that Vassallo Constructions Pty Ltd was the preferred tenderer and proceeded with further negotiations.

Stage 3

The Evaluation Panel proceeded with negotiations with the preferred tenderer, Vassallo Constructions Pty Ltd, for final commercial and technical clarifications and to negotiate savings in construction materials and methods outlined in their tender response.

Two areas of savings in the contract value are the alternatives proposed in their original tender bid and the risk and opportunity elements in the contract.

The alternatives relate to the construction method in the fixing of the concrete pavers to the structural concrete slab below. The proposal is to replace the nominated fixing adhesive, Laticrete, with a Davco product. The Technical Panel have reviewed the proposed alternative and accept the proposed alternative.

Other alternatives proposed by Vassallo Constructions Pty Ltd have not been accepted at this stage.

This resulted in a total revised contract sum for the preferred tenderer in Vassallo Constructions Pty Ltd to $12,567,603 (Excluding GST).

Consultation and Communication

The Evaluation Panel consisted of four Council senior staff in Technical Services Manager, Graeme Hawes, Civil Projects Manager, Rob Perna, City Centre Project Manager, Jim Carless, and Procurement and Plant Manager, Peter Shuttlewood (non-voting, Probity Manager).

Additional advice was gained from the Technical Review Panel consisting of four Council officers and one design consultant from Aurecon. Advice was also gained from a Commercial Review Panel consisting of one Council staff member and consultants McCullough Robertson Lawyers and Project Support.

The Governance of the Project is being managed by a Project Control Group consisting of the following members:

- Mayor Deirdre Comerford (Chairperson)
- Councillor Greg Martin
- Councillor Chris Bonanno
- Chief Executive Officer, Barry Omundson
- Director Engineering & Commercial Infrastructure, Jason Devitt
- Director Organisational Services, Dan McKinlay
- Economic Development Manager, Debra Howe

Resource Implications

The $17.65 million CBD Revitalisation Project is jointly funded by Council and grant funding through the Department of Regional Australia, Local Government, Arts and Sport, Regional Development Australia Fund.

Risk Management Implications

Given the value and number of stakeholders involved within the Project, it was decided to undertake a detailed Risk Management Workshop. On 4 February 2014, an Internal Risk Workshop was facilitated by an external consultant, in which inputs were provided by 22 staff members from the MRC Project Delivery Group, after which a significant number of risk elements were identified. Subsequently the identified risks were compiled and rationalised into a Preliminary Risk Profile.

This Risk Profile has since been analysed, following another substantial Internal Risk Analysis Workshop, by Risk Modelling software @Risk.

The final Risk Report was used as the basis to undertake Individual Risk Workshops with each of the shortlisted contractors from the REOI process to further look to mitigate risks to the Project once awarded.

Conclusion

That awarding the main works contract for the Central Business District (CBD) Revitalisation Project to Vassallo Construction Pty Ltd will provide the most advantageous outcome to Mackay Regional Council based on their demonstrated understanding of Council's requirements and their previous local experience.

Officer's Recommendation

THAT Council award contract MRC 2014-069 Central Business District (CBD) Revitalisation Project to Vassallo Constructions Pty Ltd for the price of $12,567,603 (GST Exclusive).

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Bonanno **Seconded Cr Gilbert**

CARRIED

10.13 am - Crs David Perkins and Greg Martin returned to the Meeting Chamber.

12. CONSIDERATION OF NOTIFIED MOTIONS

Nil

13. LATE BUSINESS:

13.1 QUEENSLAND MINING & ENGINEERING EXHIBITION (QME)

The Mayor announced that QME was celebrating its 21st year and at the MECC last night presented them with a dump truck cake to help celebrate this wonderful milestone.

Cr Bonnano advised he has been involved in QME from the beginning and everything this event brings with it is outstanding for the Mackay region.

13.2 FESTIVAL OF THE ARTS 2014

The Mayor acknowledged the success of the Festival for 2014 and would like to congratulate all staff members involved at a morning tea with Council.

Cr Bonanno advised that approximately 30,000 people attended the Festival of the Arts, through various events on offer, and also wished to congratulate the staff members involved.

13.3 MACKAY SLEEPOUT 2014

Cr Gilbert advised that on Friday 8 August at 6.30 pm St Pauls Church would be hosting the Mackay Sleepout 2014 at the Blue Water Quay to raise awareness of homelessness and encouraged all to participate with all funds going to the Mackay Drop in Centre.

14. PUBLIC PARTICIPATION:

Mr Bob McCullough of Mackay, wished to express his disappointment in the State Government backdating the legislation on the charging of rates for rental properties. Mr McCullough also raised various issues he had in relation to the validity of Local Government generally and presented the Mayor with his research material for review by the Councillors as well as a request for additional information from Council. The Mayor advised how Local Government exists with and alongside that of both State and Commonwealth Governments. The Mayor also advised Mr McCullough that the CEO would have his request appropriately addressed.

15. CONFIDENTIAL REPORTS:

15.1 MACKAY CITY CENTRE

Confidential

Council Recommendation

THAT the Report be deferred until the Ordinary Meeting of 6 August 2014.

Moved Cr Casey **Seconded Cr Bonanno**

CARRIED

15.2 SHELLGRIT CREEK DRAINAGE STUDY

Confidential

Council Recommendation

THAT the Shellgrit Creek Drainage Study Report be received.

FURTHER THAT Council consider and prioritise the identified works as part of its future Long Term Financial Forecast reviews.

Moved Cr Casey **Seconded Cr Bonaventura**

CARRIED

16. MEETING CLOSURE

The meeting closed at 10.25 am.

17. FOR INFORMATION ONLY

17.1 DEVELOPMENT APPLICATION INFORMATION - 07.07.14 TO 13.07.14

For Council Information Only – No Decision Required.

Development Applications Received

App no	Code / Impact	Address	Applicant	Description	Officer
CON-2014-110		1838 Sarina Homebush Road, OAKENDEN	Travis Ollett	Amenity and Aesthetics	Bruce Lenahan
MCUC-2013-293	Code	178-180 Maggiolo Drive, PAGET	Bill Barber Design and Drafting	Request for plans to be considered 'Generally in Accordance' - Material Change of Use - Warehouse and ancillary showroom	Brogan Jones
MCUC-2014-124	Code	2-6 Caterpillar Drive, PAGET	ADC Projects	General Industry (Machinery Hire)	Kathryn Goodman
MCUC-2014-144	Code	11 Albatross Street, SLADE POINT	Andrew J Hewitt	Residential Storage Shed - Front Boundary Relaxation & Steep Land Overlay	Brogan Jones
MCUC-2014-145	Code	L 12 Anna Court, OAKENDEN	John L Rogers and Tammy Davidson	Dwelling House (Steep Land Overlay)	Kevene Albert
MCUC-2014-146	Code	36-38 Iridium Drive, PAGET	Ace Space Design	General Industry	Brogan Jones
MCUC-2014-148	Code	168 Wainai Road, FARLEIGH	Warren M Bolton	Residential Storage Shed >85m2	Josephine McCann

Development Applications Entering Decision Making Period

App Number	Code / Impact	Address	Applicant	Description	Primary Officer
MCUC-2014-119	Code	47 Nebo Road WEST MACKAY	Christopher A Newton and Kerri-Anne Newton	Dwelling House (Flood & Inundation Overlay)	Andrea McPherson
MCUC-2014-135	Code	19 Carl Street RURAL VIEW	Lemmon Investments Pty Ltd	Veterinary Hospital - Extension (Horse Inspection and Outdoor Exercise and Rehabilitation Yard)	Matthew Ingram
MCUC-2014-144	Code	11 Albatross Street SLADE POINT	Andrew J Hewitt	Residential Storage Shed - Front Boundary Relaxation & Steep Land Overlay	Brogan Jones
MCUC-2014-145	Code	0 Anna Court OAKENDEN	John L Rogers and Tammy Davidson	Dwelling House (Steep Land Overlay)	Kevene Albert
MCUC-2014-145	Code	0 Anna Court OAKENDEN	John L Rogers and Tammy Davidson	Dwelling House (Steep Land Overlay)	Kevene Albert
MCUI-2013-140	Impact	23706 Peak Downs Highway ETON	BRW Transport and Quarries Pty Ltd	Extractive Industry	Helle Jorgensen Smith
MCUI-2014-88	Impact	551 Miran Khan Drive FRESHWATER POINT	John V Grendon	Home Based Business (Cabinet Maker)	Andrea McPherson

Development Applications Finalised

App No	Code / Impact	Location	Applicant	Description	Officer
Approved Subject to Conditions					
CON-ASPA-2014/106		246 Cliftonville Road SARINA QLD 4737	Rockhampton Building Approvals	Amenity and Aesthetics(Shed)	Bruce Lenahan
CON-ASPA-2014/107		11 James Croker Drive MOUNT PLEASANT QLD 4740	Mackay and Whitsunday Building Certification	Building Work - Boundary Setback for Extension	Helle Jorgensen Smith
CON-ASPA-2014/109		591 Mackay-Habana Road NINDAROO QLD 4740	Coastal Building Approval Service	Building Work - Boundary Setback for Garage, Store Room and Patio	Brogan Jones
ROLC-ASPA-2013/428	Code	33 Hans Christian Street SARINA QLD 4737	Focus Pty Ltd	1 Rural Residential Lot into 9 Lots	Josephine McCann
ROLC-ASPA-2014/122	Code	1 College Court NORTH MACKAY QLD 4740	Mackay Surveys Pty Ltd	1 Rural Lot into 2 Lots	Helle Jorgensen Smith
Discontinued					
MCUI-ASPA-2012/193	Impact	240 Cliftonville Road SARINA QLD 4737	Patricia A Marriage	Second House Each on Two Different Rural Zoned Lots.	Josephine McCann

Confirmed on Wednesday 6 August 2014

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MAYOR

APPENDIX / ATTACHMENTS

Mackay
REGIONAL COUNCIL

Executive Financial Performance Report

For the month of June 2014

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

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PROGRESS AT A GLANCE

Program	Indicator	Comments
Office of the Mayor & CEO	●	
Performance & Strategy	●	
Economic Development	●	
Sustainability & Collaboration	●	Final figures to be reviewed as part of end of year process.
Development Services – Department Management	●	
Strategic Planning	●	
Development Assessment	●	
Business Support	●	
Health and Regulatory	●	
Development Engineering	●	
Organisational Services – Department Management	●	
Human Resources	●	
Financial Services	●	
Procurement and Plant	●	
Information Services	●	Operational overspends in Corporate Software Maintenance due to increases over and above expectations in Corporate software.
Governance	●	
Asset Management	●	
Internal Audit	●	
Enterprise Risk & Strategic Review	●	
Community & Client Services – Department Management	●	
Property Services	●	
Community Lifestyle	●	
Mackay Entertainment Convention Centre & Events	●	
Corporate Communications & Marketing	●	
Parks and Environment	●	
Engineering and Commercial Infrastructure –	●	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

Program	Indicator	Comments
Department Management		
Civil Operations	●	
Technical Services	●	
Emergency Management	●	
Civil Projects	●	The 90% delivery target has been achieved.
Engineering Services - National Disaster Relief & Recovery Arrangements	●	QRA's reconciliation of the 2011 & 2012 programs yet to be undertaken. This will not be finalised until late 2014 and final position will not be known until then.
Engineering Services - Business Services	●	
WWS Management	●	
WWS Planning & Sustainability	●	
WWS Infrastructure Delivery	●	
WWS Water Network	●	
WWS Waste Services	●	
WWS Business Services	●	
WWS Water Treatment	●	

Indicators:

- ● Budget on Track
- ● Partial Budget Issue
- ● Definite Budget Issue

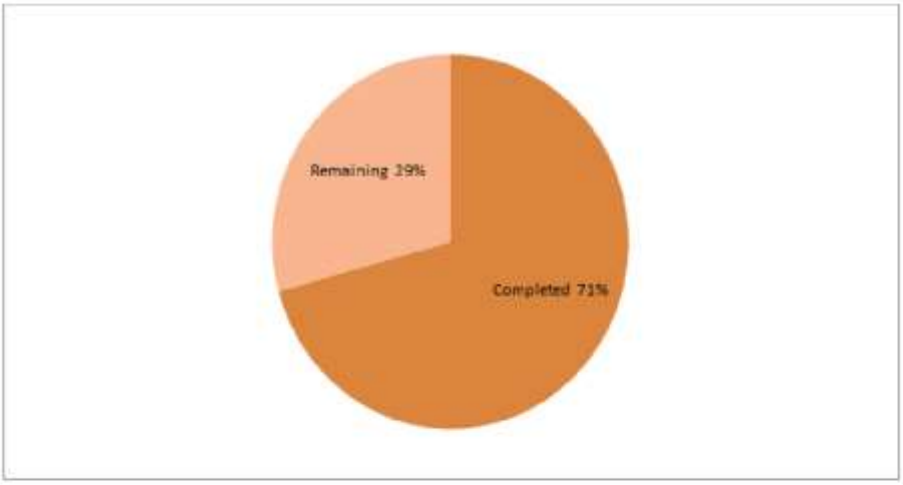
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT AT A GLANCE

JUNE FINANCIAL PERFORMANCE AT A GLANCE				
	Actual $	Amended Budget $	Variance $	Actual - Budget %
Total operating revenue	291,159,602	304,952,525	13,792,923	95.48%
Total operating expenses	305,956,910	290,627,314	(15,329,596)	105.27%
Operating position	**(14,797,307)**	**14,325,211**	**29,122,519**	
Capital revenue	192,993,955	151,618,428	(41,375,527)	127.29%

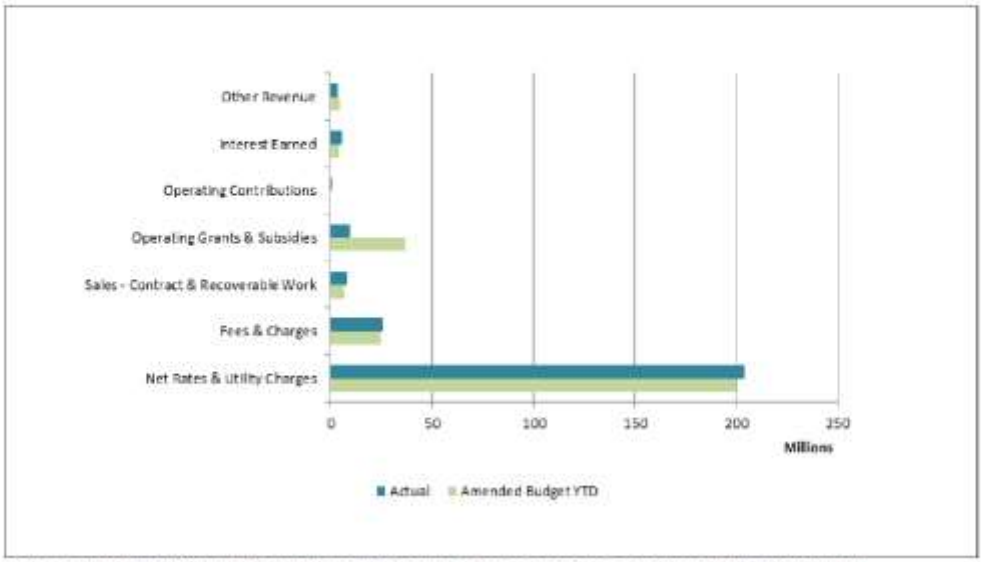
CAPITAL EXPENDITURE (excluding non-cash developer contributions and loan repayments)	
YTD actual expenditure	140,693,363
Remaining capital expenditure	58,176,993
TOTAL budgeted capital expenditure	198,870,356



MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

REVENUE



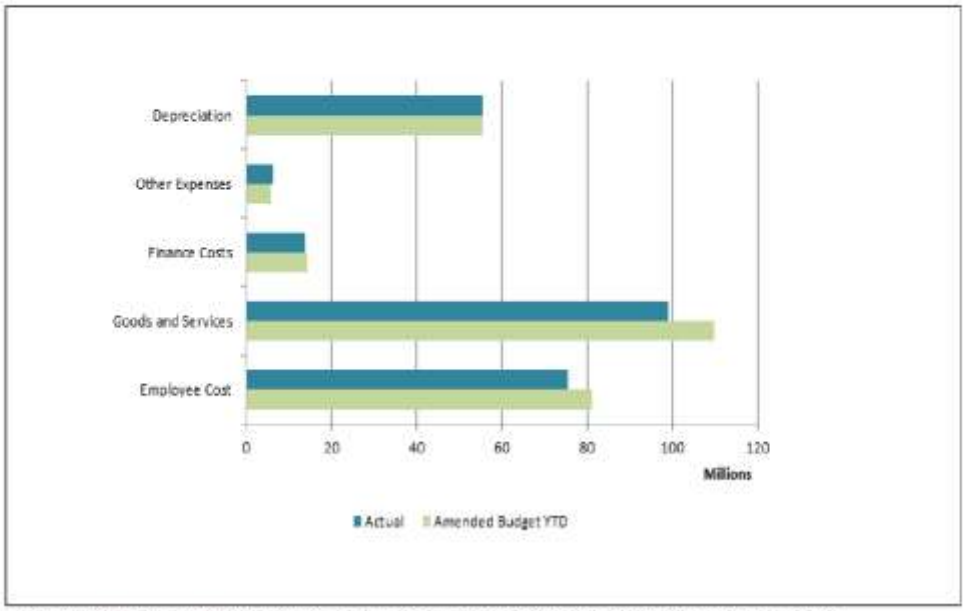
* Note: Amended Budget YTD reflects predicted monthly cash flow budget as opposed to a percentage of total amended budget.

VARIANCE EXPLANATIONS - REVENUE					
Description	Actual $	Amended Budget $	Variance of Actual against Budget		
Net Rates and Utility Charges	203,913,310	199,915,491	3,997,819	Favourable	Higher than budget predominately through higher than anticipated rates growth and the take up rate for discounts offered also being lower than anticipated.
Fees and Charges	25,866,508	24,387,641	1,478,867	Favourable	Higher than budget through some higher than anticipated activity. It should be noted that year end adjustments for prepaid revenue will reduce this variance.
Sales - Contract and Recoverable Works	7,947,593	6,707,275	1,240,318	Favourable	Higher than budget through some higher than anticipated activity
Operating Grants & Subsidies	9,903,802	36,881,934	(26,978,132)	Unfavourable	Less than budget due to the timing of the receipt of grants funds predominantly NDRRA.
Interest Earned	5,557,196	3,825,375	1,731,821	Favourable	Above budget through investment of higher than anticipated reserve funds, related to the timing of capital delivery. This is offset by transfer to reserve to assist in retaining the purchasing power of reserve funds.
Other Revenue	3,605,207	4,855,992	(1,250,785)	Unfavourable	Below budget due in part to some less than predicted revenue for the MECC.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

EXPENDITURE



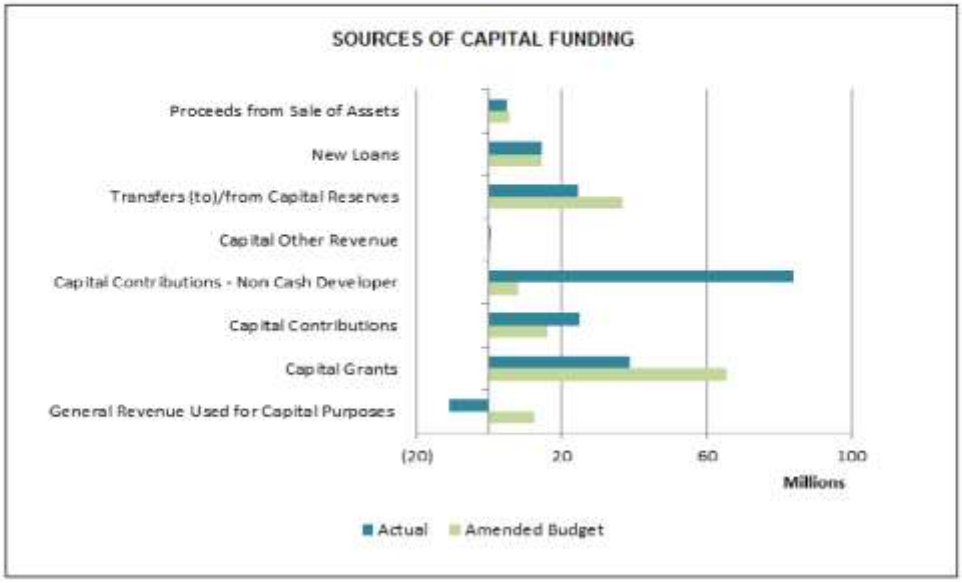
* Note: Amended Budget YTD reflects predicted monthly cash flow budget as opposed to a percentage of total amended budget.

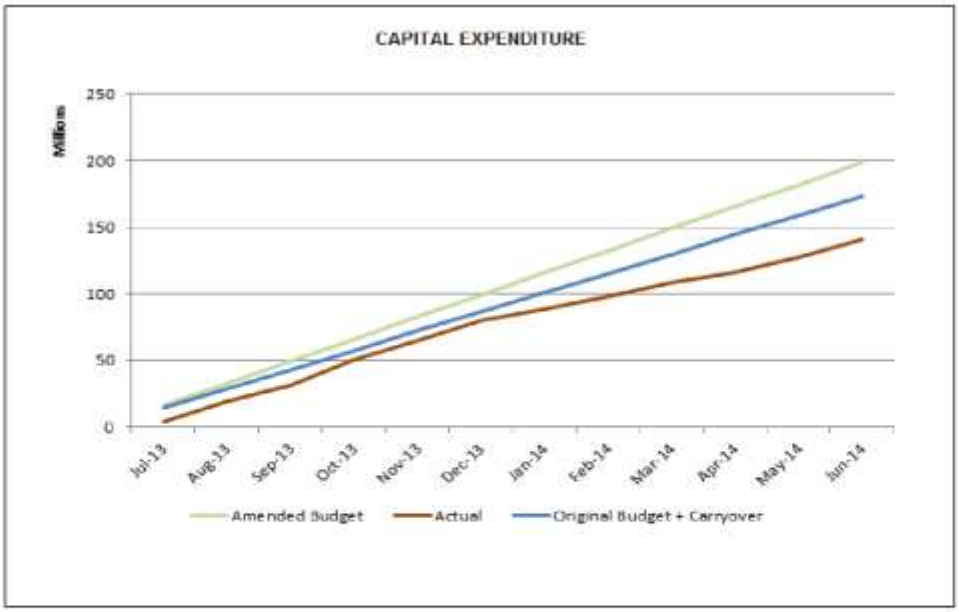
VARIANCE EXPLANATIONS - EXPENSES					
Description	Actual $	Amended Budget $	Variance of Actual against Budget		
Employee costs	75,484,973	80,915,724	(5,430,751)	Favourable	Below budget through management of vacancies and employee expenses.
Goods, Services & Other Operational Costs	99,018,016	109,773,959	(10,755,942)	Favourable	Below budget due mainly to the scheduling of large contract payments and the timing of expenditure associated with NDRRA. End of year adjustments will alter this result.
Finance costs	13,880,810	14,406,203	(525,393)	Favourable	Below budget due to the finalisation of some loans resulting in some interest savings.
Other expenses	6,401,872	5,747,230	654,642	Unfavourable	Close to budget and anticipated to meet budget following accruals and end of year adjustments.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

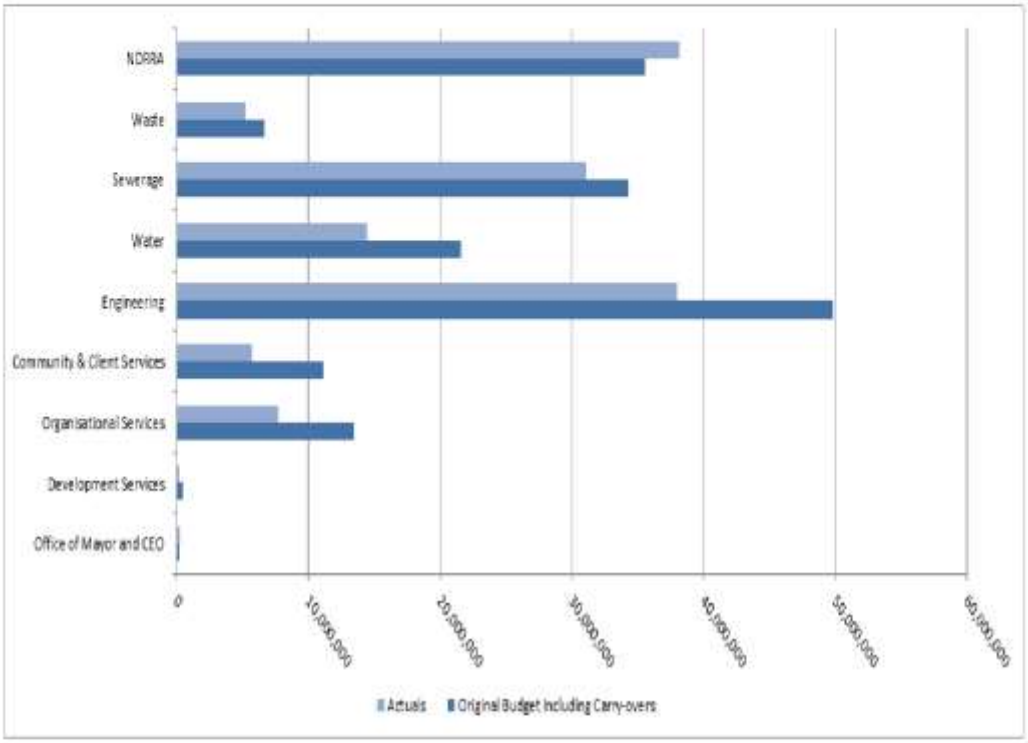
CAPITAL





MACKAY REGIONAL COUNCIL **EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014**

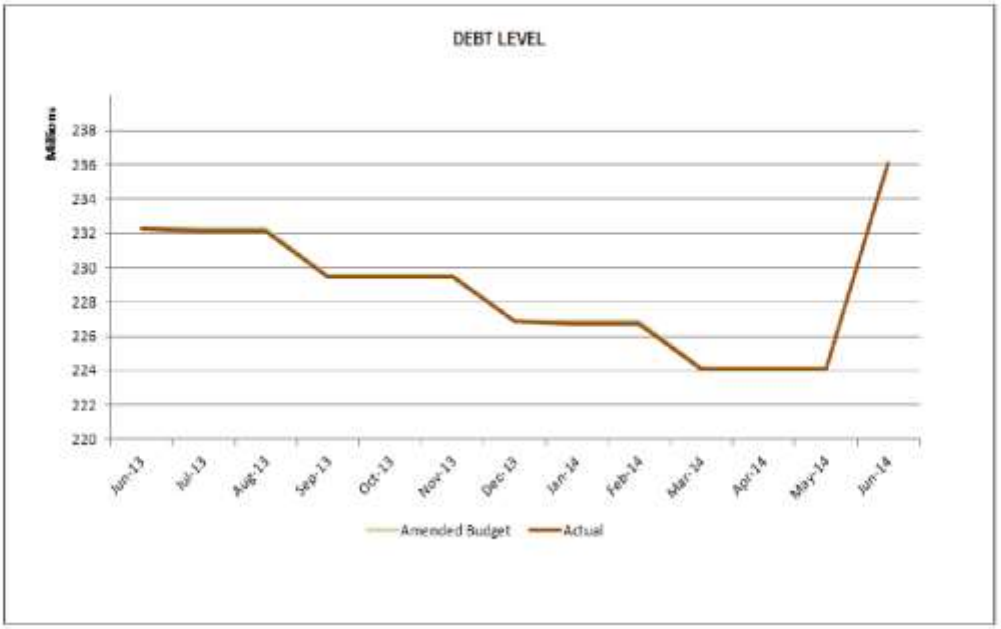
CAPITAL EXPENDITURE SUMMARY BY DEPARTMENT



MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
REPORT FOR THE MONTH OF JUNE 2014

DEBT



Borrowings for the financial year are as per budget. The graph shows the trend of quarterly payments reducing debt levels throughout the year and the planned June drawdown of $14.6M.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT - COUNCIL BY FUND

	GENERAL excluding NDRRA			NDRRA		
	Amd Budget 2013/2014	Actual 2013/2014	%	Amd Budget 2013/2014	Actual 2013/2014	%
Operating Revenue						
Rates & Utility Charges	113,793,685	114,386,830	100.52%	-	-	0.00%
Less: Discounts and Remissions	(12,013,067)	(11,063,177)	92.09%	-	-	0.00%
Fees & Charges	11,026,315	13,710,708	124.35%	-	-	0.00%
Sales - Contract & Recoverable Work	3,587,275	4,753,533	132.14%	-	-	0.00%
Operating Grants & Subsidies	7,923,910	6,016,945	75.93%	28,958,023	3,882,431	13.41%
Operating Contributions	-	110,201	100.00%	-	-	0.00%
Interest Earned	2,225,375	2,580,843	115.97%	-	-	0.00%
Other Revenue	4,383,718	3,122,970	71.24%	-	-	0.00%
Community Services Obligations	(313,066)	(313,066)	100.00%	-	-	0.00%
Internal Transfer - Income	19,154,650	21,497,711	112.23%	7,500,000	10,855,802	144.76%
Internal Revenue Distribution	(3,871,939)	(24,334,522)	628.48%	3,871,939	24,334,522	628.48%
	$ 145,909,856	$ 130,468,977		$ 40,329,962	$ 39,073,754	
Less: Operating Expenses						
Employee Cost	64,113,627	57,370,385	89.48%	501,035	3,392,280	667.11%
Goods, Services & Other Operational Costs	49,220,505	51,449,589	104.53%	25,151,791	16,531,343	65.73%
Transfer from Capital re Loss on Disposal of Assets	-	26,328,823	100.00%	-	-	0.00%
Finance Costs (incl Interest Expense)	6,166,815	6,091,585	98.78%	-	-	0.00%
Other Expenses	4,451,925	5,393,881	121.16%	-	-	0.00%
Depreciation	37,500,000	37,500,000	100.00%	-	-	0.00%
Corporate Overheads & Competitive Neutrality Costs	(8,003,872)	(8,003,872)	100.00%	-	-	0.00%
Internal Transfers - Expenses	20,578,177	19,434,393	94.44%	5,848	4,104,184	70981.26%
	$ 174,027,177	$ 195,564,784		$ 25,958,383	$ 23,927,808	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	(26,328,823)	100.00%	-	-	0.00%
Retained Surplus (Deficit) Brought Forward from Prior	-	-	0.00%	-	-	0.00%
Transfer from Capital for Unfunded Depreciation	(2,000,000)	(2,000,000)	100.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	(3,628,256)	(20,848,371)	574.61%	3,871,939	4,346,286	112.26%
Inter-Function Dividends & Return on Capital	(19,720,000)	(19,720,000)	100.00%	-	-	0.00%
Transfers from Reserves	(8,864,151)	(5,987,935)	67.55%	(4,589,438)	(4,589,438)	100.00%
Transfers to Reserves	6,092,086	6,215,669	102.03%	15,389,099	15,389,099	100.00%
	($ 28,120,321)	($ 68,669,460)		$ 14,671,600	$ 15,145,947	
Operating Surplus (Deficit)	$ -	$ 3,573,653		$ -	$ -	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	(3,628,256)	(20,848,371)	574.61%	3,871,939	4,346,286	112.26%
Capital Grants	14,135,772	4,438,039	31.38%	44,954,880	34,212,410	76.10%
Capital Contributions	6,260,870	10,209,729	163.07%	-	-	0.00%
Capital Contributions - Non Cash Developer	4,000,000	63,555,618	1588.89%	-	-	0.00%
Capital Other Revenue	94,303	227,448	241.19%	-	-	0.00%
Capital Internal Transfers - Revenue	179,357	513,734	286.42%	4,724,689	-	-100.00%
Transfers from Capital Reserves	44,133,701	41,694,195	94.25%	13,400,556	13,312,065	99.34%
Transfers to Capital Reserves	(22,880,370)	(26,777,147)	117.03%	(21,210,541)	(21,262,624)	100.25%
New Loans	8,359,043	8,359,043	100.00%	7,540,000	7,540,000	100.00%
Proceeds from Sale of Assets	5,745,336	4,990,041	86.84%	-	-	0.00%
Funded Depreciation	35,500,000	35,500,000	100.00%	-	-	0.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 89,899,765	$ 119,750,325		$ 52,981,529	$ 38,148,144	
Capital Expenditure						
Capital Expenditure	77,632,551	48,384,906	62.33%	48,092,473	34,850,082	72.46%
Capital Internal Transfers - Expense	3,980,356	3,497,929	87.83%	4,889,056	3,298,062	67.46%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	4,000,000	63,555,618	1588.89%	-	-	0.00%
Loan Repayments	4,286,858	4,331,872	101.05%	-	-	0.00%
	$ 89,899,765	$ 119,750,325		$ 52,981,529	$ 38,148,144	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT - COUNCIL BY FUND CONT'D

	WATER			WASTE WATER		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	40,469,426	41,226,714	101.87%	46,184,553	46,388,679	100.45%
Less: Discounts and Remissions	(1,658,815)	(1,626,988)	98.02%	(3,946,674)	(3,917,088)	99.40%
Fees & Charges	2,078,000	1,699,355	81.78%	2,123,422	1,942,824	91.49%
Sales - Contract & Recoverable Work	1,810,000	1,788,863	98.83%	1,300,000	1,405,195	108.09%
Operating Grants & Subsidies	-	-	0.00%	-	-	0.00%
Operating Contributions	-	-	0.00%	-	-	0.00%
Interest Earned	750,000	1,410,807	188.01%	375,000	1,166,495	311.07%
Other Revenue	115,563	180,198	155.93%	-	-	0.00%
Community Services Obligations	39,957	39,957	100.00%	137,843	137,843	100.00%
Internal Transfer - Income	829,660	1,001,005	120.65%	406,079	414,145	101.99%
Internal Revenue Distribution	-	-	0.00%	-	-	0.00%
	$ 44,432,791	$ 45,725,900		$ 46,586,222	$ 46,538,063	
Less: Operating Expenses						
Employee Cost	7,901,070	7,388,062	93.51%	6,903,401	5,994,907	86.84%
Goods, Services & Other Operational Costs	8,715,215	8,612,340	98.82%	10,460,396	9,004,328	86.08%
Transfer from Capital re Loss on Disposal of Assets	-	1,391,958	100.00%	-	712,634	100.00%
Finance Costs (incl Interest Expense)	2,552,864	2,509,648	98.31%	4,191,368	3,832,149	91.45%
Other Expenses	439,506	361,990	84.08%	697,100	547,377	78.52%
Depreciation	7,042,704	7,042,704	100.00%	9,193,392	9,193,392	100.00%
Corporate Overheads & Competitive Neutrality Costs	3,296,610	3,296,610	100.00%	3,350,475	3,350,475	100.00%
Internal Transfers - Expenses	1,836,284	2,073,582	112.92%	1,304,585	1,154,916	88.53%
	$ 31,775,193	$ 32,676,894		$ 36,090,718	$ 33,790,178	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	(1,391,958)	100.00%	-	(712,634)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior	(3,587,215)	(3,587,215)	100.00%	(4,073,649)	(4,073,649)	100.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	4,487,371	2,979,301	66.37%	3,170,548	(393,544)	-12.41%
Inter-Function Dividends & Return on Capital	9,000,000	9,000,000	100.00%	8,310,000	8,310,000	100.00%
Transfers from Reserves	(3,079,773)	(3,079,773)	100.00%	(3,959,672)	(13,959,672)	352.55%
Transfers to Reserves	5,837,215	6,619,515	113.40%	6,048,278	6,960,604	115.08%
	$ 12,657,599	$ 10,538,871		$ 9,495,505	($ 3,868,895)	
Operating Surplus (Deficit)	$ -	$ 2,510,135		$ -	$ 16,616,799	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	4,487,371	2,979,301	66.37%	3,170,548	(393,544)	-12.41%
Capital Grants	6,801,460	139,558	2.05%	-	-	0.00%
Capital Contributions	4,869,565	7,931,959	162.89%	4,869,565	6,770,037	139.03%
Capital Contributions - Non Cash Developer	2,000,000	5,906,599	295.33%	2,000,000	14,646,449	732.32%
Capital Other Revenue	-	-	0.00%	-	-	0.00%
Capital Internal Transfers - Revenue	-	-	0.00%	-	-	0.00%
Transfers from Capital Reserves	5,849,967	5,692,923	97.32%	25,855,935	25,724,438	99.49%
Transfers to Capital Reserves	(4,900,754)	(7,983,146)	162.89%	(5,275,346)	(7,175,819)	136.03%
New Loans	757,144	757,144	100.00%	-	-	0.00%
Proceeds from Sale of Assets	-	-	0.00%	-	-	0.00%
Funded Depreciation	7,042,704	7,042,704	100.00%	9,193,392	9,193,392	100.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 26,907,477	$ 22,486,038		$ 39,814,094	$ 48,764,955	
Capital Expenditure						
Capital Expenditure	22,611,819	13,684,731	60.52%	34,750,126	30,993,430	89.19%
Capital Internal Transfers - Expense	182,385	767,420	420.79%	57,588	60,907	105.76%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	2,000,000	5,906,599	295.33%	2,000,000	14,646,449	732.32%
Loan Repayments	2,133,283	2,127,289	100.19%	3,006,380	3,064,169	101.82%
	$ 26,907,477	$ 22,486,038		$ 39,814,094	$ 48,764,955	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT - COUNCIL BY FUND CONT'D

	WASTE SERVICES			Total		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	19,217,731	20,610,999	107.25%	218,665,395	221,613,192	101.35%
Less: Discounts and Remissions	(1,136,348)	(1,092,607)	96.15%	(18,740,904)	(17,599,882)	94.40%
Fees & Charges	9,159,904	8,513,621	92.94%	24,387,641	25,866,608	100.06%
Sales - Contract & Recoverable Work	-	-	0.00%	6,707,275	7,947,593	118.48%
Operating Grants & Subsidies	-	4,425	100.00%	36,881,934	9,903,802	26.85%
Operating Contributions	-	-	0.00%	-	110,201	100.00%
Interest Earned	475,000	393,052	82.75%	3,825,375	5,557,195	145.27%
Other Revenue	356,712	302,039	84.67%	4,855,992	3,595,207	74.24%
Community Services Obligations	135,266	135,266	100.00%	-	-	0.00%
Internal Transfer - Income	488,429	486,123	99.53%	28,378,818	34,255,795	120.71%
Internal Revenue Distribution	-	-	0.00%	-	-	0.00%
	$ 28,686,693	$ 29,352,898		$ 304,952,526	$ 291,159,602	
Less: Operating Expenses						
Employee Cost	1,496,501	1,439,338	96.17%	80,915,724	75,484,973	93.29%
Goods, Services & Other Operational Costs	16,225,052	13,420,416	82.71%	109,773,959	99,016,615	90.20%
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	28,433,414	100.00%
Finance Costs (incl Interest Expense)	1,505,215	1,447,429	96.16%	14,466,203	13,880,810	95.95%
Other Expenses	167,700	98,624	58.81%	5,747,230	6,401,872	111.39%
Depreciation	1,855,592	1,855,592	100.00%	55,591,688	55,591,688	100.00%
Corporate Overheads & Competitive Neutrality Costs	1,356,787	1,356,787	100.00%	-	-	0.00%
Internal Transfers - Expenses	467,916	379,059	81.01%	24,192,510	27,146,135	112.21%
	$ 23,075,864	$ 19,997,246		$ 290,827,314	$ 305,956,910	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	(28,433,414)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior	(1,442,040)	(1,442,040)	100.00%	(9,102,904)	(9,102,904)	100.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%	(2,000,000)	(2,000,000)	100.00%
Transfer (to) Capital General Revenue Expended	4,521,685	2,977,748	65.85%	12,423,287	(10,939,580)	-88.06%
Inter-Function Dividends & Return on Capital	2,410,000	2,410,000	100.00%	-	-	0.00%
Transfers from Reserves	(1,460,856)	(1,372,633)	93.96%	(21,965,889)	(28,999,450)	132.03%
Transfers to Reserves	1,592,040	2,514,229	157.93%	34,968,718	37,709,116	107.84%
	$ 5,620,829	$ 5,087,305		$ 14,325,211	($ 41,766,233)	
Operating Surplus (Deficit)	$ -	$ 4,268,327		$ -	$ 25,968,925	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	4,521,685	2,977,748	65.85%	12,423,287	(10,939,580)	-88.06%
Capital Grants	-	-	0.00%	66,562,139	39,799,611	59.14%
Capital Contributions	-	-	0.00%	16,000,000	24,911,725	155.70%
Capital Contributions - Non Cash Developer	-	-	0.00%	8,000,000	84,108,667	1051.36%
Capital Other Revenue	-	-	0.00%	94,303	227,446	241.19%
Capital Internal Transfers - Revenue	-	-	0.00%	4,903,056	513,724	10.48%
Transfers from Capital Reserves	1,653,261	1,653,261	100.00%	90,893,420	87,976,882	96.79%
Transfers to Capital Reserves	-	-	0.00%	(54,267,012)	(63,178,737)	116.42%
New Loans	-	-	0.00%	14,656,187	14,656,187	100.00%
Proceeds from Sale of Assets	-	-	0.00%	5,748,336	4,990,041	86.84%
Funded Depreciation	1,855,592	1,855,592	100.00%	53,591,688	53,591,688	100.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 8,030,538	$ 6,486,601		$ 217,633,403	$ 235,646,663	
Capital Expenditure						
Capital Expenditure	6,694,023	5,156,831	77.04%	189,760,992	133,068,979	70.12%
Capital Internal Transfers - Expense	-	10,056	100.00%	9,089,364	7,623,384	83.87%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	-	-	0.00%	8,000,000	84,108,667	1051.36%
Loan Repayments	1,336,515	1,319,704	98.07%	10,783,047	10,844,034	100.75%
	$ 8,030,538	$ 6,486,601		$ 217,633,403	$ 235,646,663	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT – BY DEPARTMENT

	Corporate Revenue and Expenses			Office of Mayor and CEO		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	107,560,772	108,051,048	100.46%	1,006,877	1,001,421	99.46%
Less: Discounts and Remissions	(12,004,187)	(11,067,010)	92.11%	(888)	(1,158)	129.05%
Fees & Charges	715,000	487,743	68.22%	454,000	349,160	76.91%
Sales - Contract & Recoverable Work	-	86,493	100.00%	-	9,445	100.00%
Operating Grants & Subsidies	6,000,000	2,992,105	49.87%	243,000	1,546,114	636.26%
Operating Contributions	-	-	0.00%	-	-	0.00%
Interest Earned	2,225,375	1,712,377	76.95%	-	6,578	100.00%
Other Revenue	165,000	195,693	118.60%	-	24,942	100.00%
Community Services Obligations	(313,056)	(313,056)	100.00%	-	-	0.00%
Internal Transfer - Income	19,000	17,838	93.88%	47,995	48,813	101.70%
Internal Revenue Distribution	(110,390,159)	(109,563,535)	99.53%	5,847,963	5,335,530	91.24%
	($ 6,022,275)	($ 4,390,313)		$ 7,568,936	$ 8,320,744	
Less: Operating Expenses						
Employee Cost	(2,559,868)	(1,869,380)	73.01%	4,043,566	4,006,253	99.08%
Goods, Services & Other Operational Costs	5,058,409	3,189,790	63.06%	2,663,814	2,908,702	109.19%
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	-	0.00%
Finance Costs (incl Interest Expense)	6,072,411	6,058,246	99.73%	-	-	0.00%
Other Expenses	285,980	300,032	104.91%	894,278	1,038,226	116.10%
Depreciation	37,500,000	37,500,000	100.00%	-	-	0.00%
Corporate Overheads & Competitive Neutrality Costs	(8,003,872)	(8,003,872)	100.00%	-	-	0.00%
Internal Transfers - Expenses	7,519,000	7,517,838	99.98%	164,598	148,848	90.43%
	$ 45,872,041	$ 44,670,654		$ 7,766,257	$ 8,102,029	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	-	0.00%
Retained Surplus (Deficit) Brought Forward from Prior	-	-	0.00%	-	-	0.00%
Transfer from Capital for Unfunded Depreciation	(2,000,000)	(2,000,000)	100.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	(31,213,141)	(31,168,128)	99.86%	-	115,685	100.00%
Inter-Function Dividends & Return on Capital	(19,720,000)	(19,720,000)	100.00%	-	-	0.00%
Transfers from Reserves	(1,736,987)	(1,736,987)	100.00%	(1,323,300)	(1,053,561)	79.62%
Transfers to Reserves	2,775,812	1,990,495	71.71%	1,155,979	1,156,592	100.06%
	($ 51,894,316)	($ 52,634,621)		($ 167,321)	$ 218,716	
Operating Surplus (Deficit)	$ -	$ 3,573,653		$ -	$ -	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	(31,213,141)	(31,168,128)	99.86%	-	115,685	100.00%
Capital Grants	-	-	0.00%	14,000	14,000	100.00%
Capital Contributions	-	-	0.00%	-	-	0.00%
Capital Contributions - Non Cash Developer	-	-	0.00%	-	9,685,919	100.00%
Capital Other Revenue	-	-	0.00%	-	-	0.00%
Capital Internal Transfers - Revenue	-	-	0.00%	-	-	0.00%
Transfers from Capital Reserves	-	-	0.00%	207,517	122,864	59.21%
Transfers to Capital Reserves	-	-	0.00%	-	-	0.00%
New Loans	-	-	0.00%	-	-	0.00%
Proceeds from Sale of Assets	-	-	0.00%	-	-	0.00%
Funded Depreciation	35,500,000	35,500,000	100.00%	-	-	0.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 4,286,859	$ 4,331,872		$ 221,517	$ 9,938,468	
Capital Expenditure						
Capital Expenditure	-	-	0.00%	221,517	245,202	110.69%
Capital Internal Transfers - Expense	-	-	0.00%	-	7,347	100.00%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	-	-	0.00%	-	9,685,919	100.00%
Loan Repayments	4,286,859	4,331,872	101.05%	-	-	0.00%
	$ 4,286,859	$ 4,331,872		$ 221,517	$ 9,938,468	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT – BY DEPARTMENT CONT'D

	Development Services			Organisational Services		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	-	-	0.00%	-	-	0.00%
Less: Discounts and Remissions	-	-	0.00%	-	-	0.00%
Fees & Charges	6,653,098	6,929,250	104.15%	170,000	119,137	70.08%
Sales - Contract & Recoverable Work	-	-	0.00%	-	-	0.00%
Operating Grants & Subsidies	-	-	0.00%	180,000	161,391	89.66%
Operating Contributions	-	110,201	100.00%	-	-	0.00%
Interest Earned	-	1,568	100.00%	-	-	0.00%
Other Revenue	48,600	102,922	212.21%	3,000	8,552	285.41%
Community Services Obligations	-	-	0.00%	-	-	0.00%
Internal Transfer - Income	135,000	121,513	97.29%	13,820,858	16,198,512	117.20%
Internal Revenue Distribution	5,381,515	3,570,360	66.34%	18,689,030	14,050,056	75.18%
	$ 12,208,213	$ 10,835,943		$ 32,862,887	$ 30,537,659	
Less: Operating Expenses						
Employee Cost	9,299,041	8,525,193	91.68%	13,658,795	13,090,918	95.84%
Goods, Services & Other Operational Costs	2,574,389	1,794,130	69.69%	10,202,927	12,069,401	118.29%
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	490,409	100.00%
Finance Costs (incl Interest Expense)	21,000	8,511	40.53%	20,000	15,821	79.10%
Other Expenses	711,136	785,526	110.46%	1,993,281	2,481,828	124.51%
Depreciation	-	-	0.00%	-	-	0.00%
Corporate Overheads & Competitive Neutrality Costs	-	-	0.00%	-	-	0.00%
Internal Transfers - Expenses	523,984	534,128	101.94%	413,332	505,246	122.24%
	$ 13,129,560	$ 11,647,487		$ 26,288,335	$ 28,653,623	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	(490,409)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior	-	-	0.00%	-	-	0.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	175,000	(314,767)	-179.87%	6,661,411	2,661,303	39.79%
Inter-Function Dividends & Return on Capital	-	-	0.00%	-	-	0.00%
Transfers from Reserves	(1,096,347)	(496,374)	45.45%	(286,858)	(286,858)	100.00%
Transfers to Reserves	-	1,568	100.00%	-	-	0.00%
	($ 921,347)	($ 811,544)		$ 6,374,553	$ 1,884,035	
Operating Surplus (Deficit)	$ -	$ -		$ -	$ -	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	175,000	(314,767)	-179.87%	6,661,411	2,661,303	39.79%
Capital Grants	-	-	0.00%	-	-	0.00%
Capital Contributions	-	45,677	100.00%	-	-	0.00%
Capital Contributions - Non Cash Developer	-	-	0.00%	-	-	0.00%
Capital Other Revenue	-	-	0.00%	-	-	0.00%
Capital Internal Transfers - Revenue	-	-	0.00%	14,000	66,008	471.49%
Transfers from Capital Reserves	481,107	481,107	100.00%	3,654,993	3,743,668	97.11%
Transfers to Capital Reserves	-	(45,677)	100.00%	(450,000)	(450,000)	100.00%
New Loans	-	-	0.00%	-	-	0.00%
Proceeds from Sale of Assets	-	-	0.00%	2,446,336	1,688,744	69.03%
Funded Depreciation	-	-	0.00%	-	-	0.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 656,107	$ 166,340		$ 12,726,739	$ 7,709,723	
Capital Expenditure						
Capital Expenditure	656,107	166,340	25.35%	12,726,739	6,577,261	51.68%
Capital Internal Transfers - Expense	-	-	0.00%	-	1,132,463	100.00%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	-	-	0.00%	-	-	0.00%
Loan Repayments	-	-	0.00%	-	-	0.00%
	$ 656,107	$ 166,340		$ 12,726,739	$ 7,709,723	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT – BY DEPARTMENT CONT'D

	Community and Client Services			Engineering		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	1,531,126	1,563,370	102.11%	3,694,910	3,770,991	102.06%
Less: Discounts and Remissions	(2,442)	(1,476)	60.46%	(5,530)	(3,532)	63.86%
Fees & Charges	2,964,217	5,766,440	194.54%	70,000	58,977	84.25%
Sales - Contract & Recoverable Work	-	222,368	100.00%	3,597,275	4,435,207	123.28%
Operating Grants & Subsidies	1,306,019	1,115,851	85.44%	194,891	201,475	103.38%
Operating Contributions	-	-	0.00%	-	-	0.00%
Interest Earned	-	332,968	100.00%	-	527,422	100.00%
Other Revenue	3,815,092	2,607,495	68.33%	351,126	183,456	52.25%
Community Services Obligations	-	-	0.00%	-	-	0.00%
Internal Transfer - Income	178,245	1,403,792	798.50%	4,965,553	3,707,143	74.66%
Internal Revenue Distribution	39,688,471	33,867,503	85.33%	36,911,142	25,405,465	68.83%
	$ 49,479,728	$ 46,878,349		$ 49,779,367	$ 38,286,604	
Less: Operating Expenses						
Employee Cost	23,528,807	21,919,865	93.16%	16,143,306	11,717,536	72.58%
Goods, Services & Other Operational Costs	21,125,077	20,813,469	98.52%	7,595,879	10,674,108	140.52%
Transfer from Capital re Loss on Disposal of Assets	-	3,933,052	100.00%	-	21,905,362	100.00%
Finance Costs (Incl Interest Expense)	53,464	11,007	20.61%	-	-	0.00%
Other Expenses	530,250	702,789	132.54%	37,000	85,490	231.05%
Depreciation	-	-	0.00%	-	-	0.00%
Corporate Overheads & Competitive Neutrality Costs	-	-	0.00%	-	-	0.00%
Internal Transfers - Expenses	3,300,369	4,761,660	144.28%	8,656,894	6,966,673	68.92%
	$ 48,537,907	$ 52,141,823		$ 32,433,078	$ 50,349,168	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	(3,933,052)	100.00%	-	(21,905,362)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior	-	-	0.00%	-	-	0.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	2,903,145	(1,349,134)	-46.47%	17,645,329	9,206,659	52.18%
Inter-Function Dividends & Return on Capital	-	-	0.00%	-	-	0.00%
Transfers from Reserves	(3,490,009)	(1,876,059)	53.76%	(930,552)	(535,995)	57.59%
Transfers to Reserves	1,528,664	1,894,762	123.95%	631,611	1,172,124	185.58%
	$ 941,821	($ 5,263,483)		$ 17,346,288	($ 12,062,564)	
Operating Surplus (Deficit)	$ -	$ -		$ -	$ -	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	2,903,145	(1,349,134)	-46.47%	17,645,329	9,206,659	52.18%
Capital Grants	1,387,125	158,976	11.46%	12,734,648	4,283,093	33.48%
Capital Contributions	1,043,478	2,575,959	246.95%	5,217,391	7,587,092	145.42%
Capital Contributions - Non Cash Developer	-	-	0.00%	4,000,000	53,869,639	1346.74%
Capital Other Revenue	55,000	87,727	159.50%	39,303	139,719	355.49%
Capital Internal Transfers - Revenue	-	9,000	100.00%	164,357	438,725	266.92%
Transfers from Capital Reserves	8,031,629	6,847,588	85.25%	31,568,456	30,398,858	96.33%
Transfers to Capital Reserves	(4,399,382)	(5,880,791)	133.67%	(18,030,978)	(20,400,579)	113.14%
New Loans	-	-	0.00%	6,359,043	6,359,043	100.00%
Proceeds from Sale of Assets	3,300,000	3,301,297	100.04%	-	-	0.00%
Funded Depreciation	-	-	0.00%	-	-	0.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 12,320,986	$ 5,751,723		$ 59,687,557	$ 91,882,209	
Capital Expenditure						
Capital Expenditure	12,320,986	5,853,880	45.93%	51,707,202	35,742,223	69.12%
Capital Internal Transfers - Expense	-	97,842	100.00%	3,980,356	2,250,277	56.53%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	-	-	0.00%	4,000,000	53,869,639	1346.74%
Loan Repayments	-	-	0.00%	-	-	0.00%
	$ 12,320,986	$ 5,751,723		$ 59,687,557	$ 91,862,209	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT – BY DEPARTMENT CONT'D

	NDRRA			Commercial Infrastructure		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	-	-	0.00%	104,871,710	107,226,362	102.25%
Less: Discounts and Remissions	-	-	0.00%	(9,736,837)	(9,630,704)	98.91%
Fees & Charges	-	-	0.00%	13,361,326	12,155,880	90.98%
Sales - Contract & Recoverable Work	-	-	0.00%	3,110,000	3,184,060	102.70%
Operating Grants & Subsidies	28,858,023	3,882,431	13.41%	-	4,425	100.00%
Operating Contributions	-	-	0.00%	-	-	0.00%
Interest Earned	-	-	0.00%	1,000,000	2,976,353	180.02%
Other Revenue	-	-	0.00%	472,275	482,237	102.11%
Community Services Obligations	-	-	0.00%	313,066	313,066	100.00%
Internal Transfer - Income	7,500,000	10,856,802	144.76%	1,724,168	1,901,273	110.27%
Internal Revenue Distribution	3,871,939	24,334,522	628.48%	-	-	0.00%
	$ 40,329,962	$ 39,073,754		$ 116,715,707	$ 121,616,871	
Less: Operating Expenses						
Employee Cost	501,025	3,292,280	657.11%	16,301,072	14,822,308	90.93%
Goods, Services & Other Operational Costs	25,151,791	16,631,343	66.13%	35,401,663	31,037,084	87.67%
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	2,104,591	100.00%
Finance Costs (incl Interest Expense)	-	-	0.00%	8,239,388	7,789,226	94.54%
Other Expenses	-	-	0.00%	1,295,306	1,007,991	77.82%
Depreciation	-	-	0.00%	18,091,688	18,091,688	100.00%
Corporate Overheads & Competitive Neutrality Costs	-	-	0.00%	8,003,872	8,003,872	100.00%
Internal Transfers - Expenses	5,548	4,104,184	73961.26%	3,608,785	3,607,558	99.97%
	$ 25,658,363	$ 23,927,808		$ 90,941,774	$ 86,464,318	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%	-	(2,104,591)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior	-	-	0.00%	(9,102,904)	(9,102,904)	100.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	3,871,939	4,346,286	112.25%	12,179,604	5,562,505	45.67%
Inter-Function Dividends & Return on Capital	-	-	0.00%	19,720,000	19,720,000	100.00%
Transfers from Reserves	(4,599,438)	(4,599,438)	100.00%	(8,500,300)	(18,412,077)	216.61%
Transfers to Reserves	15,399,098	15,399,098	100.00%	13,477,533	16,094,349	119.42%
	$ 14,671,600	$ 15,145,947		$ 27,773,933	$ 11,757,281	
Operating Surplus (Deficit)	$ -	$ -		$ -	$ 23,395,272	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	3,871,939	4,346,286	112.25%	12,179,604	5,562,505	45.67%
Capital Grants	44,554,995	34,212,416	76.78%	6,991,480	139,556	2.00%
Capital Contributions	-	-	0.00%	9,739,130	14,791,997	150.99%
Capital Contributions - Non Cash Developer	-	-	0.00%	4,000,000	20,553,049	513.83%
Capital Other Revenue	-	-	0.00%	-	-	0.00%
Capital Internal Transfers - Revenue	4,724,689	-	-100.00%	-	-	0.00%
Transfers from Capital Reserves	13,400,556	13,312,065	99.34%	33,359,163	33,070,622	99.14%
Transfers to Capital Reserves	(21,210,541)	(21,262,624)	100.25%	(10,176,100)	(15,138,967)	148.77%
New Loans	7,540,000	7,540,000	100.00%	757,144	757,144	100.00%
Proceeds from Sale of Assets	-	-	0.00%	-	-	0.00%
Funded Depreciation	-	-	0.00%	18,091,688	18,091,688	100.00%
Capital Funding Brought Forward	-	-	0.00%	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%	-	-	0.00%
	$ 52,881,529	$ 38,148,144		$ 74,752,109	$ 77,737,594	
Capital Expenditure						
Capital Expenditure	48,092,473	34,850,082	72.46%	64,055,968	49,834,991	77.80%
Capital Internal Transfers - Expense	4,889,959	3,298,062	67.46%	219,952	837,393	380.72%
Capital Expenditure (Carried Over)	-	-	0.00%	-	-	0.00%
Capital - Non Cash Developer Contributions	-	-	0.00%	4,000,000	20,553,049	513.83%
Loan Repayments	-	-	0.00%	6,476,188	6,512,162	100.56%
	$ 52,881,529	$ 38,148,144		$ 74,752,109	$ 77,737,594	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

BUDGET SNAPSHOT – BY DEPARTMENT CONT'D

	Total		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue			
Rates & Utility Charges	218,665,395	221,613,192	101.35%
Less: Discounts and Remissions	(16,749,904)	(17,699,882)	94.40%
Fees & Charges	24,387,641	25,866,508	106.06%
Sales - Contract & Recoverable Work	6,707,275	7,947,593	118.49%
Operating Grants & Subsidies	36,881,934	9,903,802	26.85%
Operating Contributions	-	110,201	100.00%
Interest Earned	3,825,375	5,557,196	145.27%
Other Revenue	4,855,992	3,605,207	74.24%
Community Services Obligations	-	-	0.00%
Internal Transfer - Income	28,378,818	34,255,786	120.71%
Internal Revenue Distribution	-	-	0.00%
	$ 304,952,525	$ 291,159,802	
Less: Operating Expenses			
Employee Cost	80,915,724	75,484,973	93.29%
Goods, Services & Other Operational Costs	109,773,959	99,018,016	90.20%
Transfer from Capital re Loss on Disposal of Assets	-	28,433,414	100.00%
Finance Costs (incl Interest Expense)	14,406,203	13,880,810	96.35%
Other Expenses	5,747,230	6,401,872	111.39%
Depreciation	55,591,688	55,591,688	100.00%
Corporate Overheads & Competitive Neutrality Costs	-	-	0.00%
Internal Transfers - Expenses	24,192,510	27,146,136	112.21%
	$ 290,627,314	$ 305,956,910	
Less: Transfers			
Transfer from Capital re Loss on Disposal of Assets	-	(28,433,414)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior	(9,102,904)	(9,102,904)	100.00%
Transfer from Capital for Unfunded Depreciation	(2,000,000)	(2,000,000)	100.00%
Transfer (to) Capital General Revenue Expended	12,423,287	(10,939,580)	-88.06%
Inter-Function Dividends & Return on Capital	-	-	0.00%
Transfers from Reserves	(21,963,889)	(28,999,450)	132.03%
Transfers to Reserves	34,968,718	37,709,116	107.84%
	$ 14,325,211	($ 41,766,233)	
Operating Surplus (Deficit)	$ -	$ 26,868,825	
CAPITAL SUMMARY			
Capital Funding			
General Revenue Used for Capital Purposes	12,423,287	(10,939,580)	-88.06%
Capital Grants	65,592,138	38,788,011	59.14%
Capital Contributions	16,000,000	24,911,725	155.70%
Capital Contributions - Non Cash Developer	8,000,000	84,108,667	1051.36%
Capital Other Revenue	94,303	227,445	241.19%
Capital Internal Transfers - Revenue	4,903,056	513,734	10.48%
Transfers from Capital Reserves	90,893,420	87,976,882	96.79%
Transfers to Capital Reserves	(54,267,012)	(63,178,737)	116.42%
New Loans	14,656,187	14,656,187	100.00%
Proceeds from Sale of Assets	5,746,336	4,990,041	86.84%
Funded Depreciation	53,591,688	53,591,688	100.00%
Capital Funding Brought Forward	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%
	$ 217,633,403	$ 235,648,063	
Capital Expenditure			
Capital Expenditure	189,780,992	133,069,979	70.12%
Capital Internal Transfers - Expense	9,089,354	7,623,384	83.87%
Capital Expenditure (Carried Over)	-	-	0.00%
Capital - Non Cash Developer Contributions	8,000,000	84,108,667	1051.36%
Loan Repayments	10,763,047	10,844,034	100.75%
	$ 217,633,403	$ 235,648,063	

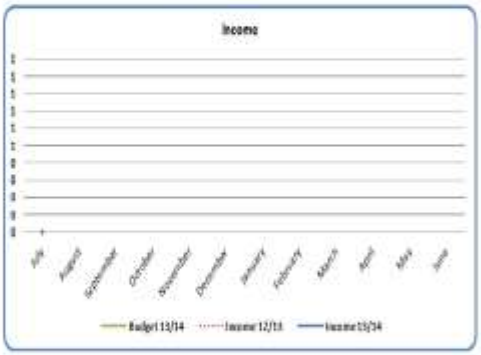
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM

Office of Mayor and CEO

Program 1.01 Office of Mayor & CEO Management



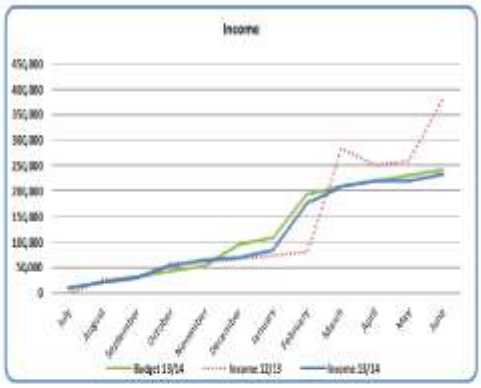
Income Comments:

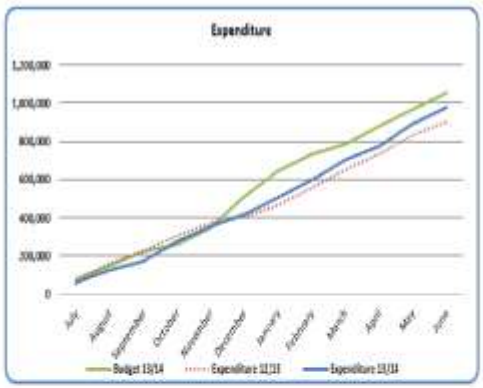
NIL

Expenditure Comments:

Result for the year is slightly under budget

Program 1.02 Performance & Strategy





Income Comments:

NIL

Expenditure Comments:

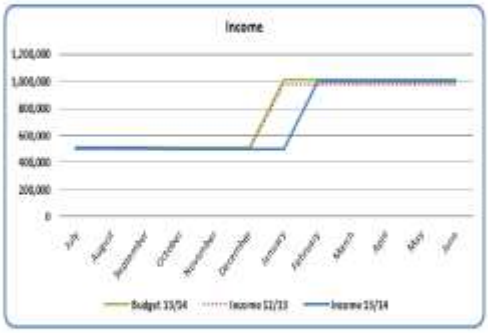
Underexpenditure is largely in trainees' salaries resulting from earlier than expected completion of traineeships

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 1.03 Economic Development



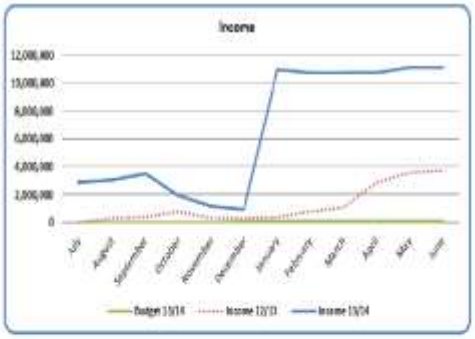
Income Comments:

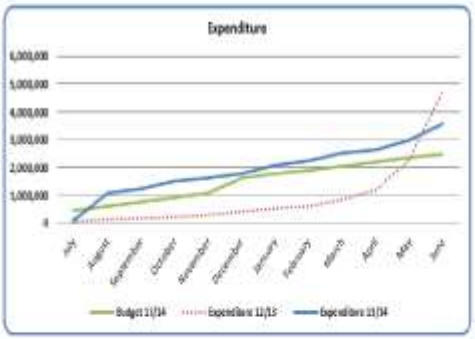
June figures on target

Expenditure Comments:

Underspend is primarily related to City Centre Levy funded projects which are committed and work in progress and therefore these funds need to be carried over to complete the projects.

Program 1.04 Sustainability & Collaboration





Income Comments:

Income includes $1.311K actual income being funding for the Mackay Regional Events Centre (Showgrounds). No income or expenditure budget was allowed as will fully off-set within financial year. Also includes Stadium as a 'Donated Asset' at $8.985M prior to transfer to Capital.

Expenditure Comments:

Expenditure includes $1.311K being funding monies paid for Mackay Events Centre (Showgrounds). No income or expenditure budget was allowed as fully off-set within financial year.

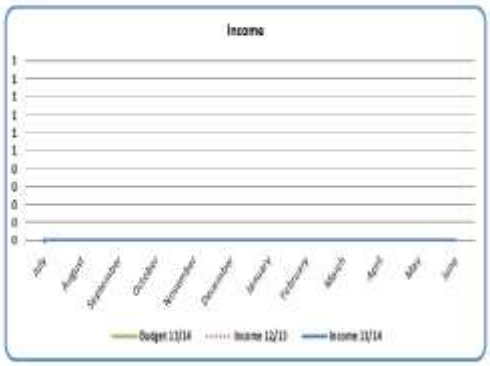
MACKAY REGIONAL COUNCIL

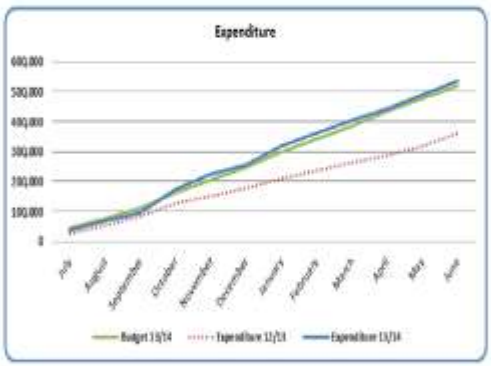
EXECUTIVE FINANCIAL PERFORMANCE
REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Development Services

Program 2.01 Development Services Management

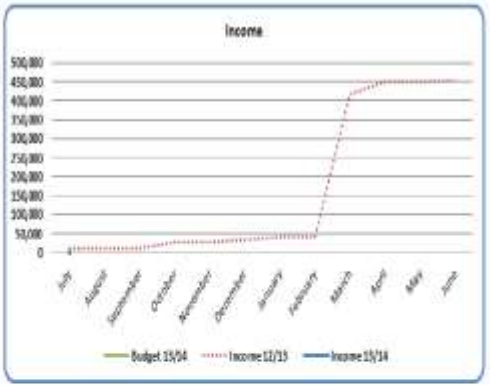


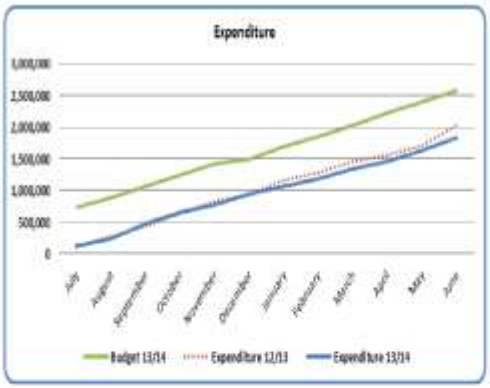


Income Comments:
Income not applicable for Development Services Management.

Expenditure Comments:
13/14 expenditure has tracked close to 13/14 budget. There were no unexpected expenditures and the budget was well managed during the financial year.

Program 2.02 Strategic Planning





Income Comments:
Income in 2013/14 was related to one-off external grants.

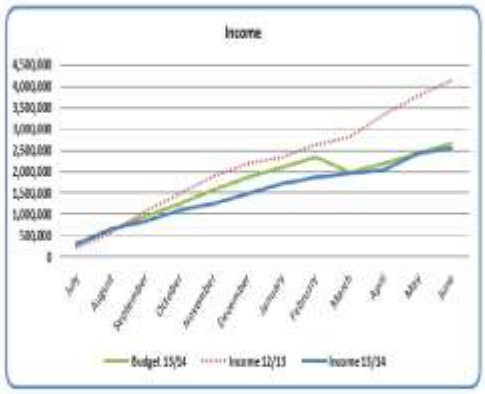
Expenditure Comments:
Changes to positions resulted in ongoing savings in the wages budget. Funding for two strategic planning projects were returned to reserves as projects are no longer needed in the short to medium term.

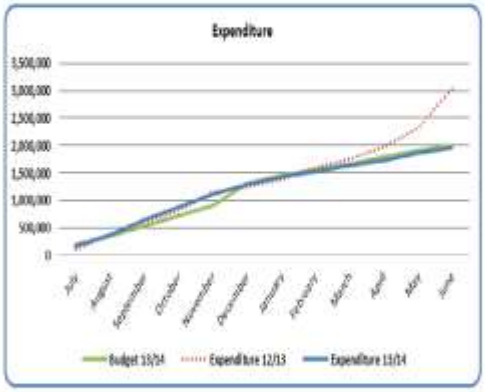
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 2.03 Development Assessment





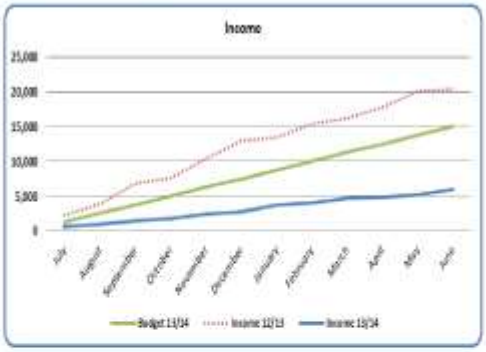
Income Comments:

The end of year position is that the income has generally met the anticipated budget position.

Expenditure Comments:

The end of year position is that the expenditure has generally met the anticipated budget position.

Program 2.04 Business Support



Income Comments:

13/14 actual income for Business Support was below anticipated 13/14 income budget. This is largely a reflection of the reduction of development activity experienced during 13/14 financial year.

Expenditure Comments:

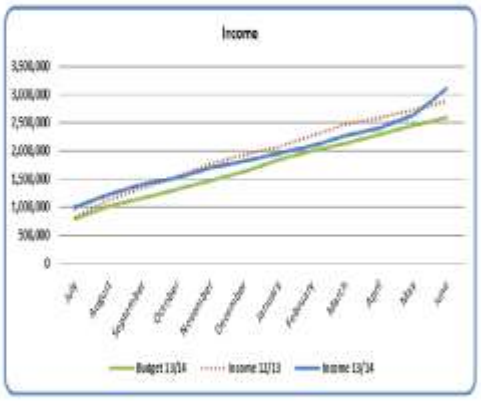
13/14 actual expenditure tracked well against the 13/14 expenditure budget. The expenditure, which largely consists of staff wages, was well managed during the 13/14 financial year.

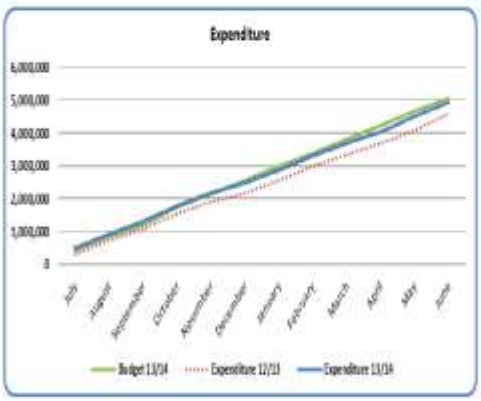
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 2.05 Health & Regulatory Services





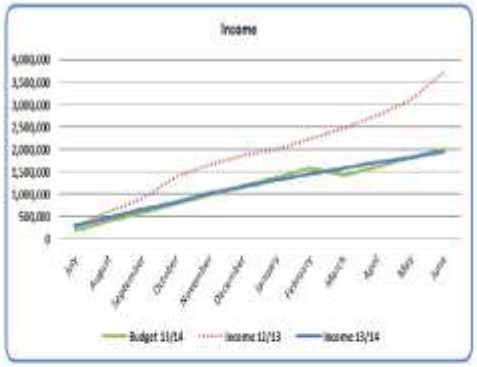
Income Comments:

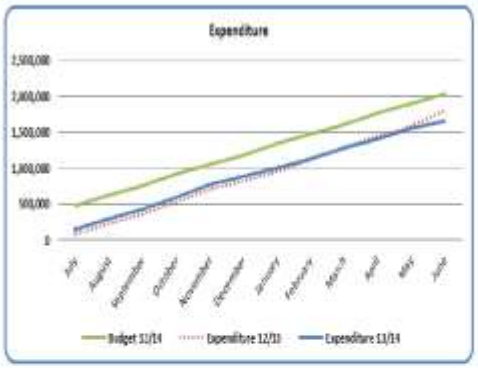
Income in 13/14 remained consistently above the budget. The beginning and end of 13/14 showed higher income levels than the previous year due to an increase in regulatory fees and charges with renewal fees owing at this time each year. There was a reduction in the middle of the year when compared to 12/13. Income remained lower than 12/13 until mid May 2014 at which point income increased above income for the same time the previous year.

Expenditure Comments:

Expenditure in 13/14 was consistently higher than expenditure in 12/13 but remained just below the amount that was budgeted for 13/14 for over half the year. This is because of sensible decision making to ensure the program does not overspend.

Program 2.06 Development Engineering





Income Comments:

Reduced income reflects downturn in development in 2013/14. The forcasted income was adjusted in the last budget review.

Expenditure Comments:

Expenditure has been reduced, where possible, by not filling some vacant positions.

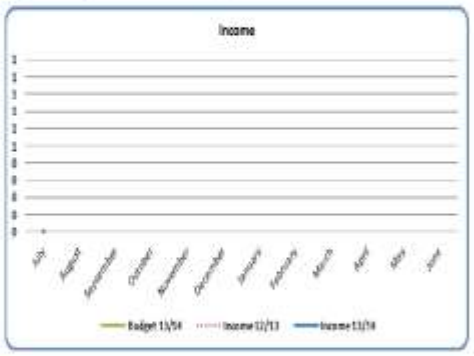
MACKAY REGIONAL COUNCIL

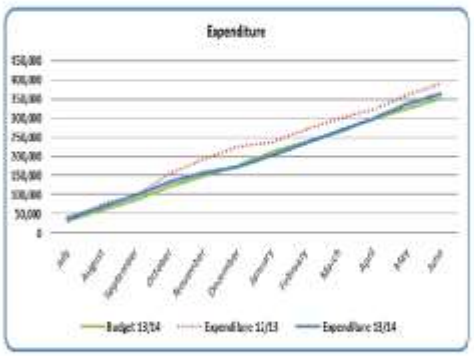
EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Organisational Services

Program 3.01 Organisational Services Management





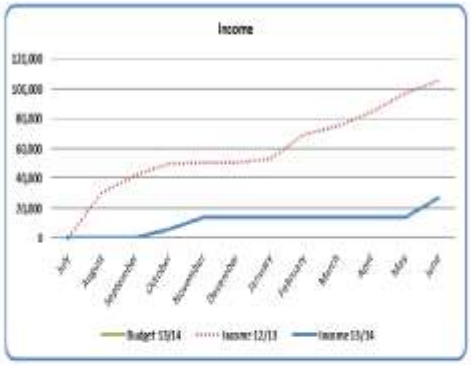
Income Comments:

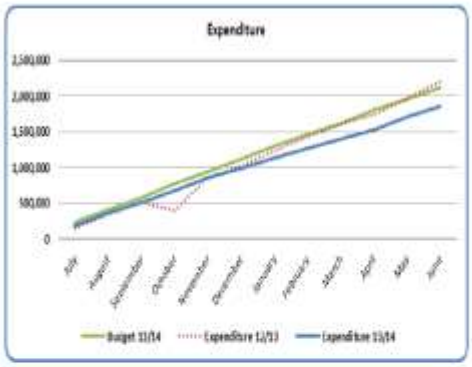
NIL

Expenditure Comments:

Overall very close to budget.

Program 3.02 Human Resources





Income Comments:

Income to budget arises from continuing minimal Commonwealth Grants being received for Trainee and Apprentices now controlled by Performance and Strategy. In comparison to 12/13 State Grants existed for Trainees and Apprentices which have now been absorbed. Apart from one grant aligned to Government Flood Relief

Expenditure Comments:

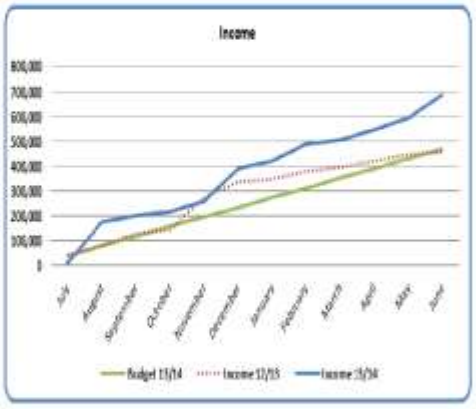
Expenditure below budget 13/14 due to: a reduction in expenditure in drug & alcohol testing, employee costs HR has been reduced as two positions transferred to performance & Strategy, reduced training for HR staff, reduced legal fees due to appointment of in-house Counsel, payroll costs reduced by a reduction of staff, recruitment expenses reduced (specifically travel, medical, senior management and removal expenses.

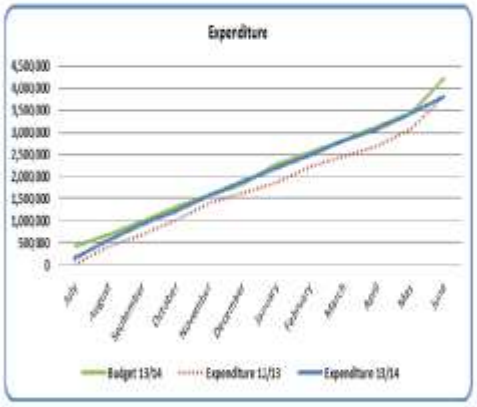
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 3.03 Financial Services





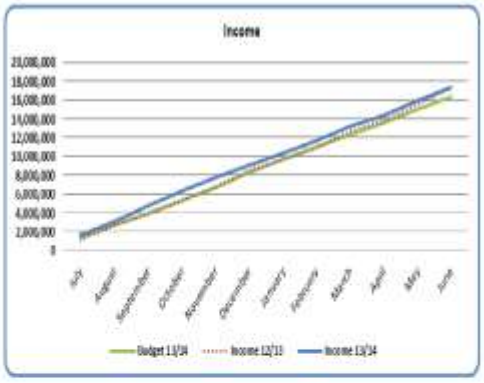
Income Comments:

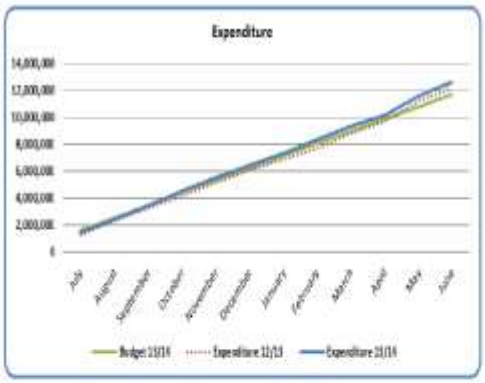
Income is higher than budget due to recoverable legal expenses being higher than anticipated. This is offset by a corresponding increase in expenditure.

Expenditure Comments:

Expenditure is under budget targets due to wages savings as a result of maternity leave vacancies.

Program 3.04 Procurement & Plant





Income Comments:

Revenue for the 13/14 period is higher than projected based on the normalised usage hours and kilometres for plant. Additionally, new items of plant add unbudgeted income.

Expenditure Comments:

Expenditure is above that budgeted however is off set by the increased income generated by higher usage. In particular items such as diesel, tyres, servicing will show increased expenditure due to their increase consumption and wear.

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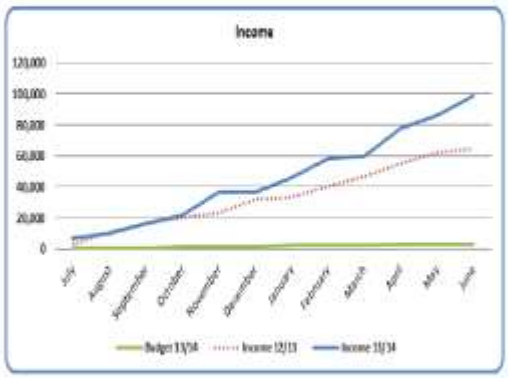
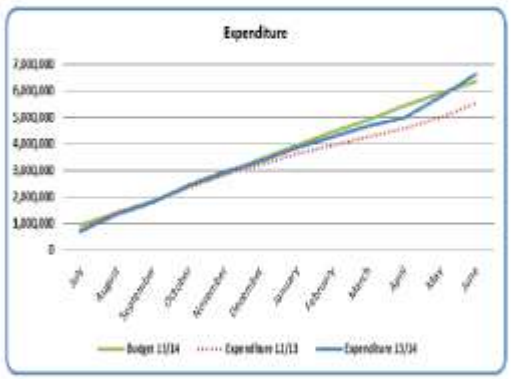
EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 3.05 Information Services





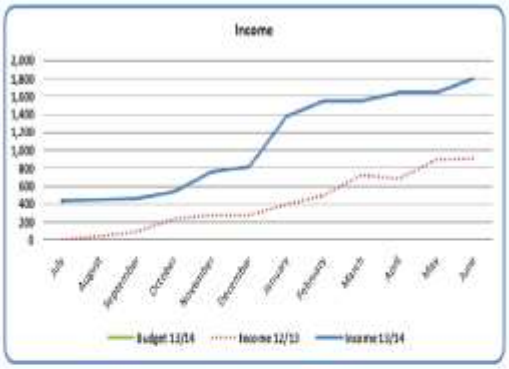
Income Comments:

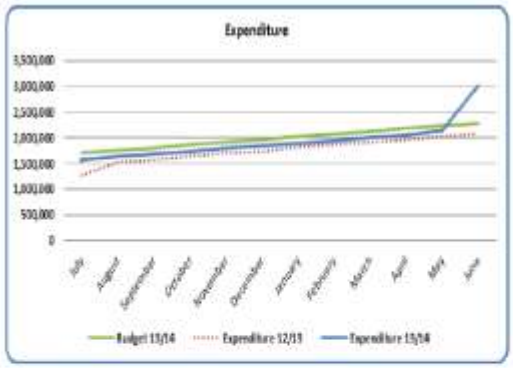
The income for map books has decreased as it is available electronically. Whilst the income has reduced so has the expenditure for the costs of printing, so it is balanced.

Expenditure Comments:

Expenditure is on target. Some accruals for Software Maintenance are in progress to bring budget in on target.

Program 3.06 Governance





Income Comments:

Income above budget through higher than anticipated Right to Information application fees.

Expenditure Comments:

Expenditure currently above budget due to prepayment of insurance premium, which is expected to return to just under budget after end of year adjustments.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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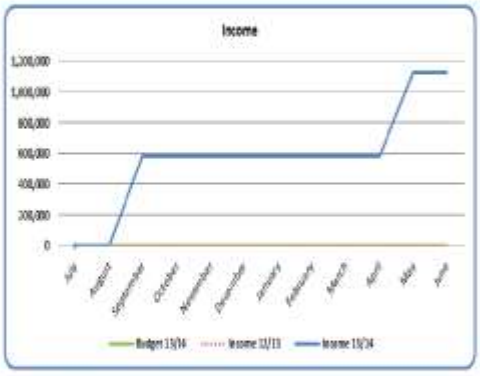
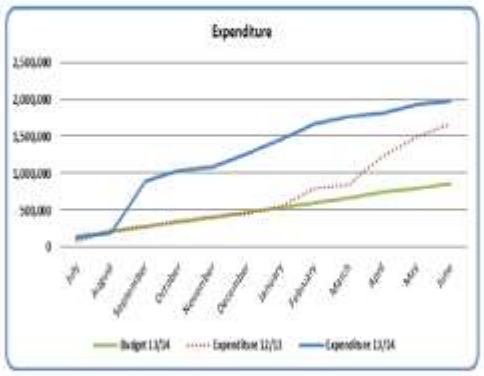
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 3.07 Assets





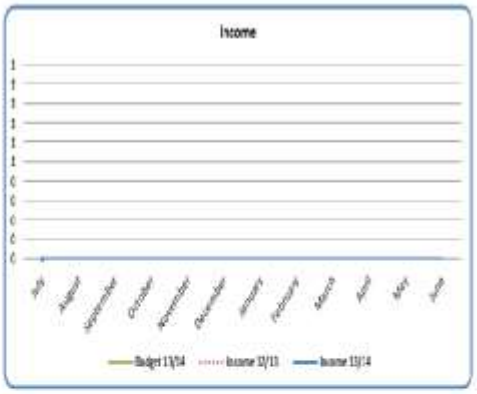
Income Comments:

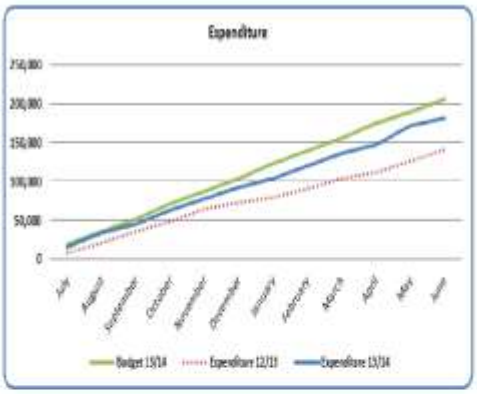
Income relates to internal transfers relating to accounting treatment of project expenses, which offsets expenditure above budget in Expenditure graph.

Expenditure Comments:

Expenditure over budget relates to accounting treatment of project expenses which is offset by income shown in Income graph.

Program 3.08 Internal Audit





Income Comments:

Not applicable

Expenditure Comments:

Expenditure expected to remain slightly under budget, even allowing for any accruals or end of year adjustments.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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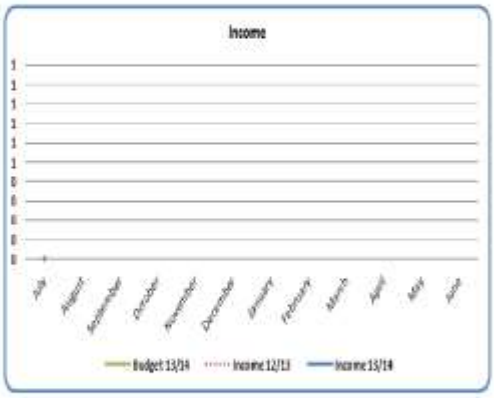
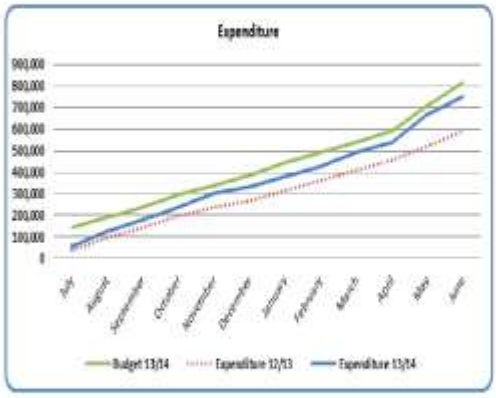
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 3.09 Enterprise Risk & Strategic Review





Income Comments:

NIL

Expenditure Comments:

The budget and expenditure increase is in line with the creation of the new program ERSR and the transfer of budget/expenditure from the WH&S program

Program 3.14 Corporate Revenues and Expenses

Income Comments:

Income is under budget due to the timing of receipt of the Financial Assistance Grant

Expenditure Comments:

Expenditure is under budget as a result of accounting for the Financial Assistance Grant. Employee costs eg annual leave, long service leave etc are also currently under budget but are subject to end of year adjustments to account for leave provisions. All other expenditure is close to budget.

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EXECUTIVE FINANCIAL PERFORMANCE
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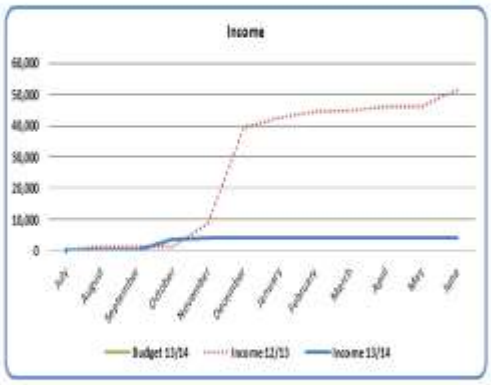
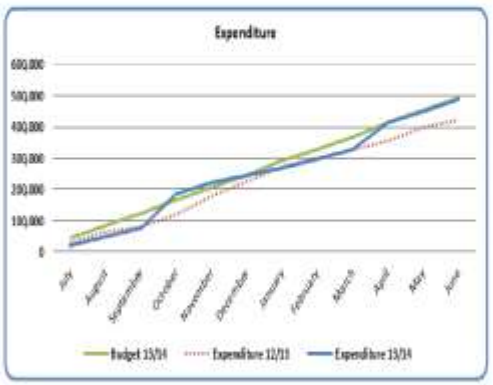
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Community & Client Services

Program 4.01 Community & Client Services Management





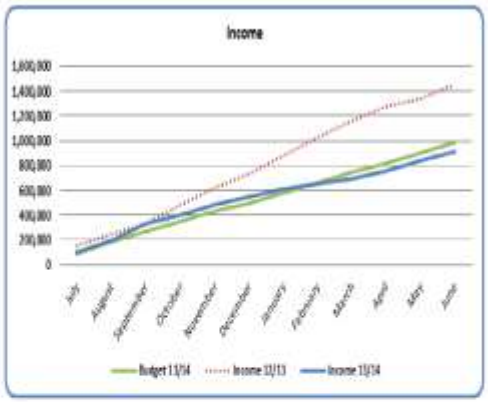
Income Comments:

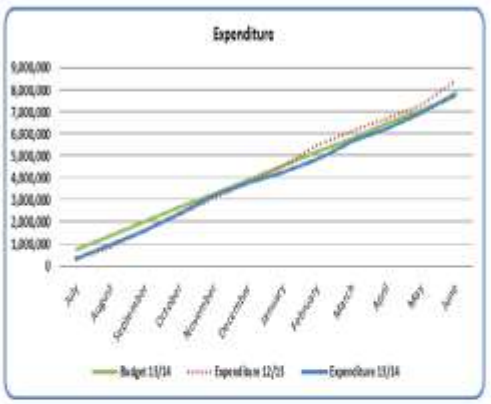
The community and client management area does not normally receive any income. Income received in 12/13 year related to one off income as a result of M150 merchandise sales.

Expenditure Comments:

Expenditure for the 13/14 year has tracked according to budget which is expected given the community and client management area largely consists of the Director and support staff salaries.

Program 4.02 Property Services





Income Comments:

The difference between 2012/13 income and 2013/14 income is due to rental received for the Ergon Energy building that stopped in the 2013/14 Financial Year and decreased fees from aquatic facilities due to leasing.

Expenditure Comments:

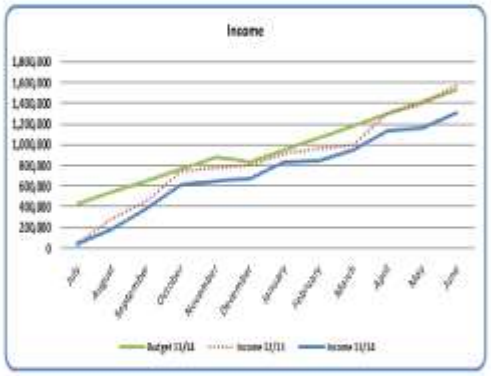
Expenditure has exceeded the budget by a small percentage this is due to additional projects being undertaken by the program and increasing challenges in maintaining ageing infrastructure. The difference between the 2012/13 year and 2013/14 year is due to savings achieved through whole of Council contracts and changes created through the leasing of the memorial and Pioneer pools.

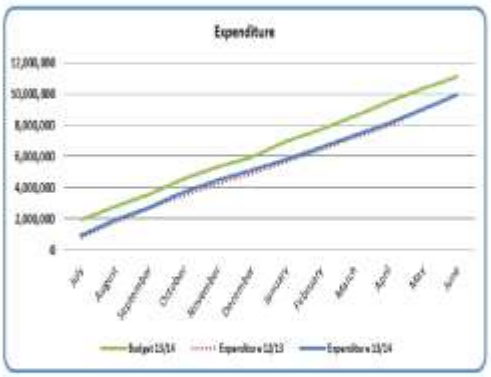
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 4.03 Community Lifestyle





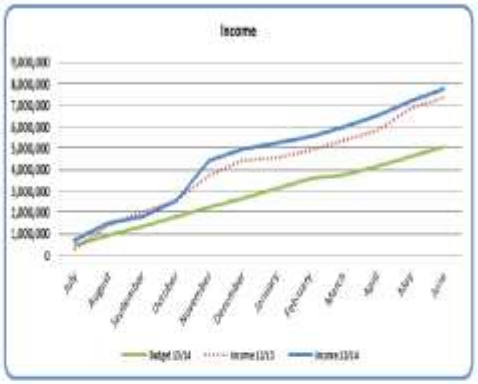
Income Comments:

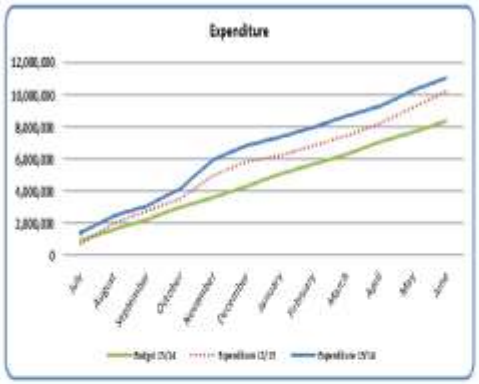
The variance of Actual income to Budgeted Income was due in part to the general economic downturn in the Mackay region, and reduced fee income in Airspace and Client Services in particular as a result. Also, there was a variance of $218,000 in the Actual income received for the Healthy Rural Communities compared to Budget, which was to due to the sequencing of payments by the Commonwealth Government. The Healthy Rural Communities was a 3-year initiative and Council's Grants Officer has confirmed that all grant monies have been duly paid.

Expenditure Comments:

Careful management of expenditure over the Financial Year has enabled the program to maintain Budgeted Expenditure in 2013-14 to the same level as 2012-13.

Program 4.04 MECC & Events





Income Comments:

Income has tracked ahead of budget in a challenging economic environment and the financial year has completed in line with forecasts.

Expenditure Comments:

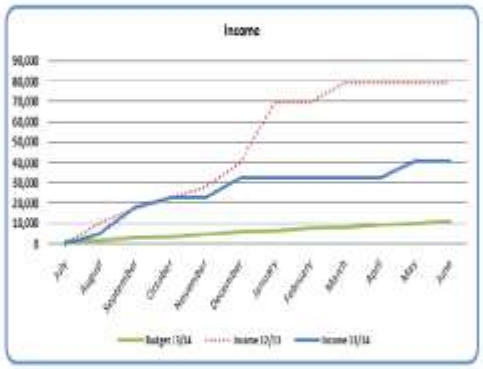
Expenditure has tracked ahead of budget, partly due to increased income generation, and partly due to additional building expenses.

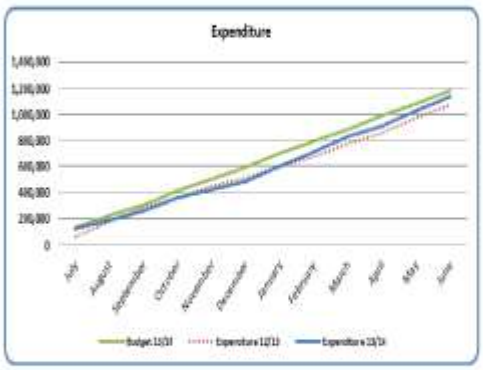
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 4.05 Corporate Communication & Marketing





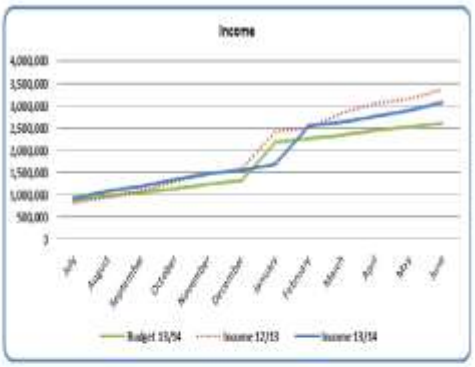
Income Comments:

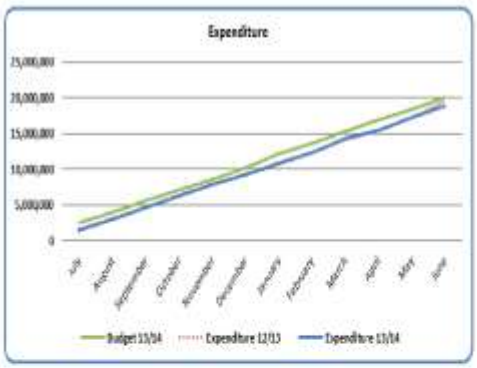
Tighter economic climate has limited ability to generate additional income through sponsorship. Fewer internal programs have also not carried out as many advertising campaigns as in 12-13 year.

Expenditure Comments:

Budget expenditure on track.

Program 4.06 Parks & Environment





Income Comments:

The difference between financial years and budgeted versus actual expenditure is due to fluctuation in developer contributions for street trees and the environmental levy in conjunction with other revenue sources performing better than the budget estimates.

Expenditure Comments:

Parks & Environment Program expended 87.87% of their allocated budget predominantly due to vacancies.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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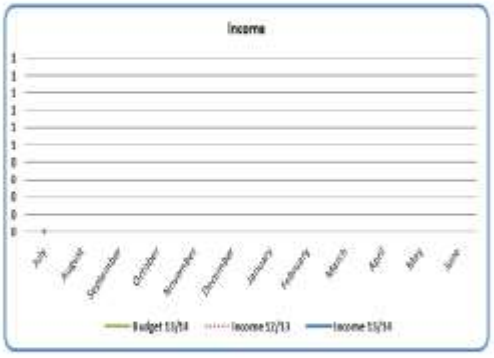
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Engineering

Program 5.01 Engineering Management



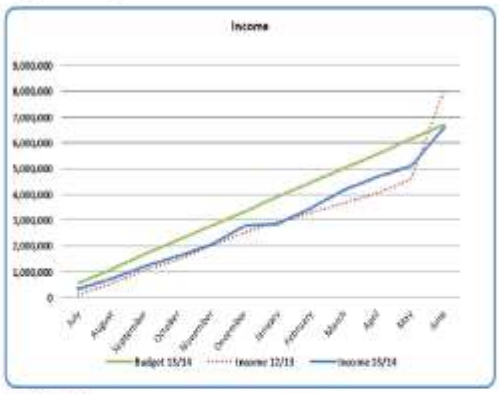
Income Comments:

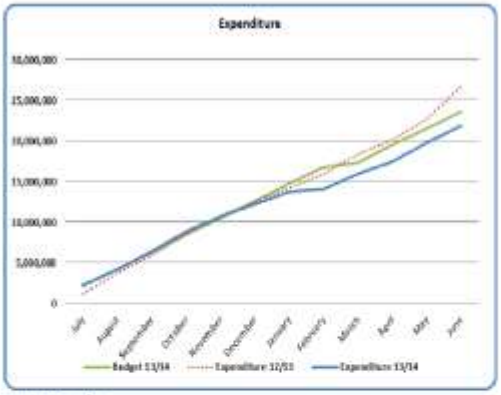
NIL

Expenditure Comments:

Expenditure below budget as wet weather allowance not fully utilised.

Program 5.02 Civil Operations





Income Comments:

The income generated is in line with the budget allocations.

Expenditure Comments:

The operational expenditure is slightly below budget due to the focus being on completion of the NDRRA restoration works.

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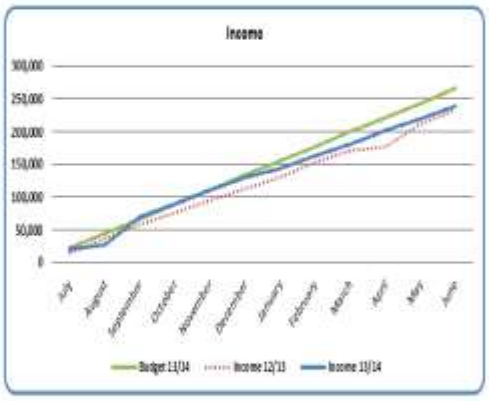
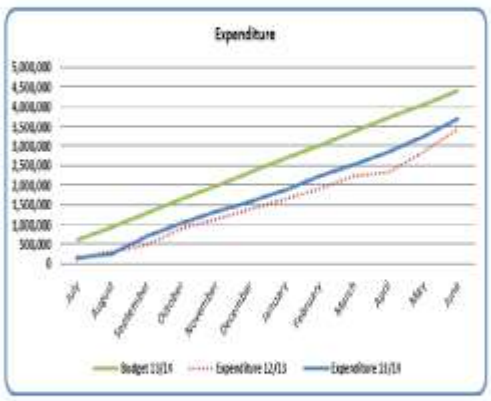
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 8.03 Technical Services





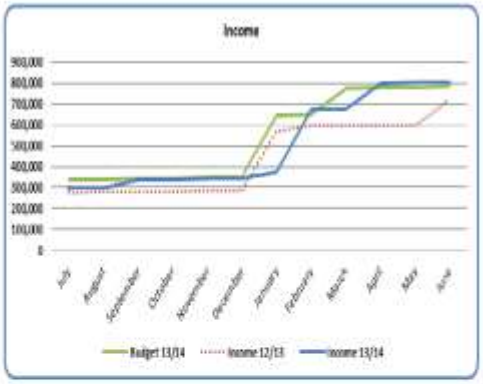
Income Comments:

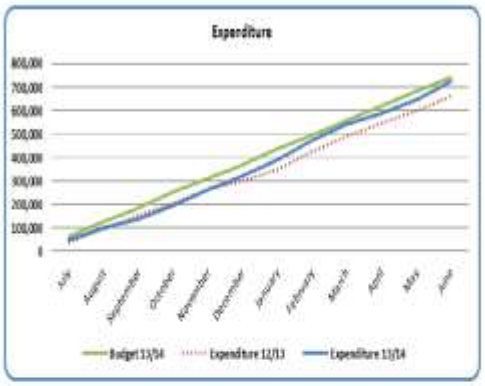
Fees and Charges received are slightly below that level expected based on previous years. The level of asset information and Traffic Management Fees received are reduced which would reflect the level of construction and development activity being experienced

Expenditure Comments:

Expenditure levels in line with expectations. The level of expenditure is shown as below budget levels due to the late receipt of Ergon street lighting charges. Traditionally these are a period behind so the latest invoice is yet to be received and process which will bring expenditure levels towards expected budget performance

Program 8.04 Emergency Management





Income Comments:

Income tracking close to budget.

Expenditure Comments:

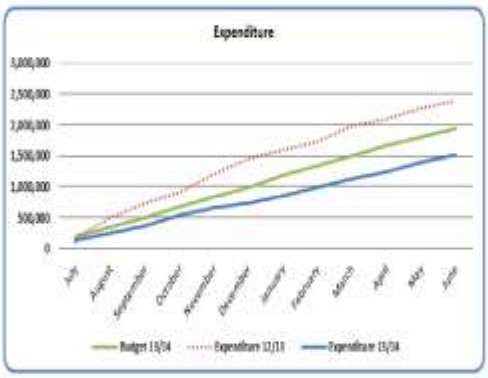
Expenditure tracking close to budget.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 5.05 Civil Projects



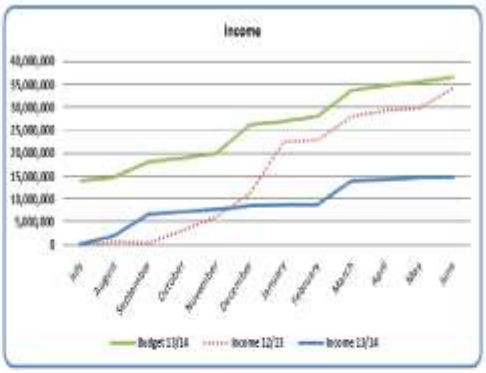
Income Comments:

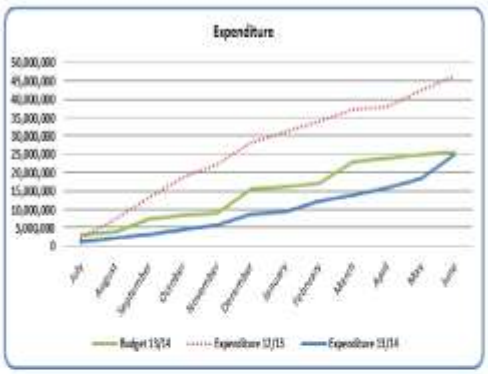
On line with budget expectations

Expenditure Comments:

Expenditure generally to budget. The main difference is that the team undertook some recoverable works which were not included in the original budget considerations

Program 5.06 NDRRA





Income Comments:

Negotiations with Queensland Reconstruction Authority on the approval and assessment reviews for completed works and the eligibility of as constructed works are continuing

Expenditure Comments:

Approved NDRRA restoration works being undertaken by the day labour and contract crews were completed by the 30 June deadline

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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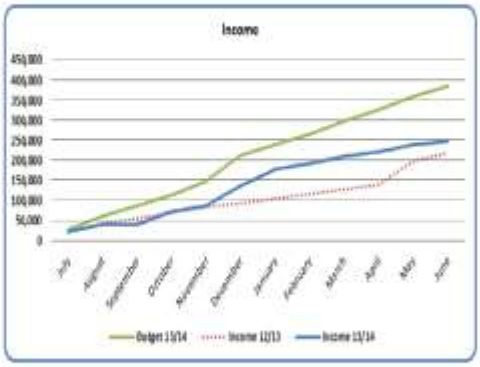
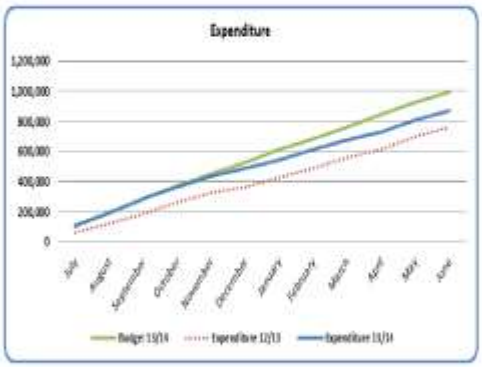
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 6.07 Business Support





Income Comments:

About 27% less income from internal works as what was anticipated

Expenditure Comments:

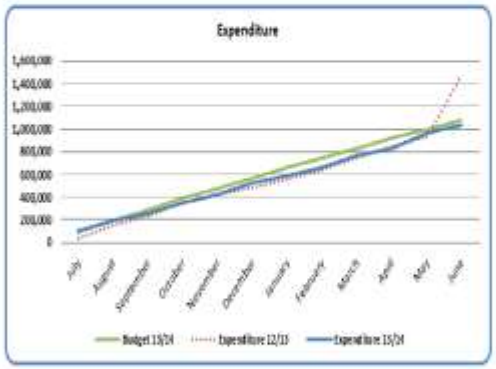
Expenses slightly under budget - more work was done on capital jobs

MACKAY REGIONAL COUNCIL **EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014**

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Commercial Infrastructure

Program 6.01 Commercial Infrastructure Management



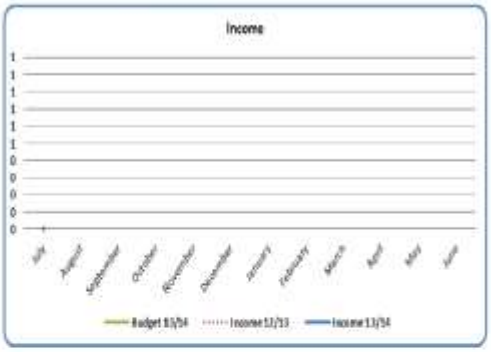
Income Comments:

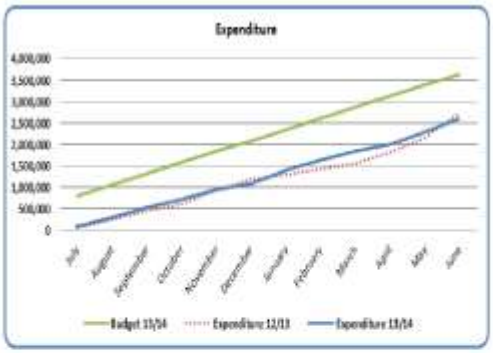
Income is slightly higher than budget $883k as a result of higher than anticipated water consumption

Expenditure Comments:

Expenditure slightly under budget but with accruals still to be added it will be close to budget

Program 6.02 Planning & Sustainability





Income Comments:

NIL

Expenditure Comments:

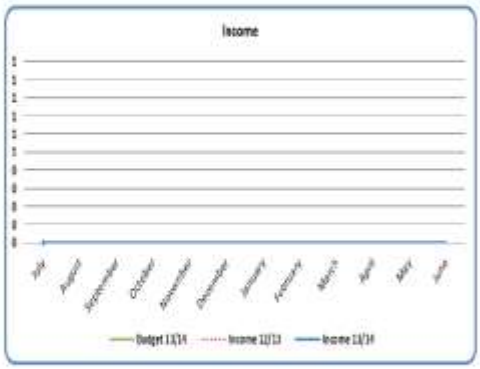
There were 2 main areas of expenditure, wages and planning projects (delivered by the planning panel). With regard to wages there was extended lost time due to extended sick leave, annual leave and long service leave. There was 1 position the Principal Planning Engineer which has been vacant all FY not due to a lack of recruitment. Overall the resource limitations were dealth with via consultants. With regard to Planning projects, some projects were delivered internally and so did not incurr external expenditure. Summary of planning projects, was original budget was $1.9M plus $54k carryovers, with end of year expenditure being in the order of $2.1M. There are a number of projects committed and substantially completed which will be carried over ($211K).

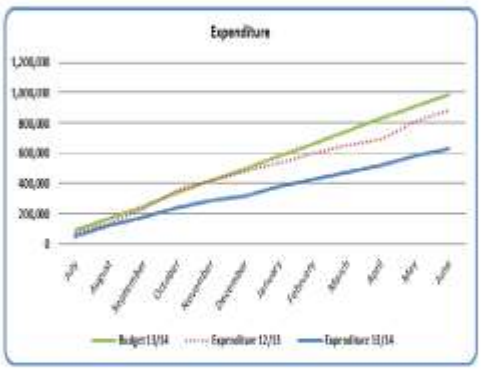
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 6.03 Infrastructure Delivery





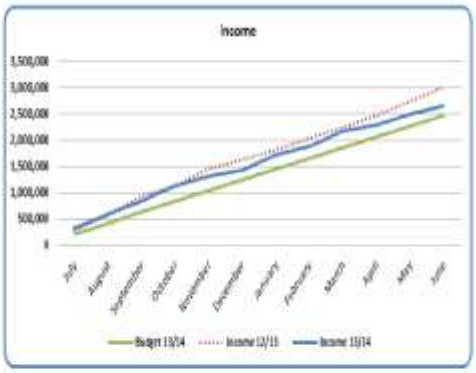
Income Comments:

NIL

Expenditure Comments:

Program operational expenditure is under budget. Majority of under expenditure relates to labour costs with 3 positions vacant at the end of June and overtime and consultant services budget provisions not being realised.

Program 6.04 Water Network



Income Comments:

Revenue recoverable works and cashflow financing slightly higher than anticipated.

Expenditure Comments:

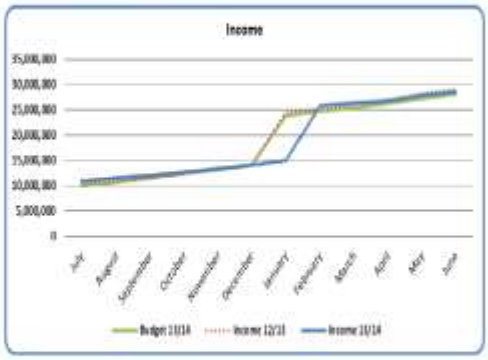
Budget and actuals are almost equal as a result of a concentrated effort to keep costs down and a clamp down on overtime.

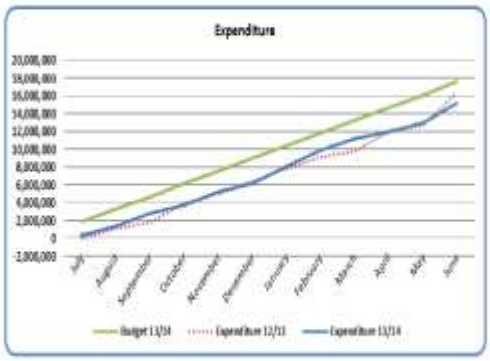
MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 6.05 Waste Services





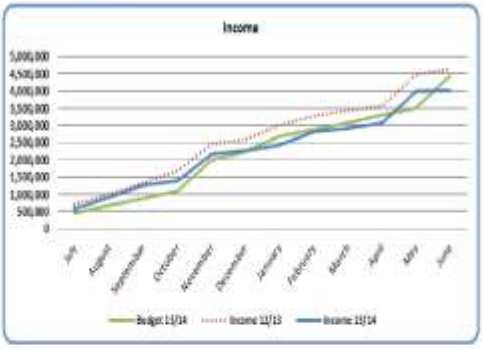
Income Comments:

Income actuals below budget generally reflecting lower tonnes of waste received for disposal. This has meant gate fees received for waste disposal in 2013/2014 was below budget.

Expenditure Comments:

Expenditure actuals below budget generally due to the lower amount of tonnes received for landfilling. This has meant lower costs to Council to perform the service than forecasted.

Program 6.06 Business Services



Income Comments:

Plumbing inspections only about 67% of budget - which is indicative of current economic situation in the coal fields - slow down in activities as a result of a slowdone in economy

Expenditure Comments:

If accruals are taken into account the actual and budget expenses would be almost equal.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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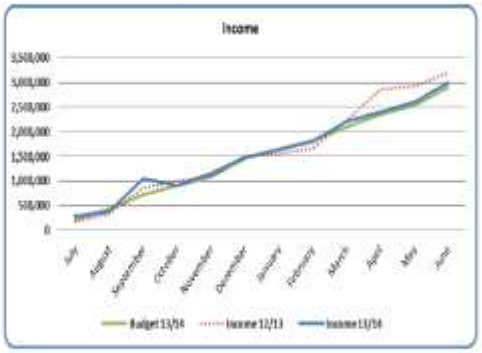
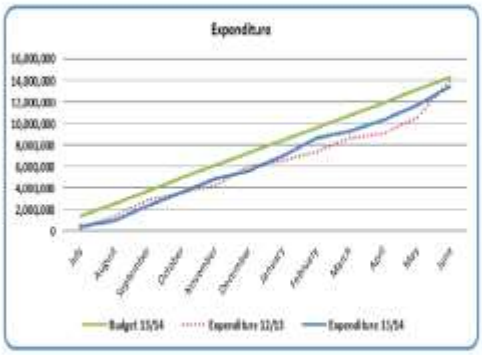
INCOME & EXPENDITURE ANALYSIS BY PROGRAM CONT'D

Program 6.07 Water Treatment





Income Comments:

Income has tracked close to the forecasted budget and has closed slightly higher than predicted. Income was less than 12/13, but this was due to a drier year which resulted in less septic and liquid waste being disposed at the treatment plants.

Expenditure Comments:

Expenditure was at a consistent rate over the year and has come out less than the budget forecast. The main reason is that there was less expenditure in the maintenance area of the program largely due to less breakdowns. The program has to divide the maintenance budget between breakdowns and preventive maintenance, so that there is adequate funds available in case there are any emergency type breakdowns.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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CAPITAL EXPENDITURE ANALYSIS BY PROGRAM

1.03 - Economic Development

Legend:

Actuals Budget

Comments:

The city centre works capital budget of $80,000 was not expended due to the pending commencement of the City Centre Revitalisation Project which is due to commence in August 2014, these funds need to be carried over in its entirety for projects planned in 2014/15.

1.04 - Sustainability & Collaboration

Legend:

Actuals Budget

Comments:

Costs relate to finalisation of Bedford Rd remediation works. Costs will be carried forward and covered by income distribution from Woodlands

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

2.05 - Health & Regulatory Services

Legend:

Actuals Budget

Comments:

RSPCA Adoption Centre construction, design work and installation of kennels scheduled for completion at the end of July

MACKAY REGIONAL COUNCIL

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CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

3.04 - Procurement & Plant

Legend:

Actuals Budget

Comments:

Capital expenditure is below budget due to the removal of a number of items from the program due to their low usage and proposed fleet review in 14/15. Three flocon trucks represent a $712,000 carry over due to their long build times which is approx 8 months.

3.05 - Information Services

Legend:

Actuals Budget

Comments:

Capital budget has major projects that are in progress or commenced. Some under deliverables due to resource and project interdependencies. Carryovers will be requested. Some budgets e.g. GIS were underspends.

3.07 - Assets

Legend:

Actuals Budget

Comments:

Asset Management project ongoing, leading to request for unspent project funds to be carried forward and 2014/15 budget was reduced to allow for this carryforward.

CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

4.02 - Property Services

Legend:

Actuals Budget

Comments:

Capital Works
The Property Services Capital Works Schedule contains a variety of projects, some sit outside of Property Services direct control. Detail as follows:

General Projects
Allocated $1,471,172.00(11 Projects), expended $1,264,798.00 – Current figure but does not represent the end of year expenditure, final completion rate is estimated to be 92%.

Other Departments
Strategic Land Purchases - $1,950,830.00
Homemaker Centre Detention Basin and Holts Road Regional Construction
Expended - $157,632.00, balance of funding to be rolled-over.

Blackmur St Comm Housing - $704,846.00
Construction of Social Housing units at Marian
Project under the control of the Executive Officer Sustainability & Collaboration, to be completed prior to 30/06/2014 with balance returned to State.

Projects
Old Pioneer Council Building - $615,000.00
This project is being managed by the Project Manager City Centre Projects.

Northern Beaches Library/Comm Hub - $600,000.00
This project has been cancelled.
Aquatic Projects Assigned Through Restructure
Funding has been allocated on an annual basis in small amounts to accumulate enough funding to undertake projects of significance, following the restructure planning was undertaken to define projects and allocate required funding. Resulting in 62% being utilised for the 2013/14 Financial Year.
Allocated $700,708.00, expended $436,985.00 (Funding historically rolled-over)

4.03 - Community Lifestyle

Legend:

Actuals Budget

Comments:

The primary reason for the variance of Budgeted Capital to Actual Expenditure was the deferral of refurbishment works at the Miram Library (including the installation of RFID technology) to enable a broader project involving multiple buildings in the area to be progressed. Property Services is currently planning the project, which includes the development of a Community and Staff Engagement Plan.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

4.04 - MECC & Events

Legend:

Actuals Budget

Comments:

The MECC storage facility was deferred to accommodate unanticipated building works. Air Conditioning rolled over to next FY. New carpets for Convention Centre have proved challenging with preferred supplier going out of business and a new supplier has been sourced.

4.05 - Corporate Communication & Marketing

Legend:

Actuals Budget

Comments:

Expenditure below actual budget due to lower than expected need for locality signage and requested facility signage.

4.06 - Parks & Environment

Legend:

Actuals Budget

Comments:

The two major projects contributing to the above amount being under budget are Edward Lloyd Park and Meadowlands at the Botanical Gardens.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

5.01 - Engineering Management

Legend:

Actuals Budget

Comments:

The Southern Entry Statement project was awarded in June with works now underway. These funds are to be redirected to 5.5 where project being delivered.

5.02 - Civil Operations

Legend:

Actuals Budget

Comments:

The under-expenditure is predominately associated with the traffic signal capital works which were put on hold whilst works associated with asbestos identification and removal were being undertaken. Further works on asbestos removal is scheduled for 2014/15.

5.03 - Technical Services

Legend:

Actuals Budget

Comments:

Allocated expenditure traffic counter replacement fully complete. Remaining funding is discretionary funding for road off alignment purchases. Unexpended funds will be acried over to 2014/15 budget.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

5.04 - Emergency Management

Legend:

Actuals Budget

Comments:

Capital expenditure is underspent due to delays in a number of projects.

5.05 - Civil Projects

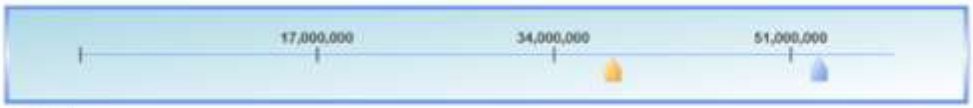
Legend:

Actuals Budget

Comments:

The Budget includes $14M for the CBD revitalisation project which there is limited expenditure this FY and this distorts the overal graphs. In addition there are a number commitments for land acquisitions, services relocations and design commissions that whilst initiated will not be realised this FY.

5.06 - NDRRA



Legend:

Actuals Budget

Comments:

Restoration works on the approved 2011 & 2012 NDDRA projects together with complementary works were completed by the 30 June 2014 deadline. The process for accounting for the actual costs and the formal acquittal process is in progress

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
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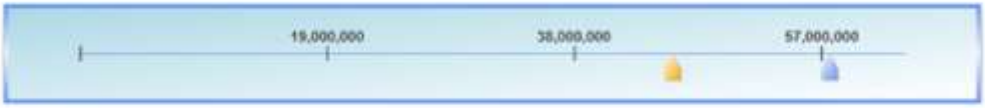
CAPITAL EXPENDITURE ANALYSIS BY PROGRAM CONT'D

6.03 - Infrastructure Delivery



Legend:

Actuals Budget

Comments:

The snapshot reflected above identifies actual expenditure at the 30th June, which does not include invoicing for works completed to the 30th June. Allowing for final accruals and including costs associated with the Mt Pleasant reservoir (Percy Crt) embankment repairs that are budgeted for in Water but have been captured in Eng Services NDRRA account the delivery target of 90% of Capital Works Program completed against original budget has been achieved.

6.05 - Waste Services

Legend:

Actuals Budget

Comments:

The capital expenditure was not achieved primarily as a result of the delay with the Hogan's Pocket landfill cell 1 capping project. This project was suspended due to the contractor unable to obtain materials meeting the contracted specification. The project will be carried over into 2014/2015 to be completed by September 2014.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

FINANCIAL PERFORMANCE REPORT – WATER & WASTE SERVICES

	Water			Waste Water		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue						
Rates & Utility Charges	40,459,426	41,225,714	101.97%	45,184,553	45,398,679	100.48%
Less: Discounts and Remissions	(1,669,816)	(1,626,869)	98.02%	(3,940,974)	(3,917,098)	99.40%
Fees & Charges	2,078,000	1,699,355	81.78%	2,123,422	1,942,824	91.49%
Sales - Contract & Recoverable Work	1,810,000	1,788,893	98.83%	1,300,000	1,405,190	108.09%
Operating Grants & Subsidies	-	-	0.00%	-	-	0.00%
Operating Contributions	-	-	0.00%	-	-	0.00%
Interest Earned	750,000	1,416,807	188.91%	375,000	1,166,495	311.07%
Other Revenue	115,563	180,198	155.92%	-	-	0.00%
Community Services Obligations	39,957	39,957	100.00%	137,843	137,843	100.00%
Internal Transfer - Income	829,660	1,001,005	120.65%	405,079	414,145	101.99%
Internal Revenue Distribution	-	-	0.00%	-	-	0.00%
	$ 44,432,791	$ 45,725,900		$ 45,585,222	$ 46,538,063	
Less: Operating Expenses						
Employee Cost	7,901,070	7,388,052	93.51%	6,903,401	5,994,907	86.84%
Goods, Services & Other Operational Costs	9,715,215	8,512,340	98.62%	10,460,396	9,004,329	86.06%
Transfer from Capital re Loss on Disposal of Assets	-	1,381,958	100.00%	-	712,634	100.00%
Finance Costs (incl Interest Expense)	2,552,804	2,509,646	98.31%	4,181,399	3,832,149	91.65%
Other Expenses	430,606	361,990	84.08%	697,100	547,377	78.52%
Depreciation	7,042,704	7,042,704	100.00%	9,193,392	9,193,392	100.00%
Corporate Overheads & Competitive Neutrality Costs	3,296,510	3,296,510	100.00%	3,350,475	3,350,475	100.00%
Internal Transfers - Expenses	1,836,284	2,073,582	112.92%	1,304,585	1,154,915	88.53%
	$ 31,775,193	$ 32,675,854		$ 36,090,718	$ 33,790,178	
Less: Transfers						
Transfer from Capital re Loss on Disposal of Assets	-	(1,381,958)	100.00%	-	(712,634)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior Year	(3,587,215)	(3,587,215)	100.00%	(4,073,649)	(4,073,649)	100.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%	-	-	0.00%
Transfer (to) Capital General Revenue Expended	4,487,371	2,978,391	66.37%	3,170,548	(383,544)	-12.41%
Inter-Function Dividends & Return on Capital	9,000,000	9,000,000	100.00%	8,310,000	8,310,000	100.00%
Constrained funds carried forward	-	-	0.00%	-	-	0.00%
Transfers from Reserves	(3,079,773)	(3,079,773)	100.00%	(3,956,672)	(13,959,672)	352.56%
Transfers to Reserves	5,837,215	6,919,515	113.40%	6,048,278	8,960,804	115.08%
	$ 12,657,599	$ 10,539,871		$ 9,495,505	($ 3,868,895)	
Operating Surplus (Deficit)	$ -	$ 2,510,135		$ -	$ 15,616,799	
CAPITAL SUMMARY						
Capital Funding						
General Revenue Used for Capital Purposes	4,487,371	2,978,391	66.37%	3,170,548	(383,544)	-12.41%
Capital Grants	5,801,480	139,556	2.05%	-	-	0.00%
Capital Contributions	4,868,565	7,931,959	162.89%	4,869,586	8,770,937	136.03%
Capital Contributions - Non Cash Developer	2,000,000	5,905,599	295.33%	2,000,000	14,646,449	732.32%
Capital Other Revenue	-	-	0.00%	-	-	0.00%
Capital Internal Transfers - Revenue	-	-	0.00%	-	-	0.00%
Transfers from Capital Reserves	5,849,967	5,692,923	97.32%	25,855,936	25,724,439	99.49%
Transfers to Capital Reserves	(4,900,754)	(7,963,148)	162.49%	(5,275,348)	(7,175,819)	136.03%
New Loans	757,144	757,144	100.00%	-	-	0.00%
Proceeds from Sale of Assets	-	-	0.00%	-	-	0.00%
Funded Depreciation	7,042,704	7,042,704	100.00%	9,193,392	9,193,392	100.00%
Capital Funding Brought Forward			0.00%			0.00%
Capital Funding Carried Forward			0.00%			0.00%
	$ 26,907,477	$ 22,485,038		$ 39,814,094	$ 48,764,955	
Capital Expenditure						
Capital Expenditure	22,611,819	13,564,731	60.52%	34,750,126	30,993,430	89.19%
Capital Internal Transfers - Expense	162,365	757,420	466.49%	57,598	60,907	105.76%
Capital Expenditure (Carried Over)			0.00%			0.00%
Capital - Non Cash Developer Contributions	2,000,000	5,905,599	295.33%	2,000,000	14,646,449	732.32%
Loan Repayments	2,133,293	2,157,289	100.19%	3,006,380	3,064,169	101.92%
	$ 26,907,477	$ 22,485,038		$ 39,814,094	$ 48,764,955	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

FINANCIAL PERFORMANCE REPORT – WATER & WASTE SERVICES CONT'D

	Water and Waste Services		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue			
Rates & Utility Charges	85,653,979	86,615,393	101.12%
Less: Discounts and Remissions	(5,600,489)	(5,544,097)	98.99%
Fees & Charges	4,201,422	3,642,179	86.69%
Sales - Contract & Recoverable Work	3,110,000	3,194,060	102.70%
Operating Grants & Subsidies	-	-	0.00%
Operating Contributions	-	-	0.00%
Interest Earned	1,125,000	2,583,302	229.63%
Other Revenue	116,563	180,198	154.63%
Community Services Obligations	177,800	177,800	100.00%
Internal Transfer - Income	1,236,739	1,415,150	114.52%
Internal Revenue Distribution	-	-	0.00%
	$ 90,019,013	$ 92,263,983	
Less: Operating Expenses			
Employee Cost	14,804,471	13,382,970	90.40%
Goods, Services & Other Operational Costs	19,176,611	17,616,668	91.87%
Transfer from Capital re Loss on Disposal of Assets	-	2,104,591	100.00%
Finance Costs (incl Interest Expense)	6,734,173	6,341,797	94.17%
Other Expenses	1,127,606	909,367	80.65%
Depreciation	16,236,099	16,236,099	100.00%
Corporate Overheads & Competitive Neutrality Costs	6,647,085	6,647,085	100.00%
Internal Transfers - Expenses	3,140,869	3,228,489	102.79%
	$ 67,865,910	$ 66,467,072	
Less: Transfers			
Transfer from Capital re Loss on Disposal of Assets	-	(2,104,591)	100.00%
Retained Surplus (Deficit) Brought Forward from Prior Year	(7,660,864)	(7,660,864)	100.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%
Transfer (to) Capital General Revenue Expended	7,657,919	2,584,757	33.75%
Inter-Function Dividends & Return on Capital	17,310,000	17,310,000	100.00%
Constrained funds carried forward	-	-	0.00%
Transfers from Reserves	(7,039,444)	(17,039,444)	242.08%
Transfers to Reserves	11,885,493	13,580,119	114.26%
	$ 22,153,103	$ 6,669,976	
Operating Surplus (Deficit)	$ -	$ 19,126,934	
CAPITAL SUMMARY			
Capital Funding			
General Revenue Used for Capital Purposes	7,657,919	2,584,757	33.75%
Capital Grants	6,801,480	138,556	2.05%
Capital Contributions	9,739,130	14,701,997	150.96%
Capital Contributions - Non Cash Developer	4,000,000	20,553,049	513.83%
Capital Other Revenue	-	-	0.00%
Capital Internal Transfers - Revenue	-	-	0.00%
Transfers from Capital Reserves	31,705,902	31,417,361	99.09%
Transfers to Capital Reserves	(10,176,100)	(15,138,967)	148.77%
New Loans	757,144	757,144	100.00%
Proceeds from Sale of Assets	-	-	0.00%
Funded Depreciation	16,236,096	16,236,096	100.00%
Capital Funding Brought Forward	-	-	0.00%
Capital Funding Carried Forward	-	-	0.00%
	$ 66,721,571	$ 71,250,993	
Capital Expenditure			
Capital Expenditure	57,361,945	44,670,160	77.89%
Capital Internal Transfers - Expense	219,952	818,326	372.05%
Capital Expenditure (Carried Over)	-	-	0.00%
Capital - Non Cash Developer Contributions	4,000,000	20,553,049	513.83%
Loan Repayments	5,139,673	5,201,458	101.20%
	$ 66,721,571	$ 71,250,993	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
REPORT FOR THE MONTH OF JUNE 2014

FINANCIAL PERFORMANCE REPORT – WATER & WASTE SERVICES CONT'D

Water and Waste Services			
Description	**Orig Budget 2013 / 2014**	**Amd Budget 2013 / 2014**	**Actual 2013 / 2014**
Operating Income	$87,019,013	$90,019,013	$92,263,983
Operating Expenses	($67,326,466)	($67,865,910)	($66,467,072)
Net Operating Surplus before Tax	$19,692,548	$22,153,103	$25,796,911

COMMENTS -

Revenue is above budget predominately through higher than anticipated rates growth and interest earned. It should be noted that for both of these revenue categories, surplus funds have been transferred to reserve as outlined in the budget policy and to assist in retaining the purchasing power of capital reserve funds. All other revenue categories are tracking close to or above YTD budget. The one exception to this however is fees & charges, which are lower than anticipated due to reduced demand for plumbing inspections.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

FINANCIAL PERFORMANCE REPORT – WASTE SERVICES

	Waste Services		
	Amd Budget 2013 / 2014	Actual 2013 / 2014	%
Operating Revenue			
Rates & Utility Charges	19,217,731	20,610,969	107.25%
Less: Discounts and Remissions	(1,136,348)	(1,092,607)	96.15%
Fees & Charges	9,169,804	8,513,621	92.84%
Sales - Contract & Recoverable Work	-	-	0.00%
Operating Grants & Subsidies	-	4,425	100.00%
Operating Contributions	-	-	0.00%
Interest Earned	475,000	393,052	82.75%
Other Revenue	356,712	302,039	84.67%
Community Services Obligations	135,266	135,266	100.00%
Internal Transfer - Income	488,429	486,123	99.53%
Internal Revenue Distribution	-	-	0.00%
	$ 28,696,693	$ 29,352,888	
Less: Operating Expenses			
Employee Cost	1,496,601	1,439,338	96.17%
Goods, Services & Other Operational Costs	16,226,052	13,420,416	82.71%
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%
Finance Costs (incl Interest Expense)	1,505,215	1,447,429	96.16%
Other Expenses	167,700	98,624	58.81%
Depreciation	1,855,592	1,855,592	100.00%
Corporate Overheads & Competitive Neutrality Costs	1,356,797	1,356,797	100.00%
Internal Transfers - Expenses	467,916	379,059	81.01%
	$ 23,075,864	$ 19,997,246	
Less: Transfers			
Transfer from Capital re Loss on Disposal of Assets	-	-	0.00%
Retained Surplus (Deficit) Brought Forward from Prior Year	(1,442,040)	(1,442,040)	100.00%
Transfer from Capital for Unfunded Depreciation	-	-	0.00%
Transfer (to) Capital General Revenue Expended	4,521,695	2,977,749	65.85%
Inter-Function Dividends & Return on Capital	2,410,000	2,410,000	100.00%
Constrained funds carried forward	-	-	0.00%
Transfers from Reserves	(1,460,856)	(1,372,633)	93.96%
Transfers to Reserves	1,592,040	2,514,229	157.93%
	$ 5,620,829	$ 5,087,305	
Operating Surplus (Deficit)	$ -	$ 4,268,337	
CAPITAL SUMMARY			
Capital Funding			
General Revenue Used for Capital Purposes	4,521,695	2,977,749.00	65.85%
Capital Grants	-	-	0.00%
Capital Contributions	-	-	0.00%
Capital Contributions - Non Cash Developer	-	-	0.00%
Capital Other Revenue	-	-	0.00%
Capital Internal Transfers - Revenue	-	-	0.00%
Transfers from Capital Reserves	1,653,261	1,653,261	100.00%
Transfers to Capital Reserves	-	-	0.00%
New Loans	-	-	0.00%
Proceeds from Sale of Assets	-	-	0.00%
Funded Depreciation	1,855,592	1,855,592.00	100.00%
Capital Funding Brought Forward			0.00%
Capital Funding Carried Forward			0.00%
	$ 8,030,538	$ 6,486,601.00	
Capital Expenditure			
Capital Expenditure	6,694,022	5,156,931	77.04%
Capital Internal Transfers - Expense	-	19,066	100.00%
Capital Expenditure (Carried Over)			0.00%
Capital - Non Cash Developer Contributions	-	-	0.00%
Loan Repayments	1,336,516	1,310,704	98.07%
	$ 8,030,538	$ 6,486,600.95	

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE
REPORT FOR THE MONTH OF JUNE 2014

FINANCIAL PERFORMANCE REPORT – WASTE SERVICES CONT'D

Mackay Waste Services			
Description	**Orig Budget 2013 / 2014**	**Amd Budget 2013 / 2014**	**Actual 2013 / 2014**
Operating Income	$28,696,693	$28,696,693	$29,352,888
Operating Expenses	($22,715,008)	($23,075,864)	($19,997,246)
Net Operating Surplus before Tax	$5,981,685	$5,620,829	$9,355,642

COMMENTS -

Revenue is slightly over budget mainly due to rates revenue being higher than anticipated. It should be noted that fees and charges, interest earned and other revenue are all lower than anticipated.

Operational expenditure is under budget at this stage, predominately through goods and services being well below budget as a result of the timing of large contract payments but accruals and end of year adjustments should bring them closer to budget. An adjustment to reflect revenue collected in relation to carbon tax and account for the liability incurred will be completed as part of the end of year process.

MACKAY REGIONAL COUNCIL

EXECUTIVE FINANCIAL PERFORMANCE REPORT FOR THE MONTH OF JUNE 2014

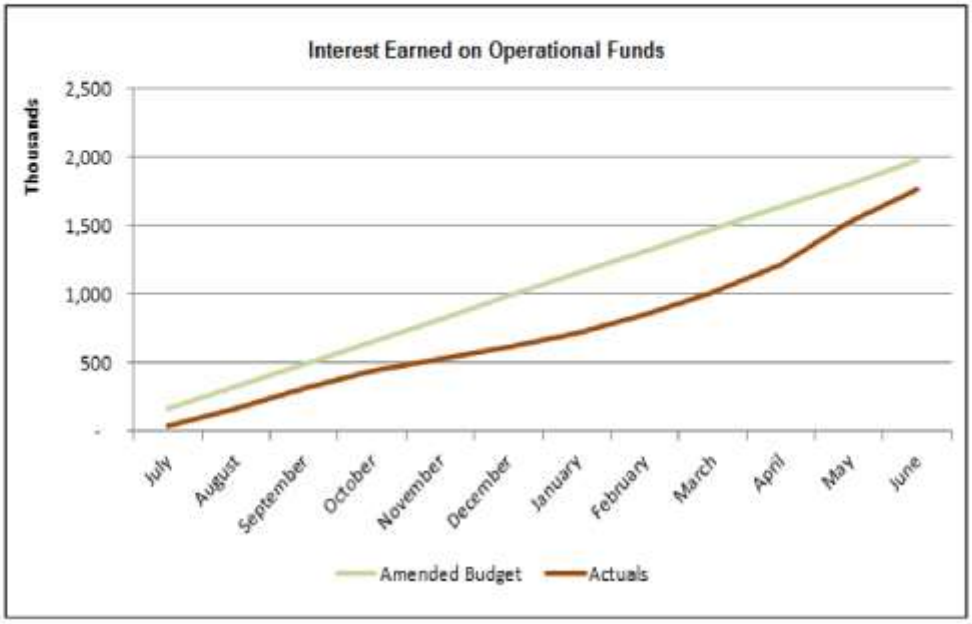
CRITICAL BUDGET SUCCESS FACTORS – INVESTMENTS

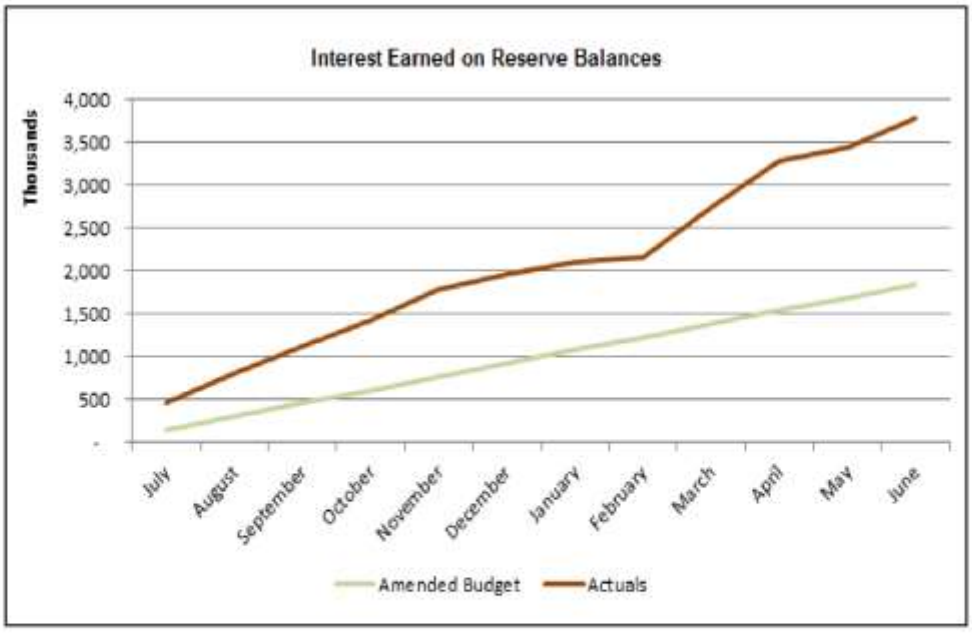
Investment	Bank	Term Deposits	QTC	Total	Interest Earned Year to Date
General					
Consolidated	18,815,205		10,306,985	29,122,190	941,254
	18,815,205	-	**10,306,985**	**29,122,190**	**941,254**
Cleansing	-	-	**3,512,087**	**3,512,087**	**42,794**
Mackay Water					
Sewerage	-	-	4,326,724	4,326,724	58,172
Water	-	-	3,100,243	3,100,243	43,829
	-	-	**7,426,967**	**7,426,967**	**102,001**
Reserves					
Capital Improvement	-	-	22,359,589	22,359,589	831,963
Off Street Parking	-	-	76,610	76,610	1,598
Cleansing	-	-	11,180,695	11,180,695	306,725
Sewerage	-	-	23,545,191	23,545,191	1,037,326
Water	-	-	37,973,536	37,973,536	1,032,301
Constrained Works - Recurrent	-	-	2,897,893	2,897,893	168,404
Constrained Works - Capital	-	-	10,313,602	10,313,602	277,362
Natural Environment	-	-	1,881,827	1,881,827	45,324
Natural Environment (Land Acq)	-	-	1,389,627	1,389,627	29,882
Slade Point	-	-	85,177	85,177	1,450
Pensioner Housing	-	-	97,205	97,205	2,395
Gravel Quarry	-	-	1,187,361	1,187,361	32,788
Disaster Response	-	-	557,699	557,699	10,779
City Centre	-	-	520,155	520,155	6,429
	-	-	**114,066,167**	**114,066,167**	**3,784,726**
Trust	**420,927**	-	**3,410,000**	**3,830,927**	-
Total Investment Interest	**19,236,132**	-	**138,722,206**	**157,958,338**	**4,870,775**

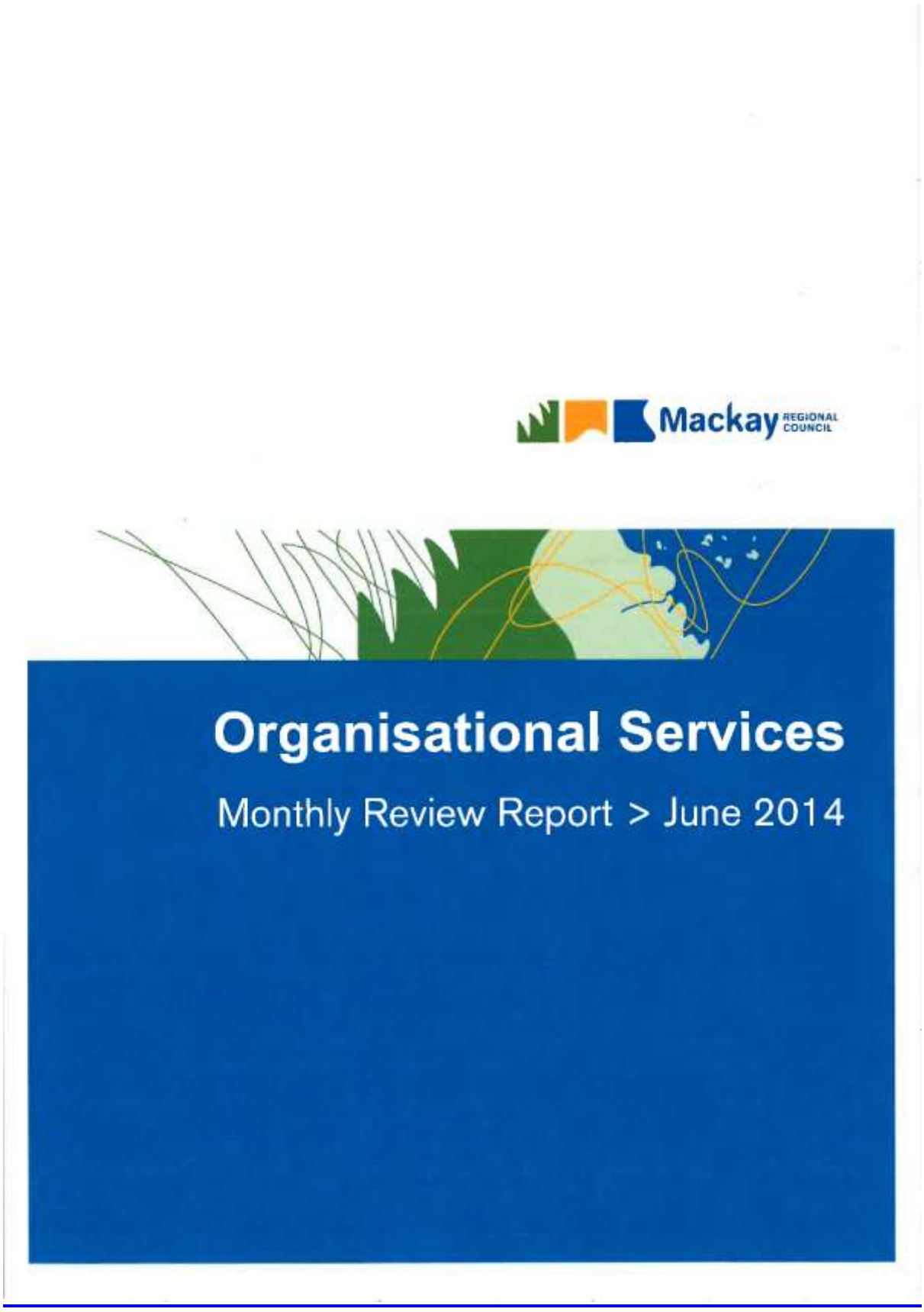
Investment Fund	Jun-14	May-14	Apr-14	Quarter	12 Month Return
Council Investments*	3.75%	3.75%	3.73%	3.74%	3.55%
QTC Cash Fund	3.36%	3.24%	3.24%	3.28%	3.43%
Cashfund Returns - Average	2.96%	3.00%	2.92%	2.96%	3.05%
USB Aust. Bank Bill Index	2.64%	2.64%	2.64%	2.64%	2.63%
11AM Indicative Cash Rate	2.40%	2.52%	2.40%	2.44%	2.48%

* Values shown against "Council Investments" do not include the returns achieved from QTC managed funds.

CRITICAL BUDGET SUCCESS FACTORS – INVESTMENTS CONT'D






Mackay REGIONAL COUNCIL
Organisational Services
Monthly Review Report > June 2014

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Executive Summary

Organisational Services

June 2014 was a very busy month with the key focus being on the adoption of the 2014/2015 budget and Long Term Financial Forecast. The budget was adopted by Council on Wednesday 25 June 2014.

There continued to be a major focus on the Workplace Health & Safety Reviews. These covered the recommendations arising from the Kitney Report, DuPont workshop and the external WH&S audit October 2013. There are a number of recommendations which are currently being reviewed. A key milestone was achieved by the end of June 2014, in that, a review of committee structure was finalised. This will mean there will be an over-riding Workplace Health & Safety Management Committee, (chaired by the CEO), an integrated management systems committee, chaired by Executive Officer Performance and Strategy and four department WH&S committees, chaired by each relevant Director. This new committee structure will be effective 1 August 2014.

There continues to be a major focus on a wide range of Information Services Projects. These are detailed within this report under the heading Project Progress. The Manager I.S. continues to prioritise projects with the Strategy Leadership and Performance Team (SLPT) for 2014/2015 and beyond. A very important exercise in relation to developing an Information Services Strategy document has commenced. Data 3 have been engaged to complete the high level requirements and at this stage have met with the CEO and each Director individually to talk about the future I.S requirements for their respective areas.

Within Governance and Finance, progress continues to be made on asset management. The key focus to date has been on data collection and asset management plans but there is now a major focus on the development of a maintenance management module. An Asset Management Leadership forum was held in June which involved all stakeholders. This was chaired by the Chief Executive Officer.

The monitoring of the new Industrial Relations and Other Amendment Legislation Bill continues. The Mackay Regional Council Agreement has now rolled over as a continuing agreement until the new Modern Award is in place. The new revised date of the Modern Award is now 1 October 2014. Negotiations cannot commence beyond the 60 day period before implementation but management continue to review their position.

There continues to be ongoing negotiations in relation to a tripartite agreement in relation to Laguna Quays. Once a tripartite settlement is reached a report will be completed for Council.

As Director, I have also been involved in the project management implementation. Stage 1 of this project is getting closer to sign off.

Key Focus July:

There are a number of key focuses for July 2014. These include the progress on the 2013/2014 Financial statements, the maintenance management module for asset management, continuous review of the new Industrial Relations and Other Amendment Legislation Bill and the new E.A. The rollout of the Corporate Culture also remains a key focus.

Director Organisational Services

Innovation & Improvement

Key Achievements

Organisational Services Business Improvement Team

The aim of the Organisational Services Business Improvement Team is to improve the efficiency and effectiveness of business processes delivered to the organisation.

PROJECTS IN PROGRESS	DETAILS OF PROJECT	STAGE OF COMPLETION - %
Historical Imagery Project	Ability to write on both MIMAPS and MADI historical imagery	20%
iDash	Management dashboard to monitor all corporate systems, assign tasks and link to KPI's	35%
Waste Bins - Charging Audit & Actions	Ensure alignment between bins on rate assessments compared to physical bins	50%
i-Kiosk	i-KIOSK will be available on line internally, (e.g. timesheets completed from home by logging into Council system	90%
Digital Mail Boxes	Rate assessments will be able to be forwarded electronically. Aiming for second rates instalment 2014/2015.	50%
e-Training	All training will be able to be applied and approved through KIOSK.	90%
Chris 21 Expenses Module	Training expenses will be able to be reimbursed through payroll rather than finance system.	75%

Video Conference Efficiency & Sustainability Project	Implementation of video conferencing facilities at each of Council's key sites.	50%
e-Subscriptions to Newspapers/Corporate Magazine/Journal Subscription Review	Reviewing ability to reduce number of newspapers circulated throughout the organisation.	90%

NEW PROJECTS FOR INVESTIGATION	DETAILS OF PROJECT	STAGE OF COMPLETION - %
SMS Service	Looking at SMS gateway for various services, e.g. water leakage	Nil

PROJECTS COMPLETED	DETAILS OF PROJECT	STAGE OF COMPLETION - %
Animal Registration Process	This project gives the ability to send out the dog tags with the registration.	100%
Service Level Efficiency – Staff Outdoor Tables	This project was about installing staff table near the fountain	100%
Facebook e-pathway linkage on MRC website	Simplify the process for people to report an issue to council when visiting council's Facebook page.	100%
Financial Delegation Review	Review of financial delegations. This review covers current delegations and new proposed delegations.	100%
Access to Rates Information on-line via ePathway	This project enables on-line access by ratepayers to rates information.	100%

Asset Management

KPI - Data Collection and Valuations

- Financial valuations for land and heritage and cultural asset categories underway.
- Review of unit rates and useful lives undertaken for water and sewerage asset categories.
- Review of road unit rates on hold pending Road and Transport Alliance roads asset valuation methodology for investigation and possible adoption on a regional basis. This is a key state-wide asset management initiative of the Roads and Transport Alliance over the past 18 months and has the support of the Qld Audit Office.

KPI - Asset Management Plans

- Buildings & Parks - Updated with new data / valuations / condition ratings and hierarchies.
- Roads - Asset Management plan being reviewed and updated.
- Water & Sewer – Asset Management Plan developed and referenced in business plan adopted through Budget process.

KPI - Project Plan for Maintenance Management System

- Through initial meeting of Asset Management Leaders Forum, direction given to proceed with interim solution for maintenance management. Recommendation also given to undertake further work around Council's business requirements for maintenance management in parallel to the implementation of the interim solution.

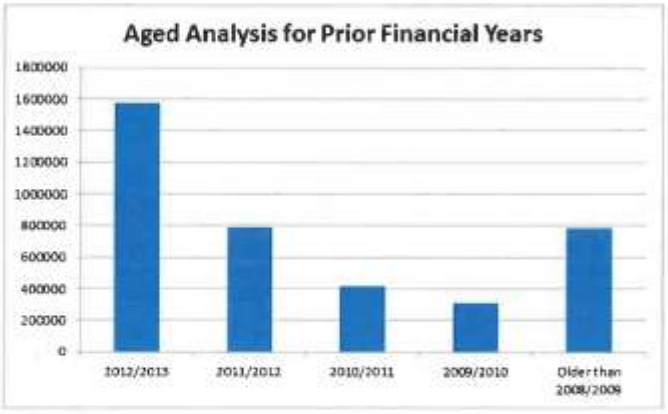
Financial Services

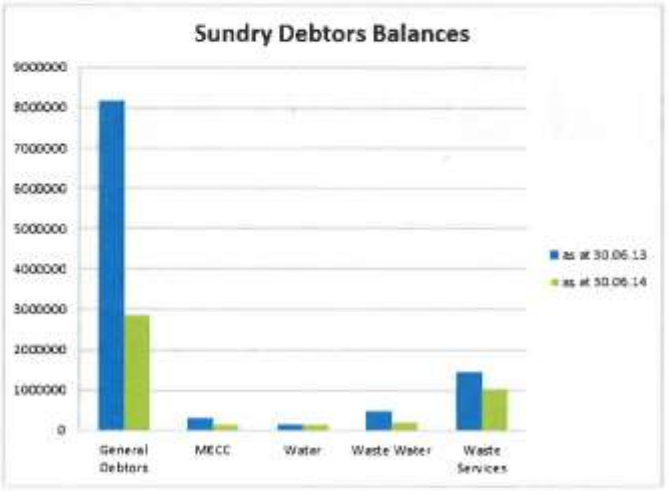
- Finalisation and adoption of 2014/2015 Annual Budget and Long Term Financial Forecast
- Preparation for end of financial year

Rates Outstanding

Rates Outstanding

	Outstanding Balance	Rates Levied	Annualised Percentage
Rates Outstanding 30.06.14	11,798,906	225,156,077	5.2%
Prepayments	-4,350,049		
Rates Overdue	11,798,906		5.2%
Rates Overdue Last Month	10,115,416	230,122,730	4.4%
Rates Outstanding 30.06.13	10,861,192	211,169,638	5.1%
Rates Overdue	10,861,192		5.1%





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Governance

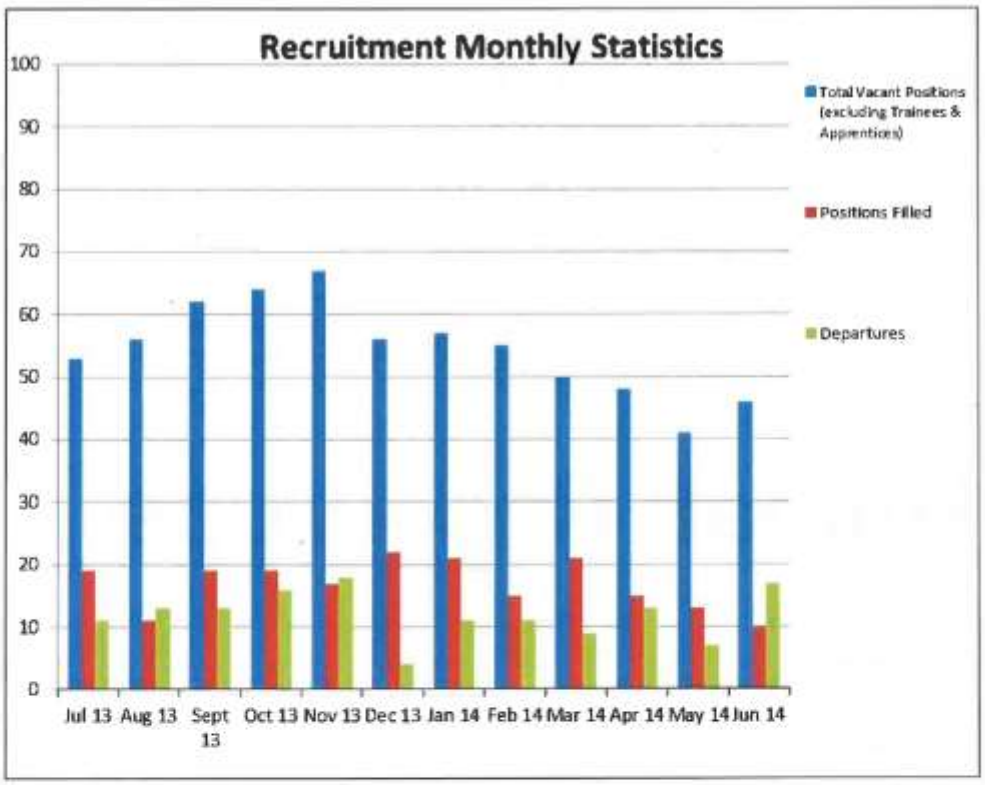
- 38 insurance claims received during June 2014
- 2 Right to Information Application received during June 2014
- 1 Right to Information Application withdrawn during June 2014
- 1 Ombudsman enquiry received during June 2014
- Operational Plan 2014/2015 - Adopted by council June 25, 2014
- Operational Plan 2013/2014 4th Qtr – Draft plan collated and circulated for comment
- 31 Governance Queries received (Delegations x 4, authorised person x 1, Local Laws x 5, insurance x 8, RTI and IP x 7 and General Governance x 6).

Human Resources

Recruitment

- Total Vacant Positions - **46** (excluding maternity leave positions)
- Total Number of Positions Filled – **10**
- Departures – **17**
- Monthly Turnover - **1.61%**

Mackay REGIONAL COUNCIL **Organisational Services** Monthly Review > June 2014



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Organisational Services Monthly Review > June 2014

Mackay REGIONAL COUNCIL

MRC Turnover

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	1.85%	2.35%	1.69%	1.21%	1.66%	2.15%	2.93%	1.44%	1.78%	1.60%	3.03%	2.47%
2012	1.64%	1.14%	1.89%	1.60%	1.22%	1.12%	1.41%	1.68%	1.57%	1.38%	1.56%	0.64%
2013	1.43%	1.87%	1.05%	1.23%	0.87%	1.58%	0.97%	1.17%	1.17%	1.46%	1.66%	0.36%
2014	1.03%	1.04%	0.84%	1.21%	0.66%	1.61%						

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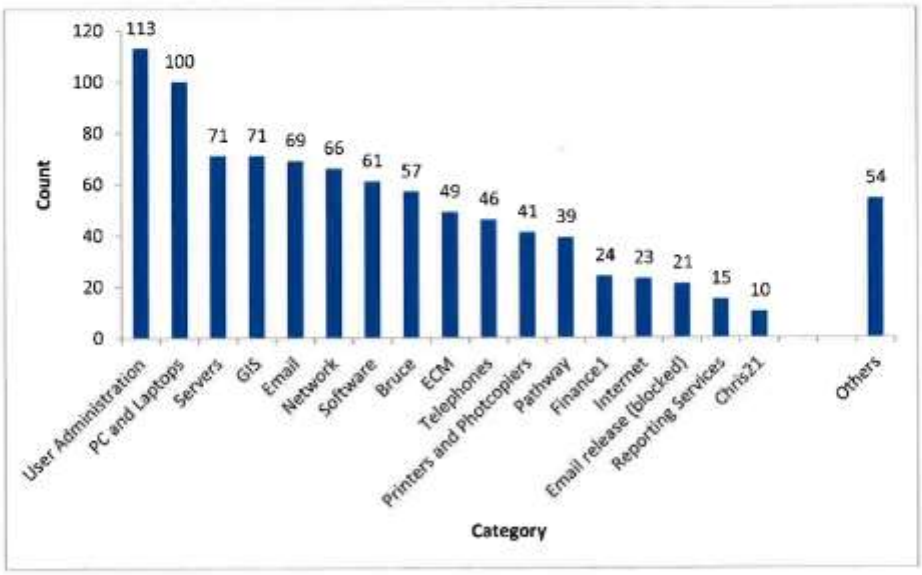
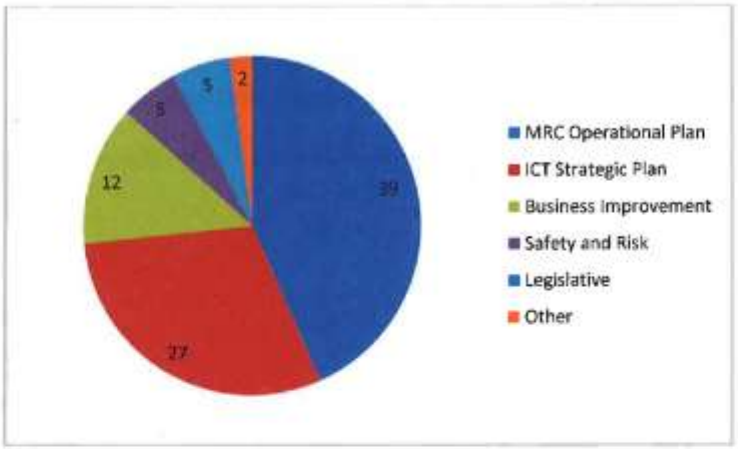
Information Services

- Waste Services map book has been completed;
- Major reconstruction of K drive is underway with a number of Programs now moved to the new structure;
- Prioritisation of major I.S. projects continues to have a major focus;
- Chris 21 upgrade completed;
- AMR Taggle Project. Have commenced documentation for hosting taggle and MIWater in the cloud with Council's Telstra Cloud platform;
- The iDash Project, which is a management dashboard to monitor all corporate systems, assign tasks and link to KPI's, is in progress;
- I.S. Strategic Planning Process continues. Data 3 have been engaged for higher level requirements.
- The IS Team held a Team platform day which was a celebration and reflection day in June, with teams presenting their version of completed works for the financial year. The Manager IS also delivered the new platform of works for I.S. for 2014/2015 financial year as well as the new operational plan projects.

IS Requests completed by category = 930 :



IS projects by Priority 2013-2014



Outstanding I.S. Support Requests

As at 30 June 2014 the number of outstanding support requests totalled - **397**

Internal Audit

- Assistance with Fraud and Corruption framework in conjunction with Governance.
- Audit and Risk Advisory Committee meeting agenda prepared and distributed for meeting to be held 4 July 2014.
- Internal Audit Strategic Plan 2014-17 prepared and circulated to Audit & Risk Advisory Committee for review and endorsement towards approval by the C.E.O.

Procurement & Plant

Projects progress and key areas of focus:

- CBD Revitalisation tender evaluation.
- Local Buy Consultant site attendance.
- Completion of 13/14 plant replacement program.
- Completion of the Warehouse end of financial year annual stocktake.
- Drafting of program for the annual "Doing Business with Council" information session to be held at the MECC on the 14th August.
- Finalising of progress claims for the completion of the NDRRA works.

Enterprise Risk & Strategic Review

With the foundations of the new Enterprise Risk and Strategic Review (ERSR) Program being further embedded this month, operations as one Program have certainly progressed. This month, the team has:

- Reviewed the 13/14 Workplace Health and Safety Management System Plan and submitted to SLPT for consideration. It is anticipated that the 14/15 Plan will be signed off in the month of July.
- Completed the operational review of WHS day to day operations.
- Taken carriage of the InControl implementation project with project planning for the way forward nearing completion.
- Compiled an operational reporting framework which will provide a weekly status update to senior staff and the manager to assist in appropriate resource and task allocation. This reporting regime will commence in the second week of July.
- Collectively considered the list of audit recommendations and improvement items (that contribute to the workplace health and safety strategy moving forward) compiled last month, with all officers commencing action in July.
- Continued work on:
    - The strategy for workplace health and safety, that will be followed moving forward.
    - Planning for the design and implementation of the corporate integrated management system.
    - The requirements of the Enforceable Undertaking.
- Continued participation in the design and delivery of Council's project management framework.
- Commenced working on:
    - Corporate business planning in conjunction with the Performance and Strategy Program. The focus for this month has been in establishing the proposed framework with progression to considering the process for implementation over the next 12 months.

Workplace Health & Safety

▪ Management of 9 Work Related compensation claims including 2 new claims with 4 claims being finalised. Management of 8 Non-Work Related Return to Work Programs with 4 new cases and 4 cases being finalised.
▪ 45 Incident Reports received, recorded and distributed for comment (39 staff, 6 Non Staff Members).
▪ Provided 106 WH&S Inductions, 7 Staff, 84 Contractors, 5 Work Experience and 10 Volunteers.
▪ Review and feedback on 1 Contractor (WWS Infrastructure Delivery) Safety Management Plans.
▪ Participated in 17 Worksite Hazard Inspections in the Civil Operations, Parks, Technical Services, Plant & Procurement, Water Treatment, Waste and WWS Networks work groups.

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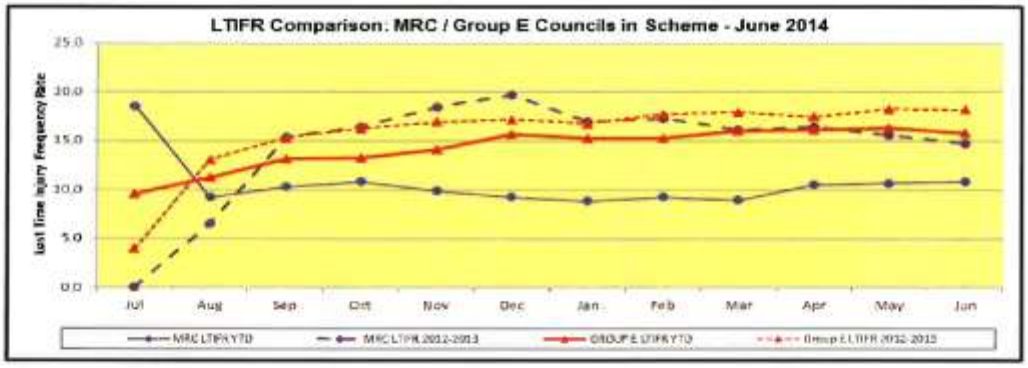
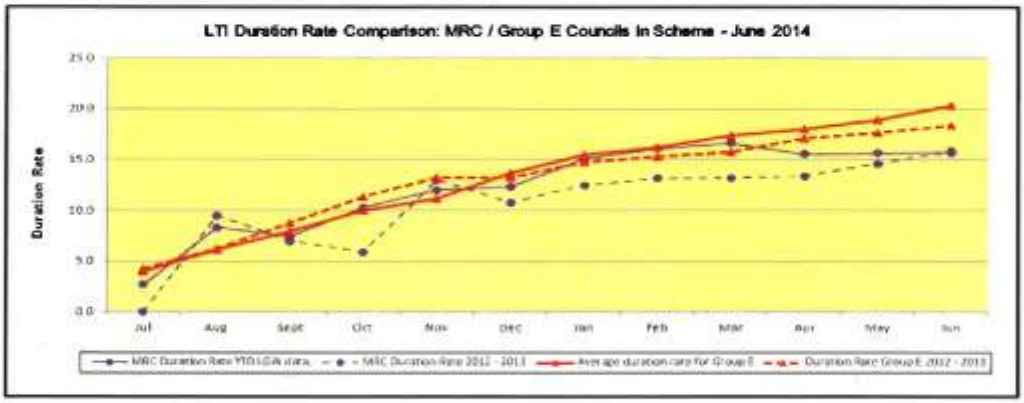
Mackay REGIONAL COUNCIL **Organisational Services** Monthly Review > June 2014



LGW Data: 2013 - 2014 Year To Date		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
MRC LTIFR YTD LGW Data.		18.6	9.3	10.3	10.8	9.9	9.3	8.9	9.3	9.0	10.5	10.7	10.8
Group E LTIFR YTD (Councils with wages > $50 mil)		9.6	11.3	13.2	13.3	14.1	15.8	15.2	15.2	16.0	16.1	16.3	15.8
MRC LTIs Cumulative		3	3	5	7	8	9	10	12	13	17	19	21



LGW Data: 2013- 2014 YTD		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
MRC Duration Rate YTD LGW data		2.7	8.3	7.4	10.3	12.0	12.3	15.1	16.1	16.6	15.5	15.6	15.7
Average duration rate for Group E (Councils with wages > $50 mil)		4.0	6.2	8.0	10.0	11.1	13.7	15.5	16.2	17.4	18.0	18.9	20.4
MRC Days Lost: Cumulative		17	25	37	72	96	111	151	193	216	274	321	329

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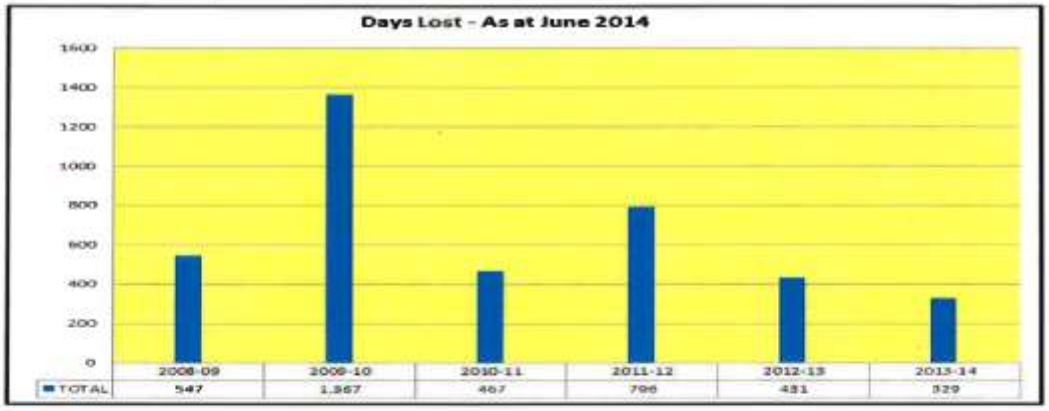
Mackay REGIONAL COUNCIL **Organisational Services** Monthly Review > June 2014

Workers Compensation



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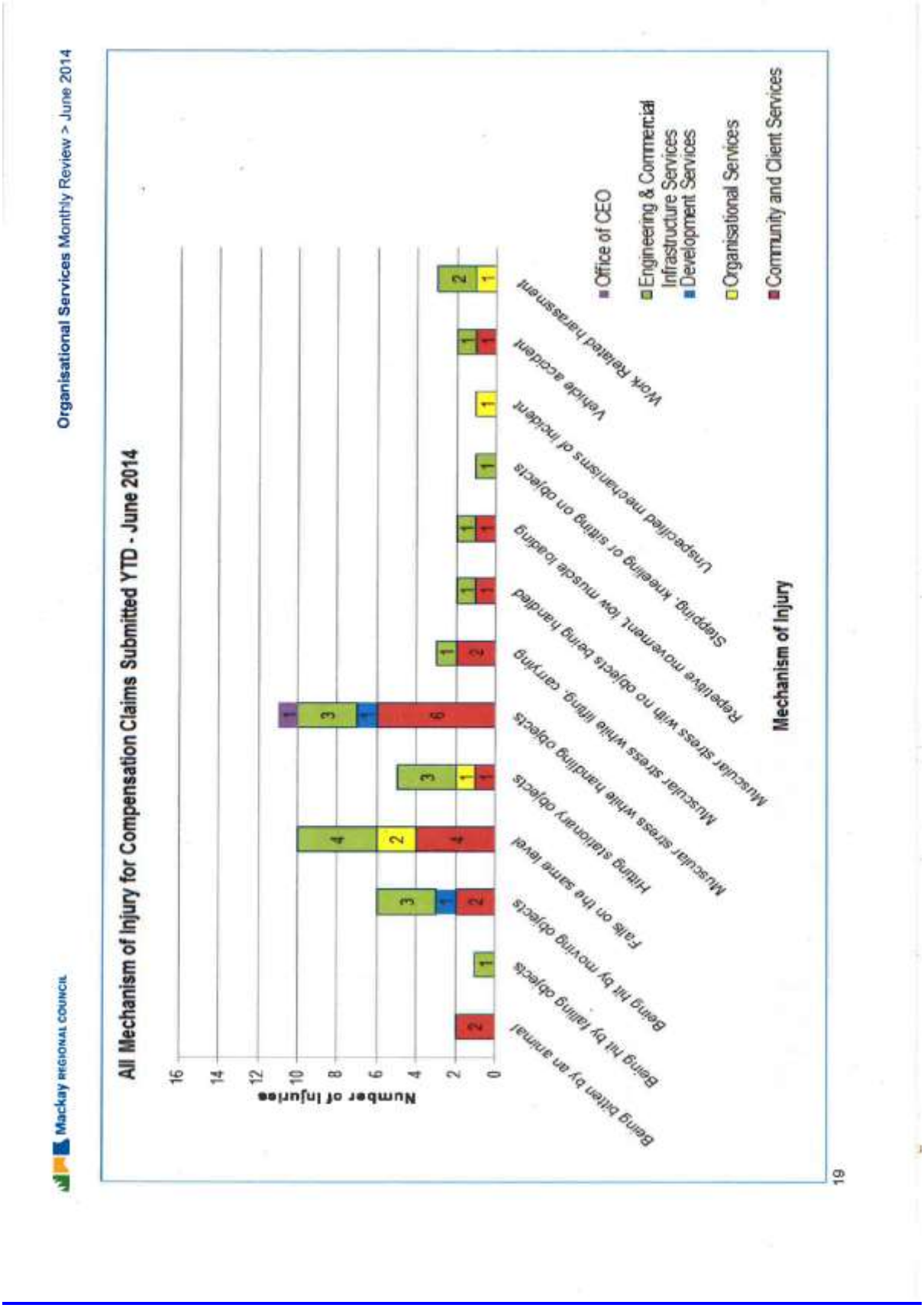
Organisational Services Monthly Review > June 2014
Mackay REGIONAL COUNCIL
All Mechanism of Injury for Compensation Claims Submitted YTD - June 2014
Number of Injuries
0
2
4
6
8
10
12
14
16
Being bitten by an animal
Being hit by falling objects
Being hit by moving objects
Falls on the same level
Hitting stationary objects
Muscular stress while handling objects
Muscular stress while lifting, carrying
Muscular stress with no objects being handled
Repetitive movement, low muscle loading
Slipping, kneeling or sitting on objects
Unspecified mechanisms of incident
Vehicle accident
Work Related harassment
Mechanism of Injury
Office of CEO
Engineering & Commercial Infrastructure Services
Development Services
Organisational Services
Community and Client Services
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Mackay REGIONAL COUNCIL

Project Progress

OS No.	Project	Plan Reference	Details of Project	Project Update	Traffic Light Indicator	Accountable Officer
1	**Director Organisational Services**		Review of Workplace Health and Safety. Actions as detailed in Workplace Health & Safety Management Report Action Plan arising from the Kitney Report, Dupont Report and external Workplace Health & Safety Audit. This relates to new WH&S structure.	Structure finalised and will be implemented from 1 August 2014.		Director Organisational Services
2	**Asset Management**		Develop and implement an Asset Management Plan which meets legislative requirements; • Completion of Strategic Asset Management Plan; • Implementation of Maintenance Management System.	• Roads, buildings and parks Asset Management Plans updated with new data / valuations / condition ratings and hierarchies • Water & Sewer - Asset Management Plan developed and referenced in business plan adopted through Budget process • Work continuing on data cleansing and gap analysis for further improvement of plans. • Through initial meeting of Asset Management Leaders Forum, direction given to proceed with interim solution for maintenance management. Recommendation also given to undertake further work around Council's business requirements for maintenance management in parallel to the implementation of the		Manager Governance & Assets

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Mackay REGIONAL COUNCIL

Project Progress

OS No.	Project	Plan Reference	Details of Project	Project Update	Traffic Light Indicator	Accountable Officer
				interim solution.		
3	**Governance**		Provision of an Organisation wide Business Continuity Plan.	Draft Business Continuity Framework has been reviewed by Governance staff and an analysis document finalised after consultation with Management Team and presented to SLPT. Plan presented to Audit Advisory Committee with recommendations received for further progression.		Manager Governance & Assets
4	**Governance**		Conduct a review of Council's Corporate Governance Framework and hierarchy of policies.	Draft Policy hierarchy reviewed by SLPT and subsequently approved following suggested amendments being incorporated. Draft governance framework reviewed to incorporate all relevant activities and better practice guidelines.		Manager Governance & Assets
5	**Human Resources**		Development and implementation of pilot area for an electronic system for SafePlan enabling online safety forms.	Pilot program is currently in progress.		Manager HR
6	**Information Services**	5.5.1	Deliver infrastructure projects outlined in Stage 1 Project Roadmap from ICT DRR Report.	Tender complete and vendor selected. Vendor has commenced work. This is a 3 year project with considerable progress in 2013/2014.		Team Leader IS projects
7	**Information Services**	7.6.2	Implement initiative outlined in the mobile computing strategy – IS Projects	Technology One were engaged in January to complete a scoping study in Asset system to determine the implementation of the Mobile assets, this is currently being reviewed. Corporate System projects have been		Team Leader Applications/Team Leader IS Projects

Mackay REGIONAL COUNCIL

Project Progress

OS No.	Project	Plan Reference	Details of Project	Project Update	Traffic Light Indicator	Accountable Officer
				completed • Laboratory Information System • Gas Detection system • Finance System • Human Resource System • Property and Rating system. • Property and Rating system audit projects complete. The Document and Records systems has had minor upgrades with major upgrades due in 2015.		
8	**Information Services**	7.6.3	Upgrade of corporate software systems – APPLICATIONS	ECM Upgrade - Project brief has been completed. There is a dependency on Pathway upgrade to 3.09 and GENCON implementation. ECM Upgrade will need to be deferred to next FY. This project has been put on hold until GENCON is signed off from the vendors Pathway Audit recommendations have been categorised into projects (and moved into the Pathway Program), work packages and support requests. This has now been completed.		Team Leader Applications/Team Leader IS Projects
9	**Information Services**	7.6.4	Undertake optimisation of Councils electronic document and record management system	Restructure of K Drive Work is continuing with individual Programs to		Team Leader IM

Mackay REGIONAL COUNCIL

Project Progress

OS No.	Project	Plan Reference	Details of Project	Project Update	Traffic Light Indicator	Accountable Officer
			ECM - Applications	migrate documents from K:Drive into ECM. Projects completed with the successful implementation of both systems. Currently in use with reporting functionality available. The return of investment has been seen in this project as the reduction in outstanding record management requests has been reduced by 65%.		
10	Information Services	7.6.5	Deliver MS Lync unified communications platform – ICT Operations	Completed Stage 1 of delivery of the technical platform. This project is complete and the pilot of Lync platform internal/external is complete. The future rollout and state of unified communications will form part of the new IS Strategic Plan 2014-2018.		Team Leader IS Projects
11	Information Services	7.7.1	Provide an overlay of Councils internal/external mapping systems of Mackay Region riverine flood level data – GIS	Development of symbology to clearly define flood heights is currently underway		Team Leader GIS
12	Information Services	7.9.3	Undertake optimisation of the Councils customer ePathway portal- APPLICATIONS	The project is complete. Overlays are available on internal/external mapping system. Current initiatives are ePathway • Plumbing and Sewer applications online completed • Food licence applications online in planning • Payment of application and plumbing inspection fees online completed		Donna Langer Team Leader ICT Ops

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Mackay REGIONAL COUNCIL

Project Progress

OS No.	Project	Plan Reference	Details of Project	Project Update	Traffic Light Indicator	Accountable Officer
				• Other initiatives are being investigated however direction from the business is required as to on-line services strategy.		
13	**Procurement & Plant**		Host a "Doing Business with Council" session for suppliers and contractors.	Public sessions were held on 31 July 2013 and March 2014.		Manager Procurement & Plant
14	**Procurement & Plant**		Provide an effective fleet management service by replacement fleet in line with Asset Management Plan.	Program largely on target. Some delay re timing of delivery of vehicles.		Manager Procurement & Plant

On Track - The initiative is on track for delivery on time.	Problematic - One or more elements of the project require substantial attention	Highly problematic - Urgent and decisive action is required. Significant elements have failed or are likely to fail	Finalised - Project has been completed and will be removed from future reports.