



Organisational Services

Monthly Review

> June 2016

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1. EXECUTIVE SUMMARY

- The 2016/17 Budget and Long Term Financial Forecast was adopted by Council in June in line with statutory timeframes. This was the culmination of a significant body of work across Council, but in particular the Organisational Services staff.
- Our focus now shifts to the production of the 2015/16 Annual Financial Statements and preparation for audit by the Queensland Audit Office.
- There have been some changes to the AASB interpretation of an accounting standard that will result in a strong negative impact to depreciation recorded in our final accounts. Our Assets and Finance teams have worked with key stakeholders to put forward a viable outcome that satisfies audit scrutiny.
- The Workshop recently celebrated a significant milestone of 1000 days Lost Time Injury Free. This is a significant achievement and points to a strong safety culture in our workplaces. Overall, MRC continues to have a better safety outcome in this respect than other Queensland councils as well as compared to our results last year, however we cannot be complacent. Council will continue to promote strategies striving for zero harm.
- June saw an increase in call volumes and administration workload due to animal registration renewals, permits and licensing, water notice due dates and payroll and accounts payable EOFY processes. Pleasingly the Grade of Service (GOS) KPI remained above target during this busy time.

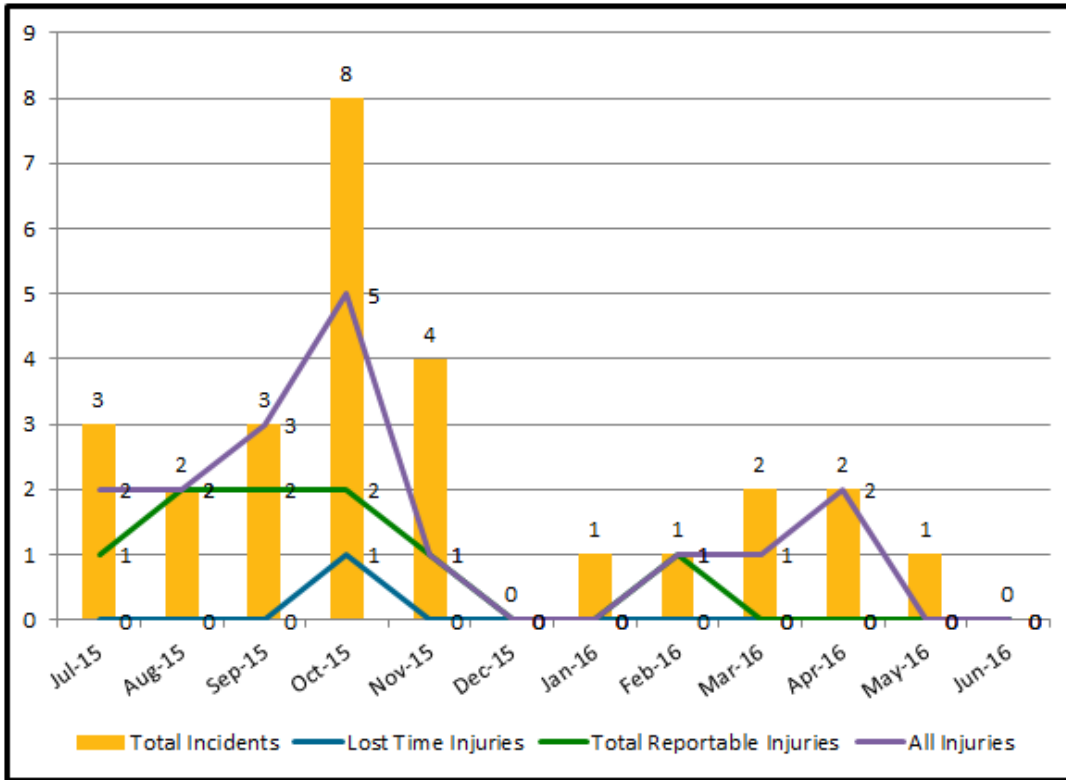


Andrew Knight

Director Organisational Services

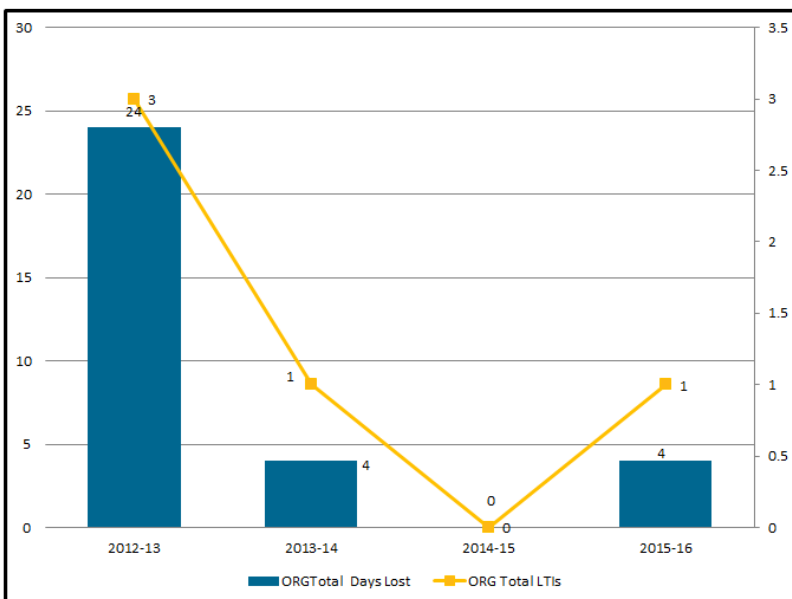
2. SAFETY

2.1 Incidents and Injuries - Organisational Services



There were no safety incidents recorded for Organisational Services in the month of June.

2.2 Lost Time Injuries & Days Lost



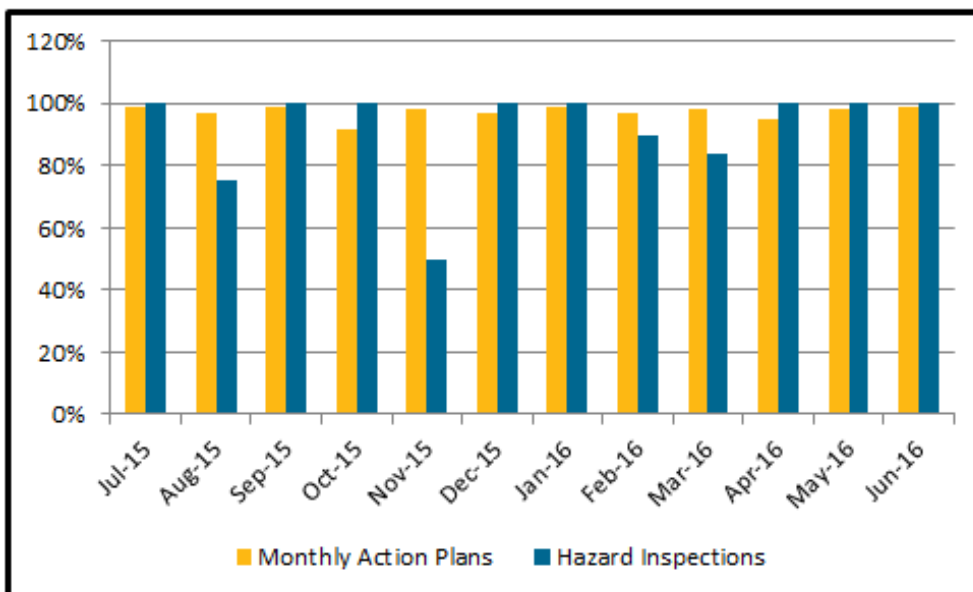
Program	2012-13		2013-14		2014-15		2015-16	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Assets								
Finance	1	19	1	4				
NAS							1	4
Procurement & Plant	2	5						
Property Services								
Governance & Safety								
Office of the Mayor & CEO								
Organisational Services	3	24	1	4			1	4

Organisational Services have recorded 1 LTI with 4 days lost for the financial year. This occurred in October 2015 and was the result of a staff member falling whilst pushing a trolley. The matter was investigated and actions put in place to reduce risks.

Glossary

Incident	Any unplanned event resulting in, or having a potential for injury or ill health.
Lost Time Injury (LTI)	Incidents that resulted in a fatality, permanent disability or time lost from work of one day / part of a day or more
Reportable Injuries (RI)	Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)

2.3 Lead Indicators



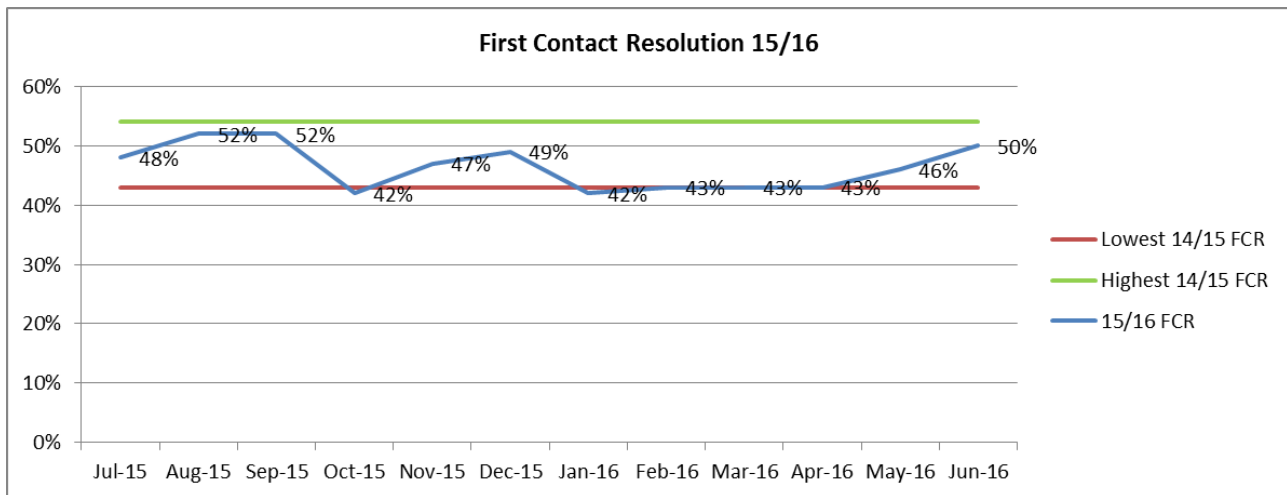
This graph shows the percentage of safety Monthly Action Plan actions and Hazard Inspections completed for the period. Performance in recent months has been reasonable, however this area will be the focus of attention into the future to ensure that performance remains high.

3. CUSTOMER SERVICE

3.1 External Customer Services

First Contact Resolution (FCR)

KPI	KPI Description	Target	Result
First Contact Resolution (FCR)	The percentage of external customer enquiries that are resolved at the first point of contact (call transfers, service requests etc. are not considered resolved from a customer perspective)	Target \geq 54% Satisfactory \geq 43%	50%

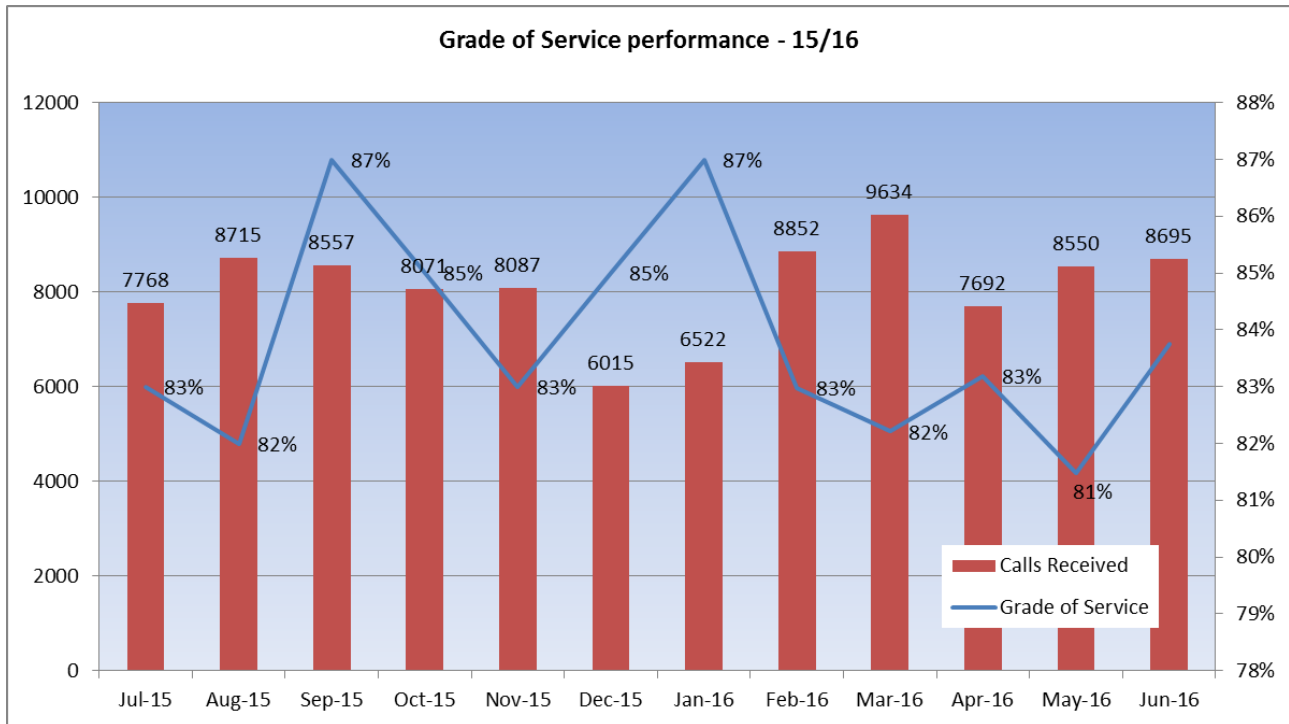


Minor improvements demonstrated throughout May-June as a result of coaching at agent level, business process change is required to drive more substantive improvements.

Grade of Service (GOS)

KPI	KPI Description	Target	Result
Grade of Service (GOS)	The percentage of customer calls that are answered within 20 seconds across the NAS team. This includes all queues currently managed within NAS: Mackay Regional Council's main number, ICT Operations, plumbing and Finance.	Target \geq 80% Satisfactory \geq 34%	84%

As anticipated with the end of financial year processing, we've seen an increase in call volumes and administration workload due to animal registration renewals, permits and licencing, water notice due dates and payroll and accounts payable EOFY processes.



Peaks and troughs effectively managed, with Grade of Service results exceeded whilst balancing variances of up to 3,619 calls in the month (approx. 2.5-3 FTE). Over the 15/16FY, we've received a total of 97,158 opportunities for excellence in customer interaction.

Service Request Resolution

	Lodged	Resolved within SLA
MRC Total	3,653	78%
NAS	626	93%

NAS consistently sets the benchmark for timely resolution of customer requests.

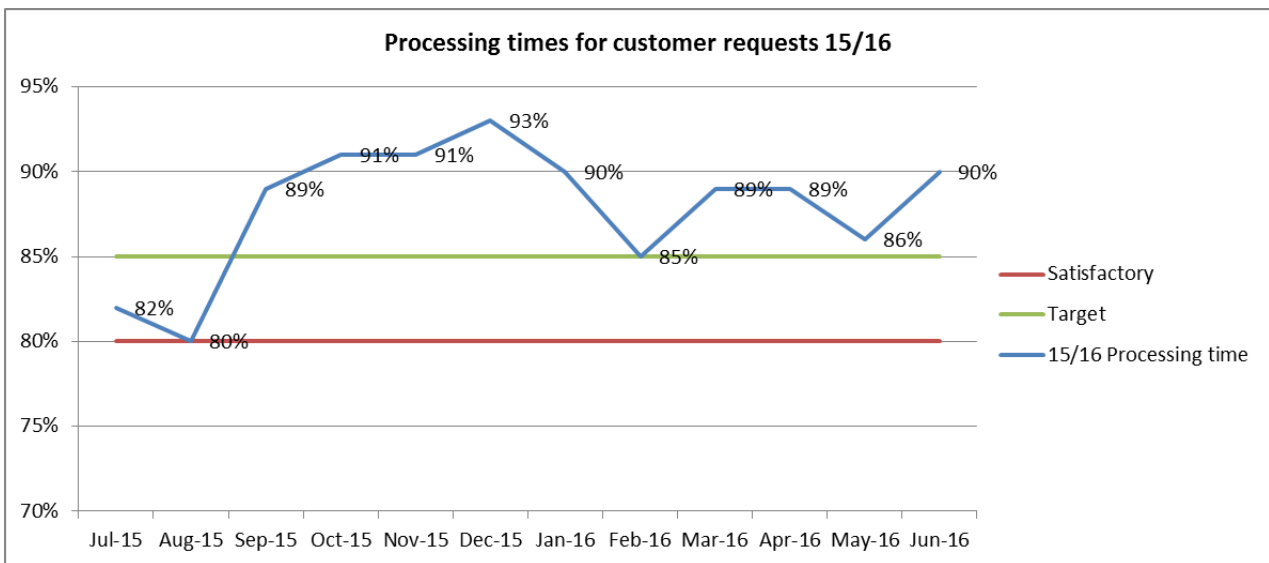
MRC Top 5 Pathway requests Lodged June 2016	Volume	% of total requests
1. Phone Message	514	16%
2. Change of mailing address	347	11%
3. Replace wheelie bin	183	6%
4. Water - Leak (Public Area)	136	4%
5. Repair wheelie bin	124	4%

Phone messages consistently rank as the top Pathway request lodged. Change of mailing address and wheelie bin-related enquiries are 2nd and 3rd at 11% and 10% respectively.

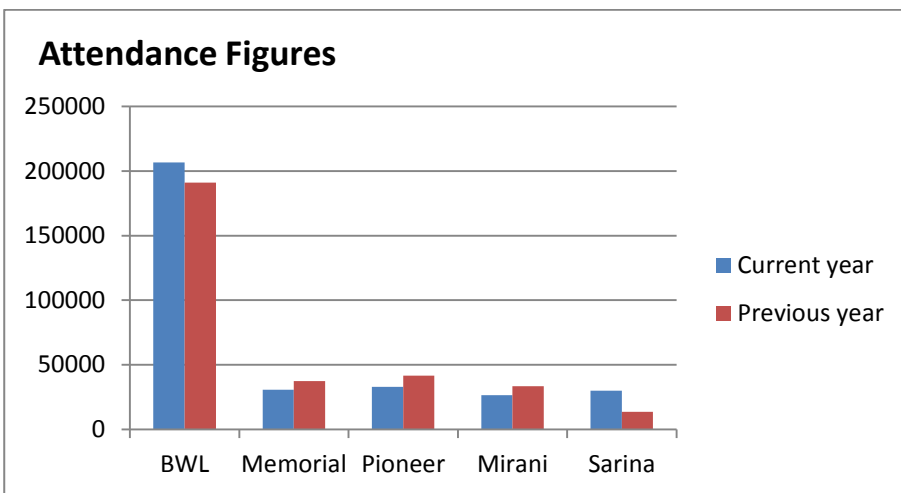
Processing Time

KPI	KPI Description	Target	Result
Processing time for customer requests	Service requests resolved within corporate standard timeframes (Pathway, IS Manage Engine requests and Incidents)	Target >= 85% Satisfactory >= 80%	86%

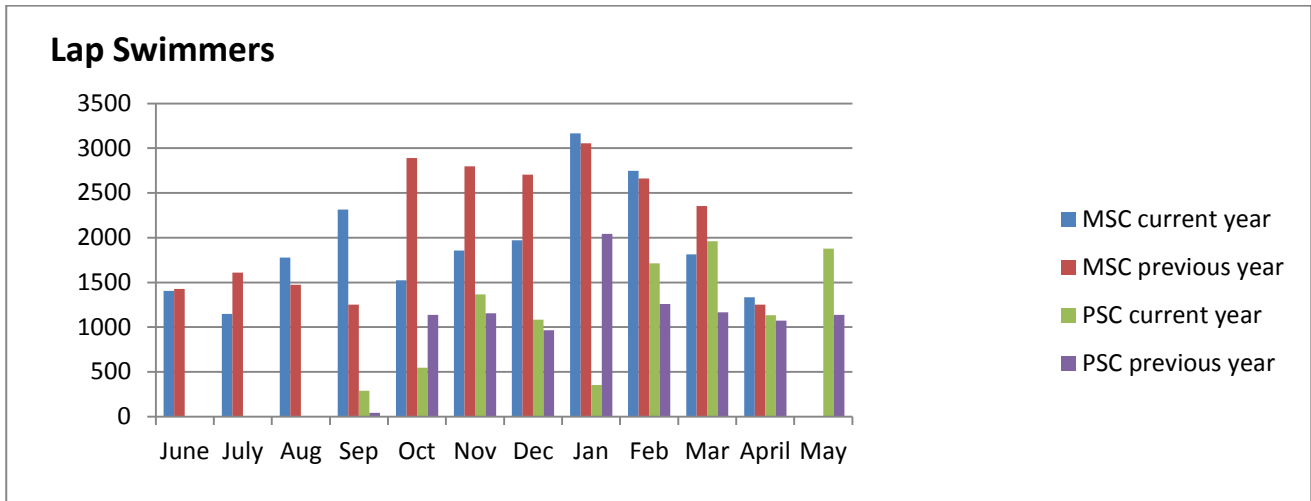
KPI includes high volume internal/external customer requests, and all Pathway customer service requests where the actioning officer is within the NAS structure and IS service requests/incidents from Manage Engine.



3.2 Aquatic Facilities



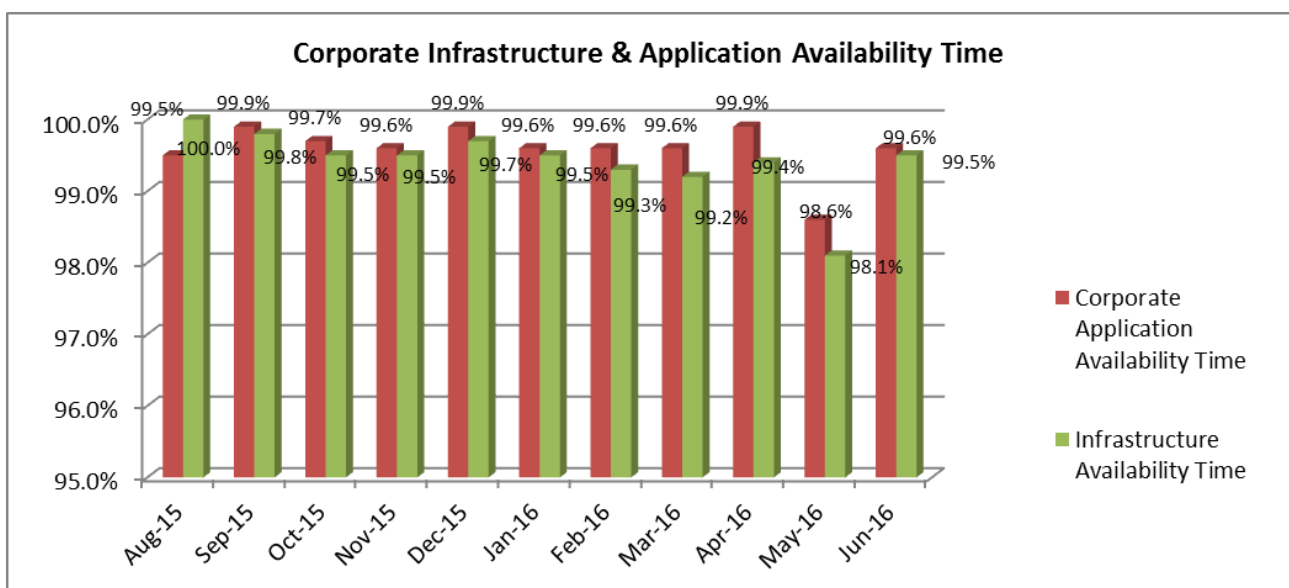
Winter Pool Closures
 Memorial Pool: May
 Pioneer Pool: Jun - Sep
 Sarina Pool: Apr - Sep
 Mirani Pool: Apr - Sep
 Bluewater Lagoon: mid Jul - Aug



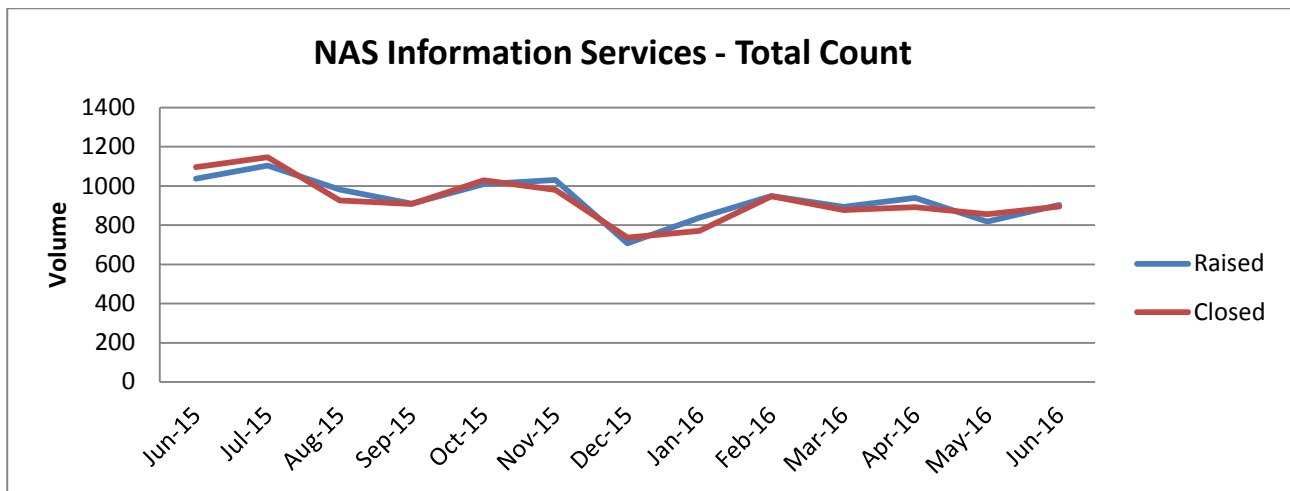
3.3 IT Support

Application and Infrastructure Availability Time

KPI	KPI Description	Target	Result
Corporate application availability time	Information Services managed applications used across MRC to deliver services.	Target ≥98% Applications Satisfactory ≥95%	Applications = 99.6%
Corporate infrastructure availability time	Information Services managed infrastructure used across MRC.	Target ≥99% Infrastructure Satisfactory ≥95%	Infrastructure = 99.5%



IS Internal Service Requests



3.4 Key Activities

Description	Program	Status
<p>Geographical Information Systems (GIS): To help in identifying gaps in cycle paths across the region, the GIS team have begun the first stage of modelling the cycle network. This provides distances for current and future cycle routes from any point, highlights gaps with the network, and includes affected points of interest, such as schools, shopping centres, etc.</p>	NAS	Timeframe ■ Budget n/a
<p>Plumbing and trade waste:</p> <ul style="list-style-type: none"> ○ Plumbing applications lodged during June 2016 (31), compared to May 2016 (48) and the same period last year (39) ○ 12 x trade waste permits issued for June 2016, compared to May 2016 (6) and the same period last year (10) ○ Backflow renewal notices being processed, ready for issue second week of July - approximately 3500 	NAS	Timeframe n/a Budget n/a
<p>Library system proof of concept: Information Services is working with Libraries to conduct a “proof of concept” for Cloud Hosting of the Library Information Management System - Aurora. This work is the pre-analysis /assurance work to test functionality and performance of the cloud based product.</p>	NAS	Timeframe ■ Budget ■

3.5 Procurement Services

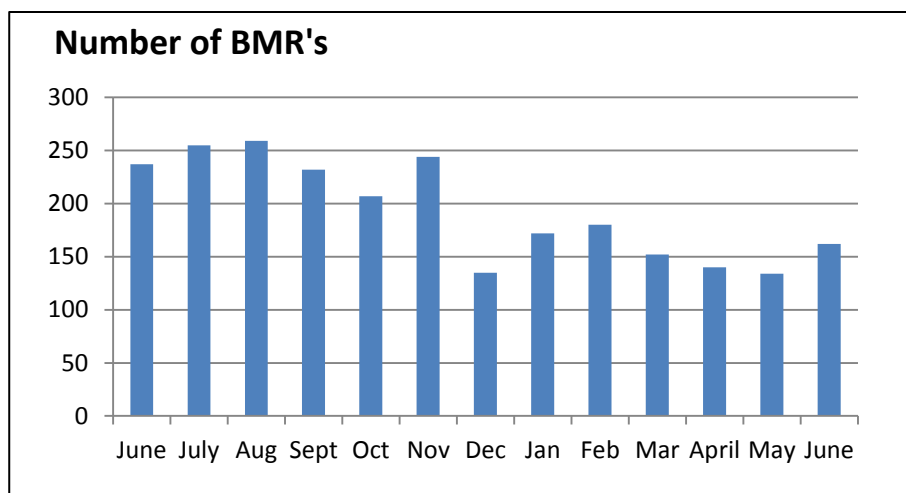
Activity	Last Year	This Period
Purchase Orders (PO) Raised	1051	886
Line Items in POs	2739	2207
POs Received	1198	1238
Line Items in POs Received	4366	5140
Invoices Processed	3604	4001
Request for Quotes Issued	0	20
Tenders Issued	4	2
Tenders Awarded	3	3

Council received the resignation of a long serving Procurement Officer from Mirani, following 16 years of service.

End of Financial Year saw staff from both the Contracts Team and Procurement Operations Team working conscientiously to finalise payments.

Area	Amount	%
Local Spend (Mackay region)	\$6,549,729.56	78
Regional Spend (WROC area)	\$1,800,360.55	22
External Spend	\$ 2,706.00	.001






3.6 Property Services



Building Maintenance Requests (BMRs) June 2015 - June 2016

4. PEOPLE AND CULTURE

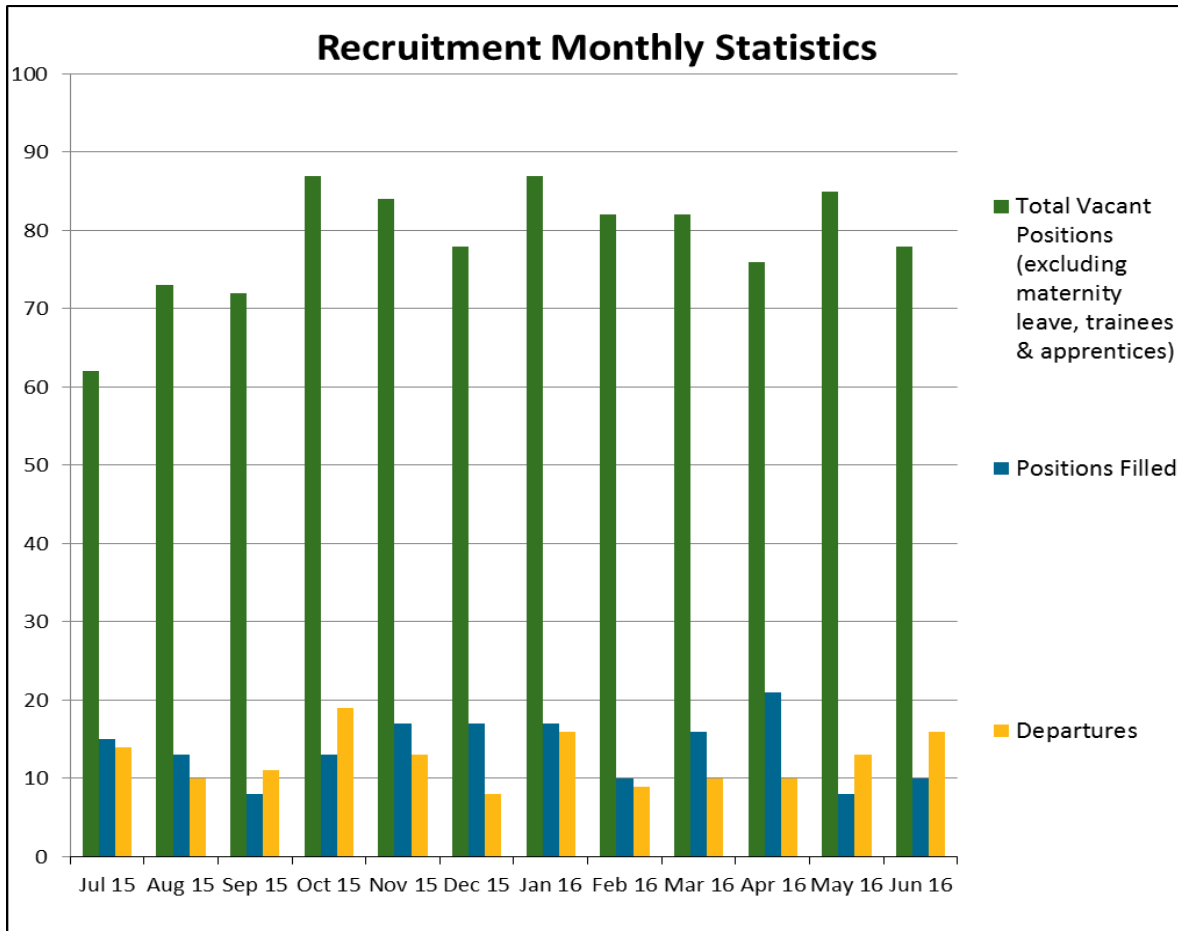
4.1 Key Activities

Description	Program	Status
EBA Negotiations No change in position in June 2016. Beyond MRC control. Administrative increase paid. 1.5% for 14/15 and a further 1.5% for 15/16.	P&C	Timeframe  Budget n/a
Workforce Data Reports Work is progressing on these reports – testing plans are being created to occur early mid July.	P&C	Timeframe  Budget n/a
Performance Management Training Pilot Program for Coaching for improved performance will commence on 13 July, 2016 with a view to completing the training for all applicable staff by the end of August with the last course scheduled for the 31 August, 2016.	P&C	Timeframe  Budget 
Apprentice Intake EOI have been evaluated and recommendations for the 2017 Trainee/Apprentice Intake will be presented to SLPT early July.	P&C	Timeframe  Budget n/a
Training Bullying and Harassment was rolled out to all staff as part of the MAPS in June 2016.	P&C	Timeframe n/a Budget n/a

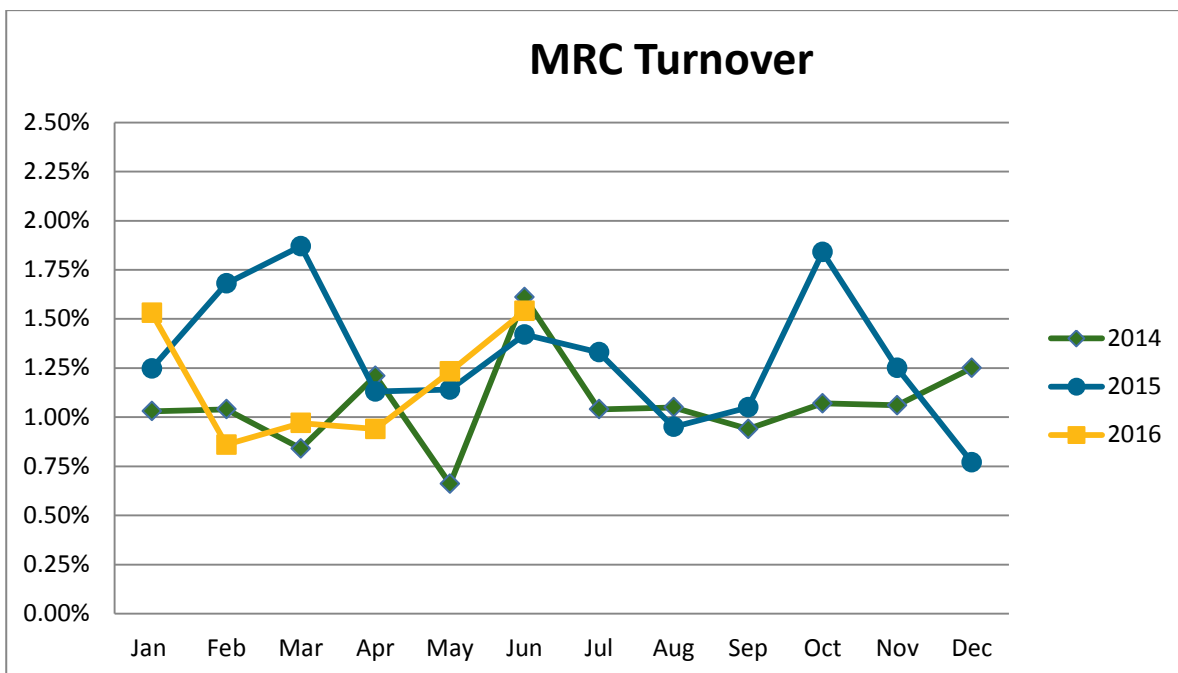
4.2 Staff Contingent

Status	OMC	ECI	DS	CCS	OS	Total	Prev. Mth.
Full Time	7	371	162	110	166	816	820
Part Time		6	7	26	28	67	72
Apprentice/Trainees		8	10	6	14	38	38
Temp		4	4	5	8	21	30
Casual		9	13	87		109	113
TOTAL EMPLOYED	7	398	196	234	216	1051	1073
Vacant		28	7	12	28	75	78
TOTAL	7	426	203	246	244	1126	1,151

Staff Contingent continues to hold relatively steady slight drop in numbers is due to some temporary contracts ending 30 June, 2016.




As part of 2016/17 Budget, vacancies are continuing to be reviewed to assess roles that are no longer required.



From July 2016 this graph will be changed to align with all other graphs reporting financial YTD, and have definitions around the reasons for turnover.

4.3 Training & Awards

Description	Program	Status
Information Services initiated 3 days of Minute Manager Training conducted during June to assist in the development and management of the Minute Manager software. The invitation to attend was offered to MRC Staff involved in producing Council agendas/minutes/action lists. Training feedback was positive.	NAS	Timeframe n/a Budget 

5. FINANCE

5.1 Summary Financial Position

(in \$ '000)	YTD Budget	YTD Actual	Variance
Total Revenue	252,901	255,730	2,829
Total Expenses	171,780	157,363	(14,417)
Operating Surplus (BID)	81,121	98,367	17,246
Depreciation	68,258	68,258	0
Interest	11,116	11,608	492
Net Operating Surplus	1,747	18,501	16,754





Operating revenue is ahead of budget mainly due to rates, interest and other revenue being higher than anticipated offset with lower anticipated fees and charges and sales and recoverable works. This decreased revenue is offset by a corresponding decrease in expenses. Goods and services and wages are behind budget however this will reduce as a result of end of financial year processing. Depreciation is expected to be higher than budget when the final calculations are undertaken at year end.

5.2 Financial Ratios

	YTD	Target
Operating Surplus %	7.2%	0% - 10%
Interest coverage %	2.3%	0% - 5%
Net financial liabilities %	21.1%	< 60%
Current ratio	4.3	Between 1 and 4
Asset sustainability %	50.6%	> 90%
Capital expenditure ratio	1.37	> 1.1 times













Operating surplus % and current ratio are currently high but are expected to reduce as year end processes are finalised. All other ratios are within target except asset sustainability which is lower than target due to the large proportion of new assets not requiring renewal at this stage.

5.3 Key Activities



Description	Program	Status
Budgets & LTFF Preparation of the 2016/2017 budget and Long Term Financial Forecast was adopted on 22 June 2016.	Finance	Timeframe  Budget n/a
Financial Statements Preparation of the annual financial statements is underway with stocktakes at various sites being undertaken at the end of June. A visit by external audit to complete some audit testing was conducted in the last week in June.	Finance	Timeframe  Budget n/a
Statutory Reporting The monthly strategic financial report for June will be adopted by Council in July.	Finance	Timeframe  Budget n/a
Rates Water notices were due for payment on 16 th June, with final day for pensioner discount closing on 17 th June.	Finance/ NAS	Timeframe  Budget n/a









6. QUALITY

6.1 System Upgrades & Development

Description	Program	Status
As part of the recent Server infrastructure upgrade, an upgrade of the virtualisation monitoring tools was completed. One of the tools, VMWare VCOPs, helps to analyse the virtualised Server performance and suggests options to achieve improvements. A number of recommendations were identified and an improvement implementation phase has begun.	NAS	Timeframe  Budget 
Argent, the system that Information Services currently uses to monitor application and infrastructure availability, is currently being optimised to improve visibility and provision of alerts when elements require attention.	NAS	Timeframe  Budget 
MECC Hotspot NBN service installed and working for MECC Hotspot.	NAS	Timeframe  Budget 
High Level Design for Firewall/Internet/DMZ capability has been completed. This design is to provide increased resiliency with automatic failover options of the external communication links. The work will now begin on a detailed design to plan deployment options. A delay was experienced due to a change in business requirements to match available solutions – revised schedule now in place.	NAS	Timeframe  Budget 
Project work to upgrade MADi is continuing.	NAS	Timeframe  Budget 
The Electronic Booking Management System (EBMS) used by customers of the MECC is currently undergoing optimisation, with the project currently in testing has commenced testing. The improved system will deliver business service improvements and efficiencies.	NAS	Timeframe  Budget 















6.2 Process Improvements



Description	Program	Status
Preparation is underway to begin a migration to Microsoft Exchange online. This migration will support the capability to remove NearPoint as an archive product.	NAS	Timeframe  Budget 
The Client Services team have led the development of an online customer feedback survey for customers of Health and Regulatory Services, reducing the manual effort required to obtain and share this data.	NAS	Timeframe n/a Budget n/a

<p>New Safety Reports</p> <p>The reports produced to communicate safety performance are being reviewed with a view to implementation of the new reporting arrangements with effect Jul 16.</p>		<p>Timeframe </p> <p>Budget </p>
<p>Improved Safety Management Systems</p> <p>The project to implement the recommendations of the external safety audit which will result in improvements to safety practices and procedures is progressing on schedule. The recommendations can be categorised around the following themes: strategy and performance management; training and competency management; document control; risk management; and contractor management.</p>	G&S	<p>Timeframe </p> <p>Budget </p>
<p>Policy Review Process</p> <p>A new policy review process is being developed to ensure that all Council Policies, Administrative Policies, and Internal Operating Guidelines are reviewed and kept up to date.</p>	G&S	N/A
<p>Complaints Management Process</p> <p>Governance & Safety (G&S) is working with Northern Australia Services to implement a complaints management framework. The system configurations in Pathway required to support the complaints management process have been designed. The overall project is on track to be fully implemented by the target date of Dec 16.</p>	G&S	<p>Timeframe </p> <p>Budget </p>
<p>New Business Continuity Arrangements</p> <p>The draft Business Continuity Framework and site-based Business Continuity Plans covering high risk areas have been completed, and will be considered by SLPT in July 16 with a view to finalisation in Aug 16. The original target date of June 16 was not achieved due to the need for additional consultations with senior staff.</p>	G&S	<p>Timeframe </p> <p>Budget </p>






7. ASSET MANAGEMENT

7.1 Internal Projects









Description	Program	Status
<p>Asset Management System Upgrade</p> <p>The new Asset Register (Assetic SaaS) has been successfully commissioned for parks. Water will be fully migrated by mid-July. This is an excellent result and we are pleased with the product. Other asset classes will be scoped and eventually all asset classes will be included in Assetic SaaS. Additional functionality improvement projects will be scoped and rolled out quarterly.</p>	AM	Timeframe  Budget 
<p>Asset Management Policy</p> <p>A draft Asset Management Policy has been developed after reviewing with key stakeholders. The new Director and CEO will provide their input before submitting to SLPT for approval.</p>	AM	Timeframe  Budget 
<p>Minor Asset Policy</p> <p>As a result of an internal audit, a minor asset policy has been developed and submitted to SLPT. SLPT has asked for guidelines to be written and is currently outstanding. It has been determined to wait until August to deliver the guidelines as Minor Assets were not scoped as part of the July deliverables for Assetic SaaS. The decision was made that approving this policy and guideline without sufficient systems in place will promote confusion and hinder compliance in the future.</p>	AM	Timeframe  Budget 
<p>Asset Data Collection Automation</p> <p>This project sets a standard and automates many data collection procedures. This project is currently in the internal testing phase. Some preliminary data has been delivered from internal surveyors. Further testing has been completed in June and we will be scoping the rest of the project and set a delivery date.</p>	AM	Timeframe  Budget 
<p>Valuation of Water and Land Assets</p> <p>Water and Land Assets need to be revalued for this year's audit. Work has continued in this area and will be part of the financials for FY2016. The valuations for water/sewer have been received and are currently being reviewed. We will be writing position papers for these valuations to provide to the auditors and the QAO.</p>	AM	Timeframe  Budget 
<p>Depreciation</p> <p>The Queensland Audit office has mandated that no residual value be placed on our Assets where there is no market value to realise that value. This strongly impacts depreciation. We have worked with key stakeholders to put forward a viable outcome. This work has been finalised and will be included in this year's financial statement.</p>	AM	Timeframe  Budget 
<p>Stormwater Data Cleansing</p> <p>We have begun scoping a project for stormwater data cleansing. This is a key risk area as identified by the Flood Mitigation and Stormwater Strategy.</p>	AM	Timeframe  Budget 

<p>Capitalisation</p> <p>As at 30 June we have capitalised \$85M of assets. There is currently \$5M outstanding in the WIP. We expect to have this number below \$3M for the financial statements. This is a very good result.</p>		Timeframe  Budget 
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7.2 Property Services Projects

Description	Program	Status
Ongoing work with the Economic Development Program to define a future use for the Retraivision Building and develop a scope of works required to upgrade services in the building to required standards.	PS	Timeframe  Budget 
Ongoing involvement with the Dudley Denny City Library Project through technical input into service installation and tenant management.	PS	Timeframe  Budget n/a
Completion of project to install new decking to the Mackay Museum Building, work is compliant with relevant legislation.	PS	Timeframe  Budget 

7.3 Building Maintenance















Description	Program	Status
Gordon Street Administration building internal water reticulation system repairs.	PS	Timeframe  Budget 
Repairs to the Gordon White Library air-conditioning system involving replacement of failed components.	PS	Timeframe  Budget 
Sarina Historical Centre roof repair.	PS	Timeframe  Budget 
Gordon Street Administration Building plant room roof repair.	PS	Timeframe  Budget 

7.4 Plant Maintenance




Activity	Last Year	This Period
Work Orders brought forward	Unable to report on	404
Work Orders Completed	Unable to report on	252
Work Orders Outstanding		154





Procurement and plant staff celebrated the retirement of their Fleet Coordinator following 33 years' service to Council.

7.5 Capital Projects

Project	Program	Status
<u>42 Wellington Street - AC2 and AC 5 replacement.</u> Work completed prior to the end of the financial year.	PS	Timeframe  Budget 
<u>Office accommodation for main administration, 42 Wellington Street and the old City Library.</u> Working on final office layouts and waiting on quotations from the electrician and the builders. Community and operational use options are being developed for the City Library building.	PS	Timeframe  Budget 
<u>Main Admin Ground Floor</u> The Economic Development office re-furbishment includes the provision of 3 new desks and new carpets. Work completed on the 27 th of June 2016.	PS	Timeframe  Budget 
<u>House removal from 13 Maud Street Mirani</u> Preferred Contractor - DeWaard Demolition has received a set of AS4304 Conditions of Contract (Minor works Contract) for signing.	PS	Timeframe  Budget 
<u>Main Admin- Plant room- Cooling tower cooling coil replacement.</u> Cooling coil has been ordered and will be custom made. Have contacted AE Smith regarding the start date of the works - currently it is planned for some time in August 2016. AE Smith is contacting the fabricators of the coil as to the delivery date.	PS	Timeframe  Budget 
<u>Pool car designated parking at Main Admin and Wellington Street.</u> Currently with Procurement to authorise stickers to be placed on the vehicles and awaiting on the price for the stickers.	PS	Timeframe  Budget 
<u>Bob Wood Hall Sarina.</u> Installation of new cabinets to Ladies Toilets and Bar area completed 20/5/16. External and internal painting commenced 30/05/16. Completion by 29/6/16- these works have been completed.	PS	Timeframe  Budget 




7.6 Land & Tenure

Description	Program	Status
Commenced investigations into name change for the Lagoon Café & Gallery to Botanic Gardens Café. Legal documentation in process of being prepared.	PS	Timeframe  Budget n/a
Kucom Theatre Inc. – surrender and new lease documentation prepared to reflect the change in lease area in Snow Wright Court	PS	Timeframe  Budget n/a
Investigations continue into the usage of Crediton Hall and relationship between Council, Queensland Parks & Wildlife and the local community group.	PS	Timeframe  Budget n/a

<p>Pioneer Tennis Inc. has surrendered a portion of their area for dedication as precinct car parking.</p>	<p>PS</p>	<p>Timeframe  Budget n/a</p>
<p>Mackay Indoor Bowls Inc. has agreed to surrender an area of their lease to make available for another community group to utilise. Documentations are being finalised.</p>	<p>PS</p>	<p>Timeframe  Budget n/a</p>
<p>Mackay Football Zone Inc. has surrendered their lease of Barbour Park back to Council with the building at this stage to be used solely for Council storage due to the Airport safety zone restrictions.</p>	<p>PS</p>	<p>Timeframe  Budget n/a</p>
<p>Leasing Policy for not for profit community groups in draft revision 7 with Policy, Guidelines, lease and applications now moving to final format for presentation to Senior Leadership Performance Team.</p>	<p>PS</p>	<p>Timeframe  Budget n/a</p>

8. REGULATORY COMPLIANCE



8.1 Financial Compliance





Description	Program	Status
<p>Manage capital and operational budgets to achieve the benchmark Local Government financial sustainability ratios, including the operating surplus, net financial liabilities, and asset sustainability ratios.</p> <p>Measure: Completion of Long Term Financial Forecast including applicable ratios</p>	Finance	Timeframe  Budget n/a
<p>Provide relevant and useful information to Council, stakeholders and clients.</p> <p>Measure: Production of monthly strategic financial reports</p>	Finance	Timeframe  Budget n/a
<p>Provide relevant and useful information to Council, stakeholders and clients.</p> <p>Measure: Number of high risk audit issues</p>	Finance	Timeframe  Budget n/a

8.2 Corporate Governance










Description	Program	Status
<p>Corporate Governance activities included:</p> <ul style="list-style-type: none"> • Delegations: notices of financial delegations were issued to all delegation holders • Right to Information: two applications received – one regarding a dangerous dog, and another relating to a compliance matter • Investigations: one Ombudsman’s referral received • Policy reviews: 12 Policies and Internal Operating Guidelines reviewed. • Insurance and Corporate Governance enquires: 102 	G&S	N/A

8.3 Performance and Risk Management





Description	Program	Status
<p>Operational Plan</p> <p>The 2016/17 Operational Plan was completed and adopted by Council in June. Work is progressing on the performance report for the 4th Quarter of the 2015/16 Operational Plan.</p>	G&S	Timeframe  Budget 

<p>Enterprise Risk Management Review</p> <p>The review of the Enterprise Risk Management Framework is progressing, and has been carried forward into the new draft 2016/17 Operational Plan as Action 8.8.1 with a target date of December 2016. The draft concept of the new Enterprise Risk Management Framework will be considered by SLPT in July 2016.</p>	G&S	Timeframe  Budget 
<p>Emergency Response Arrangements</p> <p>The project to improve Council's emergency response arrangements is nearing completion; a gap analysis of all facilities has been undertaken identifying building warden roles that need to be filled.</p>	G&S	Timeframe  Budget 


8.4 Internal Audit

Audit	Status	Schedule
Outsourced Management of Swimming Pools	Completed	Timeframe  Budget n/a
Corporate Travel and Authorisation	Completed	Timeframe  Budget n/a
Managing Social Media Risk	Completed	Timeframe  Budget n/a
Contract Management Framework	Completed	Timeframe  Budget n/a
Infrastructure Charges – Review closed and will be considered for 2016/17 Plan	Completed	Timeframe  Budget n/a
Trust Funds	Completed	Timeframe  Budget n/a
Local Government Act and Regulations Compliance	Completed	Timeframe  Budget n/a
Fraud Risk Assessments	Completed	Timeframe  Budget n/a
Fraud Risk Management	Completed	Timeframe  Budget n/a

 Timeframe
 Budget

Emergency Management and State Emergency Services Administration	Completed	Timeframe  Budget n/a
Rates – Note 1	Not Commenced	Timeframe  Budget n/a
Procurement	Completed	Timeframe  Budget n/a
Long Term Financial Forecast Framework (LTFF) – Note 2	In Progress	Timeframe  Budget n/a
<p>Notes:</p> <p>1. Rates audit review scheduled for July 2016</p> <p>2. LTFF - Approximately 60% complete and to be completed in July 2016</p> <p>Both audits were delayed due to resource diversions required for urgent operational requirements.</p>		

8.5 Key Activities

Description	Program	Status
Preparation of end of year financial statements is underway following an external audit visit, the last week in June. Shell accounts were prepared and sent to the auditors on 30 June 2016. Draft financial statements will be prepared ready for audit by 20 September 2016.	Finance	Timeframe  Budget n/a