

**GLADSTONE REGIONAL COUNCIL OPERATING STATEMENTS  
2019 - 20 FINANCIAL YEAR**

**PEOPLE CULTURE AND SAFETY**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
Ordinary Income	20,027,248	19,367,138	15,758,605	79%	81%
Ordinary Expenses	(23,158,162)	(21,857,173)	(17,573,007)	76%	80%
Depreciation	(5,898)	(5,898)	(4,915)	83%	83%
<b>Net Operating Income/(Deficit)</b>	<b>(3,136,812)</b>	<b>(2,495,933)</b>	<b>(1,819,317)</b>		
Capital Income	-	-	-	-	-
Capital Purchases	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Loan Payments	-	-	-	-	-
<b>Net Capital Income/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>		
Transfer to Reserves	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>TOTAL</b>	<b>(3,136,812)</b>	<b>(2,495,933)</b>	<b>(1,819,317)</b>		

**FINANCE, GOVERNANCE & RISK**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
	392,018	382,824	325,631	83%	85%
	(6,679,957)	(6,983,536)	(5,008,822)	75%	72%
	(4,905)	(4,905)	(4,087)	83%	83%
<b>Net Operating Income/(Deficit)</b>	<b>(6,292,843)</b>	<b>(6,605,617)</b>	<b>(4,687,278)</b>		
Capital Income	-	-	-	-	-
Capital Purchases	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Loan Payments	-	-	-	-	-
<b>Net Capital Income/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>		
Transfer to Reserves	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>TOTAL</b>	<b>(6,292,843)</b>	<b>(6,605,617)</b>	<b>(4,687,278)</b>		

**STRATEGY & TRANSFORMATION**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
	99,376,349	95,858,227	87,936,450	88%	92%
	(14,379,742)	(13,830,656)	(10,833,481)	75%	78%
	(136,861)	(139,433)	(116,194)	85%	83%
<b>Net Operating Income/(Deficit)</b>	<b>84,859,746</b>	<b>81,915,138</b>	<b>76,986,775</b>		
Capital Income	697,033	426,841	166,235	24%	39%
Capital Purchases	(9,170,000)	(5,090,432)	(1,952,249)	21%	38%
Loan Proceeds	-	-	-	-	-
Loan Payments	(7,124,204)	(6,640,574)	(3,921,295)	55%	59%
<b>Net Capital Income/(Deficit)</b>	<b>(15,597,171)</b>	<b>(11,304,165)</b>	<b>(5,707,308)</b>		
Transfer to Reserves	(6,616,658)	(4,993,538)	(3,327,948)	50%	67%
Transfer from Reserves	10,037,993	5,638,250	3,112,918	31%	55%
<b>Total Reserve Movement</b>	<b>3,421,335</b>	<b>644,712</b>	<b>(215,030)</b>		
<b>TOTAL</b>	<b>72,683,910</b>	<b>71,255,685</b>	<b>71,064,437</b>		

**STRATEGIC ASSET PERFORMANCE**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
Ordinary Income	83,034,419	79,519,064	67,182,815	81%	84%
Ordinary Expenses	(79,035,628)	(73,389,366)	(56,096,212)	71%	76%
Depreciation	(36,213,503)	(36,212,970)	(30,177,475)	83%	83%
<b>Net Operating Income/(Deficit)</b>	<b>(32,214,712)</b>	<b>(30,083,272)</b>	<b>(19,091,054)</b>		
Capital Income	6,507,675	5,972,618	5,249,259	81%	88%
Capital Purchases	(58,158,264)	(30,590,242)	(24,741,264)	43%	81%
Loan Proceeds	-	-	-	-	-
Loan Payments	(7,643,924)	(10,033,535)	(6,268,072)	82%	62%
<b>Net Capital Income/(Deficit)</b>	<b>(59,294,513)</b>	<b>(34,651,159)</b>	<b>(25,760,077)</b>		
Transfer to Reserves	(9,236,660)	(23,126,672)	(25,624,196)	277%	111%
Transfer from Reserves	10,385,854	13,848,821	10,441,525	101%	75%
<b>Total Reserve Movement</b>	<b>1,149,194</b>	<b>(9,277,851)</b>	<b>(15,182,671)</b>		
<b>TOTAL</b>	<b>(90,360,031)</b>	<b>(74,012,283)</b>	<b>(60,033,802)</b>		

**CUSTOMER EXPERIENCE**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
	3,099,563	2,903,791	2,416,998	78%	83%
	(11,394,357)	(10,371,592)	(8,149,835)	72%	79%
	(52,382)	(50,342)	(41,952)	80%	83%
<b>Net Operating Income/(Deficit)</b>	<b>(8,347,176)</b>	<b>(7,518,143)</b>	<b>(5,774,789)</b>		
Capital Income	-	-	-	-	-
Capital Purchases	(84,000)	(37,615)	(30,356)	36%	81%
Loan Proceeds	-	-	-	-	-
Loan Payments	-	-	-	-	-
<b>Net Capital Income/(Deficit)</b>	<b>(84,000)</b>	<b>(37,615)</b>	<b>(30,356)</b>		
Transfer to Reserves	-	-	-	-	-
Transfer from Reserves	369,948	161,540	138,180	37%	86%
<b>Total Reserve Movement</b>	<b>369,948</b>	<b>161,540</b>	<b>138,180</b>		
<b>TOTAL</b>	<b>(8,061,228)</b>	<b>(7,394,218)</b>	<b>(5,666,964)</b>		

**COMMUNITY DEVELOPMENT & EVENTS**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
	2,445,435	1,842,194	1,611,475	66%	87%
	(17,233,466)	(15,917,483)	(11,853,041)	69%	74%
	(976,636)	(976,636)	(813,864)	83%	83%
<b>Net Operating Income/(Deficit)</b>	<b>(15,764,667)</b>	<b>(15,051,925)</b>	<b>(11,055,429)</b>		
Capital Income	-	48,555	48,555	-	100%
Capital Purchases	(651,000)	(527,653)	(465,209)	71%	88%
Loan Proceeds	-	-	-	-	-
Loan Payments	(1,221,748)	(1,410,745)	(931,888)	76%	66%
<b>Net Capital Income/(Deficit)</b>	<b>(1,872,748)</b>	<b>(1,889,842)</b>	<b>(1,348,542)</b>		
Transfer to Reserves	(866,366)	(2,498,471)	(1,897,233)	219%	76%
Transfer from Reserves	141,000	523,472	663,630	471%	127%
<b>Total Reserve Movement</b>	<b>(725,366)</b>	<b>(1,974,999)</b>	<b>(1,233,603)</b>		
<b>TOTAL</b>	<b>(18,362,782)</b>	<b>(18,916,767)</b>	<b>(13,637,574)</b>		

**OPERATIONS**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
Ordinary Income	24,172,690	23,578,854	21,648,986	90%	92%
Ordinary Expenses	(31,129,603)	(32,273,543)	(27,257,634)	88%	84%
Depreciation	(3,594,336)	(3,594,336)	(2,995,280)	83%	83%
<b>Net Operating Income/(Deficit)</b>	<b>(10,551,249)</b>	<b>(12,289,025)</b>	<b>(8,603,928)</b>		
Capital Income	529,080	127,270	275,000	52%	216%
Capital Purchases	(6,880,076)	(4,512,802)	(2,058,516)	30%	46%
Loan Proceeds	-	-	-	-	-
Loan Payments	-	-	-	-	-
<b>Net Capital Income/(Deficit)</b>	<b>(6,350,996)</b>	<b>(4,385,532)</b>	<b>(1,783,516)</b>		
Transfer to Reserves	(832,059)	(2,438,392)	(3,735,598)	449%	153%
Transfer from Reserves	2,017,829	2,000,000	-	0%	0%
<b>Total Reserve Movement</b>	<b>1,185,770</b>	<b>(438,392)</b>	<b>(3,735,598)</b>		
<b>TOTAL</b>	<b>(15,716,475)</b>	<b>(17,112,949)</b>	<b>(14,123,042)</b>		

**TOTAL**

	Budget \$	Forecast \$	YTD Actual \$	Actual as % of Budget \$	Actual as % of Forecast \$
	232,547,722	223,452,093	196,880,962	85%	88%
	(183,010,915)	(174,596,350)	(136,772,031)	75%	78%
	(40,984,521)	(40,984,521)	(34,153,768)	83%	83%
<b>Net Operating Income/(Deficit)</b>	<b>8,552,286</b>	<b>7,871,221</b>	<b>25,955,163</b>		
Capital Income	7,733,788	6,575,284	5,739,049	74%	87%
Capital Purchases	(74,943,341)	(40,758,744)	(29,247,593)	39%	72%
Loan Proceeds	-	-	-	-	-
Loan Payments	(15,989,876)	(18,084,854)	(11,121,255)	70%	61%
<b>Net Capital Income/(Deficit)</b>	<b>(83,199,429)</b>	<b>(52,268,314)</b>	<b>(34,629,799)</b>		
Transfer to Reserves	(17,551,743)	(33,057,073)	(34,584,975)	197%	105%
Transfer from Reserves	22,952,624	22,172,083	14,356,253	63%	65%
<b>Total Reserve Movement</b>	<b>5,400,881</b>	<b>(10,884,990)</b>	<b>(20,228,722)</b>		
<b>TOTAL</b>	<b>(69,246,262)</b>	<b>(55,282,083)</b>	<b>(28,903,358)</b>		