



# LONG TERM FINANCIAL PLAN



# Acknowledgement of Country

Dubbo Regional Council acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. Council pay respect to all Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other First Nations peoples who are present.

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# Introduction

The 2040 Community Strategic Plan (CSP) identifies the aspirations and priorities for the community, and the expectations they have for the future. However, these aspirations can only be achieved if sufficient and sustainable resources are available.

This Long Term Financial Plan expresses, in financial terms, how Council's finances will operate over the next 10 years and how Council will fund activities over the short, medium and long term to meet the objectives of the CSP. It aims to provide a sound basis for strategic decision making to ensure Council achieves financial sustainability.

This Plan aims to:

- provide sound forecasts of Council's financial performance and position for a range of planning scenarios that respond to the aspirations of the community
- achieve and maintain a sound and stable financial position over the long term
- achieve a balanced budget over the long term

- address how Council will survive future financial pressures
- identify strategies that support the sustainable provision of services identified by the community, and whether Council can afford what the community requests
- ensure Council can meet its financial obligations as and when they are due
- provide a clear and transparent picture of Council's long term financial situation

The modelling that occurs as part of this Plan will help Council identify potential financial issues at an early stage and gauge their long term effect. The Plan will be updated annually as part of the development of the Operational Plan to reflect the changes in economic assumptions, better information and revised forecasts. It will also be reviewed in detail as part of the four yearly review of the Community Strategic Plan and Delivery Program



# Financial sustainability

*Financial sustainability* is broadly defined as the ability to provide acceptable, affordable and ongoing services to the community in a manner that ensures equitable treatment for the current and future generations of ratepayers.

Financial sustainability is a key challenge facing Council due to several factors including increased demand for services beyond those traditionally provided (particularly in the area of community services), cost shifting from other levels of government, ageing infrastructure, constraints on increasing revenue and

risk of reliance on external funding sources. To respond effectively to these challenges, Council will take a holistic approach to maximise integration between strategic planning and the creation of community expectations that are deliverable.

Council modelled different scenarios as part of the sensitivity analysis, including conservative, planned and optimistic, that assumed both revenue and expenditure were reduced, maintained and above-average. This Plan is based on the planned model.



# Our financial strategies

The following strategies will help ensure Council is financially sustainable over the short, medium and long term, and help support the achievement of the strategic targets in the CSP:

Objective	What will we do?	Why?
Achieve operating surpluses	Identify budget expenditure reductions	Each Division will review its current and anticipated expenditure to identify possible opportunities for improvement without significant reduction in service levels.
Continuous improvement of Council's financial position	Undertake productivity improvements and initiatives	Council is committed to continuous improvement that will contribute toward addressing the funding gap.
Maintain a positive unrestricted cash and investment balance	Review utilisation of internally restricted assets	At the end of the 2022/2023 financial year, Council estimates a total of \$76 million will be held as general fund internally restricted assets. These restricted assets are set aside for specific purposes such as future capital replacement programs, future asset maintenance, property development requirements and Council business operations. Other restrictions are used to cover fluctuations in expenditure. Council has a greater degree of confidence in the amount of and timing of forecasts for major expenditure, which has provided an opportunity to review the level of restricted assets set aside for these purposes. The review identified projects that had funding held as a restricted asset and, where appropriate, these works have been included in future budgets
Maintain and/or improve service levels	Asset Rationalisation Program	Council will continue to review its property holdings to identify under-utilised assets or assets that were not contributing to the achievement of strategic goals. Divesting of these assets will provide an opportunity to redirect funds to facilities requiring additional funding. A number of properties that met the above criteria were identified, and an Asset Rationalisation Program was developed.
	Provide a robust Infrastructure Contributions System	Developer Contributions are an important source of funding for new infrastructure required to meet the increased demand generated by population growth. Council will continue to review its Infrastructure Contributions System to recognise this growth.
Increase funding for asset maintenance and renewal	Asset Management Enhancement Program	Asset enhancement initiatives will to be undertaken to refine cost estimates to bring assets to an appropriate condition, and clearly define service levels for all assets. This will ensure more accurate forecasts are available for long term financial planning.

Objective	What will we do?	Why?
Increase funding for asset maintenance and renewal	Asset Management Enhancement Program	<p>Asset enhancement initiatives will to be undertaken to refine cost estimates to bring assets to an appropriate condition, and clearly define service levels for all assets.</p> <p>This will ensure more accurate forecasts are available for long term financial planning.</p>
	Loan funding	<p>The financial strategies developed to deliver financial sustainability include the utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, restricted assets, grants, developer contributions, other contributions and proceeds from any asset rationalisation program.</p> <p>In addition to the above sources of funds, the use of loan funds could be used to fund infrastructure assets where it can be justified that the loans can be serviced over the period of the loan and that Council's targeted maximum debt service ratio is not exceeded.</p> <p>The use of loans spreads the financing cost of an asset over a long period of time and provides an alternative to a larger increase in rates in the short and medium term. This may help meet the demand for additional facilities and other required capital works.</p> <p>The use of loans enables the cost of assets to be shared between current and future users, and therefore supports inter-generational equity.</p>
	Government grants	Council will actively pursue grants that may be available for both operating and capital purposes. This Plan does not include expenditure that may be grant-funded, unless the grant has already been formally approved. Additional items will be included as and when grants are sourced
	Internally Restricted Asset requirements	Given the nature and diversity of the activities undertaken by Council, Council will set aside internally restricted assets to cover fluctuations in certain expenditure items and provide for contingencies. The financial strategy developed includes the setting aside of restricted assets for employee leave entitlements, property development, plant replacement, future asset maintenance and improvement to facilities and business operations.
Maintain a fair and equitable rating structure	Rates and annual charges	Revenue from rates and annual charges are a major component of Council's total revenue. Total Ordinary (General) Rates are proposed to increase in accordance with the rate pegging limit determined by the Minister for Local Government.
	Rates – Special Variation	An increase in rates via a special variation to general income could be a key component of any financial strategy to deliver financial sustainability in the long term

# Financial modelling assumptions

Long term financial plans are inherently uncertain and based on a wide range of assumptions. Some of these assumptions have a relatively limited impact if they are wrong, but others can have a major impact on future financial plans. By assessing risks associated with assumptions made within this Plan, sensitivity scenarios can be considered.

The following planning assumptions have been used as a basis to forecast Council's long term financial position over the short, medium and long term:

## Property/Economic Growth

Property growth impacts Council's financial performance by increasing rate revenue as a result of the increased number of rateable assessments. However, this increase is generally not in direct proportion to the increase in the number of rateable properties.

## Inflation/Consumer Price Index (CPI)

Changes in inflation will impact both revenue and expenditure.

Forecast CPI is used as the inflator for the following items in Council's financial modelling:

- All revenue (excluding rates revenue)
- Operating expenditures excluding salary and employment overheads.

Where an expenditure item is identified as increasing by more than the CPI, these additional increases have been factored into expenditure projections.

## Productivity Improvements and Initiatives

Council is committed to a process of continuous improvement and organisational development that will address any funding gap created by a growth in population. While a number of initiatives have been identified for either implementation or investigation in the short term, it is more difficult to identify specific initiatives in the medium to long term given that many of those initiatives will be made possible by new processes and technologies which are yet to be developed.

## Major Projects and Capital Expenditure

Capital expenditure and asset lifecycle modelling is a key output of Council's asset management planning. The capital expenditure program totals \$21.6M over the next four years. This covers new infrastructure, currently scheduled renewal works and additional renewal works required to maintain Council's infrastructure assets in a satisfactory condition.

The CSP identified that the community expects infrastructure to be maintained in a satisfactory condition. The 10 year projections are based on maintaining current facilities and infrastructure, with the majority of new projects relating to Grant Fund Projects.

The detailed capital expenditure program for the next four years is included in the Operational Plan Capital Works Program.



## Rate Peg Increases in Rates

Council's capacity to generate rate income and increase Council's capacity to generate rate income and increase the overall annual rate revenue is controlled through rate pegging set by the Independent Pricing and Regulatory Tribunal (IPART). The rate peg announced by IPART for 2023/2024 is 3.70%. Estimates for future rating revenue has been set at 2.5%.

## Ordinary Rates

The rating structure is reviewed annually to ensure an equitable distribution among ratepayers. It is of note that any change to the structure does not equate to additional income to Council but a redistribution of the rating liability of the different property types.

## Domestic Waste Management Charge

The Local Government Act 1993 requires the Domestic Waste Management Charges to reflect the reasonable cost of providing the service. The Domestic Waste Strategy is supported by a 10 year financial strategy which determines the annual charge. The forecast increase in the charges has been set in accordance with the Strategy.

## Drainage Service Charge

Council levies a drainage service charge that will fund stormwater improvements and the management of urban stormwater. This charge is subject to rate pegging and as a result, Council has no scope to increase the charge in line with inflation or any other cost increase.

## Water Charges

Water charges enable Council to operate and maintain the water supply service. Charges are set to meet the Best Practice Pricing guidelines, and consist of two components:

- a fixed annual access charge based on meter size
- a consumption charge based on actual water consumed.

Modelling has focused on consumption and future capital requirements to determine increases to be applied to future charges.

## Sewer and Trade Waste Charges

Sewer charges enable Council to operate and maintain a sewerage service. An annual charge is levied for residential properties, and quarterly charges are levied on non-residential properties and based on a discharge factor. Trade waste charges are applied in accordance with the Liquid Trade Waste Regulation and fees in accordance with Council's Trade Waste Policy.

## User Charges and Fees

Council reviews the basis for its user charges and fees each year, and it is assumed the pricing forecasts will increase at least in line with inflation.

The two categories of fees are:

- Regulatory – Council has no discretion to determine the amount of a fee for service as the amount is fixed by regulation or by another authority
- Discretionary – Council has the capacity to determine the amount of a fee for service.

New user charge and fee opportunities have been identified and will be included in the Operational Plan.



## Grants and Contributions

It is unlikely that there will be any increase in grants or provision of new grants for current services. Grants, other than the Financial Assistance Grants, are tied to particular purposes and projects, and any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure. Developer Contribution Plans and Planning Agreements aim to generate contributions that will support the provision of new community infrastructure at current standards.

## Interest

Forecast returns on Council's investment portfolio are based on budgeted funds available for investment, current investment rates and the impact on rates of the situation in international markets, in accordance with Council's Investment Strategy. A conservative approach has been taken to investment returns in the Plan.

## Employee Costs

Salary and wage increases are based on the Local Government (State) Award increase plus an allowance for skill step progressions. An amount of 4% has been allocated for 2023/2024 and for each subsequent year of the Plan. Employee costs consist of salaries and wages, employee leave entitlements, Council's contribution to superannuation schemes, workers' compensation insurance, fringe benefits tax and employee training costs. The base year employee costs are calculated based on actual rates of pay.

The projections include employee on-costs for each employee as well as an allowance for known overtime. Forecast employee costs have been adjusted to reflect any identified changes in staff numbers, as well as growth in staff numbers required to satisfy increased service levels. Council sets aside a restricted asset to enable any spikes in employee leave entitlements, particularly resulting from the retirement or resignation of long term employees, to be funded.

## Borrowing Costs

In the financial modelling scenarios detailed below, the strategy to address identified funding gaps includes the raising of loans to fund, or part-fund, some of the capital projects included in the capital expenditure program. It has been assumed that future loans will be for a 20 year term and interest rates will be fixed.

## Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating costs has been generally based on CPI. The exceptions to this are expenditures that are either:

- not recurrent every year;
- have been identified as increasing by an amount different to CPI; or
- are a result of increased services or service levels.



## TABLE OF ASSUMPTIONS

	2023/2024	2024/25	2025/26	2026/27	Years 5 - 10
Consumer Price Index	2.50%	2.50%	2.50%	2.50%	2.50%
Rate pegging limited	3.70%	2.50%	2.50%	2.50%	2.50%
Additional rate income from development	0.30%	0.30%	0.30%	0.30%	0.30%
Stormwater management charge	3.70%	2.50%	2.50%	2.50%	2.50%
Domestic waste charge revenue	5.00%	5.00%	5.00%	5.00%	5.00%
Water user fees and charges	2.50%	2.50%	2.50%	2.50%	2.50%
Sewer services user fees and annual charges	2.50%	2.50%	2.50%	2.50%	2.50%
User fees and charges revenue	2.50%	2.50%	2.50%	2.50%	2.50%
Interest revenue	1.00%	1.00%	1.00%	1.00%	1.00%
Other revenues	2.50%	2.50%	2.50%	2.50%	2.50%
Operating grants and contributions	2.00%	2.00%	2.00%	2.00%	2.00%
Capital grants and contributions	2.00%	2.00%	2.00%	2.00%	2.00%
Employee costs	7.00%	6.00%	5.50%	5.50%	5.00%
Borrowing costs	0.00%	0.00%	0.00%	0.00%	0.00%
Material and contracts	2.00%	2.00%	2.00%	2.00%	2.00%
Depreciation	0.00%	0.00%	0.00%	0.00%	0.00%
Other expenses	2.50%	2.50%	2.50%	2.50%	2.50%



# Risks to our financial position

Council has implemented a comprehensive Enterprise Risk Management program that assesses all areas of Council's operations under risk considerations. The greatest risks associated with financial modelling is that income is overstated and/or expenditure is understated, which can result in there being insufficient capacity for Council to carry out the activities identified in the Delivery Program and Operational Plan.

The following risks may impact Council's long term financial position over the short, medium and long term:

## Rate Pegging

Changes in rate pegging will impact revenue forecasts. Rate pegging is controlled the Independent Pricing and Regulatory Tribunal (IPART), and any fluctuation in rate pegging will have the opposite effect on the expected expenditure forecast.

## Changes in Economic Conditions and Investment Markets

Changes in inflation will impact both revenue and expenditure.

## Cost Shifting

Cost shifting describes the situation where the responsibility for, or the cost of, providing a certain service, concession, facility or regulatory function is shifted from a higher level of government to Council without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility. Cost shifting to local government from both federal and state governments is an issue of significant concern to NSW councils.

Contributions to the NSW Fire Brigade, Bushfire Council, lack of adequate funding for public libraries, the cost of regulation of companion animals and administration of environmental regulations are some examples of cost shifting that impacts Council's financial performance and places additional pressure on its financial sustainability.

Should Federal and State Governments continue to transfer responsibility and associated costs for service provision to Council, this will have a negative impact on Council's current financial position.



### **Grant Funding**

Increases in capital grant funding over forecasts reduces Council's ability to deliver on planned Council-funded capital works but can also accelerate planned projects.

### **Changes in Employee Costs and Liability Conditions**

Forecast employee costs have been adjusted to reflect any identified changes in staff numbers, as well as growth in staff numbers required to satisfy increased service levels. Council sets aside a restricted asset to enable any spikes in employee leave entitlements, particularly resulting from the retirement or resignation of long term employees, to be funded.

### **Changes in Future Community Service and Infrastructure Demands**

Assumptions have been made on the current CSP and Asset Management Strategy. With future community engagement, this may alter current services levels and require adjustments to future funding requirements.

### **Conditions of Infrastructure Assets and Ageing**

The identified shortfall in infrastructure renewal expenditure and a substantial backlog in infrastructure spending is a major issue facing Council. This is primarily due to limited funding opportunities available in addition to diverse and increasing demands on Council resources.

The development of asset management plans has confirmed that Council's infrastructure continues to deteriorate and that current levels of maintenance and renewal fall short of that required to maintain some assets in a satisfactory condition. This infrastructure challenge places further pressure on Council's ability to remain financially sustainable in the long term.



# Finance performance measures and scenarios

The Integrated Planning and Reporting Guidelines require this Plan to incorporate financial modelling for scenarios. This Plan brings the budget, resourcing and asset management components together to inform the community of the financial implications of the activities and the level of service outlined in the CSP.

Council modelled different scenarios as part of the sensitivity analysis, including conservative, planned and optimistic, that assumed both revenue and expenditure were reduced, maintained and above-average. This Plan is based on the planned model.

The planned scenario is based on ordinary rates increasing by the forecast rate peg limit each year. Future modelling will require the formulation of strategies to investigate a combination of loan

borrowings, increased revenues, reduced expenditure and efficiency measures to meet identified future infrastructure backlog projects.

Another scenario relates to the funding of major transport, water supply, sewerage services and stormwater drainage infrastructure works to cater for growth. The financial implications are substantial, particularly when considered in conjunction with infrastructure backlog issues currently being investigated.

The 2023/2024 budget is based on current revenue and expenditure patterns to enable the community expectations, as determined in the CSP, to be undertaken.



# Finance performance measures and scenarios

	TARGET
<p><b>Operating Performance Ratio</b> Council's ability to contain operating expenditure within operating revenue.</p>	>0.00%
<p><b>Own-Source Operating Revenue</b> The degree of reliance on external funding sources such as operating grants and contributions and its ability to generate own-source revenue.</p>	>60%
<p><b>Unrestricted Current Ratio</b> The purpose of the Unrestricted Current Ratio is to assess the adequacy of working capital and its ability to satisfy financial obligations in the short term for the unrestricted activities of Council.</p>	>1.5
<p><b>Debt Service Ratio</b> The debt service ratio is a measure of the degree to which revenues are committed to servicing debt. The purpose of the ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of Council.</p>	>2.00
<p><b>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage</b> The rates and annual charges outstanding percentage is a measure of the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.</p>	<10.00%
<p><b>Building and Infrastructure Renewals Ratio</b> Used to assess whether Council is renewing or replacing its infrastructure assets at the same rate that it is consuming those assets.</p>	>100%
<p><b>Infrastructure Backlog Ratio</b> The proportion of backlog is against the total value of Council's infrastructure.</p>	<2.00%
<p><b>Asset Maintenance Ratio</b> Compares actual to required annual asset maintenance and ability to maintain increases in infrastructure backlog.</p>	>100%
<p><b>Cash Expense Ratio</b> Indicates the number of months Council can continue to pay expenses without additional cash inflow.</p>	>3 months

# Review and Monitoring

This Plan will be updated annually as part of the development of the Operational Plan to reflect the changes in economic assumptions, better information and revised forecasts. Each year, Council undertakes an extensive, detailed and complete budget process to identify emerging projects and proposes them for consideration in the forecast budgets.

This Plan will also be reviewed in detail as part of the four yearly review of CSP and Delivery Program.

## Quarterly reporting

Each quarter, Council's responsible accounting officer is required to prepare and submit a quarterly budget review statement to the governing body of council. The statement must show, with reference to the budget that was approved by Council, the actual and forecast performance for the relevant financial year and report reasons for variations. It must also show a revised estimate of income and expenditure for that year.



Dubbo Regional Council

10 Year Financial Plan for the Years ending 30 June 2033

INCOME STATEMENT - CONSOLIDATED

Projected Years

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	73,156,385	75,762,376	78,464,374	81,266,072	83,297,724	85,380,167	87,514,671	89,702,538	91,945,101	94,243,729
User Charges & Fees	42,598,563	44,082,789	46,130,248	46,618,446	47,783,907	48,978,505	50,202,967	51,458,042	52,744,493	54,063,105
Interest & Investment Revenue	7,815,132	7,288,754	6,904,215	7,175,968	7,247,728	7,320,205	7,393,407	7,467,341	7,542,014	7,617,435
Other Revenues	2,544,918	2,558,261	2,604,694	2,644,842	2,710,963	2,778,737	2,848,206	2,919,411	2,992,396	3,067,206
Grants & Contributions provided for Operating Purposes	21,075,108	20,763,326	20,930,767	21,151,515	21,574,545	22,006,036	22,446,157	22,895,080	23,352,982	23,820,041
Grants & Contributions provided for Capital Purposes	32,305,906	7,620,040	9,713,475	7,893,077	8,050,939	8,211,957	8,376,196	8,543,720	8,714,595	8,888,887
<b>Other Income:</b>										
Net gains/(loss) from the disposal of assets	6,916,307	17,144,143	11,699,094	5,579,212	6,500,000	6,565,000	6,630,650	6,696,957	6,763,926	6,831,565
<b>Total Income from Continuing Operations</b>	<b>186,412,319</b>	<b>175,219,689</b>	<b>176,446,867</b>	<b>172,329,132</b>	<b>177,165,806</b>	<b>181,240,607</b>	<b>185,412,254</b>	<b>189,683,088</b>	<b>194,055,507</b>	<b>198,531,968</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	52,216,148	54,030,896	56,707,681	59,323,628	62,289,809	65,404,300	68,674,515	72,108,241	75,713,653	79,499,335
Borrowing Costs	2,455,219	2,108,950	1,809,682	1,588,866	1,359,682	1,156,394	1,006,587	859,843	726,839	587,006
Materials & Contracts	32,234,177	31,951,718	33,017,138	33,188,392	33,852,160	34,529,203	35,219,787	35,924,183	36,642,666	37,375,520
Depreciation & Amortisation	50,133,234	50,133,234	50,133,234	50,133,234	50,133,234	50,133,234	50,133,234	50,133,234	50,133,234	50,133,234
Other Expenses	17,022,265	19,162,384	20,015,248	21,749,814	22,293,559	22,850,898	23,422,171	24,007,725	24,607,918	25,223,116
<b>Total Expenses from Continuing Operations</b>	<b>154,061,043</b>	<b>157,387,182</b>	<b>161,682,983</b>	<b>165,983,934</b>	<b>169,928,445</b>	<b>174,074,029</b>	<b>178,456,294</b>	<b>183,033,225</b>	<b>187,824,311</b>	<b>192,818,211</b>
<b>Operating Result from Continuing Operations</b>	<b>32,351,276</b>	<b>17,832,507</b>	<b>14,763,884</b>	<b>6,345,198</b>	<b>7,237,360</b>	<b>7,166,578</b>	<b>6,955,961</b>	<b>6,649,863</b>	<b>6,231,196</b>	<b>5,713,757</b>
<b>Net Operating Result for the Year attributable to Council</b>	<b>32,351,276</b>	<b>17,832,507</b>	<b>14,763,884</b>	<b>6,345,198</b>	<b>7,237,360</b>	<b>7,166,578</b>	<b>6,955,961</b>	<b>6,649,863</b>	<b>6,231,196</b>	<b>5,713,757</b>
<b>Net Operating Result before Grants &amp; Contributions provided for Capital Purposes</b>	<b>45,370</b>	<b>10,212,467</b>	<b>5,050,409</b>	<b>(1,547,879)</b>	<b>(813,578)</b>	<b>(1,045,379)</b>	<b>(1,420,236)</b>	<b>(1,893,857)</b>	<b>(2,483,399)</b>	<b>(3,175,130)</b>

Dubbo Regional Council

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - CONSOLIDATED

Projected Years

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Investments	125,399,642	131,288,030	144,205,455	154,016,738	163,728,256	173,969,585	183,824,248	193,463,256	202,602,355	211,255,091
Receivables	27,699,808	24,780,873	26,144,391	26,460,251	27,232,126	27,985,333	28,745,030	29,514,552	30,289,191	31,069,512
Inventories	3,957,632	3,942,222	4,000,349	4,009,692	4,045,906	4,082,844	4,120,521	4,158,952	4,198,151	4,238,134
Other	492,564	511,141	530,324	549,382	561,457	573,801	586,420	599,319	612,506	625,986
<b>Total Current Assets</b>	<b>160,549,646</b>	<b>163,522,266</b>	<b>177,880,519</b>	<b>188,036,063</b>	<b>198,567,746</b>	<b>209,611,564</b>	<b>220,276,219</b>	<b>230,736,078</b>	<b>240,702,202</b>	<b>250,188,723</b>
<b>Non-Current Assets</b>										
Investments	83,599,761	87,525,353	96,136,970	102,677,826	109,152,171	115,979,724	122,549,499	128,975,504	135,068,237	140,836,727
Receivables	279,028	288,594	301,761	305,178	312,808	320,628	328,644	336,860	345,281	353,913
Inventories	5,131,000	5,131,000	5,131,000	5,131,000	5,131,000	5,131,000	5,131,000	5,131,000	5,131,000	5,131,000
Infrastructure, Property, Plant & Equipment	2,520,190,614	2,529,048,193	2,521,284,146	2,511,344,046	2,501,758,851	2,492,530,936	2,483,662,667	2,475,156,408	2,467,014,511	2,459,239,323
Investments Accounted for using the equity method	1,719,606	1,719,606	1,719,606	1,719,606	1,719,606	1,719,606	1,719,606	1,719,606	1,719,606	1,719,606
Other	495,071	495,071	495,071	495,071	495,071	495,071	495,071	495,071	495,071	495,071
<b>Total Non-Current Assets</b>	<b>2,611,415,080</b>	<b>2,624,207,817</b>	<b>2,625,068,553</b>	<b>2,621,672,726</b>	<b>2,618,569,506</b>	<b>2,616,176,964</b>	<b>2,613,886,487</b>	<b>2,611,814,448</b>	<b>2,609,773,705</b>	<b>2,607,775,639</b>
<b>TOTAL ASSETS</b>	<b>2,771,964,726</b>	<b>2,787,730,083</b>	<b>2,802,949,073</b>	<b>2,809,708,789</b>	<b>2,817,137,251</b>	<b>2,825,788,527</b>	<b>2,834,162,705</b>	<b>2,842,550,526</b>	<b>2,850,475,908</b>	<b>2,857,964,362</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	10,505,718	10,711,693	11,014,801	11,319,194	11,510,653	11,746,269	11,987,112	12,246,078	12,511,566	12,787,504
Income received in advance	993,157	1,026,103	1,072,169	1,083,792	1,110,887	1,138,659	1,167,126	1,196,304	1,226,212	1,256,867
Borrowings	5,463,256	3,064,886	3,184,108	3,384,730	2,211,991	2,361,798	2,089,712	2,221,000	2,233,423	2,377,164
Provisions	11,460,725	11,284,506	11,089,483	10,968,590	10,886,237	10,843,388	10,841,030	10,832,675	10,866,862	10,944,653
<b>Total Current Liabilities</b>	<b>28,422,856</b>	<b>26,087,188</b>	<b>26,360,561</b>	<b>26,756,307</b>	<b>25,719,768</b>	<b>26,090,114</b>	<b>26,084,980</b>	<b>26,496,057</b>	<b>26,838,062</b>	<b>27,366,188</b>
<b>Non-Current Liabilities</b>										
Borrowings	28,173,050	25,108,164	21,924,056	18,539,326	16,327,335	13,965,537	11,875,825	9,654,825	7,421,402	5,044,238
Provisions	5,001,811	4,992,536	4,982,272	4,975,909	4,971,574	4,969,319	4,969,195	4,968,755	4,970,555	4,974,649
<b>Total Non-Current Liabilities</b>	<b>33,174,861</b>	<b>30,100,700</b>	<b>26,906,328</b>	<b>23,515,235</b>	<b>21,298,909</b>	<b>18,934,856</b>	<b>16,845,020</b>	<b>14,623,580</b>	<b>12,391,957</b>	<b>10,018,887</b>
<b>TOTAL LIABILITIES</b>	<b>61,597,717</b>	<b>56,187,888</b>	<b>53,266,889</b>	<b>50,271,542</b>	<b>47,018,678</b>	<b>45,024,970</b>	<b>42,930,000</b>	<b>41,119,638</b>	<b>39,230,019</b>	<b>37,385,075</b>
<b>Net Assets</b>	<b>2,710,367,009</b>	<b>2,731,542,195</b>	<b>2,749,682,184</b>	<b>2,759,437,247</b>	<b>2,770,118,573</b>	<b>2,780,763,557</b>	<b>2,791,232,705</b>	<b>2,801,430,889</b>	<b>2,811,245,889</b>	<b>2,820,579,287</b>
<b>EQUITY</b>										
Retained Earnings	2,376,099,169	2,393,931,676	2,408,695,560	2,415,040,758	2,422,278,118	2,429,444,696	2,436,400,657	2,443,050,520	2,449,281,716	2,454,995,473
Revaluation Reserves	334,267,841	337,610,519	340,986,624	344,396,491	347,840,455	351,318,860	354,832,049	358,380,369	361,964,173	365,583,815
<b>Total Equity</b>	<b>2,710,367,009</b>	<b>2,731,542,195</b>	<b>2,749,682,184</b>	<b>2,759,437,247</b>	<b>2,770,118,573</b>	<b>2,780,763,557</b>	<b>2,791,232,705</b>	<b>2,801,430,889</b>	<b>2,811,245,889</b>	<b>2,820,579,287</b>

Dubbo Regional Council

10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - CONSOLIDATED

	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	73,299,351	75,976,766	78,687,315	81,477,600	83,471,938	85,516,567	87,653,947	89,844,749	92,090,307	94,391,990
User Charges & Fees	43,060,984	44,453,846	46,642,113	46,740,496	48,075,272	49,277,154	50,509,083	51,771,810	53,066,105	54,392,758
Interest & Investment Revenue Received	7,854,792	7,387,312	7,171,745	7,379,035	7,446,181	7,528,243	7,595,270	7,666,069	7,732,596	7,800,128
Grants & Contributions	49,677,501	30,650,077	27,608,289	27,894,766	27,869,132	28,581,232	29,256,917	29,840,131	30,547,252	31,268,035
Other	2,728,532	2,172,540	2,742,498	2,639,054	2,780,919	2,850,384	2,921,585	2,994,564	3,069,366	3,146,038
<b>Payments:</b>										
Employee Benefits & On-Costs	(51,787,024)	(53,783,338)	(56,410,848)	(59,106,907)	(62,101,679)	(65,252,680)	(68,560,191)	(71,982,013)	(75,626,333)	(79,451,750)
Materials & Contracts	(32,207,416)	(31,642,383)	(32,637,238)	(32,850,495)	(33,613,329)	(34,285,125)	(34,970,344)	(35,669,256)	(36,382,134)	(37,109,256)
Borrowing Costs	(2,640,254)	(2,271,209)	(1,900,709)	(1,683,434)	(1,460,209)	(1,222,090)	(1,076,733)	(921,907)	(792,803)	(653,338)
Other	(17,022,265)	(19,162,384)	(20,015,248)	(21,749,814)	(22,293,559)	(22,850,898)	(23,422,171)	(24,007,725)	(24,607,918)	(25,223,116)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>72,964,201</b>	<b>53,781,228</b>	<b>51,887,917</b>	<b>50,740,301</b>	<b>50,174,667</b>	<b>50,142,788</b>	<b>49,907,363</b>	<b>49,536,422</b>	<b>49,096,439</b>	<b>48,561,487</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Real Estate Assets	14,550,151	22,974,213	17,209,344	10,236,712	9,750,000	9,847,500	9,945,975	10,045,435	10,145,889	10,247,348
Sale of Infrastructure, Property, Plant & Equipment	2,446,973	3,073,452	2,858,119	3,135,021	3,213,397	3,293,731	3,376,075	3,460,477	3,546,989	3,635,663
<b>Payments:</b>										
Purchase of Investment Securities	(171,184)	(9,813,979)	(21,529,042)	(16,352,139)	(16,185,862)	(17,068,883)	(16,424,438)	(16,065,012)	(15,231,832)	(14,421,226)
Purchase of Real Estate Assets	(7,633,844)	(5,830,070)	(5,510,250)	(4,657,500)	(3,250,000)	(3,282,500)	(3,315,325)	(3,348,478)	(3,381,963)	(3,415,783)
Purchase of Infrastructure, Property, Plant & Equipment	(75,926,158)	(58,721,587)	(41,851,201)	(39,918,288)	(40,317,471)	(40,720,646)	(41,127,852)	(41,539,131)	(41,954,522)	(42,374,067)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(66,734,062)</b>	<b>(48,317,971)</b>	<b>(48,823,030)</b>	<b>(47,556,194)</b>	<b>(46,789,937)</b>	<b>(47,930,797)</b>	<b>(47,545,566)</b>	<b>(47,446,710)</b>	<b>(46,875,439)</b>	<b>(46,328,065)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Payments:</b>										
Repayment of Borrowings & Advances	(6,230,139)	(5,463,256)	(3,064,886)	(3,184,108)	(3,384,730)	(2,211,991)	(2,361,798)	(2,089,712)	(2,221,000)	(2,233,423)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(6,230,139)</b>	<b>(5,463,256)</b>	<b>(3,064,886)</b>	<b>(3,184,108)</b>	<b>(3,384,730)</b>	<b>(2,211,991)</b>	<b>(2,361,798)</b>	<b>(2,089,712)</b>	<b>(2,221,000)</b>	<b>(2,233,423)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>-</b>									
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>3,000,000</b>									
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,000,000</b>									
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Investments - end of the year	208,999,404	218,813,383	240,342,425	256,694,564	272,880,426	289,949,309	306,373,747	322,438,760	337,670,592	352,091,818
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>211,999,404</b>	<b>221,813,383</b>	<b>243,342,425</b>	<b>259,694,564</b>	<b>275,880,426</b>	<b>292,949,309</b>	<b>309,373,747</b>	<b>325,438,760</b>	<b>340,670,592</b>	<b>355,091,818</b>

Dubbo Regional Council

10 Year Financial Plan for the Years ending 30 June 2033

EQUITY STATEMENT - CONSOLIDATED

	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	2,674,706,151	2,710,367,009	2,731,542,195	2,749,682,184	2,759,437,247	2,770,118,573	2,780,763,557	2,791,232,705	2,801,430,889	2,811,245,889
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	3,309,583	3,342,678	3,376,105	3,409,866	3,443,965	3,478,405	3,513,189	3,548,320	3,583,804	3,619,642
<b>Net Income Recognised Directly in Equity</b>	3,309,583	3,342,678	3,376,105	3,409,866	3,443,965	3,478,405	3,513,189	3,548,320	3,583,804	3,619,642
b. Net Operating Result for the Year	32,351,276	17,832,507	14,763,884	6,345,198	7,237,360	7,166,578	6,955,961	6,649,863	6,231,196	5,713,757
<b>Total Recognised Income &amp; Expenses</b>	35,660,859	21,175,185	18,139,989	9,755,064	10,681,325	10,644,983	10,469,149	10,198,184	9,815,000	9,333,399
<b>Equity - Balance at end of the reporting period</b>	<b>2,710,367,009</b>	<b>2,731,542,195</b>	<b>2,749,682,184</b>	<b>2,759,437,247</b>	<b>2,770,118,573</b>	<b>2,780,763,557</b>	<b>2,791,232,705</b>	<b>2,801,430,889</b>	<b>2,811,245,889</b>	<b>2,820,579,287</b>

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