DUBBO REGIONAL COUNCIL

2025 - 2029 RESOURCING STRATEGY

Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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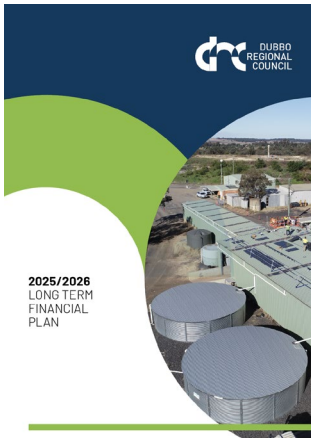
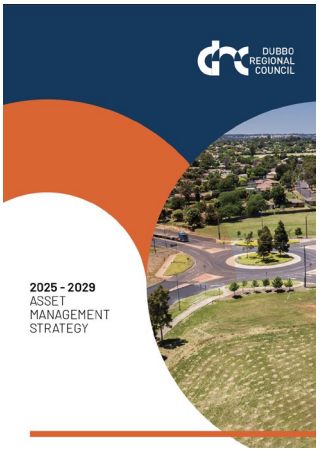




Introduction

Our Towards 2040 Community Strategic Plan identifies the main aspirations and priorities for the future of the Dubbo region through to 2040. The plan is grouped into four guiding strategic pillars that encompass the values expressed by the community and informs Dubbo Regional Council in its decision-making. The strategic objectives and principal activities provide a framework for action to be taken by Dubbo Regional Council and other levels of government and our communities.

The Integrated Planning and Reporting Framework provides the guidelines for the implementation of our Towards 2040 Community Strategic Plan and includes other key documents such as the Delivery Program and Operational Plan and this Resourcing Strategy.

This suite of documents provides a holistic approach to planning for the future. It ensures our community can see tangible results in the short term and the outcomes of our contribution in the long term.

This document was first adopted in 2025 and has been revised and updated for the 2026/2027 Financial Year.

Our Resourcing Strategy

To support the community's objectives expressed in the Towards 2040 Community Strategic Plan, a long-term resourcing strategy is required as part of the Integrated Planning and Reporting Framework. This resourcing strategy should be read in conjunction with the annual Operational Plan.

The operational plan and related resourcing strategies serves to inform and test the goals and objectives in the strategic plan and how Council's required actions might be achieved while maintaining the long-term sustainability of the organisation.

Figure 1 illustrates the Integrated Planning and Reporting framework suite of documents and how they are interrelated.

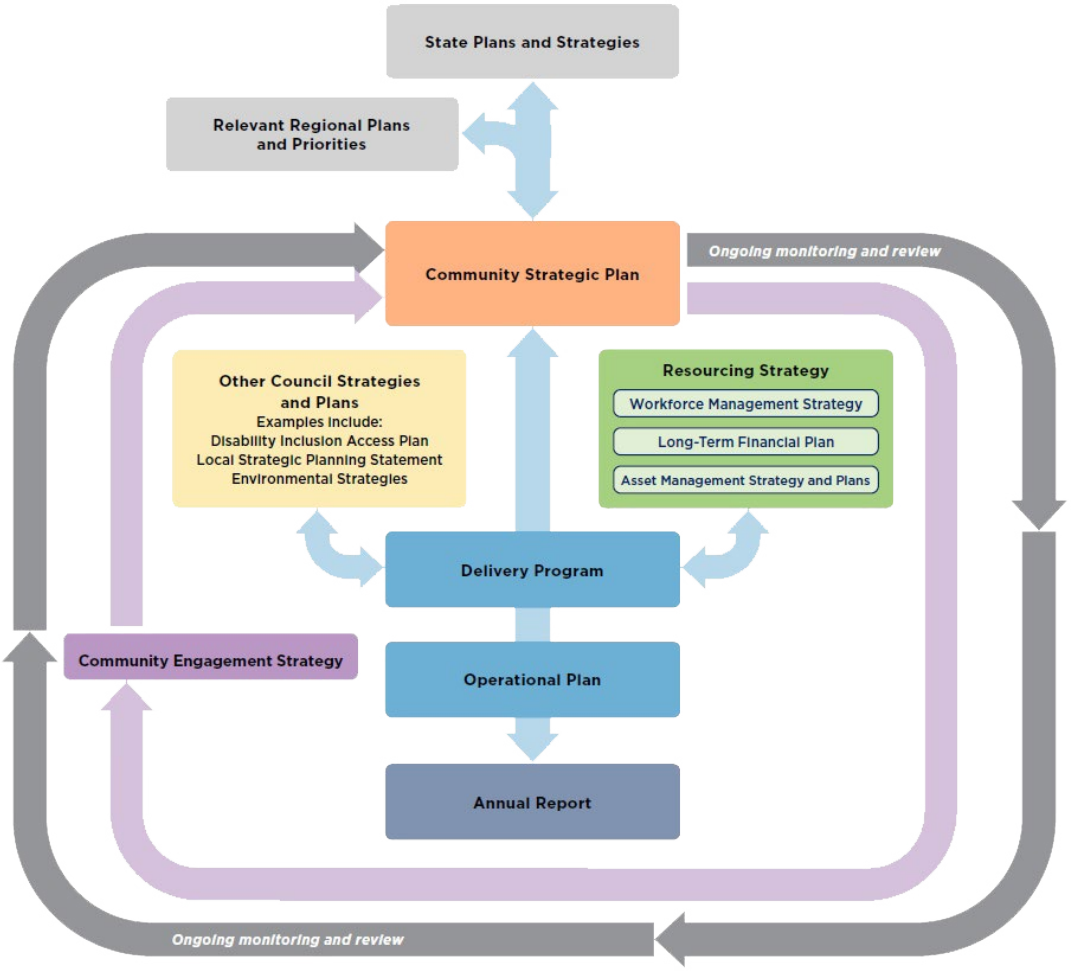


Figure 1

How the Document Relates

The suite of integrated planning documents represents the Dubbo Regional Council response to the statutory framework for planning and reporting. The Towards 2040 Community Strategic Plan for the Dubbo region is the highest-level plan that will prepare and addresses four key questions for the community.

Where are we now?
Where do we want to be in ten years' time?
How will we get there?
How will we know when we have arrived?

Our 2040 Community Strategic Plan was developed in consultation with the communities we serve. It identifies the communities' main priorities and guides all our other strategies and plans into the future.

We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations. The 2025-2029 Delivery Program sets out the strategies from our Towards 2040 Community Strategic Plan that will be the priorities for the Council term. The delivery program structure reflects the community strategic plan priorities and acts as the link between the long-term community strategic plan and the annual operational plan. Our operational plan is an annual plan and guides Council's priorities for the next 12 months. It sets out the specific projects, programs, and activities to be delivered in the year ahead and is aligned with our delivery program. It also includes the revenue policy for rates and annual charges, fees and charges, and other relevant budgetary information.

DUBBO REGIONAL COUNCIL

2026/2027 LONG TERM FINANCIAL PLAN

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 2025/206 financial year, Council estimates a total of $81 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.
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.

Objective	What will we do?	Why?
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.
	Loan funding	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. 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. 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. The use of loans enables the cost of assets to be shared between current and future users, and therefore supports inter-generational equity.
	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 $247M 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 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 theIndependent Pricing and Regulatory Tribunal (IPART). The rate peg announced by IPART for 2026/2027 is 3%. Estimates for future rating revenue has been set at 3%.

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.

Employee Costs

Salary and wage increases are based on the Local Government (State) Award increase plus an allowance for skill step progressions. 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.

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.

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
- area result of increased services or service levels.

TABLE OF ASSUMPTIONS

	2026/2027	2027/2028	2028/2029	2029/2030	Years 5 - 10
Consumer Price Index	3.00%	3.00%	3.00%	3.00%	2.50%
Rate pegging limited	3.00%	3.00%	3.00%	3.00%	2.50%
Stormwater Drainage Service Charge	3.00%	3.00%	3.00%	3.00%	2.50%
Domestic waste charge revenue	3.00%	3.00%	3.00%	3.00%	2.50%
Water user fees and charges	3.00%	3.00%	3.00%	3.00%	2.50%
Sewer services user fees and annual charges	3.00%	3.00%	3.00%	3.00%	2.50%
User fees and charges revenue	3.00%	3.00%	3.00%	3.00%	2.50%
Interest revenue	5.00%	2.00%	1.00%	1.00%	0.50%
Other revenues	3.00%	3.00%	3.00%	3.00%	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	4.00%	3.50%	3.00%	3.00%	2.50%
Borrowing costs	0.00%	0.00%	0.00%	0.00%	0.00%
Material and contracts	3.00%	3.00%	3.00%	3.00%	2.50%
Depreciation	3.00%	3.00%	3.00%	3.00%	2.50%
Other expenses	3.00%	3.00%	3.00%	3.00%	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.

The 2026/2027 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
Operating Performance Ratio Council's ability to contain operating expenditure within operating revenue.	>0.00%
Own-Source Operating Revenue The degree of reliance on external funding sources such as operating grants and contributions and its ability to generate own-source revenue.	>60%
Unrestricted Current Ratio 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.	>1.5
Debt Service Ratio 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.	>2.00
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage 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.	<10.00%
Building and Infrastructure Renewals Ratio Used to assess whether Council is renewing or replacing its infrastructure assets at the same rate that it is consuming those assets.	>100%
Infrastructure Backlog Ratio The proportion of backlog is against the total value of Council's infrastructure.	<2.00%
Asset Maintenance Ratio Compares actual to required annual asset maintenance and ability to maintain increases in infrastructure backlog.	>100%
Cash Expense Ratio Indicates the number of months Council can continue to pay expenses without additional cash inflow.	>3 months

Monitoring and Review

This Plan will be updated annually as part of the development of the Operational Plan to reflect the changes in economic assumptions, more accurate 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.

INCOME STATEMENT	Current Year	Budget	Forecast			Projected Years					
CONSOLIDATED	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations											
Revenue											
Rates & Annual Charges	83,735	86,127	88,659	91,266	93,948	96,297	98,704	101,172	103,701	106,294	108,951
User Charges & Fees	59,299	57,243	59,451	61,413	63,708	65,301	66,933	68,607	70,322	72,080	73,882
Interest & Investment Revenue	13,455	14,026	14,254	14,450	14,553	14,626	14,699	14,772	14,846	14,920	14,995
Other Revenues	4,895	4,482	4,583	4,826	4,739	4,857	4,979	5,103	5,231	5,362	5,496
Grants & Contributions provided for Operating Purposes	22,123	23,571	24,883	25,758	25,289	25,795	26,311	26,837	27,374	27,921	28,480
Grants & Contributions provided for Capital Purposes	27,974	33,177	26,057	11,567	10,752	10,967	11,186	11,410	11,638	11,871	12,108
Other Income											
Net gains/(loss) from the disposal of assets	(1,413)	(4,580)	8,858	2,168	(3,535)	350	354	357	361	364	368
Total Income from Continuing Operations	**210,068**	**214,047**	**226,746**	**211,447**	**209,454**	**218,192**	**223,166**	**228,258**	**233,472**	**238,812**	**244,279**
Expenses from Continuing Operations											
Employee Benefits & On-Costs	58,860	57,936	60,214	62,566	64,431	66,042	67,693	69,385	71,120	72,898	74,721
Borrowing Costs	1,918	1,589	1,360	1,156	1,007	860	727	587	443	291	135
Materials & Contracts	55,960	62,565	62,297	64,880	66,552	68,216	69,921	71,669	73,461	75,297	77,180
Depreciation & Amortisation	59,871	59,824	61,619	63,467	65,371	67,005	68,681	70,398	72,158	73,962	75,811
Other Expenses	3,008	2,902	2,954	3,063	3,126	3,204	3,284	3,366	3,450	3,537	3,625
Total Expenses from Continuing Operations	**179,616**	**184,816**	**188,443**	**195,133**	**200,487**	**205,327**	**210,306**	**215,405**	**220,632**	**225,984**	**231,471**
Operating Result from Continuing Operations	**30,452**	**29,231**	**38,303**	**16,314**	**8,966**	**12,865**	**12,860**	**12,853**	**12,840**	**12,828**	**12,808**
Net Operating Result for the Year attributable to Council	**30,452**	**29,231**	**38,303**	**16,314**	**8,966**	**12,865**	**12,860**	**12,853**	**12,840**	**12,828**	**12,808**
Net Operating Result before Grants & Contributions provided for Capital Purposes	**2,478**	**(3,946)**	**12,246**	**4,747**	**(1,786)**	**1,899**	**1,674**	**1,443**	**1,202**	**957**	**700**

STATEMENT OF FINANCIAL POSITION	Current Year	Budget	Forecast			Projected Years					
CONSOLIDATED	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	49,785	49,650	49,803	49,643	49,332	49,585	49,088	49,264	49,543	49,080	49,200
Investments	131,652	114,641	130,570	149,661	169,211	152,321	137,691	131,173	141,317	142,472	124,741
Receivables	20,625	21,152	20,983	19,857	20,210	20,718	21,189	21,671	22,164	22,668	23,183
Inventories	5,614	6,277	6,250	6,509	6,677	6,844	7,015	7,191	7,370	7,555	7,743
Contract Assets	-	-	-	-	-	-	-	-	-	-	-
Other	1,561	1,626	1,624	1,650	1,668	1,685	1,703	1,721	1,740	1,759	1,779
Total Current Assets	**209,238**	**193,346**	**209,230**	**227,321**	**247,098**	**231,153**	**216,686**	**211,020**	**222,134**	**223,534**	**206,647**
Non-Current Assets											
Investments (NC)	160,908	140,116	159,585	182,918	206,813	186,170	168,290	160,323	172,720	174,133	152,461
Receivables (NC)	241	233	242	250	258	265	272	278	285	292	300
Inventories (NC)	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,847,825	2,914,298	2,920,860	2,901,108	2,871,529	2,926,463	2,977,115	3,009,135	3,003,955	3,019,410	3,077,292
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Other (NC)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	**3,008,974**	**3,054,647**	**3,080,686**	**3,084,276**	**3,078,601**	**3,112,898**	**3,145,676**	**3,169,736**	**3,176,960**	**3,193,835**	**3,230,053**
TOTAL ASSETS	**3,218,212**	**3,247,993**	**3,289,916**	**3,311,597**	**3,325,699**	**3,344,050**	**3,362,362**	**3,380,756**	**3,399,094**	**3,417,369**	**3,436,700**
LIABILITIES											
Current Liabilities											
Payables	11,819	12,687	12,632	13,060	13,320	13,581	13,845	14,118	14,395	14,676	14,994
Income received in advance	5,395	1,358	1,409	1,457	1,506	1,543	1,582	1,622	1,662	1,704	1,746
Borrowings	3,184	3,385	2,212	2,362	2,090	2,221	2,233	2,377	2,530	1,592	521
Provisions	11,596	11,950	12,326	12,728	13,151	13,596	14,063	14,554	15,070	15,613	16,182
Total Current Liabilities	**31,994**	**29,380**	**28,579**	**29,607**	**30,067**	**30,941**	**31,724**	**32,671**	**33,657**	**33,584**	**33,443**
Non-Current Liabilities											
Payables (NC)	9	10	10	10	11	11	11	12	12	12	12
Borrowings (NC)	21,924	18,539	16,327	13,965	11,876	9,655	7,421	5,044	2,514	922	402
Provisions (NC)	10,894	10,891	10,906	10,922	10,937	10,951	10,965	10,981	10,997	11,014	11,032
Total Non-Current Liabilities	**32,827**	**29,440**	**27,243**	**24,898**	**22,823**	**20,616**	**18,398**	**16,036**	**13,523**	**11,949**	**11,446**
TOTAL LIABILITIES	**64,822**	**58,819**	**55,822**	**54,504**	**52,890**	**51,557**	**50,122**	**48,708**	**47,180**	**45,533**	**44,889**
Net Assets	**3,153,390**	**3,189,173**	**3,234,094**	**3,257,093**	**3,272,809**	**3,292,493**	**3,312,240**	**3,332,048**	**3,351,913**	**3,371,836**	**3,391,811**
EQUITY											
Retained Earnings	2,498,160	2,527,391	2,565,694	2,582,008	2,590,974	2,603,839	2,616,700	2,629,552	2,642,393	2,655,221	2,668,029
Revaluation Reserves	655,230	661,783	668,401	675,085	681,835	688,654	695,540	702,496	709,521	716,616	723,782
Total Equity	**3,153,390**	**3,189,173**	**3,234,094**	**3,257,093**	**3,272,809**	**3,292,493**	**3,312,240**	**3,332,048**	**3,351,913**	**3,371,836**	**3,391,811**

STATEMENT OF CASH FLOWS CONSOLIDATED	Current Year 2025/2026 $'000	Budget 2026/2027 $'000	Forecast 2027/2028 $'000	 2028/2029 $'000	 2029/2030 $'000	Projected Years 2030/2031 $'000	 2031/2032 $'000	 2032/2033 $'000	 2033/2034 $'000	 2034/2035 $'000	 2035/2036 $'000
Cash Flows from Operating Activities											
Receipts											
Rates & Annual Charges	83,597	86,031	88,535	91,138	93,839	96,178	98,631	101,097	103,625	106,217	108,873
User Charges & Fees	58,317	57,107	59,120	61,118	63,364	65,062	66,689	68,356	70,065	71,816	73,612
Interest & Investment Revenue Received	13,420	14,002	14,229	14,424	14,526	14,602	14,675	14,747	14,821	14,894	14,968
Grants & Contributions	49,083	50,687	51,521	38,687	36,169	36,690	37,423	38,172	38,935	39,714	40,508
Bonds & Deposits Received											
Other	10,794	403	4,694	5,078	4,778	4,835	4,956	5,080	5,207	5,337	5,470
Payments											
Employee Benefits & On-Costs	(58,946)	(57,974)	(60,142)	(62,493)	(64,375)	(65,995)	(67,645)	(69,336)	(71,070)	(72,846)	(74,668)
Materials & Contracts	(58,821)	(62,298)	(62,301)	(64,752)	(66,470)	(68,132)	(69,835)	(71,581)	(73,371)	(75,205)	(77,085)
Borrowing Costs	(1,948)	(1,683)	(1,460)	(1,222)	(1,077)	(922)	(793)	(653)	(514)	(366)	(183)
Bonds & Deposits Refunded											
Other	(3,008)	(2,902)	(2,954)	(3,063)	(3,126)	(3,204)	(3,284)	(3,366)	(3,450)	(3,537)	(3,625)
Net Cash provided (or used in) Operating Activities	**92,489**	**83,374**	**91,243**	**78,916**	**77,628**	**79,113**	**80,816**	**82,515**	**84,248**	**86,024**	**87,871**
Cash Flows from Investing Activities											
Receipts											
Sale of Investment Securities	-	44,000	-	-	-	38,000	33,000	15,000	-	-	40,000
Sale of Real Estate Assets	-	-	8,858	2,168	-	350	354	357	361	364	368
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Payments											
Purchase of Investment Securities	(17,000)	-	(35,000)	(42,000)	(43,000)	-	-	-	(22,000)	(2,000)	-
Purchase of Real Estate Assets	(1,413)	(4,580)	-	-	(3,535)	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(66,805)	(119,745)	(61,563)	(37,031)	(29,042)	(115,120)	(112,446)	(95,462)	(59,952)	(82,322)	(126,527)
Net Cash provided (or used in) Investing Activities	**(85,218)**	**(80,325)**	**(87,705)**	**(76,864)**	**(75,578)**	**(76,770)**	**(79,092)**	**(80,105)**	**(81,592)**	**(83,957)**	**(86,159)**
Cash Flows from Financing Activities											
Receipts											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of Borrowings & Advances	(3,065)	(3,184)	(3,385)	(2,212)	(2,362)	(2,090)	(2,221)	(2,233)	(2,377)	(2,530)	(1,592)
Net Cash Flow provided (used in) Financing Activities	**(3,065)**	**(3,184)**	**(3,385)**	**(2,212)**	**(2,362)**	**(2,090)**	**(2,221)**	**(2,233)**	**(2,377)**	**(2,530)**	**(1,592)**
Net Increase/(Decrease) in Cash & Cash Equivalents	4,206	(135)	153	(160)	(311)	253	(497)	176	279	(463)	120
plus: Cash, Cash Equivalents at beginning of year	45,579	49,785	49,650	49,803	49,643	49,332	49,585	49,088	49,264	49,543	49,080
Cash & Cash Equivalents - end of the year	**49,785**	**49,650**	**49,803**	**49,643**	**49,332**	**49,585**	**49,088**	**49,264**	**49,543**	**49,080**	**49,200**
plus: Investments on hand (excluding derivatives) at enc	292,560	254,757	290,155	332,579	376,024	338,491	305,981	291,496	314,037	316,605	277,202
Total cash, cash equivalents and investments (excludin	**342,345**	**304,407**	**339,958**	**382,222**	**425,356**	**388,076**	**355,069**	**340,760**	**363,580**	**365,685**	**326,402**
Cash & Cash Equivalents - end of the year	49,785	49,650	49,803	49,643	49,332	49,585	49,088	49,264	49,543	49,080	49,200
Investments - end of the year	292,560	254,757	290,155	332,579	376,024	338,491	305,981	291,496	314,037	316,605	277,202
Cash, Cash Equivalents & Investments - end of the year	**342,345**	**304,407**	**339,958**	**382,222**	**425,356**	**388,076**	**355,069**	**340,760**	**363,580**	**365,685**	**326,402**

INCOME STATEMENT	Current Year	Budget	Forecast			Projected Years					
GENERAL	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations											
Revenue											
Rates & Annual Charges	58,398	59,978	61,725	63,523	65,374	67,008	68,683	70,400	72,160	73,964	75,813
User Charges & Fees	32,736	30,389	31,792	32,924	34,365	35,224	36,105	37,007	37,932	38,881	39,853
Interest & Investment Revenue	7,154	7,394	7,520	7,645	7,775	7,814	7,853	7,892	7,931	7,971	8,011
Other Revenues	4,685	4,301	4,397	4,635	4,542	4,656	4,772	4,891	5,014	5,139	5,267
Grants & Contributions provided for Operating Purposes	21,880	23,323	24,632	25,503	25,030	25,531	26,041	26,562	27,093	27,635	28,188
Grants & Contributions provided for Capital Purposes	14,208	26,734	19,444	4,779	3,760	3,836	3,912	3,991	4,070	4,152	4,235
Other Income											
Net gains/(loss) from the disposal of assets	(1,413)	(4,580)	8,858	2,168	(3,535)	350	354	357	361	364	368
Total Income from Continuing Operations	**137,648**	**147,539**	**158,369**	**141,177**	**137,310**	**144,417**	**147,719**	**151,100**	**154,562**	**158,106**	**161,735**
Expenses from Continuing Operations											
Employee Benefits & On-Costs	51,277	50,332	52,293	54,379	55,998	57,398	58,833	60,304	61,812	63,357	64,941
Borrowing Costs	540	306	176	77	40	12	5	-	-	-	-
Materials & Contracts	32,831	39,592	38,765	40,650	41,609	42,649	43,715	44,808	45,929	47,077	48,254
Depreciation & Amortisation	46,913	46,767	48,170	49,615	51,103	52,381	53,690	55,033	56,408	57,819	59,264
Other Expenses	2,976	2,902	2,954	3,063	3,126	3,204	3,284	3,366	3,450	3,537	3,625
Total Expenses from Continuing Operations	**134,538**	**139,899**	**142,358**	**147,784**	**151,877**	**155,644**	**159,528**	**163,511**	**167,599**	**171,789**	**176,084**
Operating Result from Continuing Operations	**3,111**	**7,640**	**16,011**	**(6,607)**	**(14,567)**	**(11,227)**	**(11,809)**	**(12,411)**	**(13,037)**	**(13,683)**	**(14,349)**
Net Operating Result for the Year attributable to Council	**3,111**	**7,640**	**16,011**	**(6,607)**	**(14,567)**	**(11,227)**	**(11,809)**	**(12,411)**	**(13,037)**	**(13,683)**	**(14,349)**
Net Operating Result before Grants & Contributions provided for Capital Purposes	**(11,097)**	**(19,094)**	**(3,433)**	**(11,386)**	**(18,327)**	**(15,063)**	**(15,721)**	**(16,402)**	**(17,108)**	**(17,835)**	**(18,584)**

STATEMENT OF FINANCIAL POSITION	Current Year	Budget	Forecast			Projected Years					
GENERAL	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	30,181	29,833	29,985	29,659	29,583	29,410	29,487	29,882	29,431	29,102	28,860
Investments	58,866	35,627	38,482	44,046	49,169	45,299	40,989	36,239	31,499	26,319	20,700
Receivables	13,239	14,559	14,188	12,855	12,998	13,323	13,621	13,926	14,238	14,556	14,882
Inventories	3,294	3,972	3,889	4,078	4,175	4,279	4,386	4,496	4,608	4,723	4,841
Contract Assets	-	-	-	-	-	-	-	-	-	-	-
Other	1,313	1,380	1,372	1,392	1,402	1,414	1,425	1,437	1,449	1,461	1,474
Total Current Assets	**106,893**	**85,371**	**87,916**	**92,031**	**97,327**	**93,724**	**89,908**	**85,979**	**81,224**	**76,162**	**70,757**
Non-Current Assets											
Investments (NC)	71,948	43,545	47,033	53,834	60,095	55,366	50,098	44,292	38,498	32,168	25,300
Receivables (NC)	139	129	135	140	145	149	153	156	160	164	168
Inventories (NC)	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,118,958	2,175,898	2,188,235	2,174,875	2,152,765	2,154,345	2,156,154	2,158,207	2,160,516	2,163,094	2,165,956
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Other (NC)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	**2,191,045**	**2,219,572**	**2,235,403**	**2,228,849**	**2,213,005**	**2,209,859**	**2,206,405**	**2,202,655**	**2,199,174**	**2,195,426**	**2,191,425**
TOTAL ASSETS	**2,297,938**	**2,304,943**	**2,323,319**	**2,320,879**	**2,310,332**	**2,303,583**	**2,296,314**	**2,288,635**	**2,280,399**	**2,271,587**	**2,262,182**
LIABILITIES											
Current Liabilities											
Payables	7,404	8,346	8,243	8,607	8,804	9,021	9,242	9,474	9,710	9,953	10,202
Income received in advance	4,806	763	796	826	856	877	899	922	945	968	993
Borrowings	1,643	1,748	471	508	117	123	-	-	-	-	-
Provisions	10,444	10,750	11,075	11,423	11,789	12,174	12,578	13,003	13,449	13,918	14,411
Total Current Liabilities	**24,297**	**21,607**	**20,585**	**21,364**	**21,566**	**22,195**	**22,720**	**23,398**	**24,104**	**24,840**	**25,605**
Non-Current Liabilities											
Payables (NC)	5	7	6	7	7	7	7	7	8	8	8
Borrowings (NC)	2,967	1,219	749	240	123	(0)	-	-	-	-	-
Provisions (NC)	10,749	10,745	10,758	10,773	10,785	10,797	10,810	10,824	10,838	10,853	10,868
Total Non-Current Liabilities	**13,721**	**11,971**	**11,513**	**11,019**	**10,915**	**10,804**	**10,817**	**10,831**	**10,845**	**10,861**	**10,876**
TOTAL LIABILITIES	**38,019**	**33,578**	**32,099**	**32,383**	**32,481**	**32,999**	**33,537**	**34,229**	**34,950**	**35,700**	**36,482**
Net Assets	**2,259,919**	**2,271,365**	**2,291,220**	**2,288,496**	**2,277,851**	**2,270,584**	**2,262,776**	**2,254,405**	**2,245,449**	**2,235,887**	**2,225,701**
EQUITY											
Retained Earnings	1,879,305	1,886,945	1,902,956	1,896,349	1,881,782	1,870,555	1,858,746	1,846,335	1,833,298	1,819,615	1,805,266
Revaluation Reserves	380,614	384,421	388,265	392,147	396,069	400,030	404,030	408,070	412,151	416,272	420,435
Total Equity	**2,259,919**	**2,271,365**	**2,291,220**	**2,288,496**	**2,277,851**	**2,270,584**	**2,262,776**	**2,254,405**	**2,245,449**	**2,235,887**	**2,225,701**

STATEMENT OF CASH FLOWS GENERAL	Current Year 2025/2026 $'000	Budget 2026/2027 $'000	Forecast 2027/2028 $'000	Forecast 2028/2029 $'000	Forecast 2029/2030 $'000	Projected Years 2030/2031 $'000	Projected Years 2031/2032 $'000	Projected Years 2032/2033 $'000	Projected Years 2033/2034 $'000	Projected Years 2034/2035 $'000	Projected Years 2035/2036 $'000
Cash Flows from Operating Activities											
Receipts											
Rates & Annual Charges	58,295	59,915	61,640	63,435	65,299	66,925	68,632	70,348	72,107	73,911	75,759
User Charges & Fees	32,193	30,496	31,581	32,754	34,149	35,095	35,972	36,872	37,794	38,738	39,707
Interest & Investment Revenue Received	7,128	7,378	7,503	7,627	7,756	7,797	7,836	7,875	7,914	7,953	7,992
Grants & Contributions	35,712	43,854	44,674	31,662	28,940	29,309	29,895	30,493	31,103	31,725	32,359
Bonds & Deposits Received											
Other	10,156	71	4,510	4,889	4,584	4,635	4,751	4,869	4,991	5,116	5,244
Payments											
Employee Benefits & On-Costs	(51,351)	(50,368)	(52,230)	(54,312)	(55,947)	(57,355)	(58,789)	(60,259)	(61,766)	(63,310)	(64,893)
Materials & Contracts	(34,020)	(39,313)	(38,793)	(40,552)	(41,558)	(42,593)	(43,657)	(44,749)	(45,868)	(47,014)	(48,190)
Borrowing Costs	(546)	(355)	(228)	(91)	(55)	(15)	(8)	-	-	-	-
Bonds & Deposits Refunded											
Other	(2,976)	(2,902)	(2,954)	(3,063)	(3,126)	(3,204)	(3,284)	(3,366)	(3,450)	(3,537)	(3,625)
Net Cash provided (or used in) Operating Activities	**54,591**	**48,776**	**55,704**	**42,349**	**40,040**	**40,594**	**41,347**	**42,083**	**42,825**	**43,582**	**44,354**
Cash Flows from Investing Activities											
Receipts											
Sale of Investment Securities	-	57,000	-	-	-	9,000	10,000	11,000	11,000	12,000	13,000
Sale of Real Estate Assets	-	-	8,858	2,168	-	350	354	357	361	364	368
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Payments											
Purchase of Investment Securities	(3,000)	-	(6,000)	(12,000)	(11,000)	-	-	-	-	-	-
Purchase of Real Estate Assets	(1,413)	(4,580)	-	-	(3,535)	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(45,824)	(99,900)	(56,663)	(32,372)	(25,072)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	(57,964)
Net Cash provided (or used in) Investing Activities	**(50,236)**	**(47,481)**	**(53,805)**	**(42,204)**	**(39,607)**	**(40,650)**	**(41,147)**	**(41,688)**	**(43,276)**	**(43,911)**	**(44,596)**
Cash Flows from Financing Activities											
Receipts											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of Borrowings & Advances	(1,615)	(1,643)	(1,748)	(471)	(508)	(117)	(123)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	**(1,615)**	**(1,643)**	**(1,748)**	**(471)**	**(508)**	**(117)**	**(123)**	**-**	**-**	**-**	**-**
Net Increase/(Decrease) in Cash & Cash Equivalents	2,740	(348)	152	(326)	(76)	(174)	78	395	(451)	(329)	(242)
plus: Cash, Cash Equivalents at beginning of year	27,441	30,181	29,833	29,985	29,659	29,583	29,410	29,487	29,882	29,431	29,102
Cash & Cash Equivalents - end of the year	**30,181**	**29,833**	**29,985**	**29,659**	**29,583**	**29,410**	**29,487**	**29,882**	**29,431**	**29,102**	**28,860**
plus: Investments on hand (excluding derivatives) at enc	130,814	79,172	85,515	97,880	109,264	100,665	91,088	80,531	69,997	58,487	46,001
Total cash, cash equivalents and investments (excludin	**160,995**	**109,005**	**115,500**	**127,539**	**138,847**	**130,075**	**120,575**	**110,413**	**99,428**	**87,588**	**74,861**

INCOME STATEMENT WATER	Current Year 2025/2026 $'000	Budget 2026/2027 $'000	Forecast 2027/2028 $'000	 2028/2029 $'000	 2029/2030 $'000	Projected Years 2030/2031 $'000	 2031/2032 $'000	 2032/2033 $'000	 2033/2034 $'000	 2034/2035 $'000	 2035/2036 $'000
Income from Continuing Operations											
Revenue											
Rates & Annual Charges	9,251	9,556	9,843	10,138	10,443	10,704	10,971	11,246	11,527	11,815	12,110
User Charges & Fees	20,083	20,186	20,792	21,415	22,058	22,609	23,174	23,754	24,348	24,956	25,580
Interest & Investment Revenue	3,128	2,777	2,810	2,842	2,846	2,860	2,874	2,889	2,903	2,918	2,932
Other Revenues	61	55	56	58	60	61	63	64	66	68	69
Grants & Contributions provided for Operating Purposes	125	126	126	126	126	129	131	134	136	139	142
Grants & Contributions provided for Capital Purposes	6,026	3,628	3,728	3,831	3,946	4,024	4,105	4,187	4,271	4,356	4,443
Other Income											
Net gains/(loss) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**38,675**	**36,329**	**37,355**	**38,410**	**39,478**	**40,387**	**41,319**	**42,273**	**43,251**	**44,252**	**45,277**
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,455	3,644	3,800	3,923	4,040	4,141	4,245	4,351	4,460	4,571	4,685
Borrowing Costs	1,082	1,008	932	851	763	671	573	467	355	236	116
Materials & Contracts	14,957	15,272	15,606	16,121	16,605	17,020	17,445	17,881	18,328	18,787	19,256
Depreciation & Amortisation	6,953	6,972	7,181	7,396	7,618	7,809	8,004	8,204	8,409	8,619	8,835
Other Expenses	32	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**26,479**	**26,896**	**27,518**	**28,290**	**29,026**	**29,640**	**30,267**	**30,903**	**31,553**	**32,213**	**32,893**
Operating Result from Continuing Operations	**12,196**	**9,433**	**9,837**	**10,120**	**10,451**	**10,747**	**11,052**	**11,370**	**11,698**	**12,039**	**12,384**
Net Operating Result for the Year attributable to Council	**12,196**	**9,433**	**9,837**	**10,120**	**10,451**	**10,747**	**11,052**	**11,370**	**11,698**	**12,039**	**12,384**
Net Operating Result before Grants & Contributions provided for Capital Purposes	**6,170**	**5,805**	**6,109**	**6,289**	**6,506**	**6,722**	**6,947**	**7,183**	**7,427**	**7,682**	**7,941**

STATEMENT OF FINANCIAL POSITION	Current Year	Budget	Forecast			Projected Years					
WATER	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	10,084	10,243	10,186	10,670	11,130	11,507	11,511	11,772	11,718	11,393	11,435
Investments	32,339	36,218	42,080	47,944	54,257	36,722	18,287	21,453	27,770	25,087	24,206
Receivables	4,546	4,290	4,419	4,553	4,689	4,806	4,921	5,039	5,160	5,283	5,409
Inventories	1,501	1,532	1,566	1,617	1,666	1,708	1,750	1,794	1,839	1,885	1,932
Contract Assets	-	-	-	-	-	-	-	-	-	-	-
Other	157	160	163	168	173	177	181	186	190	195	200
Total Current Assets	**48,626**	**52,443**	**58,415**	**64,952**	**71,915**	**54,920**	**36,651**	**40,244**	**46,676**	**43,842**	**43,182**
Non-Current Assets											
Investments (NC)	39,526	44,266	51,432	58,598	66,314	44,882	22,351	26,220	33,941	30,662	29,585
Receivables (NC)	76	77	79	81	84	86	88	90	93	95	97
Inventories (NC)	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	408,594	410,118	407,425	404,411	400,676	450,257	502,437	506,586	504,280	522,480	537,520
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Other (NC)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	**448,196**	**454,461**	**458,935**	**463,090**	**467,075**	**495,225**	**524,876**	**532,897**	**538,314**	**553,237**	**567,202**
TOTAL ASSETS	**496,822**	**506,904**	**517,350**	**528,042**	**538,990**	**550,145**	**561,527**	**573,140**	**584,989**	**597,079**	**610,384**
LIABILITIES											
Current Liabilities											
Payables	2,886	2,900	2,919	2,963	2,999	3,021	3,041	3,061	3,078	3,094	3,137
Income received in advance	443	445	459	472	487	499	511	524	537	551	564
Borrowings	1,180	1,256	1,337	1,425	1,517	1,615	1,721	1,833	1,952	1,131	521
Provisions	1,126	1,150	1,175	1,201	1,229	1,258	1,289	1,321	1,355	1,391	1,429
Total Current Liabilities	**5,636**	**5,752**	**5,890**	**6,061**	**6,231**	**6,392**	**6,562**	**6,739**	**6,923**	**6,167**	**5,650**
Non-Current Liabilities											
Payables (NC)	2	2	2	2	3	3	3	3	3	3	3
Borrowings (NC)	14,710	13,453	12,116	10,691	9,174	7,559	5,838	4,005	2,054	923	402
Provisions (NC)	129	130	131	131	132	133	134	135	136	137	138
Total Non-Current Liabilities	**14,841**	**13,585**	**12,249**	**10,825**	**9,309**	**7,695**	**5,975**	**4,143**	**2,193**	**1,063**	**543**
TOTAL LIABILITIES	**20,476**	**19,337**	**18,139**	**16,886**	**15,540**	**14,087**	**12,537**	**10,882**	**9,115**	**7,230**	**6,193**
Net Assets	**476,346**	**487,568**	**499,211**	**511,156**	**523,450**	**536,058**	**548,990**	**562,258**	**575,874**	**589,850**	**604,190**
EQUITY											
Retained Earnings	297,479	306,912	316,749	326,869	337,320	348,067	359,119	370,489	382,187	394,226	406,610
Revaluation Reserves	178,867	180,656	182,462	184,287	186,130	187,991	189,871	191,770	193,687	195,624	197,580
Total Equity	**476,346**	**487,568**	**499,211**	**511,156**	**523,450**	**536,058**	**548,990**	**562,258**	**575,874**	**589,850**	**604,190**

STATEMENT OF CASH FLOWS WATER	Current Year 2025/2026 $'000	Budget 2026/2027 $'000	Forecast 2027/2028 $'000	 2028/2029 $'000	 2029/2030 $'000	Projected Years 2030/2031 $'000	 2031/2032 $'000	 2032/2033 $'000	 2033/2034 $'000	 2034/2035 $'000	 2035/2036 $'000
Cash Flows from Operating Activities											
Receipts											
Rates & Annual Charges	9,238	9,544	9,829	10,124	10,430	10,690	10,963	11,237	11,518	11,806	12,102
User Charges & Fees	19,733	20,020	20,701	21,322	21,961	22,526	23,090	23,667	24,258	24,865	25,487
Interest & Investment Revenue Received	3,125	2,774	2,807	2,839	2,843	2,858	2,872	2,886	2,900	2,915	2,929
Grants & Contributions	6,034	3,551	3,844	3,946	4,060	4,145	4,228	4,312	4,399	4,487	4,576
Bonds & Deposits Received											
Other	457	104	56	57	59	61	62	64	65	67	69
Payments											
Employee Benefits & On-Costs	(3,461)	(3,639)	(3,796)	(3,920)	(4,038)	(4,140)	(4,243)	(4,349)	(4,458)	(4,570)	(4,684)
Materials & Contracts	(16,299)	(15,264)	(15,591)	(16,099)	(16,584)	(17,002)	(17,427)	(17,863)	(18,309)	(18,767)	(19,236)
Borrowing Costs	(1,101)	(1,043)	(969)	(890)	(806)	(716)	(621)	(518)	(410)	(294)	(150)
Bonds & Deposits Refunded											
Other	(32)	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**17,694**	**16,047**	**16,880**	**17,379**	**17,926**	**18,422**	**18,923**	**19,436**	**19,964**	**20,509**	**21,092**
Cash Flows from Investing Activities											
Receipts											
Sale of Investment Securities	-	-	-	-	-	39,000	41,000	-	-	6,000	2,000
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Payments											
Purchase of Investment Securities	(8,000)	(8,000)	(13,000)	(13,000)	(14,000)	-	-	(7,000)	(14,000)	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,258)	(6,707)	(2,681)	(2,558)	(2,041)	(55,528)	(58,304)	(10,454)	(4,186)	(24,882)	(21,919)
Net Cash provided (or used in) Investing Activities	**(15,258)**	**(14,707)**	**(15,681)**	**(15,558)**	**(16,041)**	**(16,528)**	**(17,304)**	**(17,454)**	**(18,186)**	**(18,882)**	**(19,919)**
Cash Flows from Financing Activities											
Receipts											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of Borrowings & Advances	(1,107)	(1,180)	(1,256)	(1,337)	(1,425)	(1,517)	(1,615)	(1,721)	(1,833)	(1,952)	(1,131)
Net Cash Flow provided (used in) Financing Activities	**(1,107)**	**(1,180)**	**(1,256)**	**(1,337)**	**(1,425)**	**(1,517)**	**(1,615)**	**(1,721)**	**(1,833)**	**(1,952)**	**(1,131)**
Net Increase/(Decrease) in Cash & Cash Equivalents	1,330	160	(57)	483	460	377	4	261	(54)	(325)	43
plus: Cash, Cash Equivalents at beginning of year	8,754	10,084	10,243	10,186	10,670	11,130	11,507	11,511	11,772	11,718	11,393
Cash & Cash Equivalents - end of the year	**10,084**	**10,243**	**10,186**	**10,670**	**11,130**	**11,507**	**11,511**	**11,772**	**11,718**	**11,393**	**11,435**
plus: Investments on hand (excluding derivatives) at end of year	71,865	80,485	93,512	106,541	120,572	81,604	40,637	47,673	61,710	55,749	53,790
Total cash, cash equivalents and investments (excluding derivatives)	**81,949**	**90,728**	**103,699**	**117,211**	**131,702**	**93,111**	**52,148**	**59,445**	**73,428**	**67,142**	**65,225**

INCOME STATEMENT	Current Year	Budget	Forecast			Projected Years					
SEWER	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations											
Revenue											
Rates & Annual Charges	16,086	16,592	17,090	17,604	18,132	18,585	19,050	19,526	20,014	20,515	21,027
User Charges & Fees	6,479	6,668	6,868	7,074	7,286	7,468	7,655	7,846	8,042	8,243	8,449
Interest & Investment Revenue	3,173	3,856	3,924	3,963	3,932	3,952	3,972	3,991	4,011	4,031	4,052
Other Revenues	149	127	130	133	137	141	144	148	151	155	159
Grants & Contributions provided for Operating Purposes	119	122	125	129	133	136	138	141	144	147	150
Grants & Contributions provided for Capital Purposes	7,740	2,815	2,885	2,957	3,046	3,107	3,169	3,232	3,297	3,363	3,430
Other Income											
Net gains/(loss) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**33,745**	**30,179**	**31,023**	**31,860**	**32,666**	**33,388**	**34,127**	**34,885**	**35,660**	**36,454**	**37,267**
Expenses from Continuing Operations											
Employee Benefits & On-Costs	4,128	3,960	4,122	4,265	4,393	4,502	4,615	4,730	4,849	4,970	5,094
Borrowing Costs	295	275	252	229	204	177	149	120	88	55	19
Materials & Contracts	8,172	7,701	7,927	8,109	8,338	8,547	8,760	8,979	9,204	9,434	9,670
Depreciation & Amortisation	6,005	6,085	6,268	6,456	6,650	6,816	6,986	7,161	7,340	7,524	7,712
Other Expenses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**18,600**	**18,021**	**18,568**	**19,059**	**19,584**	**20,042**	**20,511**	**20,991**	**21,480**	**21,982**	**22,494**
Operating Result from Continuing Operations	**15,145**	**12,158**	**12,455**	**12,802**	**13,082**	**13,346**	**13,616**	**13,894**	**14,180**	**14,472**	**14,773**
Net Operating Result for the Year attributable to Council	**15,145**	**12,158**	**12,455**	**12,802**	**13,082**	**13,346**	**13,616**	**13,894**	**14,180**	**14,472**	**14,773**
Net Operating Result before Grants & Contributions provided for Capital Purposes	**7,405**	**9,343**	**9,570**	**9,844**	**10,036**	**10,239**	**10,448**	**10,662**	**10,883**	**11,110**	**11,343**

STATEMENT OF FINANCIAL POSITION	Current Year	Budget	Forecast			Projected Years					
SEWER	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	9,521	9,574	9,632	9,315	9,619	9,668	10,090	9,610	9,394	9,585	9,905
Investments	40,446	42,795	50,008	57,671	65,335	69,850	77,515	72,581	81,598	90,616	79,385
Receivables	2,840	2,304	2,375	2,449	2,523	2,589	2,647	2,706	2,766	2,828	2,892
Inventories	820	773	795	814	837	857	879	901	923	946	970
Contract Assets	-	-	-	-	-	-	-	-	-	-	-
Other	91	86	88	90	92	94	97	99	101	103	106
Total Current Assets	**53,718**	**55,531**	**62,899**	**70,338**	**78,405**	**83,059**	**91,227**	**85,897**	**94,784**	**104,080**	**93,258**
Non-Current Assets											
Investments (NC)	49,435	52,305	61,120	70,487	79,854	85,372	94,741	88,711	99,731	110,753	97,026
Receivables (NC)	26	27	28	29	29	30	31	32	32	33	34
Inventories (NC)	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	320,273	328,282	325,200	321,822	318,088	321,861	318,523	344,342	339,158	333,836	373,816
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Other (NC)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	**369,733**	**380,614**	**386,348**	**392,337**	**397,972**	**407,263**	**413,294**	**433,084**	**438,922**	**444,623**	**470,876**
TOTAL ASSETS	**423,452**	**436,145**	**449,247**	**462,676**	**476,377**	**490,322**	**504,521**	**518,981**	**533,706**	**548,703**	**564,134**
LIABILITIES											
Current Liabilities											
Payables	1,529	1,441	1,470	1,491	1,517	1,539	1,562	1,584	1,606	1,628	1,655
Income received in advance	146	149	154	159	163	167	172	176	180	185	189
Borrowings	361	381	404	429	455	483	513	545	578	461	-
Provisions	26	50	76	104	133	164	196	230	266	303	343
Total Current Liabilities	**2,061**	**2,021**	**2,104**	**2,182**	**2,269**	**2,354**	**2,442**	**2,535**	**2,630**	**2,578**	**2,187**
Non-Current Liabilities											
Payables (NC)	1	1	1	1	1	1	1	1	1	1	1
Borrowings (NC)	4,247	3,867	3,463	3,034	2,579	2,096	1,583	1,039	461	(0)	-
Provisions (NC)	17	16	17	18	19	20	21	22	23	24	25
Total Non-Current Liabilities	**4,265**	**3,884**	**3,481**	**3,053**	**2,599**	**2,117**	**1,605**	**1,062**	**485**	**25**	**27**
TOTAL LIABILITIES	**6,327**	**5,905**	**5,585**	**5,235**	**4,868**	**4,471**	**4,048**	**3,597**	**3,116**	**2,603**	**2,214**
Net Assets	**417,125**	**430,240**	**443,662**	**457,441**	**471,509**	**485,851**	**500,474**	**515,384**	**530,590**	**546,100**	**561,920**
EQUITY											
Retained Earnings	321,376	333,534	345,989	358,790	371,872	385,218	398,834	412,728	426,908	441,380	456,153
Revaluation Reserves	95,749	96,707	97,674	98,650	99,637	100,633	101,640	102,656	103,682	104,719	105,766
Total Equity	**417,125**	**430,240**	**443,662**	**457,441**	**471,509**	**485,851**	**500,474**	**515,384**	**530,590**	**546,100**	**561,920**

STATEMENT OF CASH FLOWS SEWER	Current Year 2025/2026 $'000	Budget 2026/2027 $'000	Forecast 2027/2028 $'000	 2028/2029 $'000	 2029/2030 $'000	Projected Years 2030/2031 $'000	 2031/2032 $'000	 2032/2033 $'000	 2033/2034 $'000	 2034/2035 $'000	 2035/2036 $'000
Cash Flows from Operating Activities											
Receipts											
Rates & Annual Charges	16,064	16,572	17,066	17,579	18,111	18,562	19,036	19,512	20,000	20,500	21,012
User Charges & Fees	6,391	6,591	6,838	7,043	7,254	7,441	7,627	7,817	8,013	8,213	8,418
Interest & Investment Revenue Received	3,167	3,851	3,919	3,958	3,927	3,947	3,967	3,987	4,007	4,026	4,047
Grants & Contributions	7,337	3,283	3,003	3,079	3,170	3,236	3,301	3,367	3,434	3,503	3,573
Bonds & Deposits Received											
Other	181	228	129	132	135	139	143	146	150	154	158
Payments											
Employee Benefits & On-Costs	(4,134)	(3,967)	(4,117)	(4,261)	(4,389)	(4,500)	(4,612)	(4,727)	(4,846)	(4,967)	(5,091)
Materials & Contracts	(8,502)	(7,721)	(7,917)	(8,102)	(8,328)	(8,538)	(8,751)	(8,970)	(9,194)	(9,424)	(9,660)
Borrowing Costs	(301)	(286)	(263)	(241)	(216)	(191)	(164)	(135)	(104)	(72)	(33)
Bonds & Deposits Refunded											
Other	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**20,204**	**18,551**	**18,658**	**19,187**	**19,662**	**20,097**	**20,546**	**20,996**	**21,459**	**21,933**	**22,425**
Cash Flows from Investing Activities											
Receipts											
Sale of Investment Securities	-	-	-	-	-	-	-	11,000	-	-	25,000
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Payments											
Purchase of Investment Securities	(6,000)	(5,000)	(16,000)	(17,000)	(17,000)	(10,000)	(17,000)	-	(20,000)	(20,000)	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,724)	(13,137)	(2,219)	(2,101)	(1,929)	(9,592)	(2,642)	(31,963)	(1,130)	(1,164)	(46,644)
Net Cash provided (or used in) Investing Activities	**(19,724)**	**(18,137)**	**(18,219)**	**(19,101)**	**(18,929)**	**(19,592)**	**(19,642)**	**(20,963)**	**(21,130)**	**(21,164)**	**(21,644)**
Cash Flows from Financing Activities											
Receipts											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of Borrowings & Advances	(343)	(361)	(381)	(404)	(429)	(455)	(483)	(513)	(545)	(578)	(461)
Net Cash Flow provided (used in) Financing Activities	**(343)**	**(361)**	**(381)**	**(404)**	**(429)**	**(455)**	**(483)**	**(513)**	**(545)**	**(578)**	**(461)**
Net Increase/(Decrease) in Cash & Cash Equivalents	137	53	58	(317)	304	50	421	(480)	(216)	191	319
plus: Cash, Cash Equivalents at beginning of year	9,384	9,521	9,574	9,632	9,315	9,619	9,668	10,090	9,610	9,394	9,585
Cash & Cash Equivalents - end of the year	**9,521**	**9,574**	**9,632**	**9,315**	**9,619**	**9,668**	**10,090**	**9,610**	**9,394**	**9,585**	**9,905**
plus: Investments on hand (excluding derivatives) at end of year	89,881	95,100	111,128	128,158	145,189	155,222	172,256	161,292	181,330	201,370	176,412
Total cash, cash equivalents and investments (excluding derivatives)	**99,402**	**104,674**	**120,760**	**137,472**	**154,808**	**164,890**	**182,346**	**170,902**	**190,724**	**210,955**	**186,316**

DUBBO REGIONAL COUNCIL

2024 - 2028 WORKFORCE MANAGEMENT STRATEGY

Workforce Management Strategy

In line with the NSW local Government Integrated Planning and Reporting Framework, Dubbo Regional Council's Workforce Management Strategy serves as a roadmap to attract, develop, and retain a qualified and engaged workforce. This ensures that Council can effectively deliver on its Community Strategic Plan and Delivery Program, ultimately providing efficient and effective services to the community.

1

Meeting Community Needs

The strategy aligns the workforce with community priorities, ensuring services and actions delivered by the council truly reflect the community's vision.

2

Future-Proofing the Workforce

By anticipating future challenges and skill requirements, the plan invests in developing a workforce equipped to handle them, ensuring long-term sustainability.

3

Engaged and Productive Employees

The strategy fosters a positive and supportive work environment, leading to happier, more productive employees who contribute significantly to the community's well-being.

4

Sustainable Service Delivery

An engaged and skilled workforce translates to efficient service delivery, meeting community expectations outlined in the Delivery Program.

The Workforce Management Strategy bridges the gap between the Community Strategic Plan and the Delivery Program through workforce development. It recognises the crucial role of employees in achieving sustainable service delivery. The strategy focuses on building a future-proof workforce equipped with the necessary skills and experience, while fostering an engaging and productive work environment.

In implementing our Workforce Management Strategy, Dubbo Regional Council will ensure its workforce is aligned with the community, leading to efficient service delivery, a thriving community, and a sustainable future for all.

The 2024-2028 Workforce Management Strategy was endorsed by Council on 27 June 2024. (CCL24/150)

As part of the ongoing workforce management strategy, the Workforce Snapshot, Organisational Structure and Initiatives sections have been updated to reflect information current as at 31 March 2026.

Vision Values Purpose

OUR VISION
Creating Community
for today and tomorrow

OUR PURPOSE
Lead, Connect, Deliver

OUR VALUES

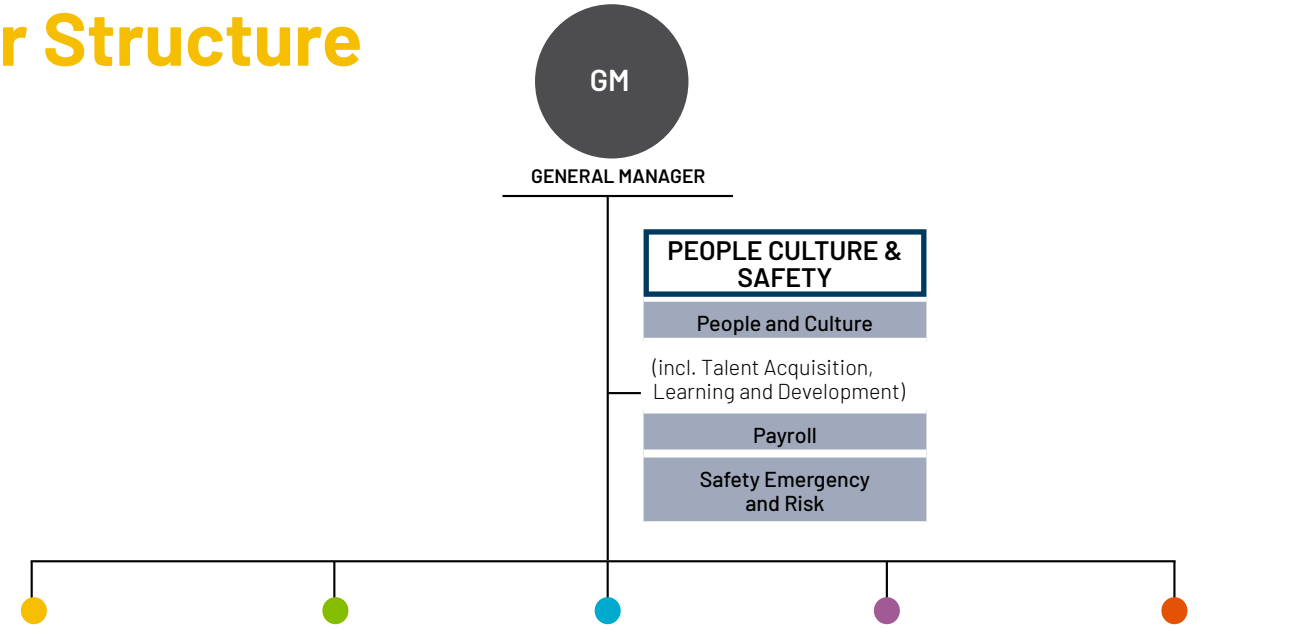
PROGRESSIVE
BE CURIOUS, COURAGEOUS AND COMMITTED
- Challenging the status quo
- Finding better ways
- Seeking change and innovation

SUSTAINABLE
BALANCED APPROACH TO GROWTH AND OPPORTUNITY
- Financially sound
- Social equity
- Conscientious leadership and governance
- Environmentally responsible

ONE TEAM
WORKING TOGETHER
- We take care of each other and ourselves
- Partnering to deliver better outcomes
- Fostering positive experience
- Investing in people

INTEGRITY
ACCOUNTABLE FOR OUR ACTIONS
- Valuing and acknowledging our cultures
- Leading by example
- Open and ethical practices
- Upholding our commitments

Our Structure



ORGANISATIONAL PERFORMANCE

Executive Support

Financial Operations

Revenue (incl. Rates and Accounts Receivable)

Management Accounting (incl. Finance Partners)

Statutory Accounting (incl. Accounts Payable)

Project Management Office

(incl. Procurement and Assets)

Building Assets

(incl. Construction, Buildings and Maintenance, Facilities and Cleaning)

Property & Land Development

(incl. Property Services)

Corporate Governance

(incl. Insurance and Risk, CEO and Mayor Executive Assistants)

Dubbo Regional Livestock Markets

Dubbo Regional Airport

(incl. Wellington Aerodrome and Recreation Park)

STRATEGY PARTNERSHIPS & ENGAGEMENT

Executive Support

Strategic Partnerships & Investment

(Incl. Economic Development, Marketing and Creative Services, Communications Services)

Tourism Strategy & Experiences

(incl. Visitor Services, Old Dubbo Gaol, Wellington Caves Complex)

Customer Experience & Engagement

(incl. Customer Insights)

Information Services

(incl. Corporate Information, GIS, IS Projects, IT Infrastructure and Servicedesk, Business Systems)

Corporate Strategy & Performance

DEVELOPMENT & ENVIRONMENT

Executive Support

Building & Development Services

(incl. Certifiers, Planners, LIS & E-Services)

Growth Planning

(incl. Planners, Development Contributions)

Resource Recovery & Efficiency

(incl. Sustainability, Performance, Waste)

Environmental Compliance

(incl. Animal Shelter, Compliance, Environment and Health Services)

INFRASTRUCTURE

Executive Support

Infrastructure Delivery

(incl. Project Engineer, Transport, Operations)

Water Supply & Sewerage Operations

(incl. Quality, Reticulation, Treatment, Client Services)

Water Supply & Sewerage Strategy

(incl. Capital Program and Asset Planning)

Fleet & Depot Services

(incl. Stores, Maintenance)

Infrastructure Strategy & Design

(incl. Engineering, Traffic, Stormwater)

COMMUNITY, CULTURE & PLACES

Executive Support

Community Services

(incl. Rainbow Cottage, Family Day Care, Aboriginal Liaison, Community Development Seniors and people with a disability, Youth Development)

Macquarie Regional Library

Performing Arts & Events

(incl. Dubbo Regional Theatre and Convention Centre, Showgrounds, Events and Partnerships)

Arts & Culture

(incl. Western Plains Cultural Centre, Sister Cities, Local Studies and Education)

Recreation & Greenspaces

(incl. Natural Resources and Cemeteries, Recreation and Sporting Facilities, Open Spaces)

Updated November 2025

Internal Analysis

Workforce Snapshot

Updated as at 31 March 2026

TOTAL WORKFORCE

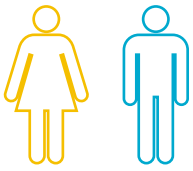
774

- Total Employees

HEADCOUNT

- 523 PERMANENT
- 38 TEMPORARY
- 213 CASUAL

FULL TIME



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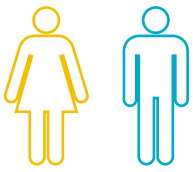
TEMPORARY



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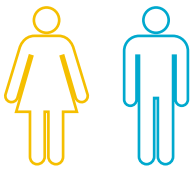
CASUAL



140 73

TURNOVER

3% Turnover rate for permanent employees

DIVERSITY

14%

Employees identify as First Nations

7%

Employees from a Non-English Speaking Background

2%

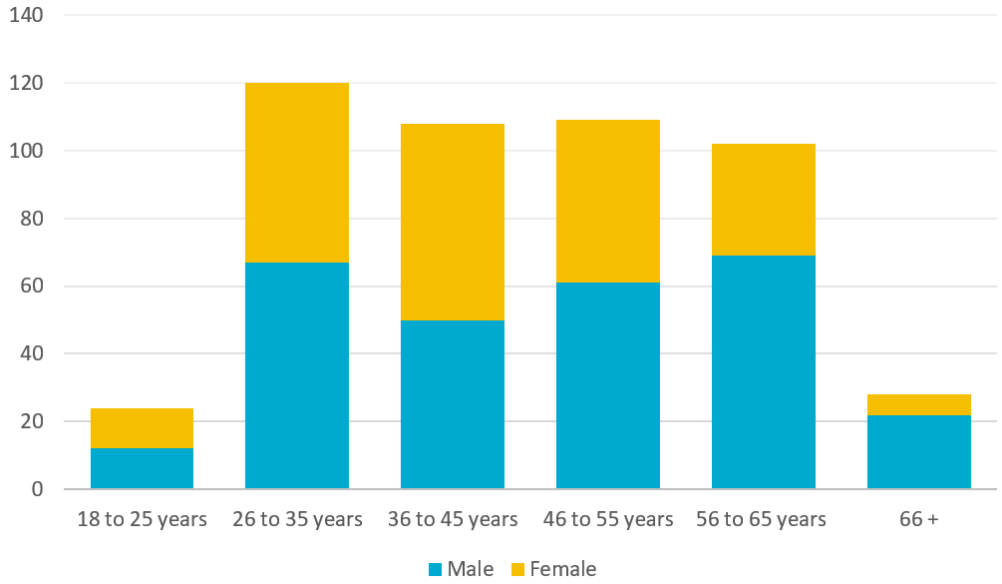
Employees have a Disability

49%

Employees are Female identifying

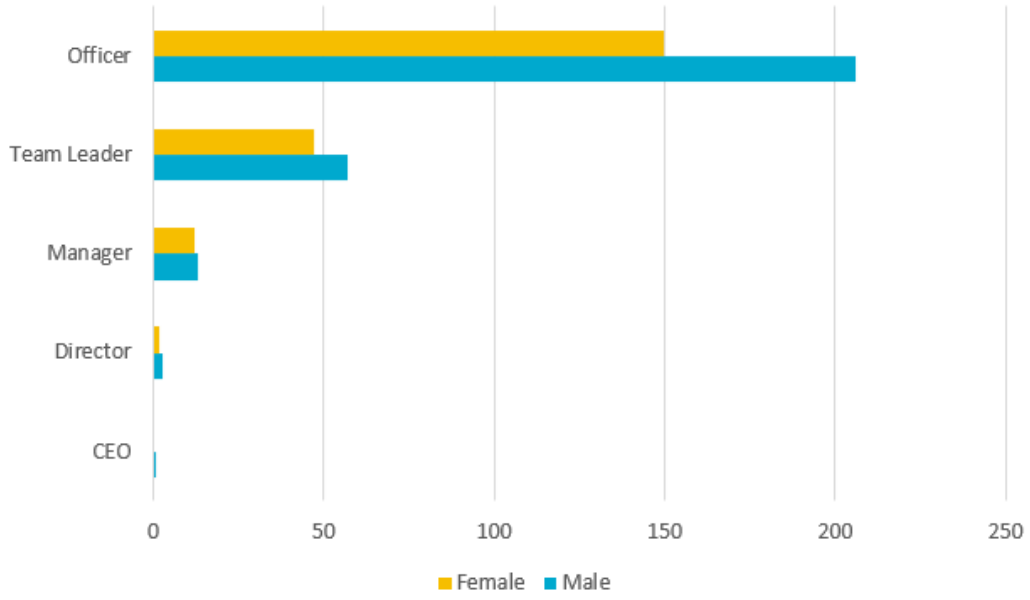
AGE

142 employees over the age of 55 years



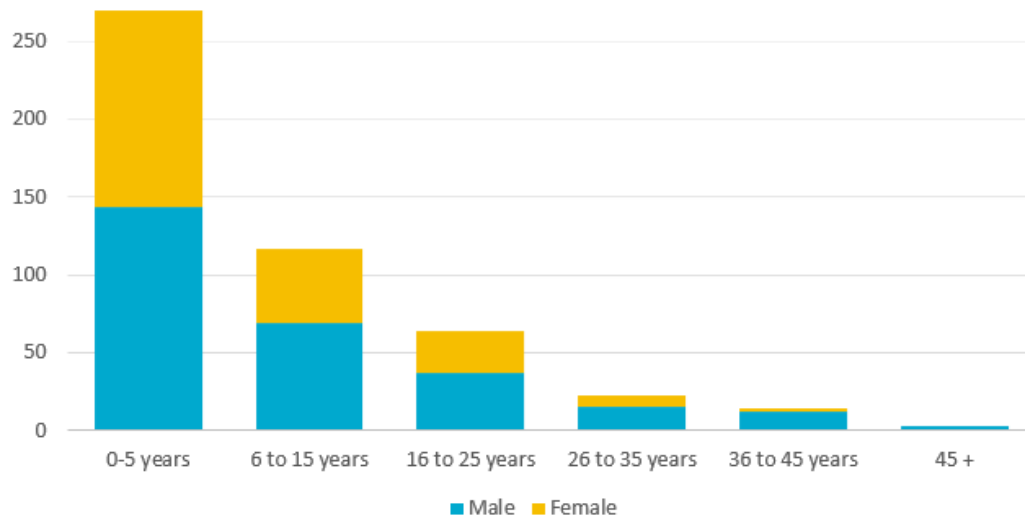
STAFF LEVEL

135 employees in Leadership Positions



COUNCIL SERVICE

17 employees with more than 35 years service



Internal capability survey

The following data was collected from our senior leadership team to understand our overall proficiency, desired proficiency, and the perceived importance of the capabilities. The capabilities are from the Local Government Capability Framework currently implemented.

CAPABILITY	CURRENT PROFICIENCY	DESIRED PROFICIENCY	IMPORTANCE
Personal Attributes			
Manage self	High	High	8
Display Resilience and Adaptability	Medium	Medium	4
Act with Integrity	High	High	1
Demonstrate Accountability	Medium	High	2
Relationships			
Communicate and Engage	Medium	Medium	3
Community and Customer Focus	Medium	High	5
Work Collaboratively	High	Medium	11
Influence and Negotiate	Low	Low	16
Results			
Plan and Prioritise	Medium	High	15
Think and Solve Problems	High	High	9
Create and Innovate	Low	Medium	14

CAPABILITY	CURRENT PROFICIENCY	DESIRED PROFICIENCY	IMPORTANCE
Resources			
Finance	Low	Medium	18
Assets and Tools	Low	Low	19
Technology and Information	Medium	High	6
Procurement and Contracts	Low	Low	20
People Managers			
Manage and Develop People	Low	Medium	12
Inspire Direction and Purpose	Low	Medium	13
Optimise Workforce Contribution	Medium	Medium	17
Lead and Manage Change	Low	High	10

Strategic Context

The strategic context for Dubbo Regional Council is multifaceted and influenced by various factors, including:

Economic:

- **Inflation and cost pressures:** Rising costs of materials, labour, and energy are putting pressure on Council budgets which are heavily reliant on rate revenues, grants and fees, requiring more efficiency and innovative solutions.
- **Shifting demographics:** Population growth and changing demographics require Council to adapt services and infrastructure to meet the needs of diverse communities.
- **Infrastructure management:** Maintaining and upgrading aging infrastructure including roads, water and sewerage systems, community facilities and public spaces is a significant challenge due to the expenses involved.

Social:

- **Climate change:** as a Local Government we are at the forefront of addressing climate change impacts, such as extreme weather events and rising sea levels. There is a need to develop and implement strategies for adaptation and mitigation.
- **Social inclusion and equity:** Council must effectively ngage with diverse communities to address social issues and inequalities like housing and health, ensuring access to essential services for all community members and promotion of social cohesion and inclusivity.

Political:

- **Relationship with the NSW Government:** As a Council we must navigate relationships and coordinate with state and federal governments, as well as other local councils, to secure funding, align policies, address shared challenges and collaborate on regional initiatives.
- **Legislative and regulatory requirements:** As a Council, our operations, finances, planning and service delivery are governed by the Local Government Act, other state and federal laws, regulations and policies.
- **Community engagement:** Increasing emphasis on community engagement and participation in decision-making processes.

Technological:

- **Digital transformation:** We are required to keep pace with and embrace digital technologies to improve service delivery, communication, and data management.
- **Cybersecurity:** Protecting critical infrastructure and data from cyber threats is a growing concern that needs to be effectively managed.

Megatrends

Megatrends are large scale and long-term transformative processes that reshape or transition our society. At Dubbo Regional Council, megatrends support our Workforce Management Strategy through anticipating challenges and opportunities, supporting informed decision making.

The following six megatrends were considered as part of developing the underlying initiatives for our Workforce Management Strategy:

Impactful technology

Accelerating individualisation

Demographic change

Rapid urbanisation

Climate and resource security

Economic power shift

https://sbi.sydney.edu.au/megatrends/our-megatrends/

Source: Sydney Business Insights – Megatrends for the future of business

MEGATREND	DRC IMPACT	IMPACT DEFINITION
Impactful Technology	Cyber Security	Increased vulnerability as critical infrastructure and data is managed and stored in public and private clouds with connected devices accessible remotely.
	AI & Machine learning	Increased uptake and development of Artificial Intelligence tools and machines suggestions augmenting human processes.
	Autonomous agents & sensors	Increased use of devices (remote sensors, drones, robotics etc.) undertaking activities with less and less human involvement.
	Mobile internet & cloud technology	Increased efficiency in delivering services and supporting customer interactions.
Accelerating Individualisation	Empowered customers & community	Increased expectations from customers and community including more control, choice, flexibility and digital options.
	Work innovations	Increased workplace innovations and technology changing the way people work including video conferencing, remote working and activity based working environments.
	Individual preferences	Increased flexibility and initiatives to support individual preferences for the diversity of employees, customers and community.
	Public wellbeing & cohesion	Increased social media and digital platforms that can support community connections but also distort public conversations resulting in positive and negative impacts for public wellbeing & cohesion.
Demographic Change	Generations	Increased generational diversity with up to four generations working together in the workplace.
	Population shifts	Increased global population coupled with a decreasing number of employees in the workforce relative to those over the age of 65.
	Ageing workforce	Increased proportion of employees over the age of 55 in the workforce which has doubled from 30 years ago.
Rapid Urbanisation	Urbanisation	Increased urban populations through shifting of regional and rural populations.
	Development & planning	Increased requirement to better plan for urbanisation to reduce carbon emissions, resource utilisation and improved standards of living.

MEGATREND	DRC IMPACT	IMPACT DEFINITION
Climate and Resource Scarcity	Climate change	Increased temperatures, extreme weather events and pollution of air, water and soil.
	Cost of living	Increased cost of living outpacing wage growth creating economic hardship for employees and the community.
	Resource scarcity	Decreased availability of water, energy sources, agriculture, materials and skilled labour.
	Vulnerable population	Increased impacts for vulnerable community members through weather, temperature and living condition changes.
Economic Power Shift	Geopolitical tensions	Increased geopolitical tensions impacting supply chains, tourism and security.
	Shifting affluence	Increased inequality impacting community cohesion, demands for services and local businesses.

Workforce Insights

As Dubbo Regional Council looks to the future, it is important that our Workforce Management Strategy addresses the key challenges and opportunities raised from the internal and external analysis. The following workforce insights have been identified as the focus areas to equip our people with the tools, skills, and supportive environment to thrive amidst rapidly evolving conditions.

Capability Building: The internal capability survey reveals gaps between the current and desired proficiency levels across various capabilities. The survey further highlighted the importance of leadership and strategic capabilities to align with the vision, values and purpose.

Workforce Adaptability: The megatrends analysis indicates the need for the workforce to be adaptable to trends like impactful technology, accelerating individualization, and climate and resource scarcity. Strategies to enhance workforce resilience and adaptability will assist in preparinc for these trend impacts.

Digital Transformation: The impact of megatrends like Impactful Technology, Mobile Internet & Cloud Technology, and AI & Machine Learning suggests the need for a digitally skilled workforce. Council will focus on upskilling and reskilling employees to leverage these technologies effectively.

Generational Diversity & Demographic Management: At Council there is an ageing workforce, a high rate of employees with less than 5 years' experience, and up to four generations in the workforce. A strong focus on developing strategies to manage and leverage the diverse perspectives, skills, potential skill gaps and ensuring a sustainable talent pipeline is required.

Employee Engagement and Wellbeing: This review highlights the importance of engaged and productive employees for sustainable service delivery. To support this Council will prioritise initiatives that foster a positive work environment, employee engagement, and overall wellbeing.

"DRC looks to the future"

Initiatives

To support the workforce insights the following initiatives have been planned:

INITIATIVE	DESCRIPTION	TIMEFRAME	OUTCOME	Status
Change Management Framework	Development of our change management framework to support change initiatives	2025 2026	Changes are managed effectively to reduce impacts and increase benefits	Drafted for adoption 2026
Digital Literacy Program	Development and delivery of our digital literacy program to maximise the potential of technology	2026 2027	Confident and skilled employees to thrive with increase technology uptake	Planning commenced
Emerging Leaders Program	Delivery of our emerging leaders program for our high potential employees to improve our internal leadership capability	2026 2027	A pipeline of skilled and adaptable leaders available aligned to our culture and purpose	Planning commenced
Employer Branding Project	Articulation and delivery of our employer brand to support attraction and retention	2024 2025	Increased ability for Council to attract and retain capable, skilled, and engaged employees	Completed
Inclusion, Diversity & Belonging Strategy	Development and delivery of our Inclusion, Diversity and Belonging initiatives to attract, retain and empower a diverse workforce	2024 2025 2026 2027	A thriving workplace where employees feel valued, respected, and empowered to contribute their skills and abilities	Strategy Completed Initiatives Ongoing
Leadership Development Program	Delivery of the next element of our leadership program to all employees at Council	2024 2025 2026	A Council culture that fosters empowerment, commitment and accountability	Completed
Resourcing & Entry Pipeline	Development and implementation of activities to support entry into Council	2024 2025	Increased pools of skilled and qualified candidates to recruit positions from	Completed
Reward & Recognition Program	Broadening of our employee reward and recognition program to support a wider range of motivations	2025	Increased employee engagement, performance, and wellbeing	Postponed to 2026
Service Review Program	Continued delivery of our adopted Service Review Program to continuously refine and improve our services, supporting employee engagement and performance	2024 2025 2026 2027	Increase employee engagement, performance, and service delivery	Ongoing
Strategic Workforce Planning	Completion of our next Strategic Workforce Planning cycle to support sustainability	2027 2028	A resilient and sustainable workforce is available to meet the future needs of Council	Ongoing
Succession & Talent Planning	Design and implementation of our succession and talent planning framework and cycles to increase resilience	2026 2027 2028	A resilient and adaptable workforce is available to meet the future needs of Council	Ongoing
Wellbeing & Health Strategy	Development of the next wellbeing and health strategy to support thriving engaged employees.	2024 2025 2026	Increased employee health, engagement, and performance	Ongoing

Workforce Management

Dubbo Regional Council's Workforce Management Strategy serves as a comprehensive roadmap to build a future-ready, engaged, and adaptable workforce. By aligning our workforce capabilities with the community's evolving needs and priorities, we can ensure sustainable and efficient service delivery that meets the expectations outlined in our Delivery Program.

Through this strategy, we have identified key areas for capability development and recognise the need to equip our workforce with the necessary skills to navigate our challenges. Fostering a diverse and inclusive work environment that embraces generational differences and individual preferences will be crucial. We are committed to creating a positive and supportive culture that promotes employee engagement, wellbeing, and productivity, ultimately contributing to the overall well-being of our community.

By anticipating future challenges and investing in our workforce's development, we can future-proof our organization and ensure long-term sustainability. Our Workforce Management Strategy will serve as a guiding light, enabling us to attract, retain, and nurture a talented workforce who are passionate about serving our community.

Together, we will build a resilient, adaptive, and high-performing workforce that drives positive change and is dedicated to enhancing the quality of life for all residents of the Dubbo Regional Council area.

DUBBO REGIONAL COUNCIL

2025 - 2029 ASSET MANAGEMENT STRATEGY

Introduction

Dubbo Regional Council is responsible for managing a diverse range of infrastructure assets that provide essential services to the community. Located in central western New South Wales, the Council faces the challenge of balancing service expectations within existing financial constraints while striving to achieve a 'core' level of asset management maturity. To ensure that current and future generations benefit from well-maintained infrastructure and services, Dubbo Regional Council must adopt an Asset Management Plan that informs strategic investment decisions.

Purpose

The Asset Management Strategy serves as a high-level framework that ensures a strategic, coordinated, and sustainable approach to managing Council's infrastructure assets. It provides the overarching direction required to support Asset Management Plans, aligning asset decisions with Council's long-term vision, financial planning, and community priorities.

This strategy ensures that asset management is not conducted in isolation but rather embedded within Council's broader strategic planning, governance, and risk management processes.

Dubbo Regional Council prepare Asset Management Plans which cover all major asset classes. The Asset Management Plans serve to:

- Ensure responsible asset management, including service delivery from those assets.
- Comply with regulatory requirements as per the NSW Local Government Act and related standards.
- Communicate the scale of investment required to sustainably maintain and deliver essential services to the community.

The Combined Asset Management Plan summarises existing infrastructure assets, their condition, performance, and the necessary actions required to achieve the objectives set in the Towards 2040 Community Strategic Plan. Developed through extensive community consultation, the Towards 2040 Plan captures the aspirations of Dubbo Regional Council residents. Any trade-offs between performance, cost, and risk will be reviewed through continuous community engagement. Where risks are high, mitigation and control measures will be implemented to minimise potential impacts.

Strategic Approach

Dubbo Regional Council's approach to asset management focuses on delivering required service levels in the most cost-effective manner. The Asset Management Plans integrate:

- A lifecycle-based methodology, considering the costs associated with acquiring, operating, maintaining, renewing, and disposing of assets.
- Long-term financial sustainability, ensuring that asset management decisions align with the Council's 10-year Financial Plan.
- Use of emerging technologies and innovative management practices to optimise asset performance and extend asset life.
- Community engagement, ensuring that decisions align with stakeholder expectations and service affordability.

All financial figures presented in this document are in real terms (net of inflation) as of 30 June 2025.

Infrastructure Assets and Services

Dubbo Regional Council provides an extensive range of services supported by its infrastructure portfolio, including:

- **Transport:** 1,419 km of sealed roads, 1,373 km of unsealed roads, 72 bridges, 570 km of kerb and gutter, 130 km of paths, and 2,285 culverts.
- **Water:** 786 km of water mains, 4 treatment plants, 14 pump stations, and 17 reservoirs.
- **Sewerage:** 567 km of pipes, 3 treatment plants, and 30 pump stations.
- **Urban Drainage:** 278 km of pipes, 10 km of channels, 9,829 pits, 71 Gross Pollutant Traps (GPTs), and 103 basins.
- **Recreation & Open Space:** 1,011 hectares of public open space, 35 playgrounds, and 3 swimming pools.
- **Buildings:** Over 350 buildings, including community halls, recreation centres, showgrounds, libraries, and administrative offices.

The total Gross Replacement Cost (GRC) of Council's depreciable assets is $4.129 billion, with an annual depreciation of $59 million and a written-down value of $2.834 billion as of 30 June 2025.

State of Infrastructure and Key Challenges

Currently, approximately 15% ($455 million) of Council's assets are below the desired performance level. The most critical assets requiring investment include:

- Sealed and unsealed roads
- Community halls
- Water and sewer networks

Key short- to medium-term service challenges include:

- Funding gaps in operations and maintenance due to asset acquisitions and underfunded renewals.
- Transport infrastructure deterioration, with grant funding required for major renewals.
- Unfunded building renewals, particularly in recreation and open space facilities.
- Increasing demand for services, driven by population growth and urban expansion

Future Demand and Management Strategies

Demand for infrastructure services is influenced by:

- Population growth and increased urban density.
- Climate variability and water availability challenges.
- Changes in vehicle technology and traffic patterns.
- Sustainability and energy efficiency goals.

Dubbo Regional Council will manage these demands by:

- Enhancing water efficiency (e.g., reuse of treated effluent, additional aquifer extraction points).
- Implementing cost-recovery models (e.g., developer contributions, user fees, and charges).
- Optimising traffic management strategies for growing rural activities.

Financial Sustainability and Lifecycle Costs

The forecast lifecycle cost for the next 10 years is $1.170 billion ($117.0 million on average per year). However, the available long-term financial plan (LTFP) funding is $1.008 billion ($100.8 million on average per year), covering only 86% of projected needs. The shortfall of $16.2 million on average per year will result in deferred works, including:

- Transport initial renewal backlog.
- Stormwater network renewals to be confirmed by condition assessment.
- Building renewals of community service and recreation and open space amenities.
- Sewer and water reticulation renewals.
- Other recreation and open space renewals of short-lived assets.

Risk Management and Mitigation Strategies

Key infrastructure risks include:

- Ageing transport infrastructure with insufficient renewal funding.
- Rapid growth in short-life recreation and open space assets.
- Inadequate drainage systems impacting urban development.
- Water and sewer infrastructure constraints limiting population growth.
- Operations and maintenance funding gaps leading to service deterioration.
- Loss of key staff and skills shortages.

Council will manage these risks by:

- Pursuing external funding to supplement renewal programs.
- Optimising asset maintenance practices to extend asset life.
- Applying a risk and criticality framework to prioritise renewals.
- Aligning funding growth to asset portfolio expansion.
- Implementing workforce planning strategies to mitigate skill shortages.

Next Steps

To ensure the long-term sustainability of Council's assets, the following actions will be prioritised:

- Implement an asset management improvement plan, aligning with ISO 55000 standards.
- Investigate strategies to extend asset life while maintaining service levels.
- Enhance lifecycle costing models to support strategic budget planning.
- Refine renewal prioritisation processes to optimise investment.
- Ensure asset management planning integrates with financial planning cycles.

Dubbo Regional Council remains committed to ensuring sustainable, efficient, and community-driven asset management, adapting to emerging challenges while maintaining critical services for current and future generations.

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DUBBO
REGIONAL
COUNCIL