

2023/2024

DUBBO REGIONAL COUNCIL BUDGET AND FORWARD FORECASTS

2023/2024	pages 1 - 4
2024/2025	pages 5 - 8
2025/2026	pages 9 - 12
2026/2027	pages 13 - 16

2023/2024 Budget

Community Culture and Places															
Aquatic Leisure Centres	Cemeteries	Community Services	Family Day Care	Library Services	Old Dubbo Gaol	Open Space	Rainbow Cottage	Recreation and Sporting	Regional Theatre and Convention Centre	Showgrounds	Wellington Caves Complex	Western Plains Cultural Centre	Wiradjuri Tourism Centre	Community Culture and Places Total	
Profit and Loss:															
Operating Revenue (exc. Capital Grants)	1,052,821	460,259	420,378	1,276,479	221,325	971,834	65,709	1,315,440	327,422	1,604,127	347,273	998,633	295,491	-	9,357,191
Operating Expenditure (exc. Depreciation)	(2,312,924)	(618,260)	(2,961,838)	(1,452,043)	(2,603,259)	(755,431)	(4,998,990)	(1,683,656)	(2,744,907)	(2,938,991)	(511,479)	(1,325,992)	(2,562,297)	(250,000)	(27,720,067)
Net Operating Profit / (Loss) - Before non-cash items	(1,260,103)	(158,001)	(2,541,460)	(175,564)	(2,381,934)	216,403	(4,933,281)	(368,216)	(2,417,485)	(1,334,864)	(164,206)	(327,359)	(2,266,806)	(250,000)	(18,362,876)
Depreciation	(606,514)	(57,651)	(695,783)	(868)	(245,308)	(138,542)	(1,756,440)	(61,788)	(3,441,566)	(1,037,963)	(791,979)	(153,298)	(531,058)	-	(9,518,758)
Net Operating Profit / (Loss)	(1,866,617)	(215,652)	(3,237,243)	(176,432)	(2,627,242)	77,861	(6,689,721)	(430,004)	(5,859,051)	(2,372,827)	(956,185)	(480,657)	(2,797,864)	(250,000)	(27,881,634)
Balance Sheet:															
Add Back: Non-cash Items	606,514	57,651	695,783	868	245,308	138,542	1,756,440	61,788	3,441,566	1,037,963	791,979	153,298	531,058	-	9,518,758
Capital revenue (Capital Grant/Contribution Income)	-	-	60,622	-	-	-	845,697	-	-	-	-	-	-	-	906,319
Capital Expenditure															
- Capital Projects	(188,000)	-	(41,324)	-	(30,000)	(324,291)	(3,893,536)	(10,000)	(1,086,500)	(111,000)	(250,000)	(330,000)	(375,000)	-	(6,639,651)
- Other Capital Expenditure	(50,984)	-	-	-	-	-	-	-	(219,532)	(732,779)	-	-	(415,571)	-	(1,418,866)
Funds Returned To Council / (Required From Council)	(1,499,087)	(158,001)	(2,522,162)	(175,564)	(2,411,934)	(107,888)	(7,981,120)	(378,216)	(3,723,517)	(2,178,643)	(414,206)	(657,359)	(3,057,377)	(250,000)	(25,515,074)
Cash - Spent	-	92,500	35,000	20,326	-	4,291	2,901,839	-	366,500	-	-	157,675	50,000	-	3,628,131
Cash - Saved	26,809	-	-	-	-	-	-	-	-	-	-	-	-	-	26,809
Budget Balanced - Cash Saved / (Spent)	(1,525,896)	(65,501)	(2,487,162)	(155,238)	(2,411,934)	(103,597)	(5,079,281)	(378,216)	(3,357,017)	(2,178,643)	(414,206)	(499,684)	(3,007,377)	(250,000)	(21,913,752)

2023/2024 Budget

	Development and Environment							Strategy Partnerships and Engagement			
	Building and Development Services	Compliance	Environment and Health	Growth Planning	Resource Recovery and Efficiency	Waste Management	Development and Environment Total	Customer Experience	Information Services	Strategic Partnerships and Investment	Strategy Partnerships and Engagement Total
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	2,325,375	453,795	143,195	323,000	-	13,898,638	17,144,003	18,637	46,871	429,361	494,869
Operating Expenditure (exc. Depreciation)	(1,911,078)	(1,539,201)	(556,091)	(1,123,033)	(193,397)	(10,945,931)	(6,268,731)	(1,604,483)	(4,667,984)	(3,631,296)	(9,903,763)
Net Operating Profit / (Loss) - Before non-cash items	414,297	(1,085,406)	(412,896)	(800,033)	(193,397)	2,952,707	875,272	(1,585,846)	(4,621,113)	(3,201,935)	(9,408,894)
Depreciation	(2,984)	(36,875)	(2,687)	(597)	-	(507,127)	(550,270)	-	(607,734)	(113,700)	(721,434)
Net Operating Profit / (Loss)	411,313	(1,122,281)	(415,583)	(800,630)	(193,397)	2,445,580	325,002	(1,585,846)	(5,228,847)	(3,315,635)	(10,130,328)
Balance Sheet:											
Add Back: Non-cash Items	2,984	36,875	2,687	597	-	837,823	880,966	-	607,734	113,700	721,434
Capital revenue (Capital Grant/Contribution Income)	-	-	-	40,000	-	-	40,000	-	-	-	-
Capital Expenditure											
- Capital Projects	-	(1,547,000)	-	-	-	(1,711,461)	(3,258,461)	-	(590,000)	-	(590,000)
- Other Capital Expenditure	-	-	-	-	-	237,467	237,467	-	-	-	-
Funds Returned To Council / (Required From Council)	414,297	(2,632,406)	(412,896)	(760,033)	(193,397)	1,809,409	(1,775,026)	(1,585,846)	(5,211,113)	(3,201,935)	(9,998,894)
Cash - Spent	-	1,500,000	-	-	-	-	1,500,000	-	170,000	26,825	196,825
Cash - Saved	-	-	-	40,000	-	1,809,409	1,849,409	-	-	-	-
Budget Balanced - Cash Saved / (Spent)	414,297	(1,132,406)	(412,896)	(800,033)	(193,397)	-	(2,124,435)	(1,585,846)	(5,041,113)	(3,175,110)	(9,802,069)

2023/2024 Budget

	Infrastructure										
	Depot Services	Fleet Services	Greenspace Operations	Infrastructure Strategy and Design	Roads Network	Sewerage Services	Stormwater	Street Lighting	Traffic Management	Water Supply	Infrastructure Total
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	17,059	330,164	106,910	250,000	6,000,727	21,352,148	1,640,769	203,000	114,899	23,748,709	53,764,385
Operating Expenditure (exc. Depreciation)	19,808	3,241,878	(2,141,436)	(606,526)	(9,476,883)	(10,199,313)	(635,110)	(1,042,714)	(683,103)	(15,123,029)	(36,646,428)
Net Operating Profit / (Loss) - Before non-cash items	36,867	3,572,042	(2,034,526)	(356,526)	(3,476,156)	11,152,835	1,005,659	(839,714)	(568,204)	8,625,680	17,117,957
Depreciation	(382,873)	(3,272,812)	(4,558)	(20,044)	(15,673,044)	(5,547,892)	(2,193,878)	-	(55,071)	(6,295,444)	(33,445,616)
Net Operating Profit / (Loss)	(346,006)	299,230	(2,039,084)	(376,570)	(19,149,200)	5,604,943	(1,188,219)	(839,714)	(623,275)	2,330,236	(16,327,659)
Balance Sheet:											
Add Back: Non-cash Items	382,873	2,524,572	4,558	20,044	15,673,044	5,654,449	2,193,878	-	27,281	6,440,972	32,921,671
Capital revenue (Capital Grant/Contribution Income)	-	-	-	-	16,676,830	1,333,444	300,000	-	1,659,251	9,494,082	29,463,607
Capital Expenditure											
- Capital Projects	(520,000)	(6,477,478)	-	-	(35,128,493)	(9,052,079)	(3,765,460)	-	-	(15,781,766)	(70,725,276)
- Other Capital Expenditure	-	2,166,947	-	-	(63,761)	(2,243,706)	(175,494)	-	(311,860)	(1,243,498)	(1,871,372)
Funds Returned To Council / (Required From Council)	(483,133)	(1,486,729)	(2,034,526)	(356,526)	(21,991,580)	1,297,051	(2,635,295)	(839,714)	751,397	1,240,026	(26,539,029)
Cash - Spent	-	1,796,893	-	-	9,677,498	-	1,770,068	-	-	-	13,244,459
Cash - Saved	17,059	-	-	-	-	1,297,051	-	-	1,451,499	1,240,026	4,005,635
Budget Balanced - Cash Saved / (Spent)	(500,192)	310,164	(2,034,526)	(356,526)	(12,314,082)	-	(865,227)	(839,714)	(700,102)	-	(17,300,205)

2023/2024 Budget

Organisational Performance												TOTAL	
Building Assets	Corporate Governance	Corporate Overheads	Dubbo Regional Airport	Dubbo Regional Livestock Markets	Financial Operations	Fire and Emergency Services	People Culture and Safety	Procurement	Property and Land Development	Rates and General Revenue	Organisational Performance Total		
Profit and Loss:													
Operating Revenue (exc. Capital Grants)	366,486	1,000	-	6,097,435	3,530,703	243,807	440,858	100,000	5,000	5,292,134	55,612,542	71,689,965	152,450,413
Operating Expenditure (exc. Depreciation)	(1,824,016)	(4,773,619)	7,110,583	(3,539,267)	(2,684,265)	(3,597,903)	(2,364,602)	278,377	(436,282)	(1,293,211)	1,391,385	(11,732,820)	(102,271,809)
Net Operating Profit / (Loss) - Before non-cash items	(1,457,530)	(4,772,619)	7,110,583	2,558,168	846,438	(3,354,096)	(1,923,744)	378,377	(431,282)	3,998,923	57,003,927	59,957,145	50,178,604
Depreciation	(893,286)	(68)	-	(2,210,362)	(1,654,197)	-	(1,134,639)	(4,604)	-	-	-	(5,897,156)	(50,133,234)
Net Operating Profit / (Loss)	(2,350,816)	(4,772,687)	7,110,583	347,806	(807,759)	(3,354,096)	(3,058,383)	373,773	(431,282)	3,998,923	57,003,927	54,059,989	45,370
Balance Sheet:													
Add Back: Non-cash Items	893,286	68	-	2,210,362	1,654,197	-	1,134,639	4,604	-	-	-	5,897,156	49,939,985
Capital revenue (Capital Grant/Contribution Income)	-	-	-	782,500	-	10,892	1,102,588	-	-	-	-	1,895,980	32,305,906
Capital Expenditure	-	(79,120)	-	(1,895,000)	(122,684)	-	(1,102,588)	-	-	(9,118,107)	-	(12,317,499)	(93,530,887)
- Other Capital Expenditure	(389,954)	-	-	-	-	-	-	-	-	-	(342,551)	(732,505)	(3,785,276)
Funds Returned To Council / (Required From Council)	(1,847,484)	(4,851,739)	7,110,583	1,445,668	723,754	(3,343,204)	(1,923,744)	378,377	(431,282)	(5,119,184)	56,661,376	48,803,121	(15,024,902)
Cash - Spent	-	-	-	-	-	-	616,666	10,000	-	5,619,184	-	6,245,850	24,815,265
Cash - Saved	-	70,880	-	845,668	250,972	-	-	388,377	-	-	2,352,613	3,908,510	9,790,363
Budget Balanced - Cash Saved / (Spent)	(1,847,484)	(4,922,619)	7,110,583	600,000	472,782	(3,343,204)	(1,307,078)	-	(431,282)	500,000	54,308,763	51,140,461	-

2024/2025 Forecast

Community Culture and Places															
	Aquatic Leisure Centres	Cemeteries	Community Services	Family Day Care	Library Services	Old Dubbo Gaol	Open Space	Rainbow Cottage	Recreation and Sporting	Regional Theatre and Convention Centre	Showgrounds	Wellington Caves Complex	Western Plains Cultural Centre	Wiradjuri Tourism Centre	Community Culture and Places Total
Profit and Loss:															
Operating Revenue (exc. Capital Grants)	1,099,635	471,766	410,011	1,255,941	221,534	786,445	66,904	1,348,326	349,633	1,651,091	355,384	1,121,787	281,263	170,000	9,589,720
Operating Expenditure (exc. Depreciation)	(2,410,260)	(551,988)	(2,987,691)	(1,441,133)	(2,699,311)	(775,215)	(4,724,611)	(1,730,910)	(2,778,084)	(2,986,509)	(541,861)	(1,293,476)	(2,583,933)	(570,000)	(28,074,982)
Net Operating Profit / (Loss) - Before non-cash items	(1,310,625)	(80,222)	(2,577,680)	(185,192)	(2,477,777)	11,230	(4,657,707)	(382,584)	(2,428,451)	(1,335,418)	(186,477)	(171,689)	(2,302,670)	(400,000)	(18,485,262)
Depreciation	(606,514)	(57,651)	(695,783)	(868)	(245,308)	(138,542)	(1,756,440)	(61,788)	(3,441,566)	(1,037,963)	(791,979)	(153,298)	(531,058)	-	(9,518,758)
Net Operating Profit / (Loss)	(1,917,139)	(137,873)	(3,273,463)	(186,060)	(2,723,085)	(127,312)	(6,414,147)	(444,372)	(5,870,017)	(2,373,381)	(978,456)	(324,987)	(2,833,728)	(400,000)	(28,004,020)
Balance Sheet:															
Add Back: Non-cash Items	606,514	57,651	695,783	868	245,308	138,542	1,756,440	61,788	3,441,566	1,037,963	791,979	153,298	531,058	-	9,518,758
Capital revenue (Capital Grant/Contribution Income)	-	-	62,138	-	-	-	130,000	-	-	-	-	-	-	-	192,138
Capital Expenditure															
- Capital Projects	(128,100)	-	(41,940)	-	(30,000)	-	(321,806)	(26,000)	(1,593,000)	(249,000)	-	(277,000)	(90,000)	-	(2,756,846)
- Other Capital Expenditure	(54,117)	-	-	-	-	-	-	-	(233,020)	(783,289)	-	-	(435,571)	-	(1,505,997)
Funds Returned To Council / (Required From Council)	(1,492,842)	(80,222)	(2,557,482)	(185,192)	(2,507,777)	11,230	(4,849,513)	(408,584)	(4,254,471)	(2,367,707)	(186,477)	(448,689)	(2,828,241)	(400,000)	(22,555,967)
Cash - Spent	-	12,500	41,296	29,934	-	-	-	-	-	-	-	-	-	-	83,730
Cash - Saved	-	-	-	-	-	-	11,000	-	-	-	-	-	-	-	11,000
Budget Balanced - Cash Saved / (Spent)	(1,492,842)	(67,722)	(2,516,186)	(155,258)	(2,507,777)	11,230	(4,860,513)	(408,584)	(4,254,471)	(2,367,707)	(186,477)	(448,689)	(2,828,241)	(400,000)	(22,483,237)

2024/2025 Forecast

	Development and Environment						Development and Environment Total	Strategy Partnerships and Engagement			Strategy Partnerships and Engagement Total
	Building and Development Services	Compliance	Environment and Health	Growth Planning	Resource Recovery and Efficiency	Waste Management		Customer Experience	Information Services	Strategic Partnerships and Investment	
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	2,240,591	426,262	140,993	73,000	-	14,595,126	17,475,972	19,103	47,789	262,214	329,106
Operating Expenditure (exc. Depreciation)	(1,988,853)	(1,594,652)	(577,401)	(925,204)	(198,233)	(11,432,449)	(16,716,792)	(1,668,875)	(4,798,442)	(3,654,626)	(10,121,943)
Net Operating Profit / (Loss) - Before non-cash items	251,738	(1,168,390)	(436,408)	(852,204)	(198,233)	3,162,677	759,180	(1,649,772)	(4,750,653)	(3,392,412)	(9,792,837)
Depreciation	(2,984)	(36,875)	(2,687)	(597)	-	(507,127)	(550,270)	-	(607,734)	(113,700)	(721,434)
Net Operating Profit / (Loss)	248,754	(1,205,265)	(439,095)	(852,801)	(198,233)	2,655,550	208,910	(1,649,772)	(5,358,387)	(3,506,112)	(10,514,271)
Balance Sheet:											
Add Back: Non-cash Items	2,984	36,875	2,687	597	-	837,823	880,966	-	607,734	113,700	721,434
Capital revenue (Capital Grant/Contribution Income)	-	-	-	40,000	-	-	40,000	-	-	-	-
Capital Expenditure											
- Capital Projects	-	(4,124,000)	-	-	-	(115,000)	(4,239,000)	-	(224,000)	-	(224,000)
- Other Capital Expenditure	-	-	-	-	-	(30,763)	(30,763)	-	-	-	-
Funds Returned To Council / (Required From Council)	251,738	(5,292,390)	(436,408)	(812,204)	(198,233)	3,347,610	(3,139,887)	(1,649,772)	(4,974,653)	(3,392,412)	(10,016,837)
Cash - Spent	-	3,941,372	-	-	-	-	3,941,372	-	-	-	-
Cash - Saved	-	-	-	20,000	-	3,347,610	3,367,610	-	-	-	-
Budget Balanced - Cash Saved / (Spent)	251,738	(1,351,018)	(436,408)	(832,204)	(198,233)	-	(2,566,125)	(1,649,772)	(4,974,653)	(3,392,412)	(10,016,837)

2024/2025 Forecast

	Infrastructure										
	Depot Services	Fleet Services	Greenspace Operations	Infrastructure Strategy and Design	Roads Network	Sewerage Services	Stormwater	Street Lighting	Traffic Management	Water Supply	Infrastructure Total
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	17,571	336,367	108,442	250,000	6,001,856	21,652,907	1,708,823	203,000	114,899	24,100,034	54,493,899
Operating Expenditure (exc. Depreciation)	9,977	3,241,685	(2,199,565)	(650,604)	(9,498,112)	(10,593,575)	(559,475)	(1,281,098)	(671,877)	(15,557,094)	(37,759,738)
Net Operating Profit / (Loss) - Before non-cash items	27,548	3,578,052	(2,091,123)	(400,604)	(3,496,256)	11,059,332	1,149,348	(1,078,098)	(556,978)	8,542,940	16,734,161
Depreciation	(382,873)	(3,272,812)	(4,558)	(20,044)	(15,673,044)	(5,547,892)	(2,193,878)	-	(55,071)	(6,295,444)	(33,445,616)
Net Operating Profit / (Loss)	(355,325)	305,240	(2,095,681)	(420,648)	(19,169,300)	5,511,440	(1,044,530)	(1,078,098)	(612,049)	2,247,496	(16,711,455)
Balance Sheet:											
Add Back: Non-cash Items	382,873	2,524,572	4,558	20,044	15,673,044	5,654,449	2,193,878	-	27,281	6,440,972	32,921,671
Capital revenue (Capital Grant/Contribution Income)	-	-	-	-	1,853,433	1,329,964	300,000	-	1,659,251	2,234,362	7,377,010
Capital Expenditure											
- Capital Projects	-	(9,054,135)	-	-	(22,813,858)	(8,754,817)	(3,477,809)	-	-	(14,486,624)	(58,587,243)
- Other Capital Expenditure	-	3,232,775	-	-	(68,855)	(1,301,486)	(189,405)	-	(336,773)	(1,367,763)	(31,507)
Funds Returned To Council / (Required From Council)	27,548	(2,991,548)	(2,091,123)	(400,604)	(24,525,536)	2,439,550	(2,217,866)	(1,078,098)	737,710	(4,931,557)	(35,031,524)
Cash - Spent	-	3,307,915	-	-	9,847,492	-	1,389,024	-	-	4,931,557	19,475,988
Cash - Saved	17,571	-	-	-	-	2,439,550	-	-	1,426,370	-	3,883,491
Budget Balanced - Cash Saved / (Spent)	9,977	316,367	(2,091,123)	(400,604)	(14,678,044)	-	(828,842)	(1,078,098)	(688,660)	-	(19,439,027)

2024/2025 Forecast

Organisational Performance												TOTAL	
Building Assets	Corporate Governance	Corporate Overheads	Dubbo Regional Airport	Dubbo Regional Livestock Markets	Financial Operations	Fire and Emergency Services	People Culture and Safety	Procurement	Property and Land Development	Rates and General Revenue	Organisational Performance Total		
Profit and Loss:													
Operating Revenue (exc. Capital Grants)	367,815	11,000	-	6,166,034	4,064,144	246,215	441,197	100,000	5,000	17,176,002	57,133,545	85,710,952	167,599,649
Operating Expenditure (exc. Depreciation)	(1,899,765)	(5,803,477)	7,252,796	(3,661,642)	(2,747,597)	(3,700,102)	(2,367,200)	(45,982)	(397,105)	(1,317,709)	107,290	(14,580,493)	(107,253,948)
Net Operating Profit / (Loss) - Before non-cash items	(1,531,950)	(5,792,477)	7,252,796	2,504,392	1,316,547	(3,453,887)	(1,926,003)	54,018	(392,105)	15,858,293	57,240,835	71,130,459	60,345,701
Depreciation	(893,286)	(68)	-	(2,210,362)	(1,654,197)	-	(1,134,639)	(4,604)	-	-	-	(5,897,156)	(50,133,234)
Net Operating Profit / (Loss)	(2,425,236)	(5,792,545)	7,252,796	294,030	(337,650)	(3,453,887)	(3,060,642)	49,414	(392,105)	15,858,293	57,240,835	65,233,303	10,212,467
Balance Sheet:													
Add Back: Non-cash Items	893,286	68	-	2,210,362	1,654,197	-	1,134,639	4,604	-	-	-	5,897,156	49,939,985
Capital revenue (Capital Grant/Contribution Income)	-	-	-	-	-	10,892	-	-	-	-	-	10,892	7,620,040
Capital Expenditure													
- Capital Projects	(620,000)	-	-	(19,000)	(377,684)	-	-	-	-	(6,055,680)	-	(7,072,364)	(72,879,453)
- Other Capital Expenditure	(442,534)	-	-	-	-	-	-	-	-	-	(394,235)	(836,769)	(2,405,036)
Funds Returned To Council / (Required From Council)	(2,594,484)	(5,792,477)	7,252,796	2,485,392	938,863	(3,442,995)	(1,926,003)	54,018	(392,105)	9,802,613	56,846,600	63,232,218	(7,511,997)
Cash - Spent	-	430,000	-	-	-	-	616,666	10,000	-	-	1,922,626	2,979,292	26,480,382
Cash - Saved	-	-	-	1,885,392	454,261	-	-	64,018	-	9,302,613	-	11,706,284	18,968,385
Budget Balanced - Cash Saved / (Spent)	(2,594,484)	(5,362,477)	7,252,796	600,000	484,602	(3,442,995)	(1,309,337)	-	(392,105)	500,000	58,769,226	54,505,226	-

2025/2026 Forecast

Community Culture and Places															
Aquatic Leisure Centres	Cemeteries	Community Services	Family Day Care	Library Services	Old Dubbo Gaol	Open Space	Rainbow Cottage	Recreation and Sporting	Regional Theatre and Convention Centre	Showgrounds	Wellington Caves Complex	Western Plains Cultural Centre	Wiradjuri Tourism Centre	Community Culture and Places Total	
Profit and Loss:															
Operating Revenue (exc. Capital Grants)	1,139,053	483,560	384,965	1,262,287	221,748	805,413	68,482	1,382,034	365,775	1,690,619	364,251	1,154,274	285,282	190,000	9,797,743
Operating Expenditure (exc. Depreciation)	(2,513,022)	(566,794)	(3,064,374)	(1,458,946)	(2,780,952)	(799,190)	(4,785,232)	(1,783,910)	(2,797,309)	(2,994,318)	(555,387)	(1,277,242)	(2,618,772)	(590,000)	(28,585,448)
Net Operating Profit / (Loss) - Before non-cash items	(1,373,969)	(83,234)	(2,679,409)	(196,659)	(2,559,204)	6,223	(4,716,750)	(401,876)	(2,431,534)	(1,303,699)	(191,136)	(122,968)	(2,333,490)	(400,000)	(18,787,705)
Depreciation	(606,514)	(57,651)	(695,783)	(868)	(245,308)	(138,542)	(1,756,440)	(61,788)	(3,441,566)	(1,037,963)	(791,979)	(153,298)	(531,058)	-	(9,518,758)
Net Operating Profit / (Loss)	(1,980,483)	(140,885)	(3,375,192)	(197,527)	(2,804,512)	(132,319)	(6,473,190)	(463,664)	(5,873,100)	(2,341,662)	(983,115)	(276,266)	(2,864,548)	(400,000)	(28,306,463)
Balance Sheet:															
Add Back: Non-cash Items	606,514	57,651	695,783	868	245,308	138,542	1,756,440	61,788	3,441,566	1,037,963	791,979	153,298	531,058	-	9,518,758
Capital revenue (Capital Grant/Contribution Income)	-	-	63,691	-	-	-	130,000	-	212,000	-	-	-	-	-	405,691
Capital Expenditure	(67,400)	-	(25,000)	-	(230,000)	-	(596,000)	-	(1,980,000)	-	-	(35,000)	(25,000)	-	(2,958,400)
- Other Capital Expenditure	-	-	-	-	-	-	-	-	-	(857,480)	-	-	-	-	(857,480)
Funds Returned To Council / (Required From Council)	(1,441,369)	(83,234)	(2,640,718)	(196,659)	(2,789,204)	6,223	(5,182,750)	(401,876)	(4,199,534)	(2,161,179)	(191,136)	(157,968)	(2,358,490)	(400,000)	(22,197,894)
Cash - Spent	-	12,500	-	-	-	-	-	-	848,000	-	-	-	-	-	860,500
Cash - Saved	-	-	-	-	-	-	11,000	-	-	-	-	-	-	-	11,000
Budget Balanced - Cash Saved / (Spent)	(1,441,369)	(70,734)	(2,640,718)	(196,659)	(2,789,204)	6,223	(5,193,750)	(401,876)	(3,351,534)	(2,161,179)	(191,136)	(157,968)	(2,358,490)	(400,000)	(21,348,394)

2025/2026 Forecast

	Development and Environment							Strategy Partnerships and Engagement			
	Building and Development Services	Compliance	Environment and Health	Growth Planning	Resource Recovery and Efficiency	Waste Management	Development and Environment Total	Customer Experience	Information Services	Strategic Partnerships and Investment	Strategy Partnerships and Engagement Total
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	2,267,987	355,307	140,993	73,000	-	15,326,308	18,163,595	19,581	49,324	435,138	504,043
Operating Expenditure (exc. Depreciation)	(2,070,139)	(1,652,773)	(599,771)	(938,662)	(202,198)	(12,202,287)	(17,665,830)	(1,731,664)	(5,227,588)	(3,828,762)	(10,788,014)
Net Operating Profit / (Loss) - Before non-cash items	197,848	(1,297,466)	(458,778)	(865,662)	(202,198)	3,124,021	497,765	(1,712,083)	(5,178,264)	(3,393,624)	(10,283,971)
Depreciation	(2,984)	(36,875)	(2,687)	(597)	-	(507,127)	(550,270)	-	(607,734)	(113,700)	(721,434)
Net Operating Profit / (Loss)	194,864	(1,334,341)	(461,465)	(866,259)	(202,198)	2,616,894	(52,505)	(1,712,083)	(5,785,998)	(3,507,324)	(11,005,405)
Balance Sheet:											
Add Back: Non-cash Items	2,984	36,875	2,687	597	-	837,823	880,966	-	607,734	113,700	721,434
Capital revenue (Capital Grant/Contribution Income)	-	-	-	40,000	-	-	40,000	-	-	-	-
Capital Expenditure											
- Capital Projects	-	(94,000)	-	-	-	(149,964)	(243,964)	-	(70,000)	-	(70,000)
- Other Capital Expenditure	-	-	-	-	-	37,710	37,710	-	-	-	-
Funds Returned To Council / (Required From Council)	197,848	(1,391,466)	(458,778)	(825,662)	(202,198)	3,342,463	662,207	(1,712,083)	(5,248,264)	(3,393,624)	(10,353,971)
Cash - Spent	-	-	-	-	-	-	-	-	-	-	-
Cash - Saved	-	177,360	-	40,000	-	3,342,463	3,559,823	-	-	-	-
Budget Balanced - Cash Saved / (Spent)	197,848	(1,568,826)	(458,778)	(865,662)	(202,198)	-	(2,897,616)	(1,712,083)	(5,248,264)	(3,393,624)	(10,353,971)

2025/2026 Forecast

	Infrastructure										
	Depot Services	Fleet Services	Greenspace Operations	Infrastructure Strategy and Design	Roads Network	Sewerage Services	Stormwater	Street Lighting	Traffic Management	Water Supply	Infrastructure Total
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	18,098	342,694	108,442	250,000	6,003,014	22,037,068	1,779,377	203,000	114,899	24,535,507	55,392,099
Operating Expenditure (exc. Depreciation)	(407)	3,241,484	(2,259,966)	(699,442)	(9,519,485)	(11,097,630)	(549,242)	(1,340,694)	(659,198)	(16,111,826)	(38,996,406)
Net Operating Profit / (Loss) - Before non-cash items	17,691	3,584,178	(2,151,524)	(449,442)	(3,516,471)	10,939,438	1,230,135	(1,137,694)	(544,299)	8,423,681	16,395,693
Depreciation	(382,873)	(3,272,812)	(4,558)	(20,044)	(15,673,044)	(5,547,892)	(2,193,878)	-	(55,071)	(6,295,444)	(33,445,616)
Net Operating Profit / (Loss)	(365,182)	311,366	(2,156,082)	(469,486)	(19,189,515)	5,391,546	(963,743)	(1,137,694)	(599,370)	2,128,237	(17,049,923)
Balance Sheet:											
Add Back: Non-cash Items	382,873	2,524,572	4,558	20,044	15,673,044	5,654,449	2,193,878	-	27,281	6,440,972	32,921,671
Capital revenue (Capital Grant/Contribution Income)	-	-	-	-	1,711,473	1,360,373	2,300,000	-	1,659,251	2,225,795	9,256,892
Capital Expenditure											
- Capital Projects	-	(6,338,039)	-	-	(15,508,146)	(4,181,457)	(3,343,220)	-	-	(9,234,710)	(38,605,572)
- Other Capital Expenditure	-	2,865,011	-	-	(74,355)	(186,609)	(203,554)	-	(363,678)	(975,591)	1,061,224
Funds Returned To Council / (Required From Council)	17,691	(637,090)	(2,151,524)	(449,442)	(17,387,499)	8,038,302	(16,639)	(1,137,694)	723,484	584,703	(12,415,708)
Cash - Spent	-	959,784	-	-	292,766	-	-	-	-	-	1,252,550
Cash - Saved	18,098	-	-	-	-	8,038,302	446,709	-	1,399,245	584,703	10,487,057
Budget Balanced - Cash Saved / (Spent)	(407)	322,694	(2,151,524)	(449,442)	(17,094,733)	-	(463,348)	(1,137,694)	(675,761)	-	(21,650,215)

2025/2026 Forecast

Organisational Performance												TOTAL	
Building Assets	Corporate Governance	Corporate Overheads	Dubbo Regional Airport	Dubbo Regional Livestock Markets	Financial Operations	Fire and Emergency Services	People Culture and Safety	Procurement	Property and Land Development	Rates and General Revenue	Organisational Performance Total		
Profit and Loss:													
Operating Revenue (exc. Capital Grants)	369,171	1,000	-	6,289,013	4,932,023	248,683	441,543	100,000	5,000	11,730,986	58,758,493	82,875,912	166,733,392
Operating Expenditure (exc. Depreciation)	(1,994,925)	(5,630,231)	7,397,851	(3,728,431)	(2,871,266)	(3,844,026)	(2,369,511)	(220,343)	(408,361)	(1,343,141)	(501,667)	(15,514,051)	(111,549,749)
Net Operating Profit / (Loss) - Before non-cash items	(1,625,754)	(5,629,231)	7,397,851	2,560,582	2,060,757	(3,595,343)	(1,927,968)	(120,343)	(403,361)	10,387,845	58,256,826	67,361,861	55,183,643
Depreciation	(893,286)	(68)	-	(2,210,362)	(1,654,197)	-	(1,134,639)	(4,604)	-	-	-	(5,897,156)	(50,133,234)
Net Operating Profit / (Loss)	(2,519,040)	(5,629,299)	7,397,851	350,220	406,560	(3,595,343)	(3,062,607)	(124,947)	(403,361)	10,387,845	58,256,826	61,464,705	5,050,409
Balance Sheet:													
<u>Add Back: Non-cash Items</u>	893,286	68	-	2,210,362	1,654,197	-	1,134,639	4,604	-	-	-	5,897,156	49,939,985
<u>Capital revenue (Capital Grant/Contribution Income)</u>	-	-	-	-	-	10,892	-	-	-	-	-	10,892	9,713,475
<u>Capital Expenditure</u>													
- Capital Projects	(120,000)	-	-	(109,000)	(74,265)	-	-	-	-	(2,800,000)	-	(3,103,265)	(44,981,201)
- Other Capital Expenditure	(116,485)	-	-	-	-	-	-	-	-	-	(365,069)	(481,554)	(240,100)
Funds Returned To Council / (Required From Council)	(1,862,239)	(5,629,231)	7,397,851	2,451,582	1,986,492	(3,584,451)	(1,927,968)	(120,343)	(403,361)	7,587,845	57,891,757	63,787,934	19,482,568
Cash - Spent	-	-	-	-	-	-	616,666	120,343	-	-	2,304,458	3,041,467	5,154,517
Cash - Saved	-	150,000	-	1,851,582	1,489,778	-	-	-	-	7,087,845	-	10,579,205	24,637,085
Budget Balanced - Cash Saved / (Spent)	(1,862,239)	(5,779,231)	7,397,851	600,000	496,714	(3,584,451)	(1,311,302)	-	(403,361)	500,000	60,196,215	56,250,196	-

2026/2027 Forecast

Community Culture and Places															
Aquatic Leisure Centres	Cemeteries	Community Services	Family Day Care	Library Services	Old Dubbo Gaol	Open Space	Rainbow Cottage	Recreation and Sporting	Regional Theatre and Convention Centre	Showgrounds	Wellington Caves Complex	Western Plains Cultural Centre	Wiradjuri Tourism Centre	Community Culture and Places Total	
Profit and Loss:															
Operating Revenue (exc. Capital Grants)	1,184,615	495,649	390,269	1,269,880	221,967	822,123	71,365	1,416,585	376,300	1,731,138	364,251	1,182,618	289,334	195,000	10,011,094
Operating Expenditure (exc. Depreciation)	(2,585,527)	(582,125)	(3,162,796)	(1,470,774)	(2,855,441)	(817,675)	(4,837,540)	(1,838,942)	(2,828,889)	(2,976,975)	(573,009)	(1,319,990)	(2,663,944)	(595,000)	(29,108,627)
Net Operating Profit / (Loss) - Before non-cash items	(1,400,912)	(86,476)	(2,772,527)	(200,894)	(2,633,474)	4,448	(4,766,175)	(422,357)	(2,452,589)	(1,245,837)	(208,758)	(137,372)	(2,374,610)	(400,000)	(19,097,533)
Depreciation	(606,514)	(57,651)	(695,783)	(868)	(245,308)	(138,542)	(1,756,440)	(61,788)	(3,441,566)	(1,037,963)	(791,979)	(153,298)	(531,058)	-	(9,518,758)
Net Operating Profit / (Loss)	(2,007,426)	(144,127)	(3,468,310)	(201,762)	(2,878,782)	(134,094)	(6,522,615)	(484,145)	(5,894,155)	(2,283,800)	(1,000,737)	(290,670)	(2,905,668)	(400,000)	(28,616,291)
Balance Sheet:															
Add Back: Non-cash Items	606,514	57,651	695,783	868	245,308	138,541	1,756,440	61,788	3,441,566	1,037,963	791,979	153,298	531,058	-	9,518,757
Capital revenue (Capital Grant/Contribution Income)	-	-	65,283	-	-	-	111,000	-	-	-	-	-	-	-	176,283
Capital Expenditure															
- Capital Projects	(50,300)	-	(25,000)	-	(30,000)	-	(432,000)	-	-	(481,531)	-	(35,000)	(25,000)	-	(1,078,831)
- Other Capital Expenditure	-	-	-	-	-	1	-	-	-	(926,712)	-	-	-	-	(926,711)
Funds Returned To Council / (Required From Council)	(1,451,212)	(86,476)	(2,732,244)	(200,894)	(2,663,474)	4,448	(5,087,175)	(422,357)	(2,452,589)	(2,654,080)	(208,758)	(172,372)	(2,399,610)	(400,000)	(20,926,793)
Cash - Spent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash - Saved	-	-	-	-	-	-	11,000	-	-	-	-	-	-	-	11,000
Budget Balanced - Cash Saved / (Spent)	(1,451,212)	(86,476)	(2,732,244)	(200,894)	(2,663,474)	4,448	(5,098,175)	(422,357)	(2,452,589)	(2,654,080)	(208,758)	(172,372)	(2,399,610)	(400,000)	(20,937,793)

2026/2027 Forecast

	Development and Environment						Development and Environment Total	Strategy Partnerships and Engagement			Strategy Partnerships and Engagement Total
	Building and Development Services	Compliance	Environment and Health	Growth Planning	Resource Recovery and Efficiency	Waste Management		Customer Experience	Information Services	Strategic Partnerships and Investment	
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	2,296,077	361,658	143,195	73,000	-	16,093,914	18,967,844	20,071	50,271	267,535	337,877
Operating Expenditure (exc. Depreciation)	(2,130,083)	(1,713,823)	(623,037)	(973,459)	(206,242)	(12,269,463)	(17,916,107)	(1,796,947)	(5,181,387)	(3,887,353)	(10,865,687)
Net Operating Profit / (Loss) - Before non-cash items	165,994	(1,352,165)	(479,842)	(900,459)	(206,242)	3,824,451	1,051,737	(1,776,876)	(5,131,116)	(3,619,818)	(10,527,810)
Depreciation	(2,984)	(36,875)	(2,687)	(597)	-	(507,127)	(550,270)	-	(607,734)	(113,700)	(721,434)
Net Operating Profit / (Loss)	163,010	(1,389,040)	(482,529)	(901,056)	(206,242)	3,317,324	501,467	(1,776,876)	(5,738,850)	(3,733,518)	(11,249,244)
Balance Sheet:											
Add Back: Non-cash Items	2,984	36,875	2,687	597	-	837,823	880,966	-	607,734	113,700	721,434
Capital revenue (Capital Grant/Contribution Income)	-	-	-	40,000	-	-	40,000	-	-	-	-
Capital Expenditure											
- Capital Projects	-	-	-	-	-	(1,590,816)	(1,590,816)	-	(70,000)	-	(70,000)
- Other Capital Expenditure	-	-	-	-	-	430,082	430,082	-	-	-	-
Funds Returned To Council / (Required From Council)	165,994	(1,352,165)	(479,842)	(860,459)	(206,242)	2,994,413	261,699	(1,776,876)	(5,201,116)	(3,619,818)	(10,597,810)
Cash - Spent	-	-	-	-	-	-	-	-	-	-	-
Cash - Saved	-	181,822	-	40,000	-	2,994,413	3,216,235	-	-	-	-
Budget Balanced - Cash Saved / (Spent)	165,994	(1,533,987)	(479,842)	(900,459)	(206,242)	-	(2,954,536)	(1,776,876)	(5,201,116)	(3,619,818)	(10,597,810)

2026/2027 Forecast

Infrastructure											
	Infrastructure									Infrastructure Total	
	Depot Services	Fleet Services	Greenspace Operations	Infrastructure Strategy and Design	Roads Network	Sewerage Services	Stormwater	Street Lighting	Traffic Management	Water Supply	
Profit and Loss:											
Operating Revenue (exc. Capital Grants)	18,641	349,148	108,442	250,000	5,999,062	21,940,499	1,852,523	203,000	114,899	25,338,075	56,174,289
Operating Expenditure (exc. Depreciation)	(11,288)	3,239,354	(2,322,734)	(750,848)	(9,525,864)	(11,685,252)	(538,320)	(1,403,270)	(644,989)	(16,948,975)	(40,592,186)
Net Operating Profit / (Loss) - Before non-cash items	7,353	3,588,502	(2,214,292)	(500,848)	(3,526,802)	10,255,247	1,314,203	(1,200,270)	(530,090)	8,389,100	15,582,103
Depreciation	(382,873)	(3,272,812)	(4,558)	(20,044)	(15,673,044)	(5,547,892)	(2,193,878)	-	(55,071)	(6,295,444)	(33,445,616)
Net Operating Profit / (Loss)	(375,520)	315,690	(2,218,850)	(520,892)	(19,199,846)	4,707,355	(879,675)	(1,200,270)	(585,161)	2,093,656	(17,863,513)
Balance Sheet:											
Add Back: Non-cash Items	382,873	2,524,572	4,558	20,044	15,673,044	5,654,449	2,193,878	-	27,281	6,440,972	32,921,671
Capital revenue (Capital Grant/Contribution Income)	-	-	-	-	111,473	1,394,383	2,275,000	-	1,659,251	2,225,795	7,665,902
Capital Expenditure											
- Capital Projects	-	(5,561,344)	-	-	(13,309,099)	(2,086,767)	(6,037,484)	-	-	(5,926,947)	(32,921,641)
- Other Capital Expenditure	-	2,615,394	-	-	(80,295)	(154,238)	(218,679)	-	(392,731)	(1,074,092)	695,359
Funds Returned To Council / (Required From Council)	7,353	(105,688)	(2,214,292)	(500,848)	(16,804,723)	9,515,182	(2,666,960)	(1,200,270)	708,640	3,759,384	(9,502,222)
Cash - Spent	-	434,836	-	-	-	-	-	-	-	-	434,836
Cash - Saved	18,641	-	-	-	211,473	9,515,182	451,188	-	1,369,911	3,759,384	15,325,779
Budget Balanced - Cash Saved / (Spent)	(11,288)	329,148	(2,214,292)	(500,848)	(17,016,196)	-	(3,118,148)	(1,200,270)	(661,271)	-	(24,393,165)

2026/2027 Forecast

	Organisational Performance											TOTAL	
	Building Assets	Corporate Governance	Corporate Overheads	Dubbo Regional Airport	Dubbo Regional Livestock Markets	Financial Operations	Fire and Emergency Services	People Culture and Safety	Procurement	Property and Land Development	Rates and General Revenue		Organisational Performance Total
Profit and Loss:													
Operating Revenue (exc. Capital Grants)	370,554	11,000	-	6,412,633	5,425,930	251,718	441,896	100,000	5,000	5,611,131	60,315,089	78,944,951	164,436,055
Operating Expenditure (exc. Depreciation)	(2,125,382)	(6,147,324)	7,545,808	(3,860,279)	(2,945,728)	(3,956,069)	(2,371,869)	(525,089)	(420,067)	(1,369,548)	(1,192,546)	(17,368,093)	(115,850,700)
Net Operating Profit / (Loss) - Before non-cash items	(1,754,828)	(6,136,324)	7,545,808	2,552,354	2,480,202	(3,704,351)	(1,929,973)	(425,089)	(415,067)	4,241,583	59,122,543	61,576,858	48,585,355
Depreciation	(893,286)	(68)	-	(2,210,362)	(1,654,197)	-	(1,134,639)	(4,604)	-	-	-	(5,897,156)	(50,133,234)
Net Operating Profit / (Loss)	(2,648,114)	(6,136,392)	7,545,808	341,992	826,005	(3,704,351)	(3,064,612)	(429,693)	(415,067)	4,241,583	59,122,543	55,679,702	(1,547,879)
Balance Sheet:													
Add Back: Non-cash Items	893,286	68	-	2,210,362	1,654,197	-	1,134,639	4,604	-	-	-	5,897,156	49,939,984
Capital revenue (Capital Grant/Contribution Income)	-	-	-	-	-	10,892	-	-	-	-	-	10,892	7,893,077
Capital Expenditure													
- Capital Projects	-	-	-	(9,000)	(30,000)	-	-	-	-	(3,848,000)	-	(3,887,000)	(39,548,288)
- Other Capital Expenditure	(2,539)	-	-	-	-	-	-	-	-	-	(223,023)	(225,562)	(26,832)
Funds Returned To Council / (Required From Council)	(1,757,367)	(6,136,324)	7,545,808	2,543,354	2,450,202	(3,693,459)	(1,929,973)	(425,089)	(415,067)	393,583	58,899,520	57,475,188	16,710,062
Cash - Spent	-	-	-	-	-	-	616,666	425,089	-	106,417	4,536,226	5,684,398	6,119,234
Cash - Saved	-	150,000	-	2,185,212	1,941,070	-	-	-	-	-	-	4,276,282	22,829,296
Budget Balanced - Cash Saved / (Spent)	(1,757,367)	(6,286,324)	7,545,808	358,142	509,132	(3,693,459)	(1,313,307)	-	(415,067)	500,000	63,435,746	58,883,304	-

