



RECRUITING FOR:



CONTACT

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Message from the Mayor



Dear Candidate

Dubbo Regional Council is at an important point in its journey. We are a strong and stable organisation, but we know our community expects us to continuously strive for greater value and sharper outcomes. The next General Manager will lead our ongoing development and ensure Dubbo continues to thrive as one of NSW's most important regional cities.

Our ambition is clear. We want to position Dubbo for sustainable growth, harness the opportunities of renewable energy and industry diversification and deliver the kind of services, infrastructure and public spaces that make our city liveable and resilient.

At the same time, we need a pragmatic and commercially minded leader. Someone who can scrutinise how we are spending money, identify innovative revenue opportunities and who is confident providing frank and fearless advice about our services, assets and businesses. We value a General Manager who is prepared to make necessary decisions while keeping trust and respect at the forefront of the organisation and community.

Leadership style matters. We are looking for a GM who is approachable, fair and visible – someone who will develop our culture, lift our performance and ensure staff feel aligned with our goals. We also need a leader who is active in the community, working with governments, industry and First Nations and multicultural partners to strengthen Dubbo's profile and influence.

As Mayor, I place high value on a close and constructive relationship with the General Manager. This role requires collaboration, trust and open communication with me and the Councillors. We want a partner who supports good governance while driving organisational performance and regional ambition.

If you bring ambition, commercial acumen and strong leadership – grounded in authenticity and community focus – I encourage you to apply. This is an opportunity to make a genuine difference for a great regional city and its people.

Yours sincerely,

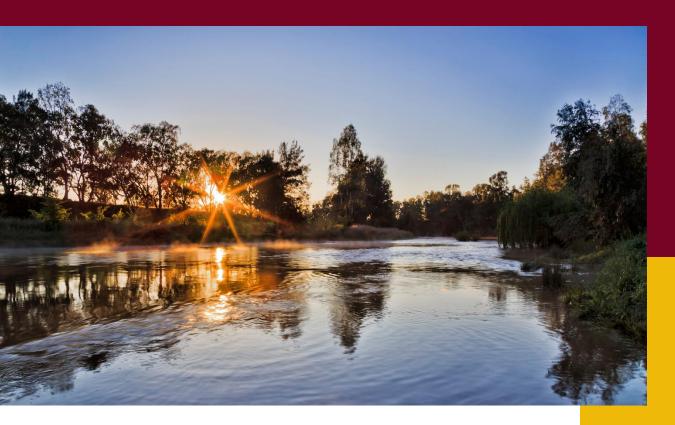
Cr Josh Black Mayor



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We respectfully acknowledge the Traditional Owners, the Wiradjuri people and their Elders as the custodians of the land and waters, on which we work, live and play. We pay respects to the broader First Nations community and to Elders, past, present and emerging and acknowledge their continuing culture and contribution to the life of the region.



Introduction

Dubbo Regional Council is seeking a high-performing and community-focused executive leader to guide the organisation through its next strategic phase. Building on a foundation of stability, professional respect and a focus on culture, the incoming General Manager will play a critical role in shaping the future of Dubbo, Wellington and the broader regional community.

With strong internal systems, experienced directors and a respected reputation among external stakeholders, funding partners and peer councils, this is not a "fix it" appointment. Rather, Council is seeking a capable and grounded leader—someone who can consolidate recent progress, deepen engagement and bring forward a new era of regional ambition.

This is a role for a General Manager who sees the full potential of regional NSW. A leader who is pragmatic, future-focused and grounded in the lived reality of communities that want to grow—but who also expect leadership with integrity, presence, accountability and care.

The Role

Reporting directly to the elected Council and working closely with the Mayor, the General Manager is responsible for the leadership, management and overall performance of the organisation. This includes strategic planning, operational delivery, financial management and the wellbeing and development of the workforce.

The General Manager will also act as the principal advisor to the Council, supporting elected members to navigate complex governance, policy and decision-making processes. A key element of the role is ensuring that staff and councillors remain aligned to the Community Strategic Plan, and that the organisation operates in a financially disciplined and legally compliant manner.

This role requires genuine commitment to regional living and full integration into the community. The successful candidate will be expected to live within the Dubbo LGA and become an active presence in civic, business and community life.







Dubbo Regional Council

Dubbo Regional Council services a geographically large and economically diverse area of over 7,500 square kilometres, with a population of more than 55,000 residents. The LGA includes the thriving regional city of Dubbo, the historic township of Wellington and a number of surrounding rural and village communities. Council's responsibilities span infrastructure, planning, economic development, community services, environmental management, regional tourism, water and waste, childcare, airports, saleyards and more.

The organisation itself is well-positioned for success. There is a sense of momentum across major projects, organisational capability has been explicitly developed under the leadership of the executive, and the Council itself is united in purpose. While financial constraints are real and infrastructure challenges are complex, the organisation is ready for a capable leader to take it further.

Council employs approximately 500 staff and operates under a single elected body of 11 Councillors. The current Mayor, Cr Josh Black, leads a diverse and experienced group who have expressed a strong preference for a General Manager who can build on the current direction while bringing a firm but respectful approach to leadership and delivery.



Watch the video message from Mayor Josh Black







Strategic and Operating Context

Council has recently refreshed its Community Strategic Plan (CSP), and there is general consensus among Councillors that the CSP remains aligned with community sentiment. However, the context is shifting.

Growth in the region continues, driven by residential development, increased housing demand and the expansion of the renewables sector. These developments bring opportunity—but also infrastructure pressure, heightened community expectations and limited ability to raise revenue beyond existing rating structures.

Financial sustainability remains a significant strategic concern. While the organisation has recovered from earlier instability, there is an ongoing need to maintain tight control of expenditure, optimise revenue and make hard decisions about service priorities and capital investment.

Dubbo Regional Council is known as a high-functioning organisation among its state and federal counterparts and is seen as a regional partner of choice for funding and collaboration. Maintaining and growing that reputation will be critical. Council is increasingly selective and strategic in its advocacy and expects the General Manager to lead engagement with funding bodies in a disciplined and outcomes-oriented manner.

There are also emerging opportunities in the areas of education, training, tourism and community-focused innovation. Flagship projects such as the Wiradjuri Tourism Centre, REACT Energy Training Centre and Livestock Market infrastructure upgrade reflect the scale and ambition of Council's forward-looking agenda.

Internally, the organisation is cohesive and stable. Most of the Executive Leadership Team (ELT) are long-serving, and are generally aligned and engaged. The workforce is experiencing continuously improving morale and culture, as reflected in regular staff survey trends.

This environment provides a strong platform for the incoming General Manager to work with a Council that wants to govern well, a team that is ready to perform and a region with bold potential.







Candidate Profile

The ideal candidate will be an experienced and confident executive, ready to lead a high-performing local government organisation. They will possess a combination of technical expertise in public administration, maturity of judgement and the personal authenticity required to lead in a regional community.

Regional Leadership and Community Context

An understanding of large regional councils is critical, and regional local government in NSW highly desirable. The next General Manager must be fluent in the economic, social and infrastructure challenges facing regional communities. This includes experience in community-led service design, understanding the nuances of smaller towns and villages and sensitivity to Aboriginal cultural values and heritage.

Candidates with deep roots in local government or regional public sector leadership will be strongly favoured. The successful candidate must be visible, approachable and committed to the Dubbo Region's future—not just its present operations.

Strategic Leadership and Long-Term Thinking

This role requires more than transactional leadership. Council is seeking a General Manager with the ability to translate long-term vision into disciplined implementation. This includes applying rigorous strategic alignment across all activities—from planning and budgeting, to staff engagement, to stakeholder advocacy.

There is a strong preference for candidates who can manage both stability and change, and who understand where the organisation needs to adapt, and where it needs to hold firm.

Financial and Commercial Acumen

Financial sustainability is a priority concern. Council expects the General Manager to lead with clarity and credibility on budget strategy, grant prioritisation, commercial ventures and capital investment. Experience in managing complex budgets, working with state funding partners and overseeing enterprise activities (such as airports or saleyards) will be highly regarded.

Candidates must demonstrate a strong grasp of funding pathways, asset lifecycle planning and local government financial frameworks. The ability to lead conversations about service levels, trade-offs and long-term financial discipline is critical.







Candidate Profile continued

Executive Team and Organisational Capability

The ELT is capable, collegial, skilled and experienced in their disciplines. The General Manager must be able to set expectations, assess performance and lift capability in a respectful and constructive manner. The role requires a leader who can both empower the organisation and hold it to account.

Council is not seeking an autocratic leader. The successful candidate will be inclusive, thoughtful, and structured in approach, but will also know when to make firm decisions and create positive pressure on performance and delivery.

Elected Member Engagement

The Council is a diverse and engaged group, with a strong commitment to good governance. Councillors are looking for a General Manager who is accessible, responsive, and honest. A strong understanding of the GM-Council relationship is essential especially the importance of remaining professionally neutral, apolitical, and focused on service to the whole community.

The successful candidate will build strong individual relationships with each Councillor and maintain consistent communication, reporting, and briefings that allow the elected body to govern effectively and make sound decisions.





Summary of Key Priorities

The incoming General Manager will be expected to:

1. Deliver Strategic Projects

Successfully lead the implementation of major capital works including the Wiradjuri Tourism Centre, the REACT Energy Training Centre and critical upgrades to the livestock market and airport precincts.

2. Strengthen Financial Discipline

Improve long-term financial forecasting and work with Council to make data-driven decisions about services, projects and rate structures. Secure co-funding for infrastructure from state and federal partners.

3. Support Executive Performance

Assess current ELT capability, embed performance expectations and provide development and stretch opportunities where needed. Ensure cohesion and alignment across directorates.

4. Lead Cultural Continuity and Change

Maintain the upward trend in staff morale and community satisfaction while lifting expectations on accountability, consistency and innovation.

5. Engage with the Community and Region

Build relationships in outlying towns and villages, increase visibility in civic life and ensure that the whole region—not just Dubbo—feels connected to Council.

6. Embed Strategic Planning and Delivery

Apply rigorous alignment between the Community Strategic Plan, Delivery Program and Operational Plan, ensuring staff and Councillors are working to a shared vision.







Selection Criteria

Applicants will be assessed on:

1. Strategic Leadership

ability to set vision, strategy and direction aligned to community priorities.

2. Financial Sustainability

capability in managing budgets, assets and revenue innovation.

3. People Leadership

– record of leading executive teams, driving culture and managing performance.

4. Stakeholder Engagement

 skill in advocacy, relationship-building and communication with governments, industry and community.

5. Governance and Compliance

knowledge of legislative frameworks and commitment to probity and accountability.

6. Personal Attributes

- authenticity, empathy, resilience and ability to inspire confidence.

Note: You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at the offer stage.







Remuneration and Benefits

Joining Dubbo Regional Council will see you welcomed into a supportive and thriving environment within an experienced and dedicated team. You will be part of a community that values progression, sustainability, working together and integrity. Remuneration and benefits for this role include:

- The General Manager will be appointed on a performance-based contract in accordance with the Local Government Act.
- A highly competitive remuneration package will be negotiated, reflecting the scale and complexity of the role.
- Fitness passport program access to a fitness program for employees to assist and improve their wellbeing.
- Employee assistance program confidential counselling services available to employees and their immediate family.
- Variety of salary packaging options.

Find out more about working with Dubbo Regional Council here.

This is an incredible opportunity to lead one of regional Australia's most respected councils at a time of momentum, stability and ambition.

If you are a strategic, grounded and community-minded executive ready to make a meaningful impact, we invite you to apply. Bring your leadership to a region that values integrity, collaboration and vision—and help shape the next chapter for the Dubbo Regional Council, and the communities that call this region home.





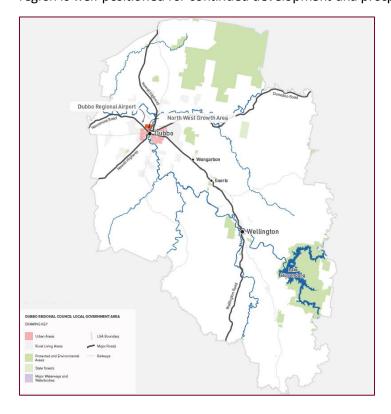


About Council

Home to Australia's premier open-range zoo and a growing regional population, Dubbo Regional Council is recognised as a hub of innovation, culture and connection in the Central West.

Dubbo Regional Council (DRC) was established in May 2016 through the amalgamation of Dubbo City and Wellington Shire Councils. Covering approximately 7,536 square kilometres in the Central West Orana region of New South Wales, the Council serves an estimated population of more than 55,000 people.

The Local Government Area encompasses Dubbo, Wellington and a number of surrounding towns and villages. Each community contributes to the region's strong identity, blending a rich cultural heritage with modern facilities and a lifestyle supported by access to high-quality services. With the population projected to grow to over 65,000 by 2036, the region is well-positioned for continued development and prosperity.



The Dubbo region is recognised as a major service centre for health, education, transport and administration in western New South Wales. Its economy is diverse and growing, with top industry sectors including construction, manufacturing, health care and social assistance, public administration and safety, education and training, and retail trade.

The area's Gross Regional Product is valued at around \$8.6 billion, reflecting its strength as a hub for business and industry.

Governance is provided by an elected body of 11 Councillors, including the Mayor and Deputy Mayor. Together, they guide the strategic direction of the region. Council employs approximately 500 staff, delivering essential services and infrastructure to meet the needs of local communities and support future growth.

Links to Council Information















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Corporate Plan Summary

Dubbo Regional Council's Community Strategic Plan 'Towards 2040' serves as the overarching framework guiding the region's development and service delivery. Developed through extensive consultation with staff, Councillors and the community, the plan articulates the Council's vision and outlines key priorities to enhance the region's liveability, economic resilience and environmental sustainability.

Strategic Pillars:

The plan is structured around five key strategic pillars:

- Economic Development: Fostering a diverse and resilient economy through investment attraction, business support and infrastructure development.
- Community Wellbeing: Enhancing the quality of life for residents by providing accessible services, promoting health and safety, and supporting community engagement.
- Environmental Sustainability: Protecting and managing natural resources, promoting sustainable land use and addressing climate change impacts.
- Leadership and Governance: Ensuring transparent, accountable and effective governance, with a focus on community consultation and stakeholder engagement.
- Organisational Excellence: Building a capable and responsive workforce, leveraging technology and continuously improving service delivery.

Key Projects and Initiatives:

The Community Strategic Plan supports growth, community wellbeing and sustainability through targeted projects:

- Dubbo Smart Region Strategy: Aiming to enhance digital connectivity and innovation across the region.
- Advanced Wastewater Treatment Facility in Public Private Partnership with Squadron Energy: which not only provides water for the construction phase of renewable energy projects, but also contributes to the long-term water security for the region.
- Airport Runway Upgrade: \$30m project, with \$14.6m funded, to enable the continued hosting of RFS and SES large air tankers.
- Regional Housing Strategy: Developing plans to address housing needs and promote sustainable urban development.

Sources:

- "Towards 2040" Community Strategic Plan
- Smart Region Strategy
- Community Engagement Strategy 2023-2027





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Financial Performance and Long-Term Financial Plan

Dubbo Regional Council is committed to delivering responsible financial management while supporting the growth and wellbeing of the community. This section provides an overview of the Council's 2025–26 budget, revenue sources and long-term financial strategy, highlighting how resources are allocated to maintain essential services, invest in infrastructure and achieve sustainable outcomes for the region.

Budget Overview

For the 2025–26 financial year, the Dubbo Regional Council has adopted a budget of \$215.4 million, comprising:

Operational Expenditure: \$141.3 million

Capital Program: \$74.1 million

This budget demonstrates Council's commitment to essential services and regional development, focusing on infrastructure renewal, community services and environmental sustainability.

Revenue and Expenditure

The Council's revenue is primarily derived from:

- Rates and Charges: The main source of income, with a modest increase of 3.5% across all rating categories, equating to an average rise of \$1.50 per week per property.
- Fees and Charges: Adjusted in line with the Local Government Cost Index to ensure cost recovery for services provided.
- Grants and Contributions: Secured funding for specific projects, including a \$14.6 million grant from the Australian Government's Growing Regions Program for the Advanced Wastewater Treatment Facility
- Other Revenues: Includes income from investments, property rentals and other miscellaneous sources.

Financial Strategy

The Long-Term Financial Plan (LTFP) 2025–2029 outlines a sustainable financial strategy focusing on:

- Asset Management: Prioritising the maintenance and renewal of infrastructure assets to ensure they meet community needs and expectations.
- Debt Management: Maintaining a conservative approach to borrowing, ensuring that debt levels remain manageable and within policy limits.
- Service Delivery: Balancing service levels with financial capacity to meet community expectations, ensuring that resources are allocated efficiently across all areas.
- Financial Sustainability: Implementing strategies to achieve long-term financial sustainability, including regular reviews of financial performance and adjustments to plans as necessary.

Sources:

- 2025/2026 Budget and Operational Plan
- 2025-2029 Resourcing Strategy (Long-Term Financial Plan 2025-2029)







Summary of Economic Development Strategy

Dubbo Regional Council's Economic Development Strategy focuses on fostering a diversified and resilient economy. The strategy builds on the region's strong agricultural base while seeking new growth opportunities, supporting local businesses, attracting investment and enhancing infrastructure to strengthen employment and regional prosperity.

Strategic Objectives:

- Diversify the Economy: Reduce reliance on agriculture and encourage growth in emerging sectors.
- Support Local Businesses: Provide resources and guidance to help local enterprises grow and innovate.
- Enhance Infrastructure: Improve transport, digital connectivity and utilities to support regional development.

Key Initiatives:

- Building the Emergency Services Hub at Dubbo Regional Airport: developing a comprehensive emergency services hub that includes a runway upgrade for large air tankers and new facilities for emergency services like the Rural Fire Service (RFS) and State Emergency Service (SES). This hub aims to strengthen the region's capacity for rapid response to natural disasters.
- Inland Rail & Correctional Facility Redevelopment: Projects designed to enhance regional connectivity, employment and economic opportunities.
- Development of Bodangora into a Flight Testing Facility for new and developing technologies: primarily for the long-range, zero-emission electric Vertical Take-Off and Landing (VTOL) aircraft.

Sources:

- Regional Economic Development Overview
- Council's Economic Development Approach
- "Strengthening the Regional Economy" News Release







Organisational Culture and Community Satisfaction Survey Results

Dubbo Regional Council is committed to maintaining a positive organisational culture and delivering high-quality services that reflect community expectations. The Council's approach emphasises collaboration, innovation, accountability and engagement, ensuring that both the workforce and the community are supported, safe and actively involved.

Organisational Culture Highlights:

- **Collaboration & Innovation:** Encouraging teamwork, open communication and the adoption of new ideas and technologies to improve service delivery.
- Accountability: Upholding integrity and transparency in all operations.
- Work Health and Safety: Comprehensive systems to maintain safe workplaces and proactively manage risks.
- **Community Engagement:** Programs such as the Major and Minor Community Grants and the Ambassador Support Program invest in initiatives that enhance wellbeing across the region.
- Heritage & Cultural Recognition: The Local Heritage Study preserves culturally significant sites, celebrating
 community history and identity.

Community Satisfaction – Key Outcomes:

Survey data from the 2023 Community Views Community Liveability Index highlights resident priorities and experiences in the Dubbo region:

Areas of High Satisfaction:

- Feeling Safe: 70% importance | 6.4 / 10 experience
- Natural Environment: 62% importance | 7.2 / 10 experience
- Sense of Community: 49% importance | 6.6 / 10 experience
- Access to Parks & Natural Spaces: 45% importance | 7.0 / 10 experience

Areas Identified for Improvement:

- Health Services: 50% importance | 4.8 / 10 experience
- Affordable, Decent Housing: 49% importance | 5.2 / 10 experience
- Shopping, Leisure & Dining: 37% importance | 3.9 / 10 experience
- Public Transport: 29% importance | 2.2 / 10 experience

Community feedback also indicates strong satisfaction with Council responsiveness and service delivery, particularly in infrastructure, waste management and community programming. By combining these insights with a robust internal culture, the Council is well-placed to deliver responsive, values-based improvements that further strengthen liveability across the region.

Sources:

- Community Insights Survey 2024
- Community Input Survey 2024 Results





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Our Vision, Purpose and Values

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

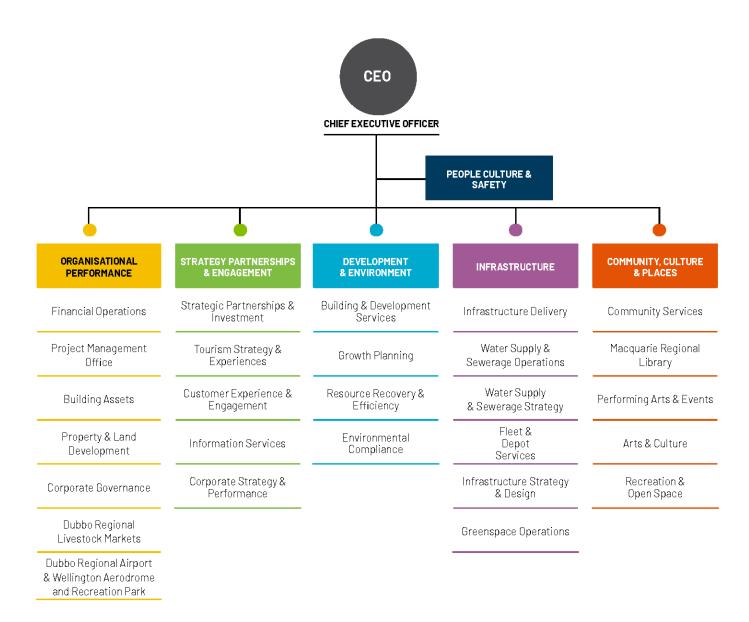
Accountable for Our Actions

- Valuing and acknowledging our cultures
- Leading by example
- · Open and ethical practices
- Upholding our commitments





Organisational Structure









Living in the Region



Housing

Dubbo offers a wide range of housing options to suit different lifestyles and budgets. From modern family homes and new estates to established houses in tree-lined suburbs and low-maintenance units, the city provides affordable choices compared with larger metropolitan centres. Rental properties are readily available, and Dubbo's steady growth has supported well-planned residential developments. The region's housing market is known for providing good value while still offering proximity to services, schools and amenities.



Educational Facilities

The region has a strong education network, with quality options from early learning through to tertiary study. Families can choose from a range of public schools such as Dubbo Public School, Dubbo North Public School and Dubbo College, which operates several campuses including South, Delroy and Senior campuses. For private education, options include St John's College (Catholic secondary), Macquarie Anglican Grammar School and St Laurence's Primary School. Dubbo is also home to a TAFE NSW campus offering diverse vocational training programs, and Charles Sturt University operates a campus in the city with courses in teaching, nursing, social work and other disciplines. These opportunities ensure that both children and adults have access to quality education and pathways to further study or professional development.



Healthcare

Dubbo is a regional hub for healthcare services, anchored by Dubbo Base Hospital, which provides a full range of acute and specialist services, including emergency, surgical and maternity care. The city also has the Dubbo Private Hospital, offering additional medical and surgical services. Residents benefit from access to multiple medical centres such as Dubbo Medical and Allied Health Group, plus a wide range of GP practices and allied health providers. The city also supports aged care, mental health and community health services, with regular visiting specialists from larger centres. Serving both local residents and surrounding communities across western NSW, Dubbo's healthcare system ensures comprehensive and reliable access to medical care.







Living in the Region



Shopping & Dining

Dubbo offers a variety of shopping and dining experiences to suit all needs. Orana Mall is the region's largest shopping centre, home to major retailers including Woolworths, Big W, Kmart and specialty stores. The CBD complements this with boutique shops, local businesses and weekend markets. Dining in Dubbo is diverse, with cafés, pubs, restaurants and international cuisine catering to all tastes and occasions. Popular dining precincts and venues create opportunities for socialising, with many establishments highlighting local produce and wines. Whether it's casual coffee catch-ups, family-friendly dining or evening meals, Dubbo offers plenty of choice and a strong food culture.



Sports & Recreation

Sport and recreation are central to life in Dubbo, with facilities and clubs catering for all ages and interests. The region boasts modern sporting grounds such as Apex Oval and Barden Park Athletics Centre, as well as Dubbo Aquatic Leisure Centre and several well-maintained cricket ovals, netball courts and football fields. Popular local clubs include the Dubbo CYMS Rugby League Club, Dubbo Demons AFL Club and Dubbo Netball Association, alongside golf at Dubbo Golf Club. Outdoor pursuits are also abundant, with cycling and walking tracks along the Macquarie River, fishing and family days at Taronga Western Plains Zoo. Cultural and community highlights include the annual Dubbo Show, Dubbo Arts Festival and a range of regional food and music events that add to the vibrant recreational lifestyle.

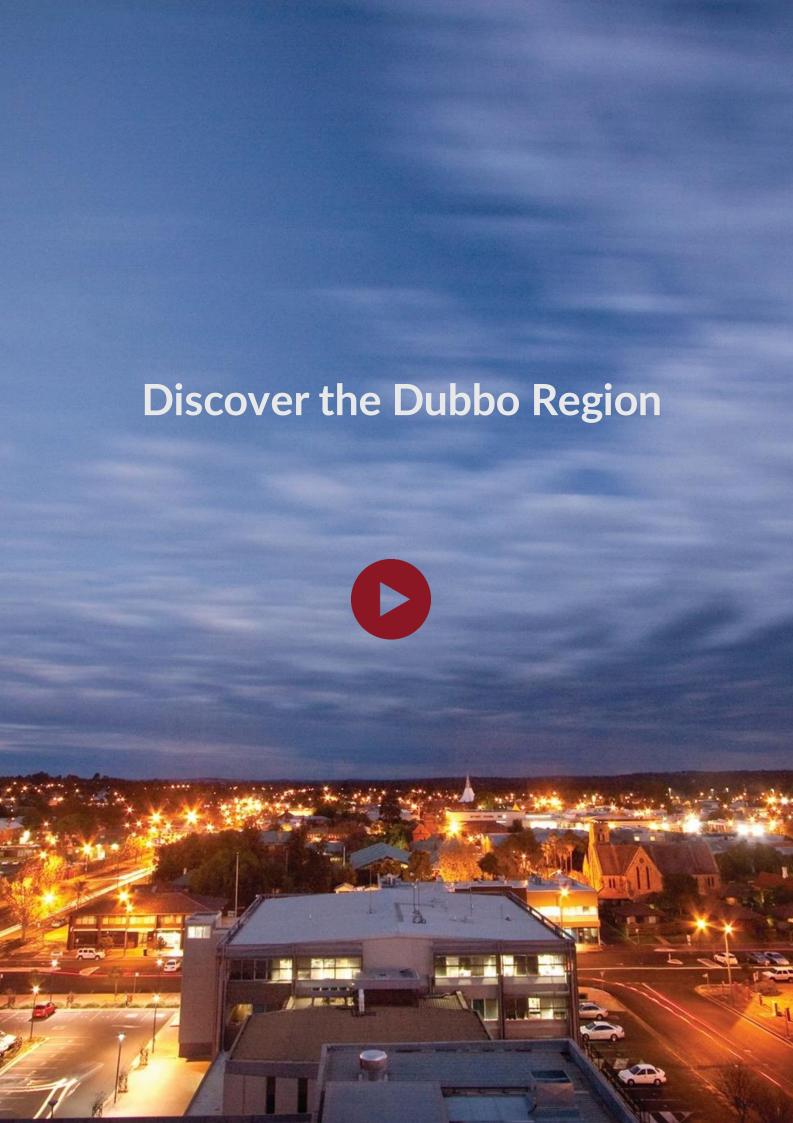


Getting Around

Dubbo is well connected with daily flights to Sydney, Brisbane and Melbourne via Dubbo City Regional Airport, making travel convenient for both business and leisure. The city has public transport options including local bus services and regional coach connections. Dubbo is located on the Mitchell and Newell Highways, providing direct road access to Sydney (about 5 hours), Canberra and other major centres in NSW. Rail services also connect Dubbo to Sydney, supporting flexible travel options for residents and visitors alike.







Recruitment Process and Timeframes



How To Apply?

Please submit your application via the Leading Roles website. Please upload:

- Your CV
- A covering letter addressing the Selection Criteria



Evaluation Process

Leading Roles and Dubbo Regional Council will determine a shortlist of suitable applicants based on desktop review of applications and initial interviews with a select group of applicants.

Applicants that have been shortlisted will be advised and asked to attend an interview with the interview panel. Dubbo Regional Council may elect to undertake further interviews as required.

Preferred / shortlisted applicants will be required to undertake psychometric assessments to assist in understanding the working preferences and attributes and potential fit to the role. You will also be required to undergo a criminal history check, VEVO "right to work" check as well as financial probity checks.



Indicative Timeframes



Applications Open

Week Commencing Monday 13 October 2025



Applications Close

• 5:00 pm Monday 3 November 2025



Initial Assessment

Week Commencing 3 November 2025



Council Interviews

Week Commencing 17 November 2025 (TBC)

Privacy Information

Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. It will not be given to any other person or agency unless you have given us permission, or we are required by law.





^{*}Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and candidate availability.



MARK OGSTON Chief Executive



Mark founded Leading Roles in 2012 to provide specialist assistance in recruitment and human resource related projects for councils, and he is a passionate advocate for the development and performance of the local government sector.

Mark leads all our client engagement, the Leading Roles recruitment team and undertakes executive level recruitment projects for the company.

Client Rating



Candidate Rating



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Leading Roles





