HILLS SHIRE PLAN
EXECUTIVE SUMMARY
2019—2020
Hills Shire Plan Snapshot

The Hills Shire Plan integrates Council’s resource capabilities to the community’s needs and shows how we are working to achieve a better quality of life for all who live, work and visit our Shire.

This plan has been prepared in accordance with Integrated Planning and Reporting Guidelines.

This Executive Summary of the Hills Shire Plan addresses:

STRATEGIC DIRECTION

The Community Strategic Plan termed ‘Hills Future’ articulates the Hills Shire Community’s and Council’s shared vision, values, aspirations and priorities derived from extensive community consultation. This is the first document which makes up The Hills Shire Plan.

DELIVERY PROGRAM

Council sets its priorities when it is elected and they are reviewed annually. More details of these priorities are contained in The Hills Shire Plan and also in this Executive Summary.

BUDGET AT A GLANCE

An independent review and analysis of our financial sustainability conducted by the NSW Treasury Corporation, has resulted in Council being assessed as ‘Strong’ with a ‘neutral outlook’, indicating we would remain strong for at least the next three years.

Draft Budget and Long Term Financial Plan can be found in the THSC Resourcing Strategy.

INFRASTRUCTURE

Our infrastructure backlog has now been reduced to zero. Council is projected to spend $155M on capital expenditure in 2019-20.

Detailed jobs planned for the next year on buildings and parks, roads, footpaths and cycleways, bridges, traffic and stormwater are listed in the THSC Resourcing Strategy (pages 80-89).

OPERATIONAL ACTIVITIES

Council is particularly proud of its community events, and pleased to see so many people enjoying high quality cultural events and celebrations close to home. Other activities that Council is planning to undertake in the next financial year are detailed in the THSC Operational Plan.
Managing Our Money

WHERE THE RECURRENT MONEY COMES FROM

$158 MILLION IN 2019-20

- 47.1% Rates
- 18.8% Domestic Waste & Stormwater
- 14.6% User Charges & Fees
- 4.7% Interest & Investment Revenue
- 4.8% Other Revenue
- 10% Grants & Contributions - Operating

63,174 RATE ASSESSMENTS

WHERE THE MONEY IS SPENT

RECURRENT EXPENDITURE

$126 MILLION IN 2019-20

CAPITAL EXPENDITURE

$155 MILLION IN 2019-20

TOTAL

$281 MILLION IN 2019-20
Budget Snapshot

Financial sustainability rating of ‘Strong’ NSW Treasury Corp with projected operating surpluses predicted over the next 10 years.

- more than 250,000* POPULATION by 2036
- 91% OF RESIDENTS SATISFIED

* Forecast as per Profile ID. Note that the Local Strategy Planning Statement assumes further growth leading to a forecast population of 290,900 by 2036.

- DELIVERING SERVICES & INFRASTRUCTURE OF $281 MILLION in 2019-2020
- $3.2 BILLION COMMUNITY ASSETS (as at 30 June 2018)

- $85 MILLION OPERATING SURPLUS in 2019-2020 & projected to continue
- DEBT FREE SINCE 2002

BUDGET SURPLUS OF $21K

- 85% of INFRASTRUCTURE ABOVE SATISFACTORY CONDITION
- INFRASTRUCTURE BACKLOG ZERO

- $1,100 AVERAGE RESIDENTIAL RATES increase of 55 cents per week
Financial Highlights

- Unrestricted current ratio will remain well above benchmarks over the long-term, indicating sound liquidity.
- Rates income represents 47.1% of total income. The general rate increase of 2.7% equates to 55 cents per week for an average residential assessment of around $1,100 per annum.
- High priority given for infrastructure spending of $155M.
- Sufficient asset renewal spending to maintain assets at acceptable standards.
- Total budgeted expenditure of $281M.
- Infrastructure backlog reduced from $52M to ZERO.
- Council is debt free and has been since 2002.
- Operating surplus of $85M and this trend is forecast to continue.

Looking Ahead

$85 MILLION OPERATING SURPLUS

This trend is expected to continue.

Financial sustainability is strong and expected to continue.

Unrestricted current ratio will remain well above benchmarks over the long term indicating sound liquidity.

Council is debt free and has been since 2002.

Asset renewal ratio well above industry standards indicating we are renewing our assets, relative to the rate they are depreciating.

This budget drives actions now for our Shire’s future. It provides the infrastructure and services to meet our future challenges. It outlines a commitment to retaining our quality of life through projects and planning that foster continued business and population growth.

Our Assets & Liabilities (as at 30 June 2018)

ASSETS
$402M Cash & investments
$34M Debtors prepayment inventory
$3,277M Infrastructure

WHAT WE HAVE

- WHAT WE OWE

LIABILITIES
$50M Creditors Employee entitlements

EQUITY

$3,663M

NET WORTH
## Building a Vibrant & Prosperous Economy

14% OF TOTAL BUDGET OF $281 MILLION

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget (M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged &amp; Disability</td>
<td>$6.1M</td>
</tr>
<tr>
<td>Providing child care services</td>
<td>$5.5M</td>
</tr>
<tr>
<td>Library services</td>
<td>$7.3M</td>
</tr>
<tr>
<td>SES &amp; Bushfire operations</td>
<td>$3.9M</td>
</tr>
<tr>
<td>Promote economic &amp; business growth</td>
<td>$0.7M</td>
</tr>
<tr>
<td>Community events</td>
<td>$1.9M</td>
</tr>
<tr>
<td>Communications &amp; Marketing</td>
<td>$1.4M</td>
</tr>
<tr>
<td>Community buildings &amp; venue hire</td>
<td>$4.8M</td>
</tr>
<tr>
<td>Community services &amp; donations</td>
<td>$1.1M</td>
</tr>
<tr>
<td>Community buildings capital renewal</td>
<td>$4.0M</td>
</tr>
<tr>
<td>Pensioner subsidy</td>
<td>$1.3M</td>
</tr>
</tbody>
</table>
Building a Vibrant & Prosperous Economy

CURRENTLY IN PROGRESS & ON TRACK FOR COMPLETION

- Investigate potential sites for a future Cemetery. (1.3.5) Estimated completion - 18/19

- Develop and implement a new Library Strategy. (1.1.1) Estimated completion - 19/20
Proactive Leadership

3% OF TOTAL BUDGET OF $281 MILLION

$8.3M

Governance activities

CURRENTLY IN PROGRESS & ON TRACK FOR COMPLETION

- Determine the utilisation of shop front space available at stage 3 QIC (Castle Towers) development (3.1.4). Estimated completion - 18/19
Shaping Growth

4% OF TOTAL BUDGET OF $281 MILLION

$10.5M

EXECUTIVE SUMMARY 2019-2020

Land use & developer contributions planning $3.9M

Infrastructure planning for all assets & asset inspections $6.6M

COMPLETED ACTIONS

- Prepare a parking strategy in accordance with NRT Guidelines around Castle Hill CBD taking into consideration all the new Developments in the future. (6.1.13).
- Update Commuter Car Parking Strategy including park and ride facilities. (6.1.4)
- Develop Recreation Strategy and undertake community consultation. (6.1.8)
- Master Plan DA re Leisure Precinct around Showground (5.1.4)

CURRENTLY IN PROGRESS & ON TRACK FOR COMPLETION

- Undertake a review of the car parking requirements for the Terminus Street car parking. (6.1.2). Estimated completion - 18/19
- Update Transport Direction. (6.1.3) Estimated completion - 19/20
- Review Master Plan and exhibit for Coolong Reserve with the inclusion of Sporting ground lights. (6.1.9) Estimated completion - 19/20
- Undertake review of current utilisation of Community Halls. (6.1.10) Estimated completion - 19/20
- Further traffic modelling without grade separation of Windsor Road under Old Northern Road / Seven Hills Road constructed. (6.1.14). Estimated completion - 18/19
- Prepare a Masterplan for the future direction of the Hills Showground - a unique cultural, recreational and leisure precinct, addressing the needs of both current and future population. (6.1.15). Estimated completion - 20/21
- Prepare options for the redevelopment and seek management models for the management of the Aquatic Centre along with financial impact of each option. (6.1.16). Estimated completion - 19/20
- Review bus links/traffic impact and strategic justification of the West Pennant Hills to Castle Hill bus priority route. (6.1.17). Estimated completion - 18/19
- Update Local Strategy (6.1.18). Estimated completion - 19/20
- Develop car parking policy for Council Centres (Castle Hill, Rouse Hill, Baulkham Hills) (6.1.19). Estimated completion - 19/20
- Revisit Master Plan and then the town planning controls re Baulkham Hills Town Centre (5.1.5). Estimated completion - 19/20
- Analysis of traffic demand along Annangrove Road and finalise detailed concept plans for a road widening scheme (6.1.20). Estimated completion - 18/19
- Develop strategy to change former HCC site into development site re Baulkham Hills Town Centre (5.1.6). Estimated completion - 18/19
## Delivering & Maintaining Infrastructure

63% of total budget of $281 million

<table>
<thead>
<tr>
<th>BIG TICKET ITEMS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balmoral Road Sports Complex/Reserve</td>
<td>$2.9M</td>
</tr>
<tr>
<td>Kellyville Park various upgrades</td>
<td>$4.1M</td>
</tr>
<tr>
<td>New &amp; Existing roads</td>
<td>$25.3M</td>
</tr>
<tr>
<td>Infrastructure design &amp; project management</td>
<td>$5.5M</td>
</tr>
<tr>
<td>Traffic facilities</td>
<td>$8.7M</td>
</tr>
<tr>
<td>New footpaths &amp; cycleways</td>
<td>$5.7M</td>
</tr>
<tr>
<td>Bridges</td>
<td>$0.8M</td>
</tr>
<tr>
<td>Street lighting</td>
<td>$2.8M</td>
</tr>
<tr>
<td>Purchase of plant &amp; equipment</td>
<td>$3.2M</td>
</tr>
<tr>
<td>Acquiring land for open space embellishment</td>
<td>$83.5M</td>
</tr>
<tr>
<td>New parks construction</td>
<td>$6.6M</td>
</tr>
<tr>
<td>Various embellishment of parks &amp; gardens</td>
<td>$1.9M</td>
</tr>
<tr>
<td>Maintain existing parks &amp; bushland</td>
<td>$11.6M</td>
</tr>
<tr>
<td>Maintain existing roads</td>
<td>$11.5M</td>
</tr>
<tr>
<td>Storm water &amp; waterways projects</td>
<td>$3.1M</td>
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Total budget: $177.2M
Valuing Our Surroundings

17% OF TOTAL BUDGET OF $281 MILLION

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste &amp; recycling</td>
<td>$28.9M</td>
</tr>
<tr>
<td>Regulatory services</td>
<td>$4.3M</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>$1.7M</td>
</tr>
<tr>
<td>Development assessments</td>
<td>$6.2M</td>
</tr>
<tr>
<td>Environmental public health &amp; monitoring</td>
<td>$1.9M</td>
</tr>
<tr>
<td>Subdivision &amp; development certification</td>
<td>$3.8M</td>
</tr>
</tbody>
</table>

CURRENTLY IN PROGRESS AND ON TRACK FOR COMPLETION

- Update current DCP to include Public Domain and Character Controls. (9.2.5) Estimated completion - 19/20
- Develop and implement electronically integrated customer interface that will enable home owners to enquire as to what all of Council’s standards are for a particular house on their property (Referred to as My DCP) (9.3.3). Estimated completion - 20/21

COMPLETED ACTIONS

- Investigate alternative solutions to Rain Water Gardens in order to reduce current maintenance burdens. (10.1.8)