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.

**INFRASTRUCTURE**

Our infrastructure backlog has now been reduced to zero. Council is projected to spend $131M on capital expenditure in 2020-21.

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).

**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.

**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.

**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.
Managing Our Money

WHERE THE RECURRENT MONEY COMES FROM

$159 MILLION IN 2020-21

49.5% Rates
18.7% Domestic Waste & Stormwater
14.0% User Charges & Fees
2.7% Interest & Investment Revenue
5.2% Other Revenue
9.9% Grants & Contributions - Operating

65,887 RATE ASSESSMENTS

WHERE THE MONEY IS SPENT

RECURRENT EXPENDITURE $129 MILLION IN 2020-21

CAPITAL EXPENDITURE $131 MILLION IN 2020-21

TOTAL $260 MILLION IN 2020-21
Budget Snapshot

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

more than

290,900* POPULATION
by 2036

91% OF RESIDENTS SATISFIED

DEELIVERING SERVICES & INFRASTRUCTURE OF

$260 MILLION in 2020-2021

$3.6 BILLION COMMUNITY ASSETS
(as at 30 June 2019)

$131 MILLION OPERATING SURPLUS
in 2020-2021 & projected to continue

Council has been DEBT FREE SINCE 2002

BUDGET SURPLUS OF $60K

81% of INFRASTRUCTURE ABOVE SATISFACTORY CONDITION

INFRASTRUCTURE BACKLOG ZERO

$1,112 AVERAGE RESIDENTIAL RATES
Increase of 54 cents per week

Financial Highlights

- Unrestricted current ratio will remain well above benchmarks over the long term, indicating sound liquidity.
- Rates income represents 49.5% of total income. The general rate increase of 2.6% equates to 54 cents per week for an average residential assessment of around $1,112 per annum.
- High priority given for infrastructure spending of $131M.
- Sufficient asset renewal spending to maintain assets at acceptable standards.
- Total budgeted expenditure of $260M.
- Infrastructure backlog reduced from $52M to ZERO.
- Council is debt free and has been since 2002.
- Operating surplus of $131M and this trend is forecast to continue.

Looking Ahead

$131 MILLION OPERATING SURPLUS

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

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

Council is debt free and has been since 2002.

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 2019)

WHAT WE HAVE

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>WHAT WE OWE</th>
<th>EQUITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>$364M Cash &amp; investments</td>
<td>$52M Creditors Employee entitlements</td>
<td>$3,965M</td>
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<tr>
<td>$39M Debtors prepayment inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3,614M Infrastructure</td>
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</tr>
</tbody>
</table>

WHAT WE OWE

EQUITY

NET WORTH
Building a Vibrant & Prosperous Economy

15% OF TOTAL BUDGET OF $260 MILLION

- Aged & Disability: $6.2M
- Providing child care services: $5.6M
- Library services: $7.7M
- SES & Bushfire operations: $4.5M
- Promote economic & business growth: $0.6M
- Community events: $1.8M
- Communications & Marketing: $1.3M
- Community buildings & venue hire: $4.6M
- Community services & donations: $1.0M
- Community buildings capital renewal: $3.7M
- Pensioner subsidy: $1.3M

$38.3M
Building a Vibrant & Prosperous Economy

CURRENTLY IN PROGRESS & ON TRACK FOR COMPLETION

- Develop and implement a new Library Strategy. (1.1.1) Estimated completion - 20/21
- Investigate potential sites for a future Cemetery. (1.3.5) Estimated completion - 20/21
Proactive Leadership

3% OF TOTAL BUDGET OF $260 MILLION

Governance activities $8.5M

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 - 20/21*

* Delivery action from previous term of Council
Shaping Growth

4% OF TOTAL BUDGET OF $260 MILLION

INFRASTRUCTURE PLANNING FOR ALL ASSETS & ASSET INSPECTIONS $5.8M

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 - 20/21
- Undertake review of current utilisation of Community Halls. (6.1.10) 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 - 20/21
- Develop car parking policy for Council Centres (Castle Hill, Rouse Hill, Baulkham Hills) (6.1.19). Estimated completion - 20/21
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- Develop car parking policy for Council Centres (Castle Hill, Rouse Hill, Baulkham Hills) (6.1.19). Estimated completion - 20/21

NEW ACTIONS

- Review current cycleway strategy (6.1.21).
- Prepare a report on signage gateway to The Shire, including financial impacts (5.1.7).

COMPLETED ACTIONS

COMPLETED 19-20
- Update Transport Direction. (6.1.3)
- Develop strategy to change former HCC site into development site re Baulkham Hills Town Centre (5.1.6)*
- Update local strategy (6.1.18)*
- 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).
- Review Masterplan and exhibit for Coolong Reserve with the inclusion of sporting ground lights (6.1.9)

COMPLETED 18-19
- Review bus links/traffic impact and strategic justification of the West Pennant Hills to Castle Hill bus priority route. (6.1.17)
- Further traffic modelling without grade separation of Windsor Road under Old Northern Road/Seven Hills Road constructed. (6.1.14)
- Analysis of traffic demand along Annangrove Road and finalise detailed concept plans for a road widening scheme (6.1.20)*
- 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)

COMPLETED 16-17
- Master Plan DA re Leisure Precinct around Showground (5.1.4)*

* Delivery action from previous term of Council
Delivering & Maintaining Infrastructure

60% OF TOTAL BUDGET OF $260 MILLION

BIG TICKET ITEMS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Stringer Road Reserve</td>
<td>$1.7M</td>
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<tr>
<td>Kellyville Park various upgrades</td>
<td>$2.6M</td>
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<tr>
<td>Samantha Riley Reserve</td>
<td>$3.0M</td>
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<tr>
<td>New &amp; renewal of existing roads</td>
<td>$13.3M</td>
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<tr>
<td>Infrastructure design &amp; project management</td>
<td>$6.0M</td>
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<tr>
<td>Traffic facilities</td>
<td>$3.4M</td>
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<tr>
<td>New footpaths &amp; cycleways</td>
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<tr>
<td>Bridges</td>
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<tr>
<td>Street lighting</td>
<td>$3.1M</td>
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<td>Purchase of plant &amp; equipment</td>
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<tr>
<td>Acquiring land for open space embellishment</td>
<td>$77.6M</td>
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<tr>
<td>New parks construction</td>
<td>$2.3M</td>
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<tr>
<td>Various embellishment of parks &amp; gardens</td>
<td>$3.1M</td>
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<tr>
<td>Maintain existing parks &amp; bushland</td>
<td>$13.2M</td>
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<tr>
<td>Maintain civil assets</td>
<td>$12.0M</td>
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<tr>
<td>Storm water &amp; waterways projects</td>
<td>$8.3M</td>
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Valuing Our Surroundings

18% OF TOTAL BUDGET OF $260 MILLION

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
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<tbody>
<tr>
<td>Waste &amp; recycling</td>
<td>$28.9M</td>
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<tr>
<td>Environmental sustainability</td>
<td>$1.8M</td>
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<tr>
<td>Environmental public health &amp; monitoring</td>
<td>$2.0M</td>
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<tr>
<td>Regulatory services</td>
<td>$4.4M</td>
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<tr>
<td>Development assessments</td>
<td>$6.9M</td>
</tr>
<tr>
<td>Subdivision &amp; development certification</td>
<td>$4.0M</td>
</tr>
</tbody>
</table>

COMPLETED ACTIONS

**COMPLETED 17-18**
- Investigate alternative solutions to Rain Water Gardens in order to reduce current maintenance burdens. (10.1.8)

NEW ACTIONS
- Provide a briefing on the management of the Hawkesbury River (9.2.6).
- Investigate innovative waste strategies (10.1.9).

CURRENTLY IN PROGRESS AND ON TRACK FOR COMPLETION

- Update current DCP to include Public Domain and Character Controls. (9.2.5) Estimated completion - 20/21
- 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*

* Delivery action from previous term of Council