

# RESOURCING STRATEGY

2015 - 2016

*Year 3 of Plan*



**THE HILLS**  
Sydney's Garden Shire

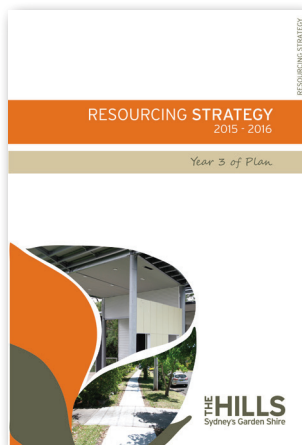


# Resourcing Strategy

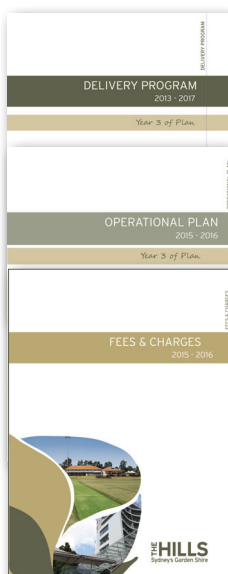
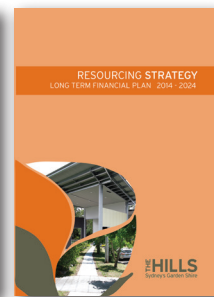
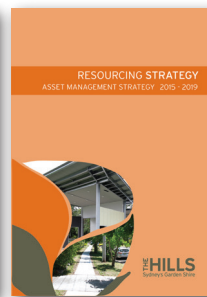
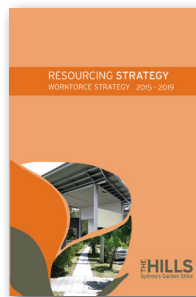
The Hills Shire Council is pleased to present its Resourcing Strategy.

This report provides information regarding Council's workforce strategy, asset management strategy, and the long term financial plan. These strategies focus on how Council's resources will be used to deliver the community aspirations identified in the Community Strategic Plan.

## PART 3 RESOURCING STRATEGY



- Workforce Strategy
- Asset Management Strategy
- Long Term Financial Plan



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## THE HILLS SHIRE COUNCIL RESOURCING STRATEGY

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## MAYOR'S STATEMENT



"We have continued to reduce our infrastructure backlog and we remain on target to meet our future goals without the need to borrow or add special variations to rates." *Page 8*

## GENERAL MANAGER'S REPORT



"Council is committed to proper decision-making and prudent expenditure of public money to accommodate the continued growth of our local economy." *Page 10*





# RESOURCING STRATEGY

WORKFORCE STRATEGY 2015 - 2019



**THE HILLS**  
Sydney's Garden Shire



## Introduction

*The approach to workforce planning can be simply summarised as 'having the right people in the right places with the right skills doing the right jobs at the right time'.*

The Hills Shire Council's Workforce Management Plan has been developed in accordance with the NSW State Government's Integrated Planning and Reporting Framework requirements. It forms part of the Resourcing Strategy, helping to meet the community's priorities and aspirations, as expressed in Council's Community Strategic Plan.

An effective workforce strategy will enable Council to have capable and appropriate staff to deliver the community outcomes and focus on the achievement of medium and long-term goals. It will ensure Council has the people who are best able to inform its strategic direction, develop innovative approaches to complex issues, develop and maintain partnerships, deliver appropriate services effectively and efficiently, and engage productively with the local community in implementing the community strategic plan and reporting back on its achievements. It will provide a framework for dealing with the challenges facing Council including an ageing workforce, business succession planning, increased community expectations, external financial, technological and legislative reforms and maintaining a skilled and flexible workforce.

Through this strategic approach to workforce planning Council can also demonstrate how it meets a range of legislative requirements such as Equal Employment Opportunity and Workplace Health and Safety.

As with all organisations, Council has to balance and maximise the use of its resources to achieve its business objectives. The Workforce Management Plan is about ensuring that we have staff that are valued, skilled, well trained and committed to delivering our services in a way that puts the community at the centre of what we do. Motivated employees are Council's greatest asset and through the provision of outstanding customer service and excellence in the delivery of Council's services they will work co-operatively to create and support a quality lifestyle for our community.

The Workforce Management Plan 2015-2019 is designed to respond proactively to the challenges of the future and will be a living document that will be reviewed and reported on in-line with the Integrated Planning model and adjusted accordingly to meet the changing challenges ahead.

*“Council has a culture which embodies the principles of honesty and frankness. It encourages openness, practicality and innovation, with the emphasis at all times on providing and maintaining customer service. The principles of workplace health and safety will be incorporated into all Council activities to create a safe as possible environment for staff and residents.”*

## THE PEOPLE

The Hills Shire Council is made up of permanent and casual staff and this combination allows Council to provide a flexible workforce to deliver services, facilities and programs to the community. As at June 2014, Council employed 593 individuals making up a workforce of the equivalent of 577 full-time positions. The majority of these individuals are permanent employees. Council is also supported by trainees and volunteers who support Hills Community Care, libraries, bushland regeneration.

## THE CULTURE

Council has worked with staff to establish values which guide the way that staff approach their work, how they shape the organisational decisions and influence the workplace and how customers are treated. Values drive the way that employees deal with each other.

Our community expects Council to act responsibly, professionally and ethically. There are a range of statutory obligations applicable to our operations. We must operate with integrity, leading by example, making decisions in the public interest without bias and being prepared to be accountable for our actions. Employees are bound by a Code of Conduct which is available on our website.

## AGE

The employees are spread across the age group categories:

Age Group	All Employees		Male Employees		Female Employees	
	Number	%	Number	%	Number	%
Under 20	1	0.2	0	0.0	1	0.3
20-25	26	4.4	13	4.5	13	4.2
26-30	57	9.6	28	9.8	29	9.4
31-35	71	12.0	26	9.1	45	14.7
36-40	53	8.9	21	7.3	32	10.4
41-45	77	13.0	30	10.5	47	15.3
46-50	72	12.1	39	13.6	33	10.7
51-55	80	13.5	42	14.7	38	12.4
Over 55	156	26.3	87	30.4	69	22.5
<b>TOTAL</b>	<b>593</b>		<b>286</b>	<b>48%</b>	<b>307</b>	<b>52%</b>

The average age of people working at Council has increased slightly over the past five years from 44 to 45 years. 40% of staff are over 50 years and will be looking to retire over the next 10 to 15 years.

The average age of the outdoor staff who are largely male is slightly higher than that of the indoor staff. This indicates that Council must identify the areas that will experience the greatest loss in staff and implement processes

to ensure that skill gaps are identified and knowledge is carefully transferred as these staff leave Council's employment. The higher average age of the outdoor staff presents a significant challenge as outdoor jobs tend to require more physical activity and Council will need to both look at job redesign and for ways to attract younger people in these roles.

## GENDER

The gender profile shows a balance with almost an equal number of males and females employed, providing strong evidence of Council's commitment to Equal Employment Opportunity principles.

## TYPE OF EMPLOYMENT

The following table shows the breakdown of employment by categories.

Category	Number of staff
Senior /Executive	4
Managers	24
Staff	565

## LENGTH OF EMPLOYMENT

The table below demonstrates a long serving, committed workforce with over 20% of the staff working at Council for more than 15 years.

## TURNOVER

The turnover as at 30 June 2014 was 7.98%. The turnover is down from 11.09% at the same time in 2010.

In line with our efforts to train and develop our staff, we have a high (approximately 53%) internal appointment ratio. Average days lost per employee to unplanned absences is down from 7.39 days in June 2013 to 6.73 days in June 2014 which is another indicator of an improved commitment and motivation.

The table also shows that over 27% of the male staff have worked at Council longer than 15 years.

YEARS OF SERVICE	All Employees		Male Employees		Female Employees	
	Number	%	Number	%	Number	%
0 - 5	171	28.8	83	29.0	88	28.7
6 - 10	182	30.7	84	29.4	98	31.9
11 - 15	119	20.1	41	14.3	78	25.4
16 - 20	54	9.1	32	11.2	22	7.2
21+	67	11.3	46	16.1	21	6.8
<b>Total</b>	<b>593</b>		<b>286</b>		<b>307</b>	

## INDUSTRIAL

Council has in place the Enterprise Agreement for the 2014-2017 financial years, which commenced in July 2014.

The aims of the agreement are to:

- Improve customer service outcomes;
- Maintain best practice workplace, health and safety;
- Improve the organisational performance standards; and
- Improve productivity

Council will facilitate better performance from its employees by:

- Providing structured performance monitoring and improvement opportunities through Team Meetings;
- Providing links between performance indicators and community outcomes;
- Promoting better understanding of Customer Service expectations; and
- Rewarding improved performance and productivity.



## ORGANISATIONAL STRUCTURE

The Hills Shire Council has adopted an organisational structure which is appropriate to its needs and delivers services to the community. Key activities within each area are:

General Manager DAVE WALKER	Group Manager Strategic Planning MICHAEL EDGAR	Group Manager Customer Services JOHN DEAN	Group Manager Environment & Planning CAMERON MCKENZIE
			
Chief Financial Officer  Workforce Strategy and Business Improvement  Information Technology  Executive Services	Special Property Projects and Property Development  Forward Planning  Community Planning and Special Infrastructure Projects  Infrastructure and Transport Planning  Corporate and Strategic Planning  Infrastructure Projects Delivery	Hills Community Care and Children's Services  Place Management  Community and Economic Development  Marketing and Communications  Customer Services	Regulatory Services  Environment and Health Services  Subdivision and Development Certification  Resource Recovery  Development Assessment Services



# Workforce Planning Challenges

## AGEING WORKFORCE AND SUCCESSION PLANNING

40% of all staff are aged 50 years or more with 45% of all male staff aged 50 years or more. This has a number of consequences that need to be planned for including:

- Knowledge management. Some of the retiring staff will have years of very valuable experience and extensive local knowledge. Strategies to capture and document this critical business knowledge need to be implemented well in advance of retirements.
- With an ageing outdoor staff, reflected by the higher percentage of males aged over 50 the demands of some positions that require hard physical labour need to be acknowledged and appropriate strategies developed and implemented.
- With the generational change there will be resulting changes in the workplace culture.

Over the next four years Council must develop and implement strategies to manage the ageing workforce, attract younger people into the organisation and manage the transfer of knowledge.

## CHANGES TO LEGISLATION

As at March 2015 there are currently 80 staff undertaking or about to complete nationally accredited training, partially funded by Council, to address skills improvement to support increasing demand and succession planning.

Hours of training is 18 hours per employee in 2013-14.

Any workforce planning must ensure that council has the right level of staffing, that staff are adequately trained and where required, certified to implement any legislative changes. There may also be instances where legislative changes or the implementation of a major new plan or strategy may require increased staff or staff with different skills and capabilities.

## STAFFING GAPS

Local government must compete for staff in the labour market and there are a number of areas where it is not easy to attract and recruit staff. These include stormwater engineers, arborists, project managers, childcare assistants and cooks, environmental health and environmental services, civil and project engineers, building services, trades and some community service positions. There are also considerable gaps in the labour market for managers and finance professionals.

The challenge is to identify, manage and plan for skill shortages in the marketplace and be able to attract and retain suitable staff.



## MEETING THE NEEDS AND EXPECTATIONS OF A RAPIDLY GROWING RESIDENT AND WORKER POPULATIONS

A key challenge for The Hills Shire is to service an increasing resident and worker population without significantly increasing staff numbers and maintaining or decreasing our current staff to population ratio. When compared with other similar councils The Hills Shire has a very good staff to resident ratio.

LGA	Ratio: number of staff per 1,000 residents
The Hills Shire	3.28
Hornsby	3.29
Penrith	5.63
Gosford	6.50

The challenge is to maintain this good ratio by finding better and more efficient ways to deliver services for a growing population within the given workforce numbers.

## FINANCIAL CONSTRAINTS

A major challenge for The Hills Shire, as it is for many councils is the need to manage increasing employment costs, along with other expenses against a back drop of significant financial restrictions such as rate pegging. The Hills Shire Council will continue to pursue efficiency and productivity improvements as well as looking at ways to improve and strengthen the link between employee development and performance and the opportunity for salary progression.

## LOCAL GOVERNMENT REFORM

The NSW Government has a goal “to make NSW number one” and this cannot be achieved without an efficient and effective Local Government System. In 2012 the Independent Review Panel was established to look at ways to strengthen the effectiveness of local government in NSW by taking a closer look at structures, boundaries, governance, infrastructure and finances and the way that councils could deliver services in the future. The outcomes of this review will pose major opportunities for change for the organisation and staff.

## WORKFORCE MANAGEMENT PLAN

### CURRENT STRENGTHS

In preparing the Workforce Management Plan, we have considered the challenges facing The Hills Shire Council and identified a number of significant positive opportunities that will allow us to improve and grow as an organisation including:

- Long-term financial stability of the Council that has been achieved through prudent asset and financial management and leadership
- Council is recognised as an innovative, fair and ethical employer
- The Hills Shire is identified as a major centre with strong economic, commercial and population growth forecasted
- Future expectations of growth around the construction of the rail
- Availability of and access to a well-educated labour force.

A significant challenge for Council is to maintain and provide quality customer focused services and facilities in an environment of steady population growth. This will require looking for new ways of working, changes to traditional roles and acquisition of new skills and knowledge for staff to meet the increasing demands and expectations of our growing area.



# Integrated Planning Framework

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The Hills Shire Community Strategic Plan reflects the community's vision and long-term goals for the health and wellbeing of its people, its economy and the natural and built environment is an overarching document underpinned by a suite of medium term plans. The Delivery Program 2013/17 outlines the activities to be undertaken by Council during the four year term of the elected Council and supporting this will be the Annual Operational Plan. Together these plans will contribute to the achievement of the community's long-term outcomes. The Resourcing Strategy supports these plans by detailing how Council will meet its obligations now and in the future, taking into account its workforce, finances and assets.

The Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Strategy and a Workforce Management Plan enables Council to deliver its services to the community in a cohesive and sustainable way.

The Workforce Management Plan summarises what Council will do to build the organisational capability necessary to achieve the outcomes in the long term and medium term plans.

Underpinning the Workforce Management Plan is a four-year Action Plan which contains initiatives and actions grouped under the focus areas:

- (i) Recruitment and Retention
  - (ii) Capability and Performance Development
  - (iii) Workplace Development
- 

## RECRUITMENT AND RETENTION

The Hills Shire Council aims to attract, recruit, and retain employees with the skills, experience and motivation required to deliver quality services to the residents and achieve the outcomes in the strategic plan. Technology has contributed to substantial changes in recruitment processes and Council will review and develop a recruitment strategy reflecting current practice and technology that will

promote Council as an employer of choice within the business community.

As the Hills Shire Council strives to maintain a capable and diverse workforce within some competitive labour markets, retention of critical skills is important and as a result, the development and implementation of effective retention strategies is important.

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## CAPABILITY AND PERFORMANCE DEVELOPMENT

The Hills Shire Council leadership understands the need for enhancing the skills of the existing workforce to achieve and maintain a high-performing organisation. Council is committed to the professional development of all employees to:

- ensure we have the capabilities to achieve our strategic goal and outcomes
- improve performance and service delivery
- meet changing expectations of the community, business and other levels of government
- effectively respond to new and emerging challenges
- provide career opportunities.

A Learning and Development strategy will be

developed to enable, support and facilitate the implementation of Council's strategic goals and outcomes by providing a skilled, capable and professional workforce, able to adapt to changing priorities and objectives.

The Learning and Development Strategy will need to align with Council's business needs, promote organisational and individual performance excellence, provide a framework against which Learning and Development options can be evaluated and prioritised, continue to develop our managers and leaders, supports the development of a positive workplace culture that values learning and continuous improvement and provides career development opportunities for all staff.



## WORKPLACE DEVELOPMENT

If Council is to achieve the outcomes and targets set in the Delivery Program, staff will be required to identify and apply new and more efficient ways of working. We need to ensure our processes add value and represent best value for money to our customers. This will include using techniques such as systems thinking and business process review and improvement to make sure we are getting value for money from our systems and processes.

The Hills Shire Council strives to ensure that employment policies and practices

adequately meet legislative requirements, contemporary labour market opportunities and that the organisation is adequately equipped to manage change.

Council will also need to focus on improving its employment policies and conditions to meet the challenging and ever changing issues that will face the workforce of the future to ensure that it can continue to attract and retain a workforce that can deliver the array of services that is expected by its stakeholders.

## EQUAL EMPLOYMENT OPPORTUNITY

The Hills Shire Council supports the principles of Equal Employment Opportunity (EEO) as it relates to recruitment, selection criteria, training and staff development programs, promotion and conditions of employment. By putting the principles of EEO into practice Council ensures that all employees, and future employees, have an equal opportunity to enjoy a rewarding and challenging career with The Hills Shire Council and enjoy freedom from all forms of discrimination.

Council has prepared an Equal Employment Opportunity (EEO) policy statement and EEO management guidelines that detail the objectives, actions and responsibilities required to ensure that The Hills Shire Council is an equal opportunity employer and that all employees are aware of their rights and responsibilities.

The General Manager has overall responsibility for the implementation and co-ordination of the Equal Employment Opportunity Management Plan.

The Equal Employment Opportunity Management Plan includes strategies with the following focus:

- Promotion of EEO and Diversity principles
- Maintaining workplaces free from discrimination, harassment and bullying
- Accessible policies and procedures
- Grievance procedures
- Ongoing analysis of employment data

## SAFETY AND WELLBEING OF STAFF

The Hills Shire Council provides a safe operating environment for its staff and visitors. Council is focused on improving our safety record and our safety management system has identified our priority areas. While we are proud of our safety record we all need to continue to work hard to ensure the safety of all our staff and customers at all times.

Safety is promoted in our organisation by:

- Employees being aware of their role and responsibility under our policies and relevant legislation

- Individual acceptance of accountability and responsibility for safe conditions and behaviour
- Effective identification of risks
- Council wide safety targets are being identified and agreed

Over the past couple of years Council has significantly reduced days lost to unplanned absence, recruitment and injury. Workers compensation premiums have reduced. We need to maintain this improvement focus in the coming years.

### SUMMARY

The Hills Shire Council is committed to providing meaningful jobs that are rewarding with appropriate remuneration and learning and development opportunities. We are very aware that attracting, developing and retaining a dynamic and motivated workforce is essential to our success.

This Workforce Plan is a living document which will be continually reviewed in line with the Integrated Planning processes to ensure that data on staff is current; future skill needs are identified and managed through both learning and development and recruitment; position descriptions are current and reflect changes in technology and work practices; succession plans are in place and statutory requirements are addressed.

Effective workforce planning over a long term will:

- Strategically address the organisation's competency/skill needs and ensure that staff have required sets of values, skills and capabilities;
- Provide a focus for succession planning;
- Provide managers with tools to address changes in program direction that impact the type of work being performed;
- Assist managers in creating a high quality workforce capable of continually growing and changing;
- Provide the direction to identify our future desired workforce;
- Contribute to the attraction, retention and development of a capable workforce.

# RESOURCING STRATEGY

## ASSET MANAGEMENT STRATEGY 2015 - 2019



**THE HILLS**  
Sydney's Garden Shire

# Introduction

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Local Councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. Within this framework, Councils are required to prepare a Community Strategic Plan and a Resourcing Strategy.

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations, however, these will not be achieved without sufficient resources – time, money, assets and people to carry them out.

The Hills Shire Council has prepared this Asset Management Strategy under these guidelines and it is now placed on public exhibition for comments as part of our integrated planning and reporting documents.

Council is the custodian of approximately \$1B of community assets that enable the provision of services and facilities for The Hills Shire. This document accounts for all Councils assets and outlines how we will responsibly manage the assets over time and how those assets contribute to meeting the needs of the community. It also sets out compliance with regulatory requirements and to communicate the funding provided for the operation, maintenance and renewal of assets.

At this time our Asset Management Strategy and Policy only deals with Council's physical assets however it is acknowledged that Council is the custodian of many "soft assets" such as intellectual property that also require effective management.

## **ASSET MANAGEMENT POLICY**

The Asset Management Policy is the broad framework for undertaking asset management. This policy:

- Establishes Council's goals and objectives for asset management in terms of providing a platform for service delivery
- Integrates asset management with Council's strategic planning

- Maximises value for money by adoption of lifecycle costing, combined with performance measurement
- Assigns accountability and responsibility for service delivery together with asset management
- Promotes sustainability to protect the needs of future generations

## **POLICY STATEMENT**

The assets Council manages are fundamental to its overall service delivery to our community. This is to ensure they are appropriate for the needs of the community and are maintained at the agreed levels of service within the financial capacity of Council. A full life cycle cost approach will be taken in relation to acquiring future assets, deciding on asset renewal projects and the disposal of existing assets.

Council's assets will be managed through an approved strategic asset management plan using technology, appropriate methodologies and consultation with our community to make sound decisions regarding the allocation of resources in providing, maintaining, renewing and disposing of assets.

## **GOALS**

1. Council's finances and assets are well managed having regard to relevant legislative requirements together with political, social and economic environments.
2. Council's assets are appropriate for the needs of the community and contribute to the overall quality of life of residents of The Hills Shire.
3. The Management of assets takes into account whole of life cycle costs.
4. Our asset maintenance and renewal program is based upon agreed levels of service with appropriate methodologies to allow Council to focus on proactive maintenance programs rather than reactive complaint based action.
5. Through sound asset management, Council manages its risk associated with the provision and use of its assets.





## PRINCIPLES

1. Council is committed to providing assets that enable it to deliver meaningful local government services and facilities at the required level of service in the most cost effective manner.
2. Council's asset management methodologies are based upon the International Infrastructure Management Manual prepared by the Association of Local Government Engineering New Zealand and The Institute of Public Works Engineering Australia (IPWEA).
3. All relevant legislative requirements are to be taken into account in managing our assets.
4. Asset management is to be integrated into Council's budgeting, planning and operational processes.
5. Our assets will be inspected as part of the overall approach to their management to assess condition.
6. Community needs are to be taken into account in deciding priorities for asset provision, maintenance, renewal and disposal.
7. The acquisition of new assets be considered having regard to the community's needs and Council's ability to fund future life cycle costs.
8. Risk is considered in the development of asset management strategies and actions.
9. Each category of assets will identify the weighted average ranking score to determine priorities.

## ASSIGNING RESPONSIBILITIES

### Council

- Adopt an asset management policy and strategy.
- Ensure sufficient resources are applied to manage assets through the delivery program and annual operational plan.

- Ensure asset delivery is suitable for the appropriate services to the community in line with priorities.

### General Manager

- Develop comprehensive asset management plans, systems, procedures and policies to provide appropriate reporting on the status and condition of Council's assets.
- Integrate Council's policy into the asset management system and the overall business operations of Council
- Ensure compliance with relevant legislative requirements and legal obligations
- Implement the asset management strategy and plan
- Allocate appropriate responsibilities on key business programs to implement up to date methodologies, technology and business processes in managing Council's assets.

## ASSET MANAGEMENT STRATEGY

This Asset Management Strategy is the first step in an ongoing process to find the optimum mix of resources to achieve Asset Management objectives, now and into the future.

## INFRASTRUCTURE CATEGORIES

Council's Asset base supports the delivery of a wide range of services, facilities and infrastructure to the community including:

- Buildings
- Civil Infrastructure (including bridges)
- Waterways - Stormwater Systems
- Parks and Recreational Facilities
- Footpaths and cycleways

ASSET CLASS	SERVICE STANDARDS
Buildings	Provide a portfolio of public buildings and facilities required for a range of functional, social, educational and recreational activities across the Shire.
Civil Infrastructure - including bridges	Provide well maintained roads and bridges which allow convenient and safe access to all. An efficient transportation system which provides economic benefits for residents, businesses and visitors.
Waterways and Stormwater Systems	Improve road safety and the management of stormwater. Control local overland flooding. Reduce adverse environmental impacts from stormwater runoff.
Parks and Recreational Facilities	Provide a variety of physical, social and environmental activities via a network of open space to support the health and wellbeing of the community.
Footpaths and Cycleways	Provide a safe and accessible footpath network for the whole community. Provide a footpath network that connects pedestrians to facilities in their community. Promote and facilitate walking as an alternative to private vehicle usage and as a form of exercise and recreation.

### ASSET MANAGEMENT FUNDING OBJECTIVES

Funds will be allocated to infrastructure based on the following objectives as set out in the Council's adopted Financial Charter:

- Asset renewals to be given priority over new projects so that existing infrastructure can be maintained at expected service levels. (Financial Charter 2.1)
- Lifecycle cost evaluations including construction, maintenance, operations and transfer to reserves for replacement to be carried out on all capital expenditure project proposals. (Financial Charter 2.2)
- Identify the source of funds of new capital expenditure projects to reflect the timing of the receipt of funds. (Financial Charter 2.3)
- Consider borrowing for new capital projects if a continuous income source can be identified to service the debt. (Financial Charter 2.4)

### ASSET MANAGEMENT OBJECTIVES

The Asset Management Plans have been prepared with the following objectives to provide an overall framework to facilitate the strategic and operational management of Council's assets in a co-ordinated and controlled manner.

- Objective 1  
Identify and define **Levels of Service** and **Condition Ratings** for all asset classes
- Objective 2  
Define **Priority Ranking Criteria** for all asset classes to prioritise jobs
- Objective 3  
Prepare **Asset Management Plans** for all asset classes
- Objective 4  
Prepare **Risk Management Plans** for all asset classes and manage the risks associated with asset failures
- Objective 5  
Maintain an integrated **Asset Management System** that contributes to the management of our business.

## LEVELS OF SERVICE

A key objective of asset management is to match the level of service provided by an asset with customer expectations. This enables the relationship between the level of service and cost of the service to be determined. This level and cost of service can be evaluated in consultation with the community and stakeholders to determine the optimum level of service they are prepared to commit to expenditure.

**Community levels of service** relate to customer satisfaction and expectation (what the customer wants and how they expect to receive the services supplied by the asset). These measures relate to the following:

- Quality / customer satisfaction

- Availability or access to the service provided by the asset
- Reliability of the asset to satisfy customers
- Demand / need of community for the service provided by the asset

**Technical levels of service** relate to keeping the asset in a satisfactory condition so that it can function without failure. These measures relate to the following:

- Accessibility
- Legislative requirements
- Maintainability of the asset
- Effectiveness of the asset
- Safety requirements

## CONDITION RATING

All asset classes have been broken down to a component level and are inspected regularly to determine the current condition. Condition rating measures are shown in the table below.

### CONDITION RATING MEASURES

Rating	Description of Condition
1 – Excellent	Very Good Condition - Only normal maintenance required
2 – Good	Minor Defects Only - Minor maintenance required
3 – Average	Maintenance Required to Return to Accepted Level of Service - Significant maintenance required
4 - Below Average	Requires Renewal - Significant renewal/upgrade required
5 – Poor	Asset Unserviceable - Over half of the asset requires replacement

## INFRASTRUCTURE BACKLOG

With the introduction of IP&R Reporting Framework in 2009/10, a greater emphasis has been placed on strategic planning, asset management and long term financial planning. This has resulted in more accurate information on Council's infrastructure assets including the cost to bring assets to a satisfactory standard (backlog).

In 2012/13 Council developed a program which was aimed at addressing the backlog. This program was incorporated into the annual works program and was split over four years. The program was due to end in 2015/16 however, with resources available to complete the works, it was decided to fast track the final year of the program, completing it in 2014/15.

There is currently no backlog on Council's building, park, civil infrastructure, bridge or pathway infrastructure assets. These assets are still ageing however, are now listed proactively within Council's

Works Program for renewal prior to falling into an unsatisfactory condition.

Council currently reports a \$15.5M backlog for its stormwater infrastructure. This estimate is based on replacing assets in a poor or fair condition with 'like for like' assets. Council's condition ratings for stormwater are age based, not actual or observed given the complexities and cost of collecting CCTV footage of each underground asset.

Stormwater assets are unique as the hydrological level of service is just as critical as the condition in determining a response to backlog. The hydrological level of service relates to the performance of the asset. Until the hydrological level of service is known and high priority renewal and refurbishment interventions are identified, Council will continue to address the stormwater backlog on a reactive basis.

## ASSET MANAGEMENT PLANS

Draft Asset Management Plans have been prepared for each asset class. These plans detail the following:

1. A description of assets covered by the plan
2. The levels of service currently operated by Council (i.e. technical and customer)
3. A prediction of future demands for assets and levels of service
4. A Lifecycle Management Plan (including risk management, renewal/replacement, upgrade and disposal plans)
5. Financial summary including a 10 year funding breakdown and asset valuations
6. Improvement and Monitoring Plan

## ASSETS CRITICAL TO OPERATIONS & RISK MANAGEMENT

Council's Administration Office, Operation Centres and Castle Hill Library are considered critical assets for the ongoing delivery of Council's services.

Council has assessed the risks associated with these assets and developed a Disaster Recovery Plan to enable Council to continue to focus on the provision of products and services to the community with all its vast and diverse needs and requirements in the event of total or partial loss of these assets.

The table over page shows a summary of risks and responses for each of Council's asset classes.

Asset Class	Risk	Responses
Aged & Disabled Services	<p>Many of these venues are approaching the end of their built lifecycle.</p> <p>The demographic and expected usage of these facilities is changing.</p>	<p>The Resourcing Strategy has a progressive program to undertake rectification works to bring this category to a satisfactory condition.</p> <p>Engage with the community regarding expectations for this category of building.</p> <p>A regular regime of inspections will ensure safety and operational compliance.</p>
Amenities & Kiosks	<p>Temporary storage containers are becoming a permanent fixture at some sporting fields reducing aesthetic appeal and increasing the likelihood of vandalism.</p> <p>This category of building continues to experience expensive repair and maintenance costs.</p>	<p>Investigations of storage improvements are underway in consultation with sporting clubs.</p> <p>A rolling program of canteen upgrades is now complete. This ensures that kiosks meet the required food preparation standards.</p> <p>A program of change room renewals is being rolled out.</p> <p>A program of planned maintenance and service level agreements are being prepared in consultation with buildings operations.</p>
Childcare/Preschool Centres	<p>This building category is a high compliance environment.</p> <p>Maintenance and renewal costs required may increase due to inadequate renewal programs allowing for insufficient funding.</p>	<p>Management Committees have been encouraged to assist by setting up sinking funds to cover the cost of building renewals.</p>
Community Centres / Halls	<p>Some facilities may not accommodate expected growth in demand and the requirement for multipurpose use.</p> <p>Without major refurbishment some centres run the risk of becoming obsolete.</p>	<p>A rolling program of building upgrade and renewal is underway to ensure buildings are meeting their current and projected future service needs and requirements.</p>

Asset Class	Risk	Responses
Libraries	<p>The level of risk is low, however these facilities are high use, and there is always a high community expectation that these facilities remain as flagship buildings.</p> <p>Sophisticated electronic management systems require close monitoring to ensure effective service.</p> <p>Due to the combustible nature of library resources, fire protection is essential</p>	<p>A rolling program of building renewal is underway to ensure this category continues to meet service standards.</p> <p>A program of planned maintenance and service level agreements are being prepared in consultation with building operations.</p> <p>Thermographic scans are carried out on the switch boards to identify any hot joints and program for replacement as necessary.</p> <p>Buildings are inspected to ensure no external combustion sources are allowed to build up.</p>
NSW RFS Stations	<p>Inadequate toilet and washing facilities posed a general health risk.</p> <p>Low level clearance of some of the building entrances create storage issues for some sensitive equipment.</p>	<p>Several buildings to be modified and the design updated to increase the buildings serviceability including the newer vehicles.</p> <p>A rolling program of building renewal is underway to address the health and safety issues caused by ageing and inadequate infrastructure.</p>
Operational Buildings	<p>Satellite depot facilities need to remain flexible to meet the growing and changing needs of the Shire.</p>	<p>An operational and routine maintenance plan is being reviewed to ensure the complex maintenance required for Council's premier buildings is delivered with best practice.</p>
Recreational Buildings	<p>Lessees may fall short on appropriate levels of routine maintenance, resulting in a deterioration of Councils asset.</p> <p>Some older buildings are at risk of being uneconomical due to under-utilisation.</p>	<p>A regular regime of asset condition inspections and increased contract management will ensure compliance with lease agreements.</p> <p>A rolling program of building upgrades and renewal will ensure this asset class continues to meet community service expectations.</p>
Rented Houses	<p>Level of risk is usually limited as these properties are managed and maintained via a real estate lease and management services.</p> <p>The law is changing 29 April 2015 for all property lessees that include a pool or spa.</p>	<p>Minimal works are undertaken on this category type as houses are either successfully occupied or earmarked for demolition.</p> <p>Council will organise for all properties with a swimming pool or spa to have a valid swimming pool certificate of compliance for the pool and pool barrier.</p>
Scout & Guide Halls	<p>A variety of usage and maintenance standards have been applied to these buildings. There is a risk that repairs have not met industry standards.</p>	<p>Further investigation will be undertaken on this category with a set of clear maintenance service standards and compliance requirements for this building type.</p> <p>A rolling program of renewal works will be included into future works programs for consideration by Council.</p>
Swimming Pool Buildings	<p>Increasing energy costs impact on operational and financial resourcing.</p> <p>Maintaining water quality levels with plant and equipment is a constant potential source of risk.</p>	<p>Plant, equipment and facility inspections are to continue on a regular basis.</p> <p>Sustainability and cost reduction initiatives will continue to be pursued.</p> <p>A rolling program of renewal works will be included into works programs for consideration by Council to ensure this major recreation facility remains available to the community.</p>

Asset Class	Risk	Responses
Sportsfields	<p>Over use of sports fields without an increase in maintenance and refurbishment expenditure will result in a poorer quality of playing surface and potential exposure to litigation from injuries of participants.</p> <p>Closure of sports fields due to the surface being declared as unfit for play may result in damage to Council's public image.</p> <p>The over use of fields in the Kellyville / Rouse Hill Area is due to Council not having the appropriate number of fields available for community use. Should the proposed fields at Caddies Creek not be constructed then the over use of existing facilities will remain.</p>	<p>Council is currently carrying out studies to assist in determining the optimum usage of sports fields to ensure this asset class remains fit for purpose.</p> <p>Further investigation will be undertaken on this asset type with a set of clear maintenance service standards applied across the asset type.</p> <p>A program of planned maintenance and service level agreements are being prepared in consultation with building operations.</p> <p>Council is working closely with Sydney Water to ensure the proposed fields at Caddies Creek are constructed as soon as possible.</p>
Playgrounds	<p>Many playgrounds have exceeded their recommended 15 year lifecycle. There is an increase in exposure to litigation by not conforming to Australian Standards.</p>	<p>At present safety audits are carried out monthly by council staff. As the stock of playgrounds gets older and become no longer serviceable it may be necessary to remove playgrounds without replacements.</p> <p>A rolling program of playground upgrades and renewal will ensure this asset class continues to meet the community's service expectations.</p>
Parkland	<p>The infrastructure provided in parkland has defined life cycle expectancies. It is essential that proactive routine maintenance is carried out to extend the life of these assets into the future. Failure to do so will see a rapid decline in their condition and ability to meet the community's needs.</p>	<p>Ongoing proactive maintenance will extend the life cycle of these assets.</p>
Recreational Utilities & Services	<p>Failure to ensure compliance with regulations could result in loss of service or injury to persons.</p>	<p>Proactive maintenance and compliance with regulations reduces the likelihood of failure or injury.</p>
Pavement	<p>With construction work in full swing for the North West Rail Link, there are many heavy truck movements occurring each day. These movements have seen a shift of vehicular traffic onto relatively quiet local roads during peak times. This additional loading on local roads could lead to an increase in reactive maintenance and even premature failure.</p> <p>From time to time, bus routes change which places buses onto roads which may not have the structural capacity to withstand the greater loads.</p>	<p>Regular condition inspections are occurring in and around the North West Rail Link stations/route roads.</p> <p>The introduction of a Pavement Management System to assist with the predictive modelling of Council's road network. Regular inspections to ensure data is accurate and up to date. The development of a Roads Asset Management Plan. The redistribution of maintenance and capital funding to ensure assets are maintained proactively.</p>
Unsealed Roads	<p>Any section of road becoming hazardous to traffic at typical travel speed. Defects such as channels, corrugations, rutting, shoving and soft spots. Condition assessments of unsealed roads can be difficult due to the frequently changing nature of the road condition.</p>	<p>Unsealed roads are graded to re-establish cross fall and superelevation, improve the ride quality and re-establish drainage in table drains. Work is intended to enhance the safety and performance of the road.</p>
Kerb and Gutter	<p>Failed sections of kerb and gutter can create potential trip hazards, interrupt drainage flow, increase the potential of road failures and in extreme cases can pose as a traffic hazard.</p>	<p>Sections of gutter in poor condition are identified through inspections and replaced as resources allow.</p>

Asset Class	Risk	Responses
Signage	Signs may be affected by loss of reflectivity, graffiti, accident damage, or inadequate support posts, etc.	Required signage renewals/replacements are undertaken by maintenance crews.
Structures	Maintenance and renewals of these assets are required to minimise potential hazards to the community.	General maintenance of structures will continue as identified. Any significant works required need to be identified and included in future works programs.
Traffic Facilities	Maintenance and renewals of these assets are required to minimise potential hazards to the community.	General maintenance of structures will continue as identified. Any significant works required need to be identified and included in future works programs.
Bridges	Bridge condition needs to be regularly assessed. Should the condition be allowed to deteriorate costs to remediate will increase and the potential for total failure may also increase.	Routine bridge inspections to identify maintenance requirements as well as allocation of required resources in future work programs.
Footpaths	Failed footpaths can result in an increase potential for litigation due to trip hazards.	Implement ongoing footpath inspection program. A footpath renewal program is currently underway in targeting failed segments.
Cycleways	Elevated risk on cycleways due to the speed of cyclists comparative to pedestrians. Leaf litter and sand/soil deposits elevating loss of control for cyclists.	Implement ongoing cycleway inspection program. Regular sweeping of cycleways through wooded areas.
Stormwater	If Council's stormwater system is overwhelmed by a stormwater, where run off is in excess of system capacity, overland flows may become hazardous causing damaging to public and private infrastructure.  The condition of natural waterways under Council control can change rapidly, associated with storm events, leading to the risk of embankment failure.  The condition of pipes and structures within the constructed stormwater system are largely unknown leading to the potential of failure.	Continued investigations to identify high priority sites requiring upgrades.

## IMPROVING ASSET MANAGEMENT

A development pathway has been chosen using the International Infrastructure Management Manual (IIMM) and supported by the Australian Infrastructure Financial Management Guidelines (AIFMG).

The facilitation of asset planning processes and systems is centralised within the Strategic Planning group. Members within this group possess relevant experience seeking input from other teams where necessary.

While Council's current asset management practices are still at a core level, Council aims to move toward an advanced state of asset management as outlined below.

- Commence predictive modelling of council's asset data which is designed for the long-term planning of Council's assets.

- Finalise the asset management plans.
- Commence Community Engagement to develop Levels of Service.

## INFRASTRUCTURE PERFORMANCE MEASUREMENT

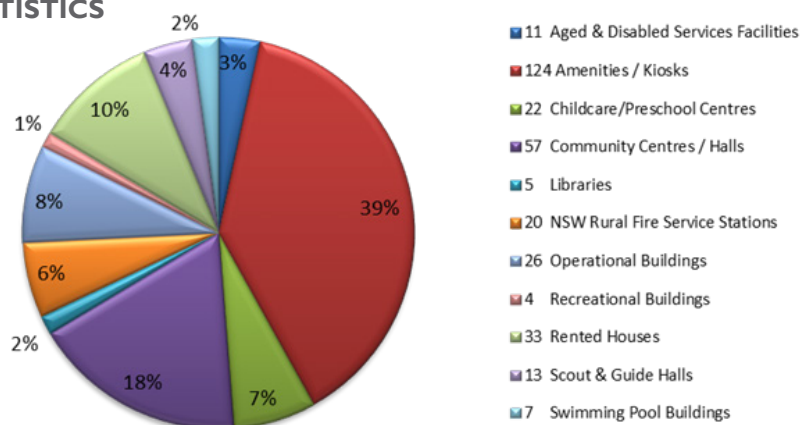
There are many indicators that Council tests itself against to ensure performance meets and exceeds industry benchmarks. These indicators include:

- Building and Infrastructure Renewal Ratio
- Infrastructure Backlog Ratio
- Asset Maintenance Ratio
- Capital Expenditure Ratio

# Buildings



## BUILDING STATISTICS



BUILDINGS	COMMENTS
Aged & Disabled Services	Generally aged services are housed within buildings that are retrofitted to meet their service requirements. Many of these buildings are old and dilapidated. Compliance with legislative standards is a major challenge with this building class, particularly access ramps. Some of the venues have had recent refurbishment works carried out to bring them up to a satisfactory standard.
Amenities / Kiosks	<ul style="list-style-type: none"> <li>Many sporting clubs have an increased demand for storage facilities due to the changing nature of training equipment.</li> <li>New legislative requirements have been introduced for the preparation and handling of food leading to many existing canteens to require an upgrade.</li> <li>Due to their age and appearance, many sports amenities require general renewal.</li> </ul>
Childcare / Preschool Centres	Many childcare facilities were built during the development of suburbs using developer contributions. With the growing number of people and shift in demographics, there is a changing pattern of demand with some centres, resulting in some facilities performing better than others. Reactive building maintenance over the years has contributed to increased renewal costs. Due to the type of service provided, this asset type is subject to very stringent licensing and regulation requirements.
Community Centre / Halls	<p>Council owns and manages a variety of public halls across the Shire. These facilities are used by many community groups for things such as training and recreation classes, markets and private events. Some locations are based on older designs that do not cater for modern use or storage requirements.</p> <p>There is increasing demand for centre-based respite care, community events and lifelong learning opportunities increasing the pressure on centres to be more multifunctional and less purpose built.</p>



Libraries	<p>With the relatively recent addition of Castle Hill library and Vinegar Hill library, the overall condition of this asset class has increased. Council has adopted a Library Strategy that influences the long term Asset Management Strategy. High levels of visitation to these buildings place an emphasis of access standards and accessibility.</p> <p>With the wide introduction of modern technology some locations have experienced a higher demand for electricity supply and outlets.</p>
Operational Buildings	<ul style="list-style-type: none"> <li>• Council administration is successfully being managed out of 3 Columbia Court Baulkham Hills.</li> <li>• Council's main off-site operations centre are split into four satellite depots at 5 Columbia Court, Connie Lowe Reserve, Gibbon Road and Ted Horwood Reserve.</li> <li>• The Council chambers are housed within the main administration building in Baulkham Hills.</li> </ul>
Recreational Buildings	<ul style="list-style-type: none"> <li>• This asset class includes a variety of buildings including recreation and performing arts centres.</li> <li>• Most recreation centres are managed under a lease agreement that require the lessee to undertake expected regular, routine and long-term maintenance.</li> <li>• A number of Council's recreation centres were built before 1980 and are struggling to provide adequate service to the community.</li> <li>• Recent construction activities for the NSW Rail Link resulted in the Hills Centre being demolished.</li> </ul>
Rental Houses	<p>Residential properties located in new release areas are purchased via development contributions. These buildings are planned for demolition once the recreation facilities designed for the land are built. In the interim, suitable properties are rented to tenants. In some cases the buildings are very dilapidated at the time of purchase and are not rented out. All houses are managed via a real estate agent.</p>
Scout & Guide Halls	<p>Scout and Guide halls are a recent addition to Council's asset portfolio as they were mainly built by associations on Council land, however, Council being the ultimate owner has taken strategic management control over this building category.</p> <p>The majority of these buildings are purpose built.</p>
Swimming Pool Buildings	<p>The Baulkham Hills Memorial Swimming Centre (Waves Aquatic Centre) is a complex consisting of an outdoor 50m pool, a toddler pool and a learn-to-swim pool covered by a temporary structure.</p> <p>As per the agreement, the majority of improvements at the pool have been undertaken by the lessee. The existing gymnasium is a series of demountable buildings that are reaching the end of their useful life.</p> <p>The water sanitisation plant and equipment is always under review for quality.</p>

## BUILDING ASSET COMPONENTS

- Flooring substructures
- External wall structures
- Internal wall fabric
- Roof & Ceiling structures
- Mechanical services
- Electrical services
- Hydraulic services
- Fire control services
- Fixtures, Fittings & Finishes

## PRIORITY RANKING

The criteria listed below are used to assess each asset by scoring from 1 to 5. These scores are then multiplied by a weighting to provide a priority ranking for comparison against all other building projects.

## DEMAND (based on demographic profile)

1. Not requested regularly
2. Requested on occasions
3. Repeated number of requests
4. High number of requests - generating significant local interest
5. Identified in the Open Space Strategy or other needs survey



#### Participation Levels (monitored use levels)

1. Low participation levels
2. Moderately supported activity
3. Average usage for this type of facility
4. Above average usage
5. Large numbers of participants - highly supported activity

#### Assessment of Risk

1. Limited loss to reputation and/or service
2. Some loss to reputation and/or service
3. Moderate loss to reputation and/or service
4. High loss to reputation and/or service
5. Extreme loss to reputation and/or service

#### Current Level of Service

1. A number of this type of facility exist within the Catchment
2. Some other facilities of this nature exist nearby
3. Not catered for in this Catchment

#### Local Needs Index

Is the result of the direct value inputs multiplied by the weighting value

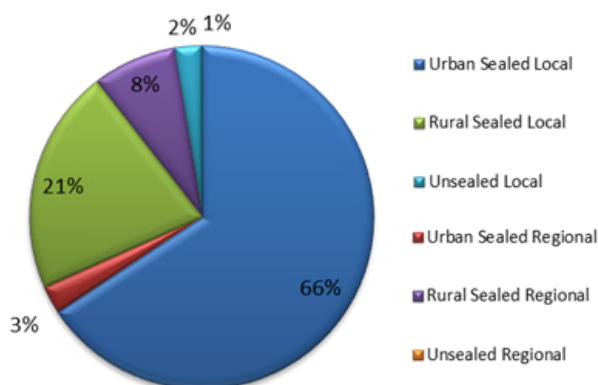
### NEW ASSETS PRIORITY RANKING CRITERIA

CRITERIA	WEIGHTING
Current Level of Service	1
Risk of Not Proceeding (risk to reputation and/or service)	1
Participation Rates (monitored level of use for the activity or service)	2
Operating and lifecycle costs (affordability of the facility and/or service)	2
Demand (latent and expressed demand based on a needs analysis)	3

### RENEWAL ASSETS PRIORITY RANKING

CRITERIA	WEIGHTING
Condition (the gap between current condition and service level)	2
Function (the ability of the facility to provide its identified function)	3
Risk of Failure (the criticality of the component to the facility operation)	4

# Civil Infrastructure & Bridges



## INFRASTRUCTURE & BRIDGE STATISTICS

Type	Unit	Quantity
Sealed Roads	km	932
Unsealed Roads	km	25.4
Kerb and Gutter	km	1,325
Signage	no.	16,290
Bus Shelters, Seats, Bins	no.	416
Guard Rail, Fencing, Retaining Walls	km	34.6
Traffic Devices	no.	1696
Road Bridges	no.	18
Pedestrian Bridges	no.	42

CIVIL INFRASTRUCTURE AND BRIDGES	COMMENTS
Sealed Roads	<p>In 2015/16 Council will be focussing on a proactive pavement preservation treatment strategy to maintain the great condition of our local roads. The major benefit of this program includes a reduction in routine pavement maintenance and in the incidence of cracking. The 4 year Works Program sees a progressive increase in funding to the Proactive Program.</p> <p>Pavement markings are the most common and effective means of regulating traffic flow. Council is systematically re-marking all pavement markings within the Shire to ensure our roads allow for safe and convenient travel for residents, workers and visitors. Given the size of the shire, this project will be staged with the shire broken up into the four ward areas.</p>
Unsealed Roads	<p>The Hills Shire maintains approximately 25 km of unsealed roadway (excluding Crown Roads). Council has developed a Roads Policy which will allow informed decisions to be made regarding inspections, maintenance and renewals.</p>
Kerb and Gutter	<p>Kerb and gutter provides effective drainage and protection of the road structure. Kerb and guttering is to be continuous with no loose or broken sections and formed to ensure longitudinal drainage is not impeded.</p>
Signage	<p>Signs must provide the adequate communication to drivers and be legible under normal day/night conditions. Signage includes regulatory, hazard, warning and guide signs. Following completion of Council's pavement marking project, a review of signage will be carried out with a view of replacing or removing redundant signage.</p>

CIVIL INFRASTRUCTURE AND BRIDGES	COMMENTS
Structures	Structures are provided to ensure the comfort and safety of pedestrians and motorists. Structures include bus shelters, seats, rubbish bins, retaining walls, handrails, guardrails and fences.
Traffic Facilities	Traffic devices include thresholds, raised thresholds, medians, splitters, refuge islands and speed humps. Traffic devices are critical to provide safe refuge for pedestrians crossing the road and ensuring that they continue to regulate and guide traffic movements without constituting a safety hazard to pedestrians.
Bridges	In 2014/15 Council replaced its last remaining timber road bridge. The focus of bridges in 2015/16 is to upgrade, replace or repair any pedestrian bridge that requires significant maintenance or renewal. This will considerably improve safety for pedestrians and cyclists.

## ASSET CONDITION ASSESSMENT COMPONENTS:

### CIVIL INFRASTRUCTURE

- Road Structures
- Street Furniture
- Road Signage
- Traffic Facilities

### BRIDGES

- Deck
- Wearing Surface
- Girders
- Trusses
- Substructure
- Foundation
- Approaches
- Bearings
- Safety Barrier
- Pedestrian Walkway

## ROAD INFRASTRUCTURE

### PRIORITY RANKING:

All road projects are prioritised using the criteria below allowing for comparison against other projects.

### RENEWAL ASSETS PRIORITY RANKING

CRITERIA	WEIGHTING
Traffic volume	10
Risk	10
Location (ie CBD, hospitals, schools etc)	10
Road Type	5
Community Requests	2

## BRIDGE INFRASTRUCTURE

### NEW ASSETS PRIORITY RANKING CRITERIA

New road bridge assets are proposed to be built in conjunction with development release areas at Kellyville (Balmoral Road) and at Box Hill. These facilities will be funded through the relevant contribution plans. New pedestrian/cycleway bridges will also be built in release areas in the same manner. However there are several cycleway bridges in existing residential areas that will require construction in accordance with the Council Bikeplan.

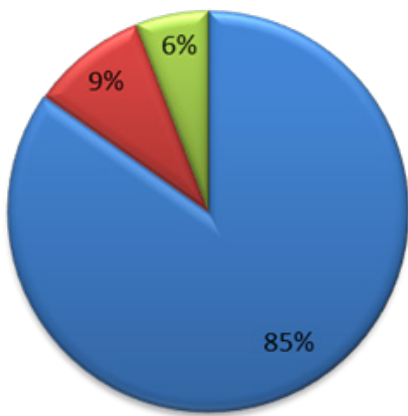
### RENEWAL ASSETS PRIORITY RANKING

CRITERIA	WEIGHTING
Function (the ability of the facility to continue to provide its identified function)	20
Condition (the gap between current condition and service level)	20
Risk of Failure (the criticality of the component to the operation of the facility)	50
Stormwater capacity and environmental concerns	10

# Parks & Recreational Facilities



## PARKS & RECREATIONAL STATISTICS



■ 289 Local Parks

■ 32 Neighbourhood Parks

■ 20 District Parks

Asset Type	Unit	Quantity
Signage	no.	1,372
Park Furniture	no.	1,605
Fencing / Retaining Walls	km	77.1
Barbeques	no.	60
Bins	no.	675
Playground	no.	162
Shade Structures	no.	14
Playing Fields	no.	80
Parkland/Sportsfield Lighting	no.	602
Sports Facilities	no.	245
Plumbing Facilities	no.	583
Water Tanks	no.	58

PARKS AND RECREATIONAL FACILITIES	COMMENTS
Sportsfields	The population increase and higher densities in the Shire is placing a greater demand on existing sportsfields. New sportsfields in the Balmoral Road, North Kellyville and the Rouse Hill/Kellyville release areas will assist in meeting this demand along with increased turf management and the installation of drainage and irrigation of all sportsfields.
Playgrounds	Council's playgrounds are inspected monthly and an external audit is conducted annually to ensure compliance to Australian Standards. Replacements are guided by the condition of the playground and the level of use.
Parkland	Facilities such as barbecues, picnic facilities, shelters and seats are provided and maintained in locations that enable the community to enjoy the outdoors in a pleasant environment.
Recreational Utilities & Services	Utilities and services are provided and maintained in accordance with the appropriate safety regulations and standards.

**ASSET CONDITION ASSESSMENT COMPONENTS:**

- Irrigation
- Open Space Furniture
- Other Structures
- Park Lighting
- Parks & Reserves
- Play Equipment
- Playground Facilities
- Recreation Facilities

**PRIORITY RANKING:**

The criteria listed below are used to assess each asset by scoring from 1 to 5. These scores are then multiplied by a weighting to provide a priority ranking for comparison against all other park projects.

**NEW ASSETS PRIORITY RANKING**

CRITERIA	WEIGHTING
Community Demand (latent and expressed demand based upon a needs analysis)	3
Participation Rates (monitored level of use for the activity or service)	2
Current Level of Service	1
Risk of Not Proceeding (risk to reputation and/or service)	1
Operating and lifecycle costs (affordability of the facility and/or service)	2

**RENEWAL ASSETS PRIORITY RANKING**

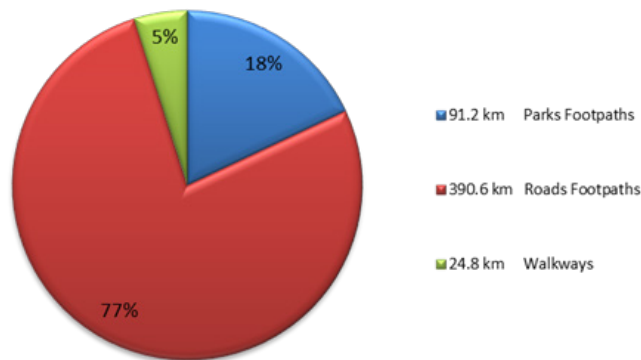
CRITERIA	WEIGHTING
Function (the ability of the facility to continue to provide its identified function)	3
Condition (the gap between current condition and service level)	2
Risk of Failure (the criticality of the component to the operation of the facility)	4



# Footpaths & Cycleways



## FOOTPATH STATISTICS



FOOTPATHS AND CYCLEWAYS	COMMENTS
Footpaths	Generally concrete has an operational life in excess of 100 years; however this is dependent upon external influences such as tree roots, restoration for utility adjustments and excessive loading. It is important to ensure appropriate street trees are planted to minimise displacement of concrete slabs. Council has a footpath policy which contains a priority ranking criteria to ensure footpaths comply with relevant standards and current community expectations.
Cycleways	Council has a bike plan showing potential improvements to the cycleway network in established areas of the shire. This shows a commitment from Council to meet community expectations concerning alternate transport options.

## ASSET CONDITION ASSESSMENT COMPONENTS:

- Footpath

## PRIORITY RANKING:

The priority ranking for footpath uses the same methodology as those shown for all other asset classes; however the mathematics is slightly different. Points are awarded from a check sheet up to a maximum as shown, with location criteria having the greatest weighting. Risk analysis forms part of each criteria, but public safety is more directly assessed as part of the location.

## NEW ASSETS PRIORITY RANKING CRITERIA

CRITERIA	WEIGHTING
Location – incorporating risk (Accumulative total – see below)	220
Footway wear	50
Terrain	50
Traffic	75
Connectivity	20
Disabled Access	20

LOCATION	SCORE
Within 500m of retirement village/hospital	30
Within 500m of school (with more than 100 students)	30
Between 500m and 1000m of retirement village, hospital, school	15
Within 25m of childcare centre	20
Within 1000m of major shopping centre (12 shops or more)	30
Within 500m of small shopping centre (less than 12 shops)	20
Within 500m of major sporting complex	15
Within 400m of playground	15
Within 250m of major bus route bus stop	15
Between 250m and 500m of major bus route bus stop	10
Within 250m of minor bus route bus stop	10
Within 250m of any other pedestrian generator	10
Outside above limits	0

FOOTWAY WEAR	SCORE
Well worn along 75% or more of length	0
Well worn in sections (30% to 75% of length)	15
Slightly worn along 75% or more of length	10
Slightly worn in sections (30% to 75% of length)	5
No significant wear evident	0

TERRAIN	SCORE
Difficult to walk along over more than 75% of length (driveways, obstructions, tree roots)	20
Difficult to walk along over 30% to 75% of length	15
Moderately difficult to walk along over 75% of length	10
Moderately difficult to walk along over 30% of 75% of length	5
Formation generally level and even	0



TRAFFIC	SCORE
More than 10000 vehicles per day (vpd) – no footpath on either side	20
More than 10000 vpd – existing footpath on one side	15
5000 to 10000 vpd – no footpath on either side	15
5000 to 10000 vpd – existing footpath on one side	10
2000 to 5000 vpd – no footpath on either side	10
2000 to 5000 vpd – existing footpath on one side	5
Less than 2000 vpd	0

CONNECTIVITY	SCORE
Connects isolated sections of footpaving (10 pts for each end joined)	20

DISABLED ACCESS	SCORE
Footpath provides access for known disabled persons	20



# Waterways - Stormwater Systems



## Waterways – Stormwater System Statistics

Asset Type	Unit	Quantity
Conduits	km	638
Pits	no.	25,201
Structures	no.	3,823

WATERWAYS - STORMWATER SYSTEMS	COMMENTS
Overall System	<p>Council's Stormwater network is designed and constructed to collect, convey and discharge stormwater runoff. The network comprises approximately 638km of pipes and culverts together with over 29,024 pits, headwalls and other structures.</p> <p>The hydrologic level of service is known for approximately 48% of the stormwater network, which is primarily within the newer suburbs of the Council area, based on Council's current best practice engineering design standards. The hydrologic level of service is unknown within the majority of the older suburbs. However, based on past engineering practice and impacts from past stormwater events, it is considered that these networks do not meet the Council's current standards.</p> <p>Council has detailed survey data for the existing stormwater system, which is constantly being improved through ground truthing. Condition assessment and the value of renewal is primarily based on age and the remaining design life of the asset.</p>

## ASSET CONDITION ASSESSMENT COMPONENTS:

- Stormwater Conduits
- Stormwater Structures
- Water Quality Devices
- Stormwater Pits
- Flood Detention Basins

## PRIORITY RANKING: NEW AND RENEWAL ASSETS PRIORITY RANKING CRITERIA

CRITERIA	WEIGHTING
Risk to Life	3
Risk to Property	2
Risk to Infrastructure	2
Risk to Environment	1
Known priority flooding problem	2
Pipe/structure/waterway condition	1
Known priority erosion hazard	2
Maintenance hotspot	1
Customer requests	0

# Works Program

Council prepares a four year Works Program annually using the results of asset inspections, council policy, and customer requirements to determine a prioritised list of works. This list of works is considered to determine the first draft of the Works Program. This is then exhibited by Council to the community prior to adoption in the annual Hills Shire Plan.

Projects listed within the Works Program are assessed to ensure they are carried out in priority order. Priority ranking for new and renewal works have the same methodology where a number of criteria are listed and a weighting for each of those criteria is allocated. The total calculation of point scores is different between some asset classes because the priority rating system cannot compare projects between different asset classes. In simple terms, it is not possible to compare whether a new playground in one location has a greater priority than a new footpath in another location. The determination of priorities between asset classes will always be a matter for consideration by the Council in conjunction with any other technical recommendations.

## IDENTIFICATION OF PROJECTS

### • Buildings

Over the past few years a number of Council's amenities buildings have been renewed which has resulted in cleaner, better, and more usable facilities for the community.

Strategic works are focusing on long term functionality. These works will focus more on ensuring that our community feels safe in using the facilities by including changes to building layout, orientation and location, landscaping and lighting.

All planned works have been included in the rolling 4yr Works Program.

The condition of Council's building assets are rated annually. These condition inspections assist with the identification of renewal and upgrade works which are essential in keeping buildings functional, and also assist in identifying assets due for replacement.

Key precincts that hold multiple building assets within a specific and designated area are being considered and managed holistically; precincts such as Bella Vista Farm Park, Castle Hill Showground, and Balcombe Heights Estate.

### Civil Infrastructure

In November 2014 Council's pavement contractor completed the second stage of condition rating

roads within the shire. Condition data will now be collected every four years (i.e. one ward per year). The condition data collected included cracking, rutting, roughness, stripping and surface defects. This information was fed into Council's Strategic Asset Management System and a Works Program was developed.

The benefit of prioritising projects using actual condition data means that the most suitable treatments are carried out at the right time. Whilst this process is extremely effective, it can be difficult to prioritise projects beyond year one given that a road may have structural damage which is not visible at the time of inspection.

In 2015/16 there will be a focus on re-marking pavements. Once existing pavement marking is complete all traffic calming devices (i.e. roundabouts, chicanes, refuges) will be assessed to see whether additional marking is required.

### • Traffic Facilities

Council's strategic vision towards the provision of traffic facilities has been based on demand created by population increases and the monitoring of service levels of intersections and carriageways.

Projects related to traffic safety are usually grant funded through either Federal or State Blackspot. In new release areas, traffic facilities are primarily funded by developer contributions whereas in other areas of the shire they are funded by grants and Council revenue.

### • Parks and Recreational Facilities

Council has developed a draft Recreation Strategy which will inform the high level strategic direction of services and facilities within Council's open space network. The strategy will establish a clear vision, core values and principles for the management and development of public open space. The strategy will be underpinned by extensive research and community consultation. Recreation participation levels will be obtained through a telephone survey, analysis of recreation trends and community survey. Council's open space network is audited annually utilising criteria identified in the strategy. Public reserves that require upgrading will be listed for consideration in the Resourcing Strategy for Council's consideration.

Playground equipment is subject to rigorous Australian Standards. Council undertakes annual inspections of its playground equipment for compliance with the standards. Any playground that is approaching noncompliance is listed for upgrade.

Sporting fields are assessed against criteria developed by the Australian Turf Grass Institute for compaction, grass cover, evenness and anticipated use. Maintenance renovations are undertaken during the spring and autumn change over period based upon the results of the sports field audit.

- **Footpaths & Cycleways**

Council has a footpath strategy which identifies the roads that will have a footpath constructed on one side, footpaths constructed on both sides and local roads which will have no footpath. The strategy is aimed at delivering footpaths in the older urban areas of the shire that reflect standards in new subdivisions throughout the shire. This Footpath Strategy can be found on Council's website.

- **Waterways – Stormwater Systems**

The development of the annual Waterways Capital Works Program relies on the assessment of each project against set risk criteria. The program needs to remain flexible to allow for the added inclusion of projects which are identified to have a high priority, i.e. after a storm or other unforeseen natural events.

Proactive intervention will reduce the likelihood of these consequences, however will only become possible once the condition and performance of the buried stormwater system is known.

For example, the consequences may involve urban flooding and surface subsidence events caused by a structural or system failure of the buried stormwater system, or erosion hazards and total collapse of creek banks associated with Council's natural waterways. Additionally, unscheduled projects are also identified through Council's Dams Surveillance work.

The program therefore needs to remain reactive to the possibility of such a consequence while respecting the priority of listed projects.





# COMMUNITY BUILDINGS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Balcombe Heights Childcare - Repairs/Modifications	R	15 / 16	\$88,000
Balcombe Heights Estate - Building 10 - Subfloor Ventilation	R	15 / 16	\$15,000
Balcombe Heights Estate - Building 7 - Toilet Upgrade	R	15 / 16	\$75,000
Baulkham Hills Library - Painting, Carpet and Renewal Works	R	15 / 16	\$65,000
Baulkham Hills Swimming Pool - Security/Safety Fence	R	15 / 16	\$30,000
BCA Compliance - Scout and Guide Halls - Stage 1 of 2 - Studies, Reports & Upgrade Works	R	15 / 16	\$120,000
Carlingford Library - Switchboard and Roof Renewals	R	15 / 16	\$45,000
Castle Glen Childcare Centre - Replace fence, render walls, roof maint, kitchen and kitchenette	R	15 / 16	\$93,000
Castle Grand - Pioneer Rooms - Multi Purpose Theatre Space	N	15 / 16	\$750,000
Castle Hill Library - Reading Room Lighting Upgrades	R	15 / 16	\$30,000
Columbia Court Admin Building - Solar Panel Installation - Stage 3	N	15 / 16	\$30,000
Crestwood Reserve - Field 3 - New Amenities with Change Room	N	15 / 16	\$350,000
Dilkera Road Reserve Works - Clubhouse, sewer, retaining structures & fire protection	R	15 / 16	\$100,000
Ellerman Park Childcare Centre - Pathways, minor kitchen works & toilet upgrade	R	15 / 16	\$85,500
Eurambie Park Childcare Centre - Upgrade works	R	15 / 16	\$151,300
Excelsior Avenue Childcare Centre - Clean roof tiles and refurbish toilets	R	15 / 16	\$65,000
Forgotten Valley Pre-School - Security Shutters	R	15 / 16	\$20,000
Fred Caterson Reserve - BMX Amenities	R	15 / 16	\$300,000
Fred Caterson Reserve - Tennis Complex - Upgrade works	R	15 / 16	\$55,000
Hazardous Materials Investigation - Stage 1 of 2	R	15 / 16	\$65,000
Kenthurst Park - Envirocycle system - Upgrade works	R	15 / 16	\$75,000
Mount Wilberforce Reserve - Amenities Building	R	15 / 16	\$350,000
North Rocks Childcare Centre - Addition of bench and sink in staff toilet	R	15 / 16	\$29,500
Peggy Womersley Reserve - Kingsdene Oval - Extensions	R	15 / 16	\$250,000
South Maroota Reserve - New Amenities	N	15 / 16	\$70,000
Speers Road - Amenities	R	15 / 16	\$265,000
Ted Horwood Field 2/3 - Amenities - Design	N	15 / 16	\$30,000
Wisemans Ferry Park - Upgrade Grease Arrester and Envirocycle Sewer	R	15 / 16	\$25,000
Air Conditioning Upgrade - Various	R	16 / 17	\$150,000
Alfred Henry Whaling Reserve - Main Building Roof replacement	R	16 / 17	\$125,000
Annangrove Park - Envirocycle/Sewer Design	R	16 / 17	\$5,000
Annangrove Park - New Amenities	N	16 / 17	\$250,000
Automatic Fire Shutdowns - Various Buildings	R	16 / 17	\$100,000
Balcombe Heights Estate - Building 4 & 5 - New Ramp access	R	16 / 17	\$75,000
Balcombe Heights Estate Building Conservation Plan (all buildings) - Construction - Stage 1 of 2	R	16 / 17	\$600,000
Baulkham Hills Library - Thermographic scan, switchboard upgrades & roof repairs	R	16 / 17	\$100,000
Bella Vista Farm Park - Outbuilding Restoration Works - Stage 1 of 2	R	16 / 17	\$200,000

**KEY: R – Renewal, N – New, NS – New S94**

# COMMUNITY BUILDINGS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Box Hill - Nelson Amenities Minor Refurbishment	R	16 / 17	\$50,000
Charles McLaughlin Reserve - Unisex Toilet	N	16 / 17	\$100,000
Connie Lowe Reserve - New Amenities	N	16 / 17	\$100,000
Crestwood Reserve Amenities - Minor Refurbishment	R	16 / 17	\$50,000
Dural Memorial Hall - Install Air Conditioning	R	16 / 17	\$50,000
Holland Road Reserve Amenities - Upgrade	R	16 / 17	\$80,000
North Rocks Park Amenities - Minor Works	R	16 / 17	\$20,000
Roof Anchors and Rails - Various	R	16 / 17	\$100,000
Rural Fire Station - Design to Accommodate Oversize Trucks at Various Buildings	R	16 / 17	\$25,000
South Maroota Reserve Amenities - Minor Refurbishment	R	16 / 17	\$35,000
Ted Horwood Field 2/3 - Amenities - Construction	N	16 / 17	\$350,000
Turnbull Reserve Amenities - Demolition	R	16 / 17	\$30,000
Wisemans Ferry Park Amenities - Minor Works	R	16 / 17	\$30,000
Annangrove Park - Envirocycle & Sewer	R	17 / 18	\$75,000
Balcombe Heights Estate - Building 15 - Maintenance works related to roof, floors, discharge	R	17 / 18	\$65,000
Baulkham Hills Baby Health - Interior Renewals	R	17 / 18	\$25,000
Baulkham Hills Library - Basement - Treatment and modifications, exhaust and shelving	R	17 / 18	\$80,000
Baulkham Hills Pool - Pump Room - Facelift, repairs and maintenance	R	17 / 18	\$120,000
BCA Compliance - Scout and Guide Halls - Stage 2 - Construction	R	17 / 18	\$120,000
Bernie Mullane Complex - Accessible changeroom / parent room	R	17 / 18	\$150,000
Bernie Mullane Complex - Kitchen Upgrade	R	17 / 18	\$60,000
Burnside Garden Community Centre - Painting	R	17 / 18	\$15,000
Castle Glen Community Centre & Amenities - Painting, kitchen repairs, and toilet repairs	R	17 / 18	\$75,000
Castle Hill Heritage Park Amenities - Minor Works	R	17 / 18	\$35,000
Community Centre Renewals - Various Carpet replacement and floor treatment	R	17 / 18	\$210,000
Coolong Reserve Amenities - Minor Works	R	17 / 18	\$15,000
Don Moore Community Centre - Fully complying accessible toilet	R	17 / 18	\$75,000
Ellerman Park - New Amenities	R	17 / 18	\$350,000
Fred Caterson Reserve - Amenities Field 4 and 6 - Refurbishment works	R	17 / 18	\$60,000
Glenorie Pony Club - Stall Replacement	R	17 / 18	\$75,000
Harold West Reserve - Painting, lighting and other minor works	R	17 / 18	\$60,000
Ironbark Ridge Reserve Amenities - Minor Works	R	17 / 18	\$25,000
Kellyville Park - Amenities/Change Room - Next to Tennis Courts	R	17 / 18	\$30,000
Kenthurst Park - Club Room - Painting, floor coverings, lighting and toilet upgrades	R	17 / 18	\$25,000
Lloyds Ave Amenities - Painting, tiling, lighting & floor works	R	17 / 18	\$15,000
Mackillop Drive Reserve Amenities - Minor Works	R	17 / 18	\$15,000
North Rocks Park Amenities - Minor Works	R	17 / 18	\$10,000

**KEY: R – Renewal, N – New, NS – New S94**

# COMMUNITY BUILDINGS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Rural Fire Station - Accommodate Oversize Trucks - Various	R	17 / 18	\$300,000
Sackville North Reserve Amenities - Minor Works	R	17 / 18	\$25,000
South Maroota Hall - Painting, envirocycle upgrade and rectification works	R	17 / 18	\$105,000
Swimming Pool - Pro-shop, Roof, Gutter Upgrade & Painting	R	17 / 18	\$50,000
Webbs Creek Ferry Amenities - Minor Works	R	17 / 18	\$15,000
Wellgate Avenue Netball - Canteen upgrade with storage	R	17 / 18	\$100,000
Alfred Whaling Reserve - Replace Rose Garden Shed	R	18 / 19	\$200,000
Balcombe Heights Estate Building Conservation Plan (all buildings) - Construction - Stage 2 of 2	R	18 / 19	\$500,000
Bella Vista Farm Park - Outbuilding Restoration Works - Stage 2 of 2	R	18 / 19	\$400,000
Castle Grand Air Conditioning - Efficiency Study	R	18 / 19	\$12,000
Castle Grand Information Technology Room - Air Conditioning Replacement	R	18 / 19	\$15,000
Castle Hill Cemetery Amenities	R	18 / 19	\$30,000
Columbia Court - Operational Efficiency Report	R	18 / 19	\$30,000
Eric Mobbs Reserve - Men's Shed Storage	R	18 / 19	\$100,000
George Suttor Park Amenities	R	18 / 19	\$35,000
Hazardous Materials Removal - Stage 2 of 2	R	18 / 19	\$400,000
Kenthurst Reserve - Replace Amenities	R	18 / 19	\$350,000
Kenthurst Reserve - Replace Gardeners Shed	R	18 / 19	\$75,000
South Maroota Old Fire Station - Refurbishment	R	18 / 19	\$80,000
Upgrade non-complying disabled toilets and doorways	R	18 / 19	\$150,000
Kellyville Park - New Amenities	N	18 / 19	\$250,000
Yattenden Oval Reserve - Unisex Toilet	N	18 / 19	\$75,000



**KEY: R – Renewal, N – New, NS – New S94**



# SEALED ROADS

PROJECT	KEY	YEAR	PROPOSED BUDGET
AC Resheeting Program	R	15 / 16	\$2,400,207
Annangrove Rd, Annangrove/Kenthurst - Various Sections	R	15 / 16	\$1,040,000
Baulkham Hills Rd, Baulkham Hills - Mulheron Ave to Langdon Rd	R	15 / 16	\$447,150
Blackburn Ave, North Rocks - Pembury Ave to New North Rocks Rd	R	15 / 16	\$170,000
Boundary Rd, Maraylya - Old Pitt Town Rd to Martin Rd	R	15 / 16	\$200,000
Castlewood Dr, Castle Hill - Crane Rd to Darcey Rd	R	15 / 16	\$470,000
Cattai Ridge Rd, Cattai - Various Sections	R	15 / 16	\$215,000
Chelsea Ave, Baulkham Hills - Old Northern Rd to Windsor Rd	R	15 / 16	\$282,000
Crack Sealing Program	R	15 / 16	\$50,000
Drayton Ave, Castle Hill - Edward St to Excelsior Ave	R	15 / 16	\$270,000
Edwards Rd, Rouse Hill - Nelson Rd to Annangrove Rd	R	15 / 16	\$300,000
Glenridge Ave, West Pennant Hills - Glenroe Ave to Glenhope Rd	R	15 / 16	\$135,000
Junction Rd, Baulkham Hills - Cropley Dr to Caroline Chisholm Dr	R	15 / 16	\$118,000
Line Marking	R	15 / 16	\$700,000
Lynstock Ave, Castle Hill - First Farm Dr to Old Castle Hill Rd	R	15 / 16	\$185,000
Merindah Rd, Baulkham Hills - Glanmire Rd to Glanmire Rd	R	15 / 16	\$430,000
Merindah Rd, Baulkham Hills - Windsor Rd to No 16	R	15 / 16	\$200,000
Moseley St, Carlingford - Pennant Hills Rd to Baker St	R	15 / 16	\$350,000
Murray Farm Rd, Carlingford - Carpark	R	15 / 16	\$100,000
Orchard St, Baulkham Hills - No. 1-5 Orchard St & No. 28-38 James St	R	15 / 16	\$95,000
Packard Ave, Castle Hill - Hoyle Ave to Victoria Ave	R	15 / 16	\$230,376
Road Rejuvenation Program	R	15 / 16	\$450,000
Road Reseal Program	R	15 / 16	\$550,000
Samantha Riley Dr, Kellyville - Macquarie Ave to Poole Rd	R	15 / 16	\$1,106,425
Sedger Rd, Kenthurst - Annangrove Rd to end	R	15 / 16	\$100,000
Terminus St, Castle Hill - Stage 2 Car Park	R	15 / 16	\$300,000
Withers Rd, Kellyville - Four Lane Upgrade - Design	N S	15 / 16	\$512,961
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AC Resheeting Program	R	16 / 17	\$4,500,000
Annangrove Rd, Annangrove/Kenthurst - Various Sections	R	16 / 17	\$336,452
Arlington Ave, Castle Hill - Woodchester Cl to Tuckwell Rd	R	16 / 17	\$160,000
Baker St, Carlingford - Pennant Hills Rd to Jenkins Rd	R	16 / 17	\$250,000
Boundary Rd, Maraylya - Windsor Rd to Martin Rd	R	16 / 17	\$267,208
Crack Sealing Program	R	16 / 17	\$50,000
Cropley Dr, Baulkham Hills - Seven Hills Rd to Watkins Rd	R	16 / 17	\$540,000
Edward St, Baulkham Hills - Ambleside Dr to Pearce St	R	16 / 17	\$90,000
Garthowen Cres, Castle Hill - Old Castle Hill Rd to Old Castle Hill Rd	R	16 / 17	\$300,000
Grosvenor Pl, West Pennant Hills - cul de sac to end	R	16 / 17	\$30,000

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# SEALED ROADS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Hampshire Ave, West Pennant Hills - Glenridge Ave to Grosvenor Pl	R	16 / 17	\$50,000
Hill Rd, West Pennant Hills - Ellerslie Dr to View St	R	16 / 17	\$143,575
Hoyle Ave, Castle Hill - Packard Ave to No 7	R	16 / 17	\$210,000
Jenkins Rd, Carlingford - Moseley St to Pennant Hills Rd	R	16 / 17	\$400,000
Jordana Pl, Castle Hill - Darcey Rd to end	R	16 / 17	\$50,000
Lambert Cres, Baulkham Hills - Gooden Dr to Gooden Dr	R	16 / 17	\$120,000
Larken Ave, Baulkham Hills - Gooden Dr to Redmond Ave	R	16 / 17	\$100,000
Line Marking	R	16 / 17	\$200,000
Mill Dr, North Rocks - Renown Rd to end	R	16 / 17	\$210,000
Mount Wilberforce Lookout, West Pennant Hills - Carpark	R	16 / 17	\$110,000
Murray Farm Rd, Carlingford - Morton Ave to Oakes Rd	R	16 / 17	\$250,000
Oakes Rd, Carlingford - Murray Farm Rd to North Rocks Rd	R	16 / 17	\$300,000
Oratava Ave, West Pennant Hills - Aiken Rd to Timberline Ave	R	16 / 17	\$358,000
Pellizzer Blvd / Hodges Rd, Kellyville - New road through open space	N S	16 / 17	\$598,155
Post Office Rd, Glenorie - Old Northern Rd to Woolworths Entry	R	16 / 17	\$118,000
Post Office St, Carlingford - Pennant Hills Rd to Jenkins Rd	R	16 / 17	\$232,000
President Rd, Kellyville - York Rd to Green Rd	R	16 / 17	\$450,000
Railway St, Baulkham Hills - Cross St to Windsor Rd	R	16 / 17	\$300,000
River Rd, Leets Vale/Lower Portland - Various Sections	R	16 / 17	\$100,000
Road Rejuvenation Program	R	16 / 17	\$734,765
Road Reseal Program	R	16 / 17	\$615,000
St Michaels Pl, Baulkham Hills - Merindah Rd to end	R	16 / 17	\$50,000
Tanderra Ave, Carlingford - Moseley St to Post Office St	R	16 / 17	\$90,000
Timberline Ave, West Pennant Hills - Oratava Ave to Salina Ave	R	16 / 17	\$170,000
Timbertop Ave, Carlingford - Coral Tree Dr to Murray Farm Rd	R	16 / 17	\$90,000
Walkway - Off Coonara Ave, West Pennant Hills	R	16 / 17	\$50,000
Windermere Ave, Northmead - Windsor Rd to Caprera Rd	R	16 / 17	\$360,000
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AC Resheeting Program	R	17 / 18	\$4,500,000
Annangrove Rd, Annangrove/Kenthurst - Various Sections	R	17 / 18	\$320,000
Baulkham Hills Library - Carpark	R	17 / 18	\$70,000
Boundary Rd, Box Hill - Windsor Rd to Cattai Ridge Rd - Various Sections	R	17 / 18	\$320,000
Campbell St, Northmead - Windsor Rd to end	R	17 / 18	\$150,000
Caprera Rd, Northmead - Windermere Ave to Bismark Rd	R	17 / 18	\$300,000
Cattai Ridge Rd, Glenorie - Boundary Rd to Old Northern Rd (Various Sections)	R	17 / 18	\$420,000
Cecil Ave, Castle Hill - Old Northern Rd to Showground Rd	R	17 / 18	\$293,575
Cecil Ave, Castle Hill - Wills Ave to Crane Rd	R	17 / 18	\$160,000
Charles McLaughlin Reserve - Carpark	R	17 / 18	\$70,000
Crack Sealing Program	R	17 / 18	\$50,000

**KEY: R – Renewal, N – New, NS – New S94**

# SEALED ROADS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Edgewater Dr, Bella Vista - Norwest Blvd to Brighton Dr	R	17 / 18	\$350,000
Felton Rd, Carlingford - Arcadian Cct to end	R	17 / 18	\$300,000
Fishburn Cres, Castle Hill - Full length	R	17 / 18	\$400,000
Fred Caterson Reserve - Carpark	R	17 / 18	\$80,000
Free Settlers Dr, Kellyville - New road construction through open space	N S	17 / 18	\$980,310
Glenvale Cl, West Pennant Hills - Dehlsen Ave to end	R	17 / 18	\$70,000
Hezlett Rd, Kellyville - Four lane upgrade	N S	17 / 18	\$1,282,579
Highs Rd, West Pennant Hills - Taylor St to Blacks Rd	R	17 / 18	\$350,000
Jasper Rd, Baulkham Hills - Palace Rd to Glanmire Rd	R	17 / 18	\$150,000
Jasper Rd, Baulkham Hills - Seven Hills Rd to Coronation Rd	R	17 / 18	\$120,000
Junction Rd, Baulkham Hills - Cropley Dr to Watkins Rd - Various Sections	R	17 / 18	\$70,000
Line Marking	R	17 / 18	\$200,000
Middleton Ave, Castle Hill - Parsonage Rd to Carrington Rd	R	17 / 18	\$230,000
North Rocks Rd, North Rocks - House No. 98 to House No. 153	R	17 / 18	\$200,000
Owen Ave, Baulkham Hills - Arthur St to Charles St	R	17 / 18	\$85,000
Peel Rd, Baulkham Hills - Merindah Rd to Chapel Ln	R	17 / 18	\$450,000
Pitt Town Rd, Maraylya/Kenthurst - Boundary Rd to Kenthurst Rd (Various Sections)	R	17 / 18	\$330,783
Redden Dr, Kellyville - Samantha Riley Dr to Poole Rd (Various Sections)	R	17 / 18	\$270,000
Renown Rd / Park Rd, Baulkham Hills - Intersection upgrade	N S	17 / 18	\$83,959
Ridgecrop Dr, Castle Hill - Various Sections	R	17 / 18	\$138,000
Road Rejuvenation Program	R	17 / 18	\$559,217
Road Reseal Program	R	17 / 18	\$615,000
Saint Pauls Ave, Castle Hill - Half road construction	N S	17 / 18	\$12,707
Taylor St, West Pennant Hills - Sanctuary Point Dr to Blacks Rd	R	17 / 18	\$230,000
Terminus St, Castle Hill - Stage 3 Car Park	R	17 / 18	\$200,000
Thallon St, Carlingford - Post Office St to James St	R	17 / 18	\$75,000
Tuckwell Rd, Castle Hill - Gilbert Rd to No 154	R	17 / 18	\$150,000
Walkway Reconstruction - Various Locations	R	17 / 18	\$100,000
York Rd, Kellyville - Half road construction near water tank	N S	17 / 18	\$74,848
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AC Resheeting Program	R	18 / 19	\$4,750,000
Annangrove Rd - Upgrade - Design Finalisation and Preliminaries	N S	18 / 19	\$200,000
Annangrove Rd, Annangrove/Kenthurst - Various Sections	R	18 / 19	\$500,000
Arcadian Cct, Carlingford - Full Length	R	18 / 19	\$490,000
Bannerman Rd, Glenhaven/Kenthurst - Various Sections	R	18 / 19	\$218,000
Boundary Rd, Glenorie - Cattai Ridge Rd to Windsor Rd - Various Sections	R	18 / 19	\$300,000
Carrington Rd, Castle Hill - Victoria Ave to Showground Rd - Various Sections	R	18 / 19	\$450,000
Cattai Ridge Rd, Glenorie - Old Northern Rd to Boundary Rd - Various Sections	R	18 / 19	\$260,783
Coolock Cres, Baulkham Hills - Various Sections	R	18 / 19	\$250,000

**KEY: R – Renewal, N – New, NS – New S94**

# SEALED ROADS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Crack Sealing Program	R	18 / 19	\$50,000
Cycleway from Arnold Ave through trunk drainage and Local Park 4	N S	18 / 19	\$12,534
Delaney Dr, Baulkham Hills - Various Sections	R	18 / 19	\$350,000
Doherty Ave, Glenhaven - Evans Rd to end	R	18 / 19	\$250,000
Douglass Ave, Carlingford - Woodstock Rd to Bradley Dr	R	18 / 19	\$120,000
First Farm Dr, Castle Hill - Pioneer Pl to Old Castle Hill Rd	R	18 / 19	\$250,000
Fullers Rd, Glenhaven - Grange Rd to Old Northern Rd	R	18 / 19	\$250,000
Gabo Ct, Baulkham Hills - Browne Pl to end	R	18 / 19	\$50,000
Garrett Ave, Glenhaven - Fullers Rd to Doherty Ave	R	18 / 19	\$50,000
Gilbert Rd, Castle Hill/Glenhaven - Various Sections	R	18 / 19	\$450,000
Hezlett Rd, Kellyville - Four Lane Upgrade	N S	18 / 19	\$5,771,606
Hoop Pine Pl, West Pennant Hills - Highs Rd to end	R	18 / 19	\$200,000
Jenkins Rd, Carlingford - North Rocks Rd to Parkland Rd	R	18 / 19	\$300,000
Larissa Ave, West Pennant Hills - Jade Pl to end	R	18 / 19	\$260,000
Line Marking	R	18 / 19	\$200,000
Lochinvar Pde, Carlingford - Jenkins Rd to Woodstock Rd	R	18 / 19	\$250,000
Lynden Ave, Carlingford - Woodstock Rd to Lochinvar Pde	R	18 / 19	\$80,000
Mary St, Northmead - Windsor Rd to William St	R	18 / 19	\$200,000
Merrilong St, Castle Hill - Rondelay Dr to Elberta Ave	R	18 / 19	\$200,000
Minago Pl, Castle Hill - Kullaroo Ave to end	R	18 / 19	\$75,000
North Rocks Rd, North Rocks - Whitbread Pl to THSC Boundary	R	18 / 19	\$300,000
Pinetree Dr, Carlingford - Full length	R	18 / 19	\$220,000
Queensbury Ave, Kellyville - York Rd to President Rd	R	18 / 19	\$230,000
Road Rejuvenation Program	R	18 / 19	\$400,000
Road Reseal Program	R	18 / 19	\$615,000
Sackville Ferry Rd, South Maroota - Road Realignment - Design	N S	18 / 19	\$42,723
Saint Pauls Ave, Castle Hill - Half road construction	N S	18 / 19	\$114,365
Springfield Cres, Bella Vista - Full length	R	18 / 19	\$350,000
Town Centre Bypass Road Construction	N S	18 / 19	\$944,409
Tuckwell Rd, Castle Hill - Gilbert Rd to Ashmead Ave	R	18 / 19	\$250,000
William St, Northmead - Windermere Ave to Windsor Rd	R	18 / 19	\$75,000
Withers Rd, Kellyville - Upgrade	N S	18 / 19	\$729,566

KEY: R – Renewal, N – New, NS – New S94

# FOOTPATH CONSTRUCTION

PROJECT	KEY	YEAR	PROPOSED BUDGET
Acres Rd, Kellyville - Flint Pl to Geewan Ave	N	15 / 16	\$150,000
Ambleside Dr, Castle Hill - Edward St to Excelsior Ave	N	15 / 16	\$90,000
Annangrove Rd, Kenthurst - Bannerman Rd to Colbran Ave	N	15 / 16	\$100,000
Bella Vista Dr, Bella Vista - Foveaux Tce to Providence Dr	N	15 / 16	\$110,000
Brunette Dr, Castle Hill	N	15 / 16	\$110,000
Coonara Ave, West Pennant Hills - Various sections	N	15 / 16	\$160,000
Cropley Dr, Baulkham Hills	N	15 / 16	\$220,000
Delphinium Pl, Kellyville - Diana Ave to end	N	15 / 16	\$30,000
Excelsior Ave, Castle Hill - Ambleside Dr to Drayton Ave	N	15 / 16	\$30,000
Excelsior Ave, Castle Hill - Woodhill St to Eric Mobbs Reserve	N	15 / 16	\$50,000
Gooraway Dr and Benbullen Way, Castle Hill	N	15 / 16	\$190,000
Gowan Brae Ave, Oatlands	N	15 / 16	\$70,000
Highs Rd, West Pennant Hills - Missing sections	N	15 / 16	\$50,000
Hill Rd and View St, West Pennant Hills	N	15 / 16	\$70,000
Landscape St, Baulkham Hills	N	15 / 16	\$50,000
Lind Ave, Oatlands	N	15 / 16	\$70,000
Lukas Ave, Kenthurst	N	15 / 16	\$70,000
Maple St, Dural - Millar Cres to Pellitt Ln	N	15 / 16	\$10,000
McDonald St, North Rocks	N	15 / 16	\$50,000
Poinsettia Ave and Paragon Dr, North Rocks	N	15 / 16	\$70,000
Poole Rd, Kellyville - Missing sections adjacent to Reserve and Fire Station	NS	15 / 16	\$43,471
Prindle St, Oatlands	N	15 / 16	\$70,000
Salisbury Rd and Anella Ave, Castle Hill	N	15 / 16	\$320,000
Tallwood Dr and Montana Ave, North Rocks	N	15 / 16	\$110,000
Tuckwell Rd, Castle Hill - Britannia Rd to Gilbert Rd	N	15 / 16	\$200,000
Yattenden Cres, Baulkham Hills - Arthur St to Charles St	N	15 / 16	\$50,000
Aiken Rd, West Pennant Hills - Oakes Rd to Oratava Ave	N	16 / 17	\$70,000
Arcadian Cct, Carlingford (north side of loop)	N	16 / 17	\$170,000
Arthur St, Baulkham Hills	N	16 / 17	\$35,000
Cameron Ave, Baulkham Hills	N	16 / 17	\$60,000
Daphne Ave, Castle Hill	N	16 / 17	\$60,000
Delaney Dr and Coolock Cres, Baulkham Hills	N	16 / 17	\$280,000
Doreen Cres, Baulkham Hills	N	16 / 17	\$60,000
Fishburn Cres, Castle Hill	N	16 / 17	\$180,000
Lemongrove Ave, Carlingford	N	16 / 17	\$60,000
Malvern Ave, Baulkham Hills	N	16 / 17	\$100,000
Marie St, Castle Hill - Gilroy College to Excelsior Ave	N	16 / 17	\$110,000
Mullane Ave, Baulkham Hills	N	16 / 17	\$130,000

**KEY: R – Renewal, N – New, NS – New S94**

# FOOTPATH CONSTRUCTION

PROJECT	KEY	YEAR	PROPOSED BUDGET
Old Northern Rd, Dural - Hargraves Nursery to shops	N	16 / 17	\$80,000
Oleander Ave, Baulkham Hills	N	16 / 17	\$120,000
Oxlade St, Kellyville - Cycleway Construction adjoining NKLOS03	N S	16 / 17	\$149,497
Powys Cct, Castle Hill	N	16 / 17	\$100,000
Pye Ave, Northmead	N	16 / 17	\$140,000
Sherwin Ave, Castle Hill - Warwick Pde to Whitling Ave	N	16 / 17	\$40,000
Somerset Dr, North Rocks	N	16 / 17	\$100,000
Strathalbyn Dr, Oatlands	N	16 / 17	\$65,000
Tamboura Ave, Baulkham Hills	N	16 / 17	\$180,000
Turner Ave, Baulkham Hills	N	16 / 17	\$70,000
Wandana Ave, Baulkham Hills	N	16 / 17	\$30,000
Warumbui Ave, Baulkham Hills	N	16 / 17	\$70,000
Westmore Dr, West Pennant Hills	N	16 / 17	\$190,000
Blenheim Rd, Carlingford	N	17 / 18	\$40,000
Buckingham Rd/Lukes Ln, Baulkham Hills	N	17 / 18	\$120,000
Burrell Cres, Baulkham Hills	N	17 / 18	\$70,000
Caddies Creek Cycleway - Through Trunk Drainage Land	N S	17 / 18	\$129,131
Carmen Dr, Carlingford	N	17 / 18	\$70,000
Christopher St, Baulkham Hills	N	17 / 18	\$90,000
Ebony Ave, North Rocks	N	17 / 18	\$150,000
First Farm Dr, Castle Hill	N	17 / 18	\$180,000
Francis St, Castle Hill - Orange Grove to end	N	17 / 18	\$50,000
Glenhaven Rd, Glenhaven - Mills Rd to Glenhaven bridge	N	17 / 18	\$300,000
Henry St, Baulkham Hills - Pearce St to Marcel Pl	N	17 / 18	\$60,000
Holland Rd, Glenhaven	N	17 / 18	\$70,000
Hunts Creek - Oakes Rd to Bettington Rd, Carlingford - Cycleway Construction	N S	17 / 18	\$501,954
Jupiter Rd, Kellyville	N	17 / 18	\$40,000
Kalimna Dr, Baulkham Hills - missing sections on school side	N	17 / 18	\$190,000
Keene St, Baulkham Hills	N	17 / 18	\$50,000
Larool Cres, Castle Hill	N	17 / 18	\$50,000
Leysdown Ave, Yalding Ave, Rosewood Ave, North Rocks	N	17 / 18	\$140,000
Lisa Cres, Castle Hill	N	17 / 18	\$90,000
Meryll Ave & Rembrandt Dr, Baulkham Hills	N	17 / 18	\$70,000
Northam Dr, North Rocks - Cycleway	N S	17 / 18	\$21,362
Panaview Cres, North Rocks	N	17 / 18	\$60,000
Park Ridge Cct, Kellyville	N	17 / 18	\$50,000
Partridge Ave, Castle Hill	N	17 / 18	\$60,000
Prince St, Oatlands	N	17 / 18	\$30,000

KEY: R – Renewal, N – New, NS – New S94

# FOOTPATH CONSTRUCTION

PROJECT	KEY	YEAR	PROPOSED BUDGET
Providence Dr, Bella Vista - Bella Vista Dr to Bingara Cres	N	17 / 18	\$80,000
Reiby Dr, Baulkham Hills	N	17 / 18	\$100,000
Rosebank Ave, Dural	N	17 / 18	\$40,000
Rutherglen Ave, Northmead	N	17 / 18	\$40,000
Salisbury Downs Dr, West Pennant Hills	N	17 / 18	\$80,000
Strangers Creek Cycleway - Through Trunk Drainage Land	N S	17 / 18	\$146,740
Victoria Ave, Castle Hill - Showground Rd to Carrington Rd	N	17 / 18	\$130,000
Apollo Ave, Baulkham Hills	N	18 / 19	\$60,000
Balintore Dr / Old Castle Hill Rd, Castle Hill - Cycleway Development	N S	18 / 19	\$36,732
Barina Downs Rd, Baulkham Hills	N	18 / 19	\$40,000
Becky Ave, North Rocks	N	18 / 19	\$150,000
Bingara Cres, Bella Vista	N	18 / 19	\$70,000
Blackburn Ave, North Rocks	N	18 / 19	\$100,000
Bredon Ave, West Pennant Hills	N	18 / 19	\$60,000
Caddies Creek Cycleway - Through Trunk Drainage Land	N S	18 / 19	\$581,089
Cambridge Ave, North Rocks	N	18 / 19	\$100,000
Carinda Dr, Glenhaven	N	18 / 19	\$170,000
Castle Hill Creek - Cycleway Works	N S	18 / 19	\$5,514
Chalet Rd, Kellyville	N	18 / 19	\$100,000
Coolibah St, Castle Hill	N	18 / 19	\$80,000
Coolong St, Castle Hill	N	18 / 19	\$120,000
Edgewater Dr, Kellyville - Cycleway along Trunk Drainage Land	N S	18 / 19	\$193,245
Ellerslie Dr, West Pennant Hills	N	18 / 19	\$110,000
Glenhope Rd, West Pennant Hills - Glenayr Gr to Invergowrie Cl	N	18 / 19	\$60,000
Glenridge Ave, West Pennant Hills	N	18 / 19	\$120,000
Hambledon Ave, Baulkham Hills	N	18 / 19	\$80,000
Hibiscus Ave, Carlingford	N	18 / 19	\$80,000
Jamberoo Ave, Baulkham Hills	N	18 / 19	\$40,000
Kareela Rd, Baulkham Hills	N	18 / 19	\$60,000
Karingal Ave, Carlingford	N	18 / 19	\$100,000
Lockhart Ave, Castle Hill	N	18 / 19	\$90,000
Mill Dr, North Rocks - Missing Sections	N	18 / 19	\$100,000
ML 17 to Caddies Creek - Paths, Pedestrian / Cycleway Crossing	N S	18 / 19	\$49,146
Northam Dr, North Rocks - Cycleway	N S	18 / 19	\$192,254
Perry St, North Rocks	N	18 / 19	\$60,000
Pinehurst Ave, Rouse Hill	N	18 / 19	\$60,000
Rockley Ave, Baulkham Hills	N	18 / 19	\$100,000
Spring Rd, Kellyville - Acres Rd to Chalet Rd	N	18 / 19	\$70,000

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FOOTPATH CONSTRUCTION

PROJECT	KEY	YEAR	PROPOSED BUDGET
Stock Farm Ave, Bella Vista	N	18 / 19	\$60,000
Strangers Creek Cycleway - Through Trunk Drainage Land	NS	18 / 19	\$660,328
Talisman Ave, Castle Hill	N	18 / 19	\$40,000
Turon Ave, Baukham Hills	N	18 / 19	\$120,000
Victoria Ave (no 6-10), Castle Hill	N	18 / 19	\$20,000
Warooga Ave, Bella Vista	N	18 / 19	\$50,000
White Gum Pl, Kellyville - Cycleway Construction adjoining NKLOS04 - Part 1	NS	18 / 19	\$144,477
White Gum Pl, Kellyville - Cycleway Construction adjoining NKLOS04 - Part 2	NS	18 / 19	\$177,968
White Gum Pl, Kellyville - Cycleway Construction adjoining NKLOS04 - Part 3	NS	18 / 19	\$153,153
Yarpole Ave, West Pennant Hills	N	18 / 19	\$30,000



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# BRIDGES

PROJECT	KEY	YEAR	PROPOSED BUDGET
Bridge Renewal Works - Parks & Reserves	R	15 / 16	\$336,000
Burns Rd, Kellyville - Pedestrian Bridge Crossing	NS	15 / 16	\$173,378
Hezlett Road North at Timber Bridge - Pedestrian Bridge Upgrade	NS	15 / 16	\$37,252
Oxlade St, Kellyville - Pedestrian Bridge Crossing over Smalls Creek	NS	15 / 16	\$39,675
Road Bridge - Crossing of Drainage Land - Arnold Avenue	NS	15 / 16	\$250,000
Windsor Rd, Kellyville - Pedestrian Bridge Crossing	NS	15 / 16	\$260,068
Bridge Renewal Works	R	16 / 17	\$300,000
Oxlade St, Kellyville - Pedestrian Bridge Crossing over Smalls Creek	NS	16 / 17	\$357,075
Road Bridge - Crossing of Drainage Land - Arnold Avenue	NS	16 / 17	\$6,439,517
Windsor Rd, Kellyville - Pedestrian Bridge Crossing	NS	16 / 17	\$1,473,716
Withers Rd, Kellyville - Road Bridge over Smalls Creek	NS	16 / 17	\$379,558
Bridge Renewal Works	R	17 / 18	\$300,000
Rosenfeld Avenue - Pedestrian Bridge Crossing over Smalls Creek	NS	17 / 18	\$446,344
Strangers Creek - Cycleway Bridge Crossing	NS	17 / 18	\$21,672
Bridge Renewal Works	R	18 / 19	\$300,000
Burns Rd, Kellyville - Pedestrian Bridge Crossing	NS	18 / 19	\$866,892
Strangers Creek - Cycleway Bridge Crossing	NS	18 / 19	\$195,051
Withers Rd, Kellyville - Road Bridge over Smalls Creek	NS	18 / 19	\$3,416,018

The projects below are potential grant funded projects for Traffic Facilities

# POTENTIAL GRANTS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Carramarr Rd & Gilham St, Castle Hill - Island with Stop Sign		15 / 16	\$0
Nelson Rd & Mason Rd, Box Hill - Channelised Island		15 / 16	\$0
Norwest Blvd & Lexington Dr, Bella Vista - Traffic Signals		15 / 16	\$0
Old Northern Rd & Francis St, Castle Hill - Traffic Island		15 / 16	\$0
Renown Rd & Park Rd, Baulkham Hills - Islands with skid resistance		15 / 16	\$0
Windsor Rd & Wrights Rd, Kellyville - Traffic Signals		15 / 16	\$0

KEY: R – Renewal, N – New, NS – New S94

# TRAFFIC FACILITIES

PROJECT	KEY	YEAR	PROPOSED BUDGET
Alkira Rd & North Rocks Rd, Carlingford - Traffic Signals Design	N	15 / 16	\$17,431
Arnold Ave and Gainsford Dr, Kellyville - Roundabout Construction - West of Park 2	NS	15 / 16	\$131,479
Bus Shelter Construction and DDA Compliance	N	15 / 16	\$178,725
Carmen Drive Parking Extension adjacent to shops	N	15 / 16	\$500,000
Chelsea Ave, Baulkham Hills - Local Area Traffic Management	NS	15 / 16	\$18,730
Col Sutton Reserve Cycleway - Solar Lighting	N	15 / 16	\$70,000
Cycleway Crossing over Smalls Creek - Adj to James Mileham Dr	N	15 / 16	\$27,848
Edgewater Dr and Free Settlers Dr, Kellyville - Roundabout Construction	NS	15 / 16	\$131,479
Kenthurst Rd & Round Corner Bypass Rd - Concept Design	N	15 / 16	\$20,480
Minor Traffic Facilities - Various Locations	N	15 / 16	\$106,030
Murray Farm Rd and Oakes Rd, Carlingford - Traffic Signals Construct	N	15 / 16	\$550,000
Park Rd & Renown Rd Roundabout - Concept Design	N	15 / 16	\$41,089
Samantha Riley Drive Pathway through culvert - Solar Lighting	N	15 / 16	\$30,000
Victoria Rd and Carrington Rd, Castle Hill - Traffic Signals	NS	15 / 16	\$213,617
Victoria Rd and Salisbury Rd, Castle Hill - Traffic Signals	NS	15 / 16	\$180,000
Bus Shelter Construction and DDA Compliance	N	16 / 17	\$178,725
Memorial Ave and Arnold Ave (Free Settlers Dr), Kellyville - Traffic Signals	NS	16 / 17	\$1,054,280
Memorial Ave and Arnold Ave, Kellyville - Traffic Signals	NS	16 / 17	\$1,083,615
Millcroft Way, Beaumont Hills - Traffic Signals	N	16 / 17	\$200,000
Minor Traffic Facilities - Various Locations	N	16 / 17	\$100,000
Moseley St and Pennant Hills Rd, Carlingford - Traffic Signals	NS	16 / 17	\$47,509
Moseley St and Tanderra Ave, Carlingford - Roundabout	NS	16 / 17	\$34,840
Moseley St and Young Rd, Carlingford - Roundabout	NS	16 / 17	\$34,840
New Road (Fairway Dr to Memorial Ave), Kellyville - Roundabout Construction	NS	16 / 17	\$98,244
Norwest Blvd and Solent Cct, Baulkham Hills - Traffic Signals	NS	16 / 17	\$240,068
Oratava Ave and Aiken Rd, West Pennant Hills - Roundabout	N	16 / 17	\$294,000
Providence Dr, Bella Vista - Cycleway Crossing	N	16 / 17	\$10,000
Victoria Rd and Carrington Rd, Castle Hill - Traffic Signals	NS	16 / 17	\$1,922,549
Victoria Rd and Salisbury Rd, Castle Hill - Traffic Signals	NS	16 / 17	\$1,620,000
Wrights Rd and Windsor Rd, Kellyville - Traffic Signals	NS	16 / 17	\$173,378
Annangrove Rd, Annangrove - Pedestrian Signals (adjacent to school)	N	17 / 18	\$100,000
Arthur St and Yattenden Cres, Baulkham Hills - Roundabout	NS	17 / 18	\$140,000
Balmoral Road and New Road - Roundabout Construction	NS	17 / 18	\$89,467
Bus Shelter Construction and DDA Compliance	N	17 / 18	\$178,725
Castle St and Carramar Rd, Castle Hill - Roundabout	N	17 / 18	\$307,882
Cecil Ave / Cheriton Ave, Castle Hill - Roundabout	NS	17 / 18	\$206,043
Crane Rd / Mercer St, Castle Hill - Improvements	NS	17 / 18	\$15,944

**KEY: R – Renewal, N – New, NS – New S94**

# TRAFFIC FACILITIES

PROJECT	KEY	YEAR	PROPOSED BUDGET
Fairway Dr and New Road, Kellyville - Roundabout Construction	N S	17 / 18	\$131,479
Fairway Dr and New Road, Kellyville - Roundabout Construction	N S	17 / 18	\$131,479
Glenhaven Rd - Upgrade Works	N	17 / 18	\$250,000
Gum Nut Cl, Kellyville - Traffic Signals	N S	17 / 18	\$173,669
Memorial Ave and Arnold Ave (Free Settlers Dr), Kellyville - Traffic Signals	N S	17 / 18	\$1,083,615
Memorial Ave and Arnold Ave, Kellyville - Traffic Signals	N S	17 / 18	\$1,083,615
Minor Traffic Facilities - Various Locations	N	17 / 18	\$100,000
Norwest Blvd and Solent Cct, Baulkham Hills - Traffic Signals	N S	17 / 18	\$2,340,608
Wrights Rd and Windsor Rd, Kellyville - Traffic Signals	N S	17 / 18	\$1,560,406
Annangrove Rd and Edwards Rd - Roundabout	N S	18 / 19	\$304,866
Arnold Ave and New Road, Kellyville - Roundabout Construction - Arnold Ave	N S	18 / 19	\$131,479
Arnold Ave and New Road, Kellyville - Roundabout Construction - East of Park 2	N S	18 / 19	\$131,479
Arnold Ave and New Road, Kellyville - Roundabout Construction - To employment	N S	18 / 19	\$66,602
Balmoral Rd and New Road, Kellyville - Roundabout Construction	N S	18 / 19	\$131,479
Bus Shelter Construction and DDA Compliance	N	18 / 19	\$178,725
Crane Rd / Mercer St, Castle Hill - Improvements	N S	18 / 19	\$143,493
Curtis Rd, Kellyville - Construction of two lane roundabout	N S	18 / 19	\$195,792
Glanmire Rd and Jasper Rd, Baulkham Hills - Roundabout	N S	18 / 19	\$125,938
Gooden Dr / Langdon Rd, Baulkham Hills - Roundabout	N S	18 / 19	\$73,464
Gum Nut Cl, Kellyville - Traffic Signals	N S	18 / 19	\$781,512
Highs Rd, West Pennant Hills - Road Configuration (adjacent to Wirreanda Village)	N	18 / 19	\$250,000
Minor Traffic Facilities - Various Locations	N	18 / 19	\$100,000
Moseley St and Pennant Hills Rd, Carlingford - Traffic Signals	N S	18 / 19	\$427,579
Moseley St and Tanderra Ave, Carlingford - Roundabout	N S	18 / 19	\$313,558
Moseley St and Young Rd, Carlingford - Roundabout	N S	18 / 19	\$313,558
Nelson St and Kenthurst Rd, Kenthurst - Roundabout Design	N S	18 / 19	\$16,021
New Road (Memorial Ave to Balmoral Rd), Kellyville - Roundabout Construction	N S	18 / 19	\$131,479
Norwest Blvd and Lexington Dr, Bella Vista - Traffic Signals Design	N S	18 / 19	\$534,041
Orange Grove - Local Area Traffic Management	N S	18 / 19	\$20,871
Renown Rd / Park Rd, Baulkham Hills - Roundabout	N	18 / 19	\$500,000
Stringer Rd/ Hillview Rd, Kellyville - One lane roundabout	N S	18 / 19	\$106,612
Watkins Rd and Cropley Dr, Baulkham Hills - Local Area Traffic Management	N S	18 / 19	\$41,979
Windsor Rd and Windermere Ave, Northmead - Traffic Signals Design	N S	18 / 19	\$140,000

KEY: R – Renewal, N – New, NS – New S94

# PARKS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Alfred Henry Whaling Memorial Reserve 355 - Install Seating and Bubbler	R	15 / 16	\$16,423
Annangrove Park 355 - Shelter Over Water Tank	R	15 / 16	\$17,038
Arnold Ave - Playing fields, courts, amenities and embellishment	NS	15 / 16	\$3,021,156
Balcombe Heights Estate - Design to upgrade WW1 & WW2 Memorials	R	15 / 16	\$25,000
Barina Down Rd Basin 2 - Embellishment	NS	15 / 16	\$180,749
Bernie Mullane Sports Complex - Renetting & Surface of Cricket Nets	R	15 / 16	\$55,000
Box Hill / Nelson Community Reserve 355 - Information Board & Carpark Works	R	15 / 16	\$15,775
Bruce Purser Reserve - Dam Aeration	R	15 / 16	\$19,000
Caddies Creek Conservation Area - Embellishment and Facilities	NS	15 / 16	\$45,000
Caddies Creek Reserve - District Park Embellishment and Facilities	NS	15 / 16	\$4,207,565
Castle Glen Reserve - Drainage Transfer Tank	R	15 / 16	\$10,000
Castle Glen Reserve - Embellishment Works	NS	15 / 16	\$90,481
Castle Glen Reserve - Install Drainage	R	15 / 16	\$84,000
Castle Hill Heritage Park - BBQ's	R	15 / 16	\$40,000
Castlewood Reserve - Playing Field Reconstruction & Drainage	R	15 / 16	\$240,000
Castlewood Reserve 355 - Seating	R	15 / 16	\$23,219
Coolong Reserve 355 - Seating	R	15 / 16	\$609
Crestwood Reserve - Tennis Court Resurfacing 4, 5 & 6	R	15 / 16	\$100,000
Crestwood Reserve 355 Stage 1 - Refurbish Cricket Nets, Resurface Netball Courts, Install Exercise Equipment, Concreting Works	R	15 / 16	\$133,300
Crestwood Reserve 355 Stage 2 - Tennis Hitting Wall, Shelters	R	15 / 16	\$163,107
Don Moore Reserve 355 - Seating	R	15 / 16	\$753
Elizabeth Chaffey Reserve - Install swing	R	15 / 16	\$10,000
Eric Mobbs Reserve / Greenup Park 355 - Table & Paths	R	15 / 16	\$38,998
Fred Caterson Reserve - Refence & Resurface Cricket Nets Field 4	R	15 / 16	\$20,000
George Thornton Reserve - Replace Sports Field Lighting Lamps	R	15 / 16	\$45,000
Glenhaven Oval - Embellishment of Reserve	NS	15 / 16	\$76,839
Gooden Dr Reserve 355 - Seating	R	15 / 16	\$13,290
Harold West Reserve - Drainage Transfer Tank	R	15 / 16	\$10,000
Harold West Reserve - Exercise Equipment	R	15 / 16	\$54,000
Harry Carr Reserve - Upgrade Playground	R	15 / 16	\$75,000
Hezlett Rd Landscaping - adjacent to NKSXB030	NS	15 / 16	\$10,672
Jackson Ave - Embellishment and Facilities Local Open Space	NS	15 / 16	\$20,000
John Wearne Reserve - Embellishment	R	15 / 16	\$50,000
John Wearne Reserve - Stage, Bubbler & Swing	R	15 / 16	\$35,000
Kenthurst Park - Consolidation of Fields - Stage 1	N	15 / 16	\$550,000
Kenthurst Park 355 - Fencing For Playground, Seating	R	15 / 16	\$35,947
Kirkwell Ave - Embellishment and Facilities	NS	15 / 16	\$50,000
Les Shore Reserve 355 - Stairs To Lower Fields & Seating	R	15 / 16	\$12,774
Maroota South Community Reserve 355 - Seating	R	15 / 16	\$2,754

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# PARKS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Murray Farm Reserve - Install Drainage, Reuse Water Tank & Irrigation	R	15 / 16	\$170,000
Murray Farm Reserve - Shelters For Scorers	R	15 / 16	\$10,728
Netball Courts Kellyville Complex Reserve - Embellishment	NS	15 / 16	\$35,000
Oxlade St Reserve - Pathway, landscaping, seating and benches	NS	15 / 16	\$35,507
Phoenix Ave - Embellishment and Facilities	NS	15 / 16	\$120,000
Pioneer Pl Reserve - Install Swing	R	15 / 16	\$10,000
Portsea Pl - Embellishment Works	NS	15 / 16	\$23,276
Rutherford Ave Reserve - Embellishment	NS	15 / 16	\$229,881
Seville Reserve - Replace Playground & Seating	R	15 / 16	\$65,000
Speers Rd Reserve (Hazel Ryan Oval) - Seating	R	15 / 16	\$3,000
Ted Horwood Reserve - Field 4 Replace retaining walls around and in front of building	R	15 / 16	\$100,000
Ted Horwood Reserve - Tennis Court Resurfacing	R	15 / 16	\$120,000
Ted Horwood Reserve 355 - Seating	R	15 / 16	\$3,674
The Pines 355 - Convert Honey Shed To A Tea Room & Storage To Rear	R	15 / 16	\$38,202
Turkey's Nest Park - District Park Embellishment and Facilities	NS	15 / 16	\$270,000
Various Reserves - No Smoking signage	R	15 / 16	\$40,000
Various Reserves - SMS Lighting Controls - 9 Locations	R	15 / 16	\$68,000
White Gum Detention Basin Landscaping - adjacent to NKS WB061	NS	15 / 16	\$2,223
Wisemans Ferry Park - Upgrade Playground	R	15 / 16	\$235,000
York Rd (opposite Meredith Ave) - Embellishment and Facilities	NS	15 / 16	\$100,000
23 Cattai Creek Dr - Embellishment and Facilities Local Open Space	NS	16 / 17	\$100,000
Arnold Ave - Playing fields, courts, amenities and embellishment	NS	16 / 17	\$3,021,156
Ashley Ave Reserve - Replace Playground	R	16 / 17	\$45,000
Balcombe Heights Estate - Lighting to rear of buildings	R	16 / 17	\$70,000
Balmoral Rd Reserve - Playing fields, courts, amenities and embellishment	NS	16 / 17	\$4,725,462
Bernie Mullane Sports Complex - Upgrade Tennis Court Lighting	R	16 / 17	\$95,000
Caddies Creek Conservation Area - Embellishment and Facilities	NS	16 / 17	\$405,000
Caddies Creek Reserve - District Park Embellishment and Facilities	NS	16 / 17	\$4,207,566
Crestwood Reserve - Upgrade Netball Lighting	R	16 / 17	\$50,000
Edna Brown Reserve - Replace Playground	R	16 / 17	\$60,000
Eric Mobbs - Field 1 Drainage	N	16 / 17	\$55,000
Fred Caterson Reserve - BMX Lighting Upgrade	R	16 / 17	\$110,000
Gormon Ave Reserve - Play areas, pathways, planting	NS	16 / 17	\$497,560
Hawkins Lookout Reserve - Park Embellishment	NS	16 / 17	\$213,616
Hezlett Rd Landscaping - adjacent to NKS WB030	NS	16 / 17	\$96,052
Kenthurst Park - Consolidation of Fields - Stage 2	N	16 / 17	\$950,000
Kenthurst Park - Install Cricket Practice Nets	R	16 / 17	\$55,000
Larissa Ave - Replace Playground	R	16 / 17	\$60,000

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# PARKS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Martin Knight Reserve - Replace Playground	R	16 / 17	\$85,000
Netball Courts Kellyville Complex Reserve - Embellishment	NS	16 / 17	\$391,767
North Rocks Park - Renew Cricket Nets and Resurface Tennis Courts 3 & 4	R	16 / 17	\$100,000
Olola Ave Reserve - Replace Playground	R	16 / 17	\$50,000
Oxlade St Reserve - Pathway, landscaping, seating and benches	NS	16 / 17	\$319,563
Rutherford Ave Reserve - Embellishment	NS	16 / 17	\$2,025,947
Seven Hills Rd - Park Embellishment (near Solar Ave)	NS	16 / 17	\$60,086
Stringer Rd Reserve - Northern playing fields	NS	16 / 17	\$297,965
Ted Horwood Reserve - Renew fencing to netball & tennis courts	R	16 / 17	\$70,000
Various Reserves - Standardisation of Signage	R	16 / 17	\$40,000
White Gum Detention Basin Landscaping - adjacent to NKSWB061	NS	16 / 17	\$20,012
William Joyce Reserve, Col Sutton Park and Sierra Place Reserve - Lighting of Cycleway	R	16 / 17	\$95,000
Alfred Henry Whaling Memorial Reserve - BBQ near playground	R	17 / 18	\$30,000
Alice Robinson Reserve - Replace Playground	R	17 / 18	\$65,000
Annangrove Park - Tennis Court Resurfacing	R	17 / 18	\$85,000
Anson Pl Reserve - Replace Playground	R	17 / 18	\$65,000
Balmoral Rd Reserve - Playing fields, courts, amenities and embellishment	NS	17 / 18	\$4,725,462
Cattai Creek Conservation Area - District Park - Embellishment and Facilities	NS	17 / 18	\$300,000
Centenary of ANZAC Reserve - Social Gathering Area	R	17 / 18	\$210,000
Charles McLaughlin Reserve / Crestwood Community Centre - Replace Synthetic Turf	R	17 / 18	\$20,000
Clarke Reserve - Replace Playground	R	17 / 18	\$65,000
Colbarra Pl - Park Embellishment	NS	17 / 18	\$195,081
Connie Lowe Reserve - Replace Fencing around Leash Free Area	R	17 / 18	\$60,000
Deepdale St Reserve - Passive open space, pathway, seating and shelter	NS	17 / 18	\$12,477
Eland Rd Reserve - Playground, grassed area, landscape and seating	NS	17 / 18	\$12,947
Francesco Crescent Reserve - Upgrade Sportsfield Lighting	R	17 / 18	\$80,000
Greenup Park - Drainage, Irrigation & Reuse Water Tank	R	17 / 18	\$125,000
Greenup Park - Sportsfield Lighting	R	17 / 18	\$90,000
Greenway Link - The Parkway - Paths, turf and planting	NS	17 / 18	\$40,000
Kellyville Park Extension - Play area, baseball field, amenities and embellishment	NS	17 / 18	\$2,897,489
Kenthurst Park - Tennis Court Resurfacing	R	17 / 18	\$100,000
Lewis Jones Ave Reserve - Play areas, pathways, planting	NS	17 / 18	\$312,331
Local Park 2 - Fairway Dr - Play areas, pathways, planting	NS	17 / 18	\$377,351
Mungerie Rd - Paths, turf and planting	NS	17 / 18	\$110,000
O'Sullivan Pl Reserve - Embellishment and Facilities	NS	17 / 18	\$50,000
Prentice Ave Reserve - Passive open space	NS	17 / 18	\$46,118
Rouse Hill Sports Complex comprising P4 - District Park - Embellishment and Facilities	NS	17 / 18	\$170,053
South Maroota Community Reserve - Replace Playground	R	17 / 18	\$65,000

**KEY: R – Renewal, N – New, NS – New S94**

# PARKS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Speers Rd Reserve - Park Embellishment	N S	17 / 18	\$71,974
Ted Horwood Reserve - Tennis Court Resurfacing 1, 2 & 3	R	17 / 18	\$120,000
Ted Horwood Reserve Field 1 - Install Drainage, Level Field & Replace Cricket Pitch	R	17 / 18	\$130,000
Wisemans Ferry Village - Park Embellishment	N S	17 / 18	\$153,401
Alfred Henry Whaling Memorial Reserve - Upgrade Lighting & Electrical Works	R	18 / 19	\$150,000
Barker St Reserve - Additional Junior Playset	R	18 / 19	\$30,000
Barry Rd - Landscaping, grassed areas and playground adjacent to NKCWB041	N S	18 / 19	\$196,050
Bella Vista Oval - Reuse Water Tank	R	18 / 19	\$48,000
Bella Vista Village Green - Senior Play	R	18 / 19	\$60,000
Caddies Creek Reserve - Linemarking, Paths and Planting	N S	18 / 19	\$104,999
Charles McLaughlin Reserve - Upgrade Sportsfield Lighting	R	18 / 19	\$65,000
Colbarra Pl - Park Embellishment	N S	18 / 19	\$877,863
Commercial Rd to Green Hills Dr - Paths, Linemarking and Planting	N S	18 / 19	\$7,594
Coral Cres - Turf, Planting and Lighting	N S	18 / 19	\$31,975
Crestwood Reserve - Replace fencing to all tennis courts	R	18 / 19	\$65,000
Deepdale St Reserve - Passive open space, pathway, seating and shelter	N S	18 / 19	\$112,293
Eland Rd Reserve - Playground, grassed area, landscape and seating	N S	18 / 19	\$116,525
Firth Cres Reserve - Play areas, pathways and planting	N S	18 / 19	\$37,735
Foxall Rd - Landscaping and pathways adjacent to NKCWB011	N S	18 / 19	\$46,329
Francesco Cres Reserve - Replace Solar Lighting with LED standard lighting	R	18 / 19	\$130,000
Fred Catterson Reserve - Site Works	N S	18 / 19	\$57,102
Gooden Dr Reserve - Steps / Access to Playing Field	R	18 / 19	\$60,000
Greenmount St Reserve - Playground, grassed area, landscaping and seating	N S	18 / 19	\$84,612
Greensborough Ave - Paths, Boardwalk and Planting	N S	18 / 19	\$12,500
Half Penny Ave Reserve - Play areas, pathways and planting	N S	18 / 19	\$376,322
Hezlett Rd - Pathway connection and landscaping - adjacent to NKS WB021	N S	18 / 19	\$38,263
Hezlett Rd Landscaping - adjacent to basin NKS WB011	N S	18 / 19	\$35,253
Hezlett Rd Reserve - Pathway and fencing	N S	18 / 19	\$48,119
Hunts Creek - Northam Dr - Replace Playground	R	18 / 19	\$65,000
James Greenwood Reserve - Replace Playground	R	18 / 19	\$65,000
Meryll Ave North - Replace Playground	R	18 / 19	\$55,000
Poole Rd to Marella Ave - Paths and Planting	N S	18 / 19	\$23,285
Poole Rd to Redden Dr - Paths, Turf and Planting	N S	18 / 19	\$60,000
Prentice Ave Reserve - Passive open space	N S	18 / 19	\$415,057
River Oak Cct - Embellishment and Facilities	N S	18 / 19	\$300,000
Russell Walker Reserve - Sportsfield Fencing	R	18 / 19	\$70,000
Smalls Creek - Paths, Turf, Planting and Earthworks	N S	18 / 19	\$42,492
Speers Rd Reserve (Hazel Ryan Oval) - Drainage & Reuse Water Tank	R	18 / 19	\$90,000

**KEY: R – Renewal, N – New, NS – New S94**

# PARKS

PROJECT	KEY	YEAR	PROPOSED BUDGET
St Pauls Ave - Paths, Turf and Planting	N S	18 / 19	\$79,286
Victoria Rd - Paths, Turf and Planting	N S	18 / 19	\$65,000
Windsor Rd - Paths, Turf, Planting and Earthworks	N S	18 / 19	\$72,718
Wisemans Ferry Park - Construct New Entrance & Convict Interpretation	N	18 / 19	\$200,000
Withers Rd to Poole Rd - Paths, Planting and Pedestrian Crossing	N S	18 / 19	\$29,094



PROJECT	KEY	YEAR	PROPOSED BUDGET
Baulkham Hills Town Centre Upgrade - Stage 2	N	15 / 16	\$1,000,000

# TOWN CENTRE



**KEY: R – Renewal, N – New, NS – New S94**



# WATERWAYS

PROJECT	KEY	YEAR	PROPOSED BUDGET
Barina Downs Road - Detention basin D2	N S	15 / 16	\$267,204
Carmen Dr to Oakes Rd, Carlingford - Stage 1 Construction	R	15 / 16	\$391,175
Castlewood Community Reserve, Castle Hill - Tailout Channel Renewal	R	15 / 16	\$45,109
Craigmore Drive - Drainage Basin	N S	15 / 16	\$36,704
Craigmore Drive Reserve, Kellyville - Investigation & Design	R	15 / 16	\$100,000
Farm Rd, Kenthurst - Construction cul-de-sac upgrade	R	15 / 16	\$50,000
Gooden Drive Reserve, Baulkham Hills - Detailed Geotechnical Investigation & Remediation Design	R	15 / 16	\$47,750
Jenkins Rd, Carlingford - Detailed Design of Staged Construction	R	15 / 16	\$75,000
Lower Portland Ferry Ramp - Construction	R	15 / 16	\$250,000
Pioneer Place Reserve, Castle Hill - Bank Stability & Instream Renewal	R	15 / 16	\$20,000
Smalls Creek Basin 3 - adjacent to NKSXB030	N S	15 / 16	\$74,881
Smalls Creek Basin 6 - adjacent to NKSXB060	N S	15 / 16	\$26,084
Sophia Doyle Reserve - Seven Hills Rd, Baulkham Hills - Design	R	15 / 16	\$50,000
Wisemans Ferry Park, Wisemans Ferry - Detailed Investigation and Design	R	15 / 16	\$100,000
2-36 Alana Dr, West Pennant Hills - Finalise Design & Construction	R	16 / 17	\$60,000
Bank Stability and Instream Renewal	R	16 / 17	\$35,000
Carmen Dr to Oakes Rd, Carlingford - Stage 2 Construction	R	16 / 17	\$218,092
Craigmore Drive - Drainage Basin	N S	16 / 17	\$330,333
Craigmore Drive Reserve, Kellyville - Construction	R	16 / 17	\$135,908
Gooden Drive Reserve, Baulkham Hills - Remediation Construction	R	16 / 17	\$80,000
Jenkins Rd/Parkland Rd Intersection, Carlingford - Stage 1 Construction	R	16 / 17	\$200,000
Smalls Creek Basin 3 - adjacent to NKSXB030	N S	16 / 17	\$424,327
Smalls Creek Basin 4 - adjacent to NKSXB040	N S	16 / 17	\$30,000
Smalls Creek Basin 6 - adjacent to NKSXB060	N S	16 / 17	\$234,760
Sophia Doyle Reserve - Seven Hills Rd, Baulkham Hills - Construction	R	16 / 17	\$90,000
Tailout Channel Renewal	R	16 / 17	\$35,000
Turon Ave Reserve, Baulkham Hills - Finalise Design & Construction	R	16 / 17	\$188,333
Wisemans Ferry Park, Wisemans Ferry - Construction	R	16 / 17	\$250,000
Bank Stability and Instream Renewal	R	17 / 18	\$30,000
Carmen Dr to Oakes Rd, Carlingford - Stage 3 Construction	R	17 / 18	\$266,416
Cattai Creek Basin 1	N S	17 / 18	\$46,545
Cattai Creek Basin 2 - adjacent to NKCWB020	N S	17 / 18	\$32,857
Crane Road Reserve, Castle Hill - Finalise Detailed Design and Construction	R	17 / 18	\$225,000
Crestwood, Baulkham Hills - Design	R	17 / 18	\$278,500
Dural Shopping Centre - Pit Inserts	R	17 / 18	\$30,000
Georgia Terrace - Drainage Basin	N S	17 / 18	\$79,530
Jenkins Rd/Parkland Rd Intersection, Carlingford - Stage 2 Construction	R	17 / 18	\$223,917

KEY: R – Renewal, N – New, NS – New S94

# WATERWAYS

PROJECT	KEY	YEAR	PROPOSED BUDGET
North of Post Office Street - Stormwater Management	N S	17 / 18	\$502,995
North Rocks Rd through RIDBC to 365A North Rocks Rd to 11 Jennie Pl, North Rocks - Construction	R	17 / 18	\$42,000
Smalls Creek Basin 1 - adjacent to NKS WB010	N S	17 / 18	\$28,270
Smalls Creek Basin 2 - adjacent to NKS WB020	N S	17 / 18	\$28,899
Smalls Creek Basin 4 - adjacent to NKS WB040	N S	17 / 18	\$266,744
Tailout Channel Renewal	R	17 / 18	\$30,000
Wiseman Rd, Castle Hill - Design	R	17 / 18	\$10,000
Bank Stability and Instream Renewal	R	18 / 19	\$30,000
Basin within Park No. 3 (South of Memorial Ave), Kellyville - Design	N S	18 / 19	\$30,749
Bellamy Farm Reserve, West Pennant Hills - Stage 1 Construction Upstream of Crossing	R	18 / 19	\$224,000
Bellamy Farm Reserve, West Pennant Hills - Stage 2 Construction Downstream of Crossing	R	18 / 19	\$123,000
Cattai Creek Basin 2 - adjacent to NKCWB020	N S	18 / 19	\$295,714
Cattai Creek Basin 4 - adjacent to NKCWB040	N S	18 / 19	\$442,433
Crestwood Reserve, Baulkham Hills - Stage 1 of 4 Construction	R	18 / 19	\$300,000
Georgia Terrace - Drainage Basin	N S	18 / 19	\$450,669
North of Post Office Street - Stormwater Management	N S	18 / 19	\$2,263,478
Northmead Reserve, Northmead - Design	R	18 / 19	\$20,000
Smalls Creek Basin 1 - adjacent to NKS WB010	N S	18 / 19	\$254,432
Smalls Creek Basin 2 - adjacent to NKS WB020	N S	18 / 19	\$260,089
St Pauls Ave, Castle Hill - Detailed Design for Staged Construction	R	18 / 19	\$75,000
Tailout Channel Renewal	R	18 / 19	\$30,000
Truck Drainage Land Basin - Between Raymond Ct and Harrison Cl, Kellyville - Design	N S	18 / 19	\$76,451
Truck Drainage Land Basin - West of Fox Creek Cct, Kellyville - Design	N S	18 / 19	\$37,565
Trunk Drainage Land Basin - Cnr Brodrick Blvd & Arnold Ave, Kellyville - Design	N S	18 / 19	\$29,294
Trunk Drainage Land Basin - Severn Vale Dr, Kellyville - Design	N S	18 / 19	\$42,568



**KEY: R – Renewal, N – New, NS – New S94**

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Renown Rd / Park Rd, Baulkham Hills - Intersection Upgrade	CP7	CP07RT00057	-	-	83,959	-
York Rd, Kellyville - Half Road Construction - Near Water Tank	CP8	CP08CC3	-	-	74,848	-
Saint Pauls Ave, Castle Hill - Half Road Construction	CP8	CP08CGS2	-	-	12,707	114,365
Withers Rd, Kellyville - Upgrade	CP8	CP08SA7	-	-	-	729,566
Annan Grove Rd - Upgrade - Design Finalisation and Preliminaries	CP11	CP11SA13	-	-	-	200,000
Cycleway from Arnold Ave through trunk drainage and Local Park 4	CP12	CP12BRCW13	-	-	-	12,534
Free Settlers Dr, Kellyville - New road construction through open space	CP12	CP12BRP10002	-	-	980,310	-
Pellizzer Bld/Hodges Rd, Kellyville - New road through open space	CP12	CP12BRP30002	-	598,155	-	-
Hezlett Rd, Kellyville - Four lane upgrade	CP13	CP13NKNR02	-	-	1,282,579	5,771,606
Withers Rd, Kellyville - Four Lane Upgrade - Design	CP13	CP13NKNR03	512,961	-	-	-
Town Centre Bypass Road Construction	CP13	CP13NKNR04	-	-	-	944,409
Sackville Ferry Rd, South Maroota - Road Realignment - Design	S94A	S94ART0025	-	-	-	42,723

## ROADS

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Castle Hill Creek - Cycleway Works	CP5	CP05OE00095	-	-	-	5,514
Balintore Dr/Old Castle Hill Rd, Castle Hill - Cycleway Development	CP5	CP05OE00097	-	-	-	36,732
Hunts Creek - Oakes Rd to Bettington Rd, Carlingford - Cycleway Construction	CP7	CP07OE0102	-	-	501,954	-
Poole Rd, Kellyville - Missing Sections adj to Reserve & Fire Station	CP8	CP08AGN3	43,471	-	-	-
ML17 to Caddies Creek - Paths, Pedestrian/Cycleway Crossing	CP8	CP08DL10	-	-	-	49,146
Caddies Creek Cycleway - Through Trunk Drainage Land	CP12	CP12BRCW1	-	-	129,131	581,089
Edgewater Dr, Kellyville - Cycleway along Trunk Drainage Land	CP12	CP12BRCW2	-	-	-	193,245
Strangers Creek Cycleway - Through Trunk Drainage Land	CP12	CP12BRCW3	-	-	146,740	660,328
Oxlade St, Kellyville - Cycleway Construction adjoining NKLOS03	CP13	CP13NKCW04	-	149,497	-	-
White Gum Pl, Kellyville - Cycleway Construction adjoining NKLOS04 - Part 1	CP13	CP13NKCW05	-	-	-	144,477
White Gum Pl, Kellyville - Cycleway Construction adjoining NKLOS04 - Part 2	CP13	CP13NKCW06	-	-	-	177,968
White Gum Pl, Kellyville - Cycleway Construction adjoining NKLOS04 - Part 3	CP13	CP13NKCW07	-	-	-	153,153
Northam Dr, North Rocks - Cycleway	S94A	S94ART0005	-	-	21,362	192,254

## FOOTPATHS

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
<b>BRIDGES</b>	CP8	CP08RX9	37,252	-	-	-
	CP12	CP12BRBRIDGE1	250,000	6,439,517	-	-
	CP12	CP12BRCWB1	-	-	21,672	195,051
	CP12	CP12BRX1	173,378	-	-	866,892
	CP12	CP12BRX2	260,068	1,473,716	-	-
	CP13	CP13NK02	-	379,558	-	3,416,018
	CP13	CP13NKCC01	-	-	446,344	-
	CP13	CP13NKCC02	39,675	357,075	-	-
	CP5	CP05RT00043	-	-	206,043	-
	CP5	CP05RT00044	-	-	15,944	143,493
<b>TRAFFIC</b>	CP5	CP05RT00045	-	-	-	20,871
	CP7	CP07RT00053	-	-	-	125,938
	CP7	CP07RT00058	18,730	-	-	-
	CP7	CP07RT00060	-	-	-	73,464
	CP7	CP07RT00061	-	-	-	41,979
	CP11	CP11RSA13	-	-	-	304,866
	CP12	CP12BRR05	-	-	-	131,479
	CP12	CP12BRR06	-	-	-	131,479
	CP12	CP12BRR07	131,479	-	-	-
	CP12	CP12BRR08	-	-	-	66,602
	CP12	CP12BRR10	-	-	-	131,479
	CP12	CP12BRR11	-	-	-	131,479
	CP12	CP12BRR12	131,479	-	-	-
	CP12	CP12BRR13	-	-	-	131,479
	CP12	CP12BRR14	-	-	-	131,479
CP12	CP12BRR15	-	98,244	-	-	

# TRAFFIC

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Balmoral Rd & New Road, Kellyville - Roundabout Construction	CP12	CP12BRR16	-	-	89,467	-
Memorial Ave & Arnold Ave (Free Settlers Dr), Kellyville - Traffic Signals	CP12	CP12BRT1	-	1,054,280	1,083,615	-
Memorial Ave & Arnold Ave, Kellyville - Traffic Signals	CP12	CP12BRT2	-	1,083,615	1,083,615	-
Wrights Rd & Windsor Rd, Kellyville - Traffic Signals	CP12	CP12BRT3	-	173,378	1,560,406	-
Norwest Blvd & Solent Cct, Baukham Hills - Traffic Signals	CP12	CP12BRT4	-	240,068	2,340,608	-
Gum Nut Cj, Kellyville - Traffic Signals	CP13	CP13NKR02	-	-	173,669	781,512
Curtis Rd, Kellyville - Construction of two lane roundabout	CP13	CP13NKR03	-	-	-	195,792
Stringer Rd/Hillview Rd, Kellyville - One lane roundabout	CP13	CP13NKR04	-	-	-	106,612
Moseley St & Tanderra Ave, Carlingford - Roundabout	CP14	CP14CPR3	-	34,840	-	313,558
Moseley St & Young Rd, Carlingford - Roundabout	CP14	CP14CPR4	-	34,840	-	313,558
Moseley St & Pennant Hills Rd, Carlingford - Traffic Signals	CP14	CP14CPT2	-	47,509	-	427,579
Arthur St and Yattenden Cres, Baukham Hills - Roundabout	S94A	S94ART0019	-	-	140,000	-
Norwest Blvd & Lexington Dr, Bella Vista - Traffic Signals - Design	S94A	S94ART0022	-	-	-	534,041
Nelson St & Kenthurst Rd, Kenthurst - Roundabout - Design	S94A	S94ART0024	-	-	-	16,021
Victoria Rd & Carrington Rd, Castle Hill - Traffic Signals	S94A	S94ART0027	213,617	1,922,549	-	-
Victoria Rd & Salisbury Rd, Castle Hill - Traffic Signals	S94A	S94ART0030	180,000	1,620,000	-	-
Windsor Rd & Windermere Ave, Northmead - Traffic Signals - Design	S94A	S94ART0032	-	-	-	140,000

# PARKS

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Fred Caterson Reserve - Site Works	CP5	CP05OE00060	-	-	-	57,102
Castle Glen Reserve - Embellishment Works	CP5	CP05OE00063	90,481	-	-	-
Portsea PI - Embellishment Works	CP5	CP05OE00066	23,276	-	-	-
Seven Hills Rd - Park Embellishment (near Solar Avenue)	CP7	CP07OE00070	-	60,086	-	-
Caddies Creek Reserve - Linemarking, Paths and Planting	CP8	CP08DL4	-	-	-	104,999
Withers Rd to Poole Rd - Paths, Planting and Pedestrian Crossing	CP8	CP08DL5	-	-	-	29,094
Poole Rd to Marella Ave - Paths and Planting	CP8	CP08DL7	-	-	-	23,285
Greensborough Ave - Paths, Boardwalk and Planting	CP8	CP08GL3	-	-	-	12,500
Commercial Rd to Green Hills Dr - Paths, Linemarking and Planting	CP8	CP08GL4	-	-	-	7,594
Greenway Link - The Parkway - Paths, Turf and Planting	CP8	CP08GL7	-	-	40,000	-
Poole Rd to Redden Dr - Paths, Turfing and Planting	CP8	CP08GL12	-	-	-	60,000
Coral Cres - Turf, Planting and Lighting	CP8	CP08LL11	-	-	-	31,975
Phoenix Ave - Embellishment and Facilities	CP8	CP08LP13	120,000	-	-	-
River Oak Cct - Embellishment and Facilities	CP8	CP08LP14	-	-	-	300,000
Jackson Ave - Embellishment and Facilities Local Open Space	CP8	CP08LP15	20,000	-	-	-
O'Sullivan Place Reserve - Embellishment and Facilities	CP8	CP08LP20	-	-	50,000	-
York Rd (opposite Meredith Ave) - Embellishment and Facilities	CP8	CP08LP22	100,000	-	-	-
23 Cattai Creek Dr - Embellishment and Facilities Local Open Space	CP8	CP08LP23	-	100,000	-	-
Kirkwell Ave - Embellishment and Facilities	CP8	CP08LP26	50,000	-	-	-
Windsor Rd - Paths, Turfing and Planting and Earthworks	CP8	CP08ML4	-	-	-	72,718
Smalls Creek - Paths, Turf, Planting and Earthworks	CP8	CP08ML7	-	-	-	42,492
Victoria Rd - Paths, Turfing and Planting	CP8	CP08ML23	-	-	-	65,000
Saint Pauls Ave - Paths, Turfing and Planting	CP8	CP08ML24	-	-	-	79,286
Mungerie Rd - Paths, Turfing and Planting	CP8	CP08ML30	-	-	110,000	-
Cattai Creek Conservation Area - District Park - Embellishment and Facilities	CP8	CP08P16	-	-	300,000	-
Caddies Creek Conservation Area - Embellishment and Facilities	CP8	CP08P17	45,000	405,000	-	-
Rouse Hill Sports Complex comprising P4 - District Park - Embellishment and Facilities	CP8	CP08P4	-	-	170,053	-
Caddies Creek Reserve - District Park Embellishment and Facilities	CP8	CP08P8	4,207,565	4,207,566	-	-
Turkey's Nest Park - District Park Embellishment and Facilities	CP8	CP08P9	270,000	-	-	-

# PARKS

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Local Park 2 - Fairway Dr - Play areas, pathways, planting	CP12	CP12BRLP2	-	-	377,351	-
Firth Crescent Reserve - Play areas, pathways, planting	CP12	CP12BRLP3	-	-	-	37,735
Gormon Ave Reserve - Play areas, pathways, planting	CP12	CP12BRLP4	-	497,560	-	-
Half Penny Ave Reserve - Play areas, pathways, planting	CP12	CP12BRLP5	-	-	-	376,322
Lewis Jones Ave Reserve - Play areas, pathways, planting	CP12	CP12BRLP6	-	-	312,331	-
Balmoral Rd Reserve - Playing fields, courts, amenities & embellishment	CP12	CP12BRP10001	-	4,725,462	4,725,462	-
Arnold Ave - Playing fields, courts, amenities & embellishment	CP12	CP12BRP2	3,021,156	3,021,156	-	-
Rutherford Ave Reserve - Embellishment	CP12	CP12BRP30001	229,881	2,025,947	-	-
Kellyville Park Extension - Play area, baseball field, amenities & embellishment	CP12	CP12BRP4	-	-	2,897,489	-
Foxall Rd - Landscaping & pathways adjacent to NKWB011	CP13	CP13NKCWB020	-	-	-	46,329
Barry Rd - Landscaping, grassed areas & playground adjacent to NKWB041	CP13	CP13NKCWB040	-	-	-	196,050
Oxlade St Reserve - Pathway, landscaping, seating & benches	CP13	CP13NKLOS03	35,507	319,563	-	-
Stringer Rd Reserve - Northern Playing Fields	CP13	CP13NKLPP02	-	297,965	-	-
Deepdale St Reserve - Passive open space, pathway, seating & shelter	CP13	CP13NKPOS01	-	-	12,477	112,293
Prentice Ave Reserve - Passive open space	CP13	CP13NKPOS02	-	-	46,118	415,057
Eland Rd Reserve - Playground, grassed area, landscape and seating	CP13	CP13NKPOS03	-	-	12,947	116,525
Hezlett Rd Reserve - Pathway and fencing	CP13	CP13NKPOS04	-	-	-	48,119
Greenmount St Reserve - Playground, grassed area, landscaping & seating	CP13	CP13NKPOS05	-	-	-	84,612
Hezlett Rd Landscaping - adjacent to basin NKWB011	CP13	CP13NKSWB010	-	-	-	35,253
Hezlett Rd - Pathway connection & landscaping - adjacent to NKWB021	CP13	CP13NKSWB020	-	-	-	38,263
Hezlett Rd Landscaping - adjacent to NKWB030	CP13	CP13NKSWB030	10,672	96,052	-	-
White Gum Detention Basin Landscaping - adjacent to NKWB061	CP13	CP13NKSWB060	2,223	20,012	-	-
Wisemans Ferry Village - Park Embellishment	S94A	S94AOE0002	-	-	153,401	-
Speers Rd Reserve - Park Embellishment	S94A	S94AOE0003	-	-	71,974	-
Hawkins Lookout Reserve - Park Embellishment	S94A	S94AOE0004	-	213,616	-	-
Barina Downs Rd Basin 2 - Embellishment	S94A	S94AOE0007	180,749	-	-	-
Glenhaven Oval - Embellishment of Reserve	S94A	S94AOE0009	76,839	-	-	-
Colbarra Pl - Park Embellishment	S94A	S94AOE0012	-	-	195,081	877,863
Netball Courts Kellyville Complex Reserve - Embellishment	S94A	S94AOE0013	35,000	391,767	-	-

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Craigmore Drive - Drainage Basin	CP8	CP08DB53	36,704	330,333	-	-
Georgia Terrace - Drainage Basin	CP8	CP08DB54	-	-	79,530	450,669
Trunk Drainage Land Basin - Between Raymond Ct and Harrison Ct, Kellyville - Design	CP12	CP12BASIN81	-	-	-	76,451
Trunk Drainage Land Basin - West of Fox Creek Ct, Kellyville - Design	CP12	CP12BASIN32	-	-	-	37,565
Trunk Drainage Land Basin - Cnr Broderick & Arnold Ave, Kellyville - Design	CP12	CP12BASIN33	-	-	-	29,294
Trunk Drainage Land Basin - Severn Vale Dr, Kellyville - Design	CP12	CP12BASIN85	-	-	-	42,568
Basin within Park No. 3 (south of Memorial Ave), Kellyville - Design	CP12	CP12BASIN99	-	-	-	30,749
Cattai Creek Basin 1	CP13	CP13NKCWB011	-	-	46,545	-
Cattai Creek Basin 2 - adjacent to NKCWB020	CP13	CP13NKCWB021	-	-	32,857	295,714
Cattai Creek Basin 4 - adjacent to NKCWB040	CP13	CP13NKCWB041	-	-	-	442,433
Smalls Creek Basin 1 - adjacent to NKSWB010	CP13	CP13NKSWB011	-	-	28,270	254,432
Smalls Creek Basin 2 - adjacent to NKSWB020	CP13	CP13NKSWB021	-	-	28,899	260,089
Smalls Creek Basin 3 - adjacent to NKSWB030	CP13	CP13NKSWB031	74,881	424,327	-	-
Smalls Creek Basin 4 - adjacent to NKSWB040	CP13	CP13NKSWB041	-	30,000	266,744	-
Smalls Creek Basin 6 - adjacent to NKSWB060	CP13	CP13NKSWB061	26,084	234,760	-	-
North of Post Office St - Stormwater Management	CP14	CP14CPSMN1	-	-	502,995	2,263,478
Barina Downs Rd - Detention basin D2	S94A	S94ADR0014	267,204	-	-	-

## WATERWAYS

PROJECT	CP	Facility Code	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019
Bulk Vote	-	Various	27,856,041	22,258,479	3,575,089	5,558,165

## LAND



# RESOURCING STRATEGY

## LONG TERM FINANCIAL PLAN 2015 - 2025



**THE HILLS**  
Sydney's Garden Shire



# Introduction

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. Within this framework, Councils are required to prepare a Community Strategic Plan and a Resourcing Strategy.

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out.

The Resourcing Strategy consists of three components - Long Term Financial Plan (LTFP), Workforce Strategy and an Asset Management Strategy.

Council's financial position is strong and is projected to remain so over the life of this Plan. This is the result of strict adherence to Council's Financial Charter, prudent management and fiscal responsibility.

The Hills Shire Council has prepared the LTFP under these guidelines and was considered by Council and is now placed on public exhibition for comments.

It consists of the following:

- Summary : Recurrent Operations, Capital Purchases, Capital Works, Section 94 and Property Development.
- Capital Works by Asset Category.
- Developer Funded Infrastructure by Asset Category.
- All combined activities reflecting the Statutory Reporting requirements
- Income Statement
- Balance Sheet
- Cash Flow Statement & Charts

The Long Term Financial Plan draws information from Council's Financial System, Community Strategic Plan and the Delivery Program.

The LTFP is developed in conjunction with the Workforce Strategy and Asset Management Strategy & Plans.

Forecasts regarding the \$53.2M budgeted employee costs and \$16.5M employee leave entitlement liability as at June 2014 reflect the assumptions and strategies contained within the Workforce Strategy.

The financial impacts of issues such as an ageing workforce that have been identified in the Workforce Strategy have been addressed in the LTFP through areas such as the management of the Employee Leave Entitlements reserve.

The service levels, asset maintenance and renewal requirements outlined in the Asset Management Plan have determined the capital expenditure and maintenance expenditure components of the LTFP. The objectives of the Asset Management Plans correlate with the LTFP objectives and measures regarding capital expenditure.

This plan mainly focuses on clearing Council's Infrastructure backlog as outlined in the Asset Management Strategy. The Council is projected to spend up to \$27.2M on capital expenditure in 2015/2016 and \$237.2M over the life of the Plan.

\$38.8M on Developer Contributions Funded Expenditure in 2015/2016 and \$312.0M over the life of the Plan is mainly based on providing the necessary infrastructure in the Balmoral and North Kellyville Release areas.



## 2.0 LONG TERM FINANCIAL PLAN FINANCIAL CHARTER

Long Term Financial Plan has been prepared based on the following Financial Charter adopted by Council.

### OPERATIONAL SURPLUS

Continue to budget for operational surplus as a high priority by ensuring that the total operating revenue for each year is sufficient to meet

- Total operating expenses (including depreciation);
- The provision in that year for repayment of principal on loans;
- The proposed provisions in that year for transfers to reserves for future expenditure.

Maintain a level of available equity sufficient to meet unexpected contingencies such as natural disasters and unanticipated legal challenges.

### CAPITAL IMPROVEMENTS

- Capital Expenditure on asset renewal be given priority over new capital, so that existing infrastructure can be maintained at expected service levels.
- Capital Expenditure project proposals to identify lifecycle cost evaluations which include construction, maintenance, operations and transfer to reserves for replacement.
- Any new Capital Expenditure Projects to identify the source of funding and the delivery of the project to reflect the timing of the receipt of funds.
- Consider borrowing for new capital only if a continuous income source can be identified to service the debt.

### NEW SERVICES

When increased service levels are required, seek new and additional revenue sources in addition to the current revenue structure.

### COST RECOVERY

Pursue cost recovery for those Council services where there is a discernible private benefit gained from accessing that service.

The level of cost recovery to reflect the extent to which the benefit gained from that service is essentially private.

In certain circumstances, where the nature of the service is commercial, greater than full cost recovery may be sought in order to subsidise public benefit services elsewhere in Council's operations.

### PROPERTY DEVELOPMENT

When income is generated from property development activities, set aside a percentage to invest in future development activities.



### 3.0 PLANNING ASSUMPTIONS USED TO DEVELOP THE PLAN

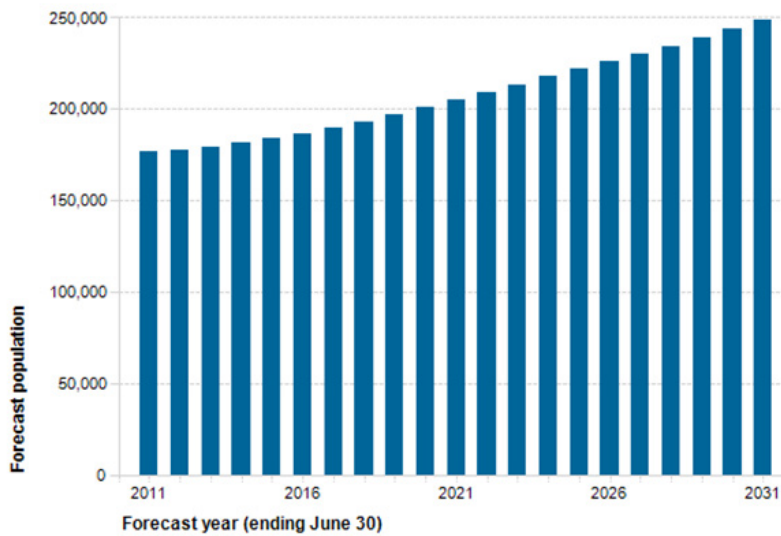
#### POPULATION

The Hills Shire Council's population growth is detailed below. Should the population grow faster than this rate, both service levels and rating income will be impacted.

These increases have been taken into consideration when forecasting developer contributions income and expenditure, and any change in population growth will affect the planned capital expenditure provisions.

BRIEF STATISTICS	THE HILLS SHIRE
Forecast population 2015:	183,735
Change between 2015 and 2031:	65,154
Average annual percentage change between 2015 and 2031 (16 years):	1.88% per annum
Total percentage change between 2015 and 2031 (16 years):	35%

#### FORECAST POPULATION IN THE HILLS SHIRE

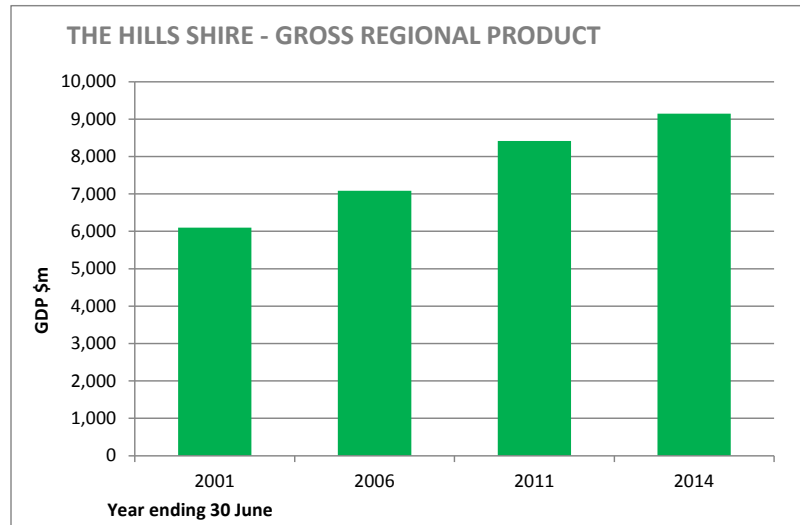


Population and household forecasts, 2011 to 2031, prepared by .id, August 2012.



## LEVEL OF LOCAL ECONOMIC GROWTH

Our Economy continues to grow and recent reports estimate the economic Headline Gross Regional Product for 30 June 2014 at \$9.143B.



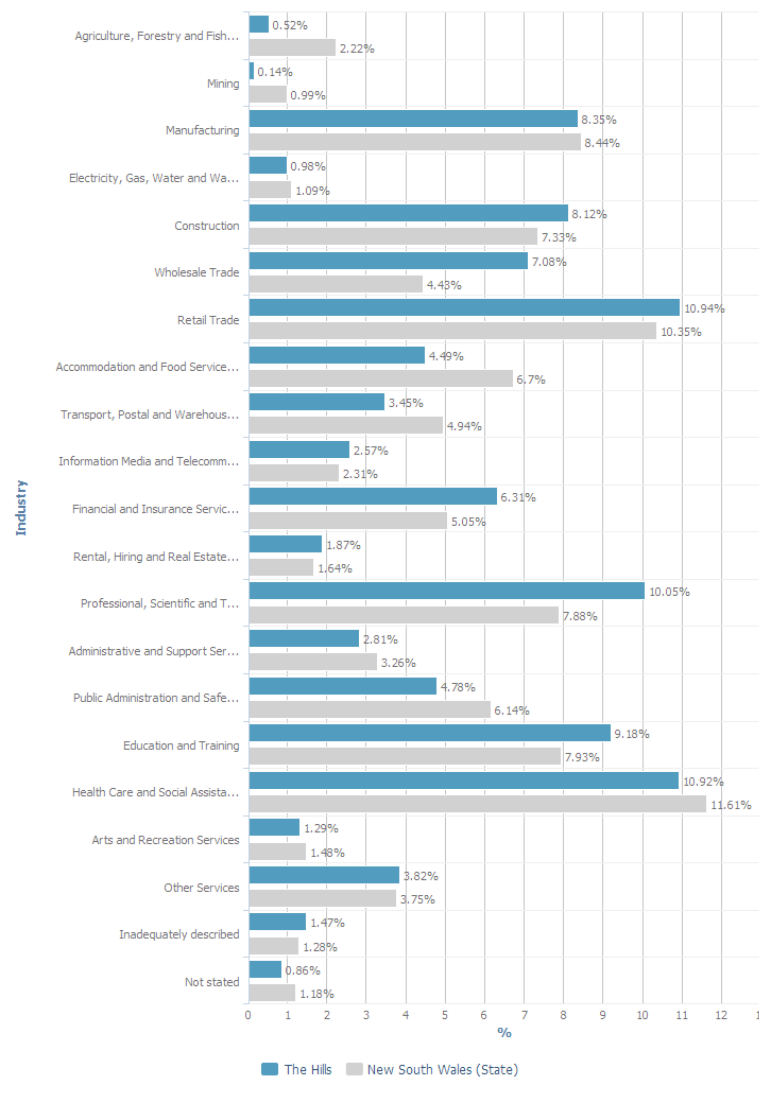
Our total number of jobs as of June 2014 reached 74,944, growing from 64,765 in 2006.

## EMPLOYMENT BY INDUSTRY IN THE HILLS

► All Industries - All Zones

Industry	The Hills	New South Wales
Retail Trade	19.87%	10.65%
Professional, Scientific & Technical Services	11.38%	8.10%
Health Care & Social Assistance	10.23%	11.90%
Education & Training	9.10%	8.18%
Manufacturing	8.66%	8.64%
Construction	7.69%	7.40%
Wholesale Trade	6.78%	4.58%
Accommodation & Food Services	5.73%	6.88%
Other Services	4.66%	3.86%
Financial & Insurance Services	4.16%	5.24%
Administrative & Support Services	2.46%	3.35%
Public Administration & Safety	2.16%	6.12%
Rental, Hiring & Real Estate Services	1.85%	1.70%
Transport, Postal & Warehousing	1.37%	5.07%
Arts & Recreation Services	1.34%	1.53%
Information Media & Telecommunications	1.22%	2.39%
Agriculture, Forestry & Fishing	0.85%	2.29%
Electricity, Gas, Water & Waste Services	0.37%	1.13%
Mining	0.11%	0.99%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## WORKING RESIDENTS IN THE HILLS BY INDUSTRY TYPE



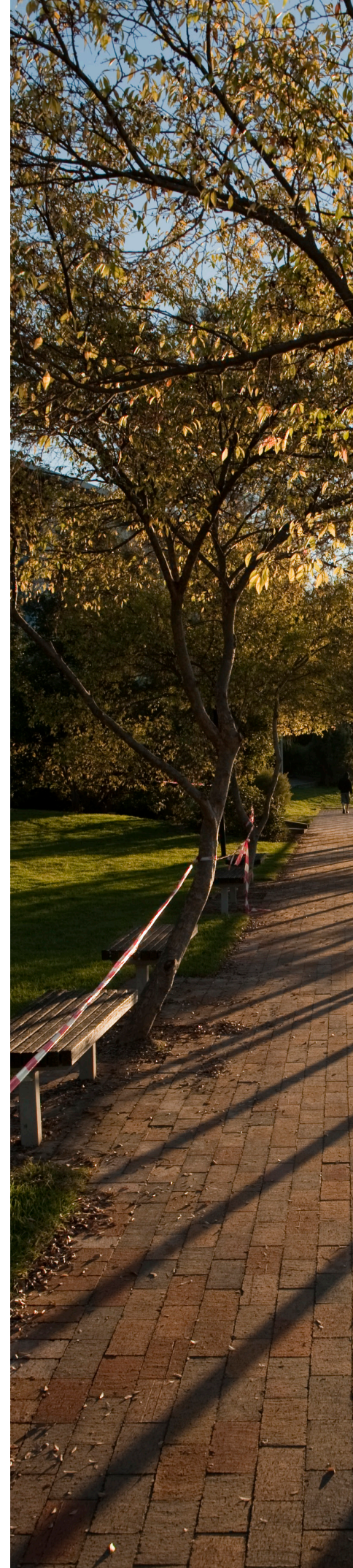
Our major business precincts are well suited to a variety of office, light industrial, research and commercial uses. They house a diverse array of specialist and advanced industrial companies gaining the region an excellent reputation as a centre for finance, information technology and pharmaceutical industries.

### MAJOR PLANNED EXPENDITURE

It is planned to carry out the following Major Expenditure in the life of this plan. These costs are shown under Developer Contribution Funded Expenditure and in Property Development Activities and the Capital Works Program.

Various Options of funding were modelled at the Strategic Planning Workshops held to highlight the financial implications of such activities due to timing of Property Development Activities and the impact it has on delivering Developer Funded infrastructure in Balmoral Road and North Kellyville Release Areas.

Although the impact of Box Hill Release area was considered it has not been reflected in the LTFP as that Plan is still on public exhibition and has not been adopted by Council.





## INFLATION & INTEREST RATES

Indexes forecast by RBA and Access Economics have been used in the preparation of the LTFP and they are as follows.

CPI is a measure of price movements of a standard basket of goods. However, CPI alone is not a sufficient measure of the rise in costs for a local government authority. A number of other assumptions and forecasts have been included in the LTFP models to provide a more accurate reflection of the movements in costs.

Salaries & wages have been based on increases as per the Local Government Award.

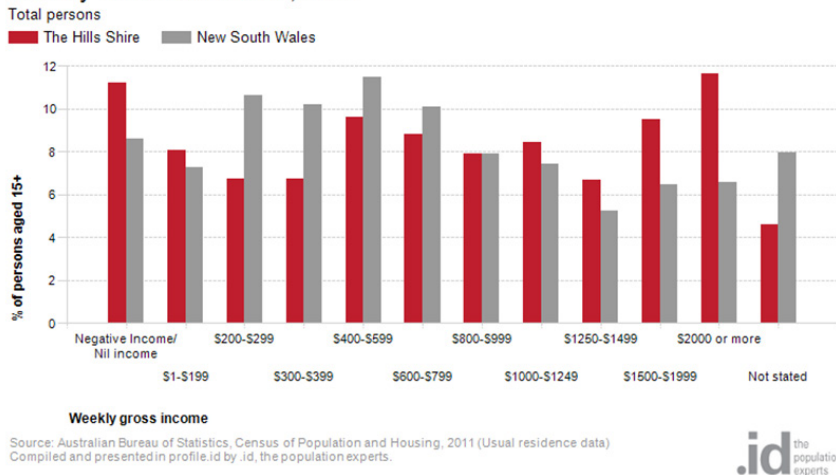
Interest on investments is dependent on the amount of Cash available to invest and Interest Rates.

## 3.1 REVENUE ASSUMPTIONS

### CAPACITY FOR RATING

At September 2014 the total unemployment rate in The Hills Shire was 4.27% (ABS statistics). Graph shown below states that 36.3% of employed residents was earning greater than \$1,000 per week. All these factors have been taken into consideration when developing Council's Rating Structure.

Weekly individual income, 2011



## THE SOCIO-ECONOMIC INDEXES FOR AREAS

The Index of Relative Socio-Economic Disadvantage produced by ABS has "...been constructed so that relatively disadvantaged areas (e.g. areas with many low income earners) have low index values.

The Index of Relative Socio-Economic Disadvantage is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage (e.g. Indigenous and Separated/Divorced).

The higher an area's index value for the Index of Relative Socio-Economic Disadvantage, the less disadvantaged that area is compared with other areas. For example, an area that has a Relative Socio-Economic Disadvantage Index value of 1200 is less disadvantaged than an area with an index value of 900. (Australian Bureau of Statistics, 2006, Socio-Economic Indexes for Areas (SEIFA 2006) cat. no. 2033.0.55.001) Following chart details how the SEIFA is distributed in The Hills Shire Council areas. The average of all areas in The Hills is a index of 1,101.1.

## INDEX OF RELATIVE SOCIO-ECONOMIC DISADVANTAGE

THE HILLS SHIRE'S SMALL AREAS AND BENCHMARK AREAS	
AREA	2011 INDEX
Glenhaven	1,125.0
West Pennant Hills	1,125.0
Bella Vista	1,123.0
Beaumont Hills	1,120.0
Rouse Hill	1,109.0
Castle Hill	1,108.0
Kellyville	1,108.0
Annangrove - Nelson - Maraylya	1,104.0
<b>The Hills Shire</b>	<b>1,101.0</b>
Kenthurst	1,100.0
North Rocks	1,099.0
Baulkham Hills	1,093.0
Northmead	1,079.0
Carlingford	1,077.0
Dural - Middle Dural	1,069.0
Rural North	1,062.0
Oatlands - North Parramatta	1,055.0
Box Hill	1,042.0
Greater Sydney	1,011.0
Australia	1,002.0
New South Wales	996.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2011. Compiled and presented in profile.id by .id, the population experts.

## RATING STRUCTURE

### GENERAL RATES

Total rates income of \$71M represents 50% of Council's total recurrent income.

The rates income has been calculated applying a General Rates increase of 2.4% as per the Local Government Cost Index developed by the Independent Pricing and Regulatory Tribunal (IPART) and the new valuations received from the Valuer General.

Opportunities for growth are limited in well-established areas. Future income is based on allowing for nominal growth factors in established areas, and increased growth factors in the new release areas.

The Council's rating policy is structured on a base amount and an ad valorem basis with three categories – residential, farmland and business. The rating structure is reviewed annually to ensure equitable distribution among ratepayers.

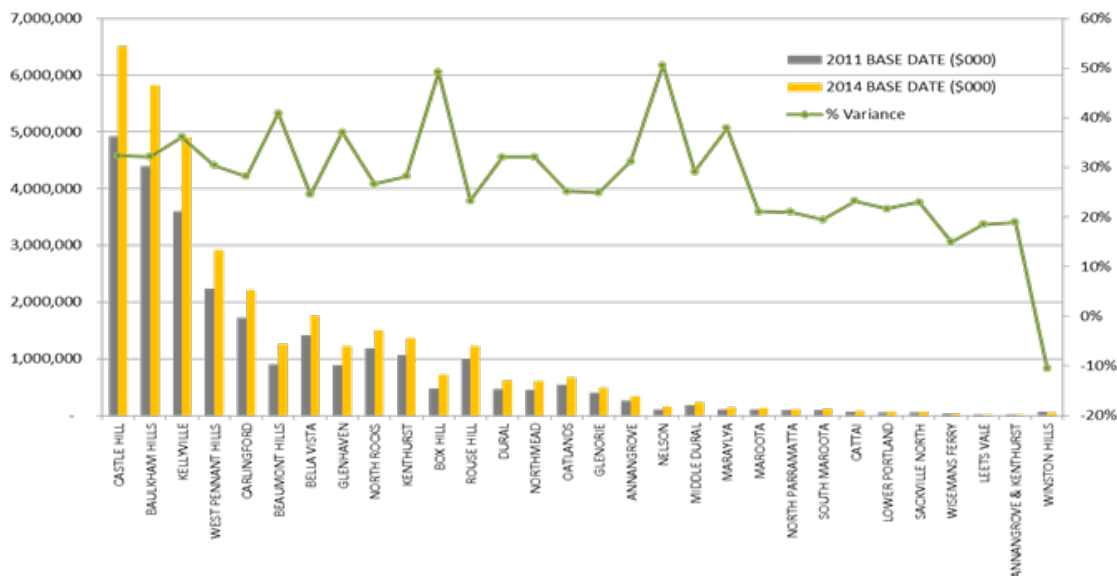
The two principles, namely the benefit principle and ability to pay principle are embodied in the rating structure in the form of the ad valorem rate, where the land value can be said at best, to approximate ability to pay. The base amount recognises the cost of common services and facilities from which all properties benefit regardless of their rateable value.

The current rating structure is based on a base amount (or minimum) and an ad valorem amount. Current legislation allows a base amount no greater than 50%. The base amount provides for the necessary services and facilities such as infrastructure. Currently the base amount is 38.93%. It is proposed to change this base amount to 45% as it will reflect a more even distribution of residential rates in applying 'user pays' principle.

This year rates have to be levied on new land valuations issued by the Valuer General. Land value changes will impact rating distribution over individual properties but not the total income received by Council.



Land value changes will impact rating distribution over individual properties. Following chart details the changes between 2011 valuations and 2014 valuations for each of the suburbs.



#### Proposed 2015/2016 Rating Structure - 2.4% Increase

Proposed 2015/2016 Rating Structure - 2.4% Increase											
Category	No. of Assessments	Ratable Value	Rate in \$	% of Total Land Value	Base Amount	Income from Base	% from Base	Income from Ad V	% from Ad V	Total Income	Average Rate
Residential	60,442.28	31,012,891,975	0.111209	91.46%	466.87	28,218,471.11	45.00%	34,489,127.04	55.00%	62,707,598.14	1,037.48
Business	3,775.72	2,269,593,569	0.274216	6.69%	323.80	1,222,573.80	16.42%	6,223,588.70	83.58%	7,446,162.50	1,972.12
Farmland	400.00	627,016,500	0.077043	1.85%	404.70	161,881.92	25.10%	483,072.32	74.90%	644,954.24	1,612.39
<b>Total</b>	<b>64,618.00</b>	<b>33,909,502,044</b>		<b>100.00%</b>		<b>29,602,926.83</b>		<b>41,195,788.06</b>			
<b>Total 2015/2016 Notional General Income Yield</b>										<b>70,798,714.88</b>	

2015/2016 Proposed Rates		2015/2016 Total Permissible Income		Income per Category			
Residential	0.111209	\$466.87	2014/2015 Notional Income	\$69,139,337.60	Residential	88.57%	\$62,707,598.14
Business	0.274216	\$323.80	2.4000%	\$1,659,344.10	Business	10.52%	\$7,446,162.50
Farmland	0.077043	\$404.70	Catch-up entitlement	\$374.00	Farmland	0.91%	\$644,954.24
<b>Farmland Rate in \$ is 62.35% of Res Rate in \$</b>							
				<b>\$70,799,055.70</b>	<b>100.00%</b>	<b>\$70,798,714.88</b>	

#### STORMWATER MANAGEMENT SERVICE CHARGE

This charge was introduced in the 2006/07 financial year to establish a sustainable funding source for providing improved stormwater management across the Hills Shire.

The amount chargeable has been prescribed under the Local Government Act with no scope for adjustments in line with inflation or any other costs. It is forecasted the funds raised will only increase in line with the growth in the number of new assessments.

It is proposed to levy the full stormwater charge in 2015/2016 and over the life of this Plan.

#### WASTE MANAGEMENT CHARGE

Waste management charge has been arrived at using the 'user pays principles' detailed in the Financial Charter. It is proposed that in 2015/2016 the Waste Management Charge remains at \$395.

However the LTFP has built in increasing costs in tipping fees in future years. The tipping charge is compulsory under Section 88 of the Protection of the Environment Operations (POEO) Act 1997 and requires licensed waste facilities to pay to the government a levy on all waste received at the facility. The levy aims to reduce the amount of waste being disposed of, and to promote recycling and resource recovery. The cost of the levy is transferred from the landfill operator to Councils and other landfill users, and is reviewed each year.

## PRICING POLICY

The Pricing Policy (PPS) has categorised all Council services into the following groups, namely Public Goods, Private Goods and Shared Goods. The pricing approach of zero, partial and full costs recovery has been chosen depending on the type of service provided.

TYPE OF SERVICE	PRICING APPROACH
<p><b>Public Goods</b> These goods provide a broad community benefit. Impractical to charge for service on user basis.</p>	<p>Zero Cost Recovery Partial Cost Recovery Full Cost Recovery</p>
<p><b>Private Goods</b> Goods that benefit discrete consumers who can be charged a fee.  These fall into two categories, Regulated &amp; Non Regulated.</p>	<p>Private Goods – Regulated Fee fixed by legislation, irrespective of cost of service.  Private Goods – Non Regulated Fee charged to cover cost of service where no community service obligation exists.</p>
<p><b>SHARED GOODS</b>  These goods provide a Private Benefit as well as a broad Community Benefit. Community Service obligation determines the percentage of cost recovery.</p>	<p>Partial Cost Recovery</p>

The above principles have been the basis for calculation of fees and charges contained in the Schedule of Fees & Charges. Where fees are set by legislation, Council has no discretionary power to alter the amount and therefore is obliged to adopt the fee.

A detailed Schedule of Fees & Charges is included in the annexure to this Plan and is available on request.

## FEES & CHARGES

Councils Fees & Charges have been based on applying the Council's adopted Pricing Policy which reflects the Objectives in Financial Charter No 5 which is based on applying user pays principles have been applied in arriving at the fees and charges.

### STATUTORY CHARGES

The Council has no discretion to determine the amount of the fee for a service when the amount is fixed by regulation or by another authority. The majority of statutory charges do not provide for annual increases in line with CPI or the cost of providing the service.

### GRANTS AND SUBSIDIES

This plan has also included recurrent and capital grants that have already been awarded. The Council does not have a strong reliance on grants revenue in comparison with other sources of revenue.

A number of the grants that are received fund specific programs that may not be offered by the Council if the grants were eliminated.

It is assumed all recurrent grant funds will be maintained at current levels with CPI adjustments.

### FINANCIAL ASSISTANCE GRANT

Financial Assistance Grant is currently estimated at \$5.7M in 2015/2016 and is expected over the life of the plan. If this grant was eliminated the Council will need to consider reducing capital expenditure and service levels.

## 3.2 EXPENDITURE ASSUMPTIONS

### EMPLOYEE COSTS

Employee costs have been based on award increases as outlined by the Local Government Award and Movements within the grading system as part of the annual performance review process.

Council operates under two major superannuation schemes namely the Accumulation Scheme and the an Industry Defined Benefit Superannuation retirement Scheme. In 2009 the Scheme advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities amounting to around \$290 million

at 30 June 2009. As a result, the Scheme asked for significant increases in contributions from 2009-10 and these have been built into the LTFP.

Furthermore on 29 March 2012, the proposed increase in Superannuation Guarantee entitlements received Royal Assent and became law. This means that the Superannuation Guarantee contributions will increase to 9.5% from July 2014 and gradually increase to 10.25% by 2022/2023.

## MATERIALS, CONTRACTS AND OTHER OPERATING COSTS

Expenditure on materials, contracts and other operating costs have been generally based on CPI and giving consideration to existing levels of expenditure, with the exception of expenditure on Waste management, Utilities, Legal expenses, Service Contracts, Levies to other levels of Governments and other grant funded activities.

## CASH RESERVES (TRANSFER TO AND TRANSFER FROM)

Transfers to and from reserves have been made in accordance with the Financial Charter Reserves Strategy and the Replacement Programs supporting the various reserves.

### 3.3 OVERHEAD ALLOCATION POLICY

It is fundamental to accounting & reporting integrity that costs and charges are fairly & appropriately allocated to where they belong, so that managers have a better understanding of the total cost of providing the services that they are responsible for, and to set proper fees and charges.

Where possible all direct costs will be charged directly to each program where the expense is incurred.

Support services that need to be attributed to other support areas as far as possible will be a “one-step” basis in order to avoid costs being allocated in a loop or circular process.

Our Council's overheads largely consist of expense based overheads, support services provided and corporate support costs.

This policy details the methodology applied to allocate support services & corporate support costs to the core programs & services.

## EXPENSE BASED OVERHEADS

The following expense based overheads will be calculated at the beginning of the year and will be charged to the core programs each month by way of

a standing journal. If there is a variation to the level of expenditure during the year, the standing journals will be adjusted accordingly.

Employee leave entitlements, workers compensation, interest on loans, insurance premium costs, and fringe benefits tax.

## SUPPORT SERVICES PROVIDED

The following support services provided will be pooled into cost pools and will be allocated to each core program as per the identified cost drivers.

COST POOL	COST DRIVER
Payroll	No. of staff
Council Chamber Costs	Occupied floor space
Information Management	% documents moved
Supply Process	No of orders
Information Systems	No of units
Depot Expenses	Outdoor staff
Financial & Corporate Strategy	Time
Financial Services	Time
Workforce Strategy	No of staff
Executive Services	Time
Legal Services	Time
Customer Services	Enquiries
Program Management	Time
Corporate Management	Expenditure %

## INTERNAL CHARGING

The following support services will be charged out by applying user pays principles. An internal charge will be set at the beginning of the financial period.

INTERNAL CHARGE	BASIS FOR CHARGE
Plant Running Expenses	Rate per plant
Motor Vehicle Running Costs	Actual cost on vehicle
Project Delivery	Rate per hour
Project Management	Rate per hour

## CORPORATE MANAGEMENT COSTS

These are activities undertaken in the normal running of an organisation and activities performed to satisfy Federal or State Governments.

These costs will be allocated on a % basis (expenditure) to all core programs, as it will not be cost effective to develop any other method of allocation. Costs that fall into this category are general management costs, 50% group support costs and councillor costs.

#### **4.0 SENSITIVITY ANALYSIS**

The LTFP contains a number of assumptions based on various sources such as legislation, inflation, current service provisions and wage markets.

Variations in these assumptions during the life of the plan may have a significant impact on the Council's future financial plans.

#### **INTEREST ON INVESTMENTS**

Investments are placed and managed in accordance with the Council's adopted investment policy and in compliance with the Local Government Act. Interest on Investments is subject to movements in interest rates and the amount available to be invested. Service levels and capital expenditure are impacted by fluctuations in interest rates.

#### **RATE PEGGING**

Changes in rate pegging will impact revenue forecasts and the levels of service provided.

#### **INFLATION**

Changes in inflation will impact both revenue and expenditure.

#### **EMPLOYEE COSTS**

Changes in employee costs will impact both revenue and expenditure.

Termination patterns will impact both the employee leave entitlements' reserve and liability, superannuation costs, workers compensation costs as well as recruitment and training costs.

#### **DEVELOPER CONTRIBUTIONS FUNDED INCOME AND EXPENDITURE**

Section 94 of the Environment Planning Assessments Act enables Councils to prepare developer contribution plans to provide public amenities such as Open Space, Roads and Community Buildings etc. The contributions are levied via development consents. There are currently 10 contribution plans. Contributions must be treated as revenue when received, but requires to be held as a restricted asset until expended. Estimated future expenditure amounts to \$477M.

#### **CAPPING OF DEVELOPER CONTRIBUTIONS**

The major challenges faced over the life of this Plan are the funding deficits that have arisen as a result of the decisions by the former State Government to cap Developer Contributions to \$30k per lot. This will leave us with a significant funding shortfall in the Balmoral Road Release Area and the North Kellyville Release Area. Adoption of the Box Hill Release in the near future will increase these deficits further. The LTFP has not taken into consideration the Box Hill Contribution Plan as requires review and endorsement by IPART before considering adoption by Council.

Council is left with the options of receiving funds from the Housing Acceleration Fund that has been created to fund these deficits or to seek a special Rate variation over and above the approved Rate Pegging increase. This plan is prepared with the assumption that a special rate variation will not be sought to fund these deficits.

The other biggest challenge is managing land acquisition liabilities that are created by these contributions plans. Under the current legislation Councils are required to acquire land listed under the Contribution Plans even though no contributions have been received from the Developers.

## 5.0 SWOT ANALYSIS

A SWOT analysis has been undertaken to ensure that fluctuations between the LTFF assumptions and both internal and external influencing factors are detected early and managed.

Strengths	Weakness
1. Councils financial Position is strong with substantial Cash Reserves, and is forecast to remain debt free.	1. Ability to find solutions that will be acceptable to the Community at short notice to address large funding deficits that has risen due to Capping of Developer Contributions by the State Government.
2. This plan attempts to address funding Infrastructure backlog without borrowing or increase in Rates over and above rates pegging.	
3. LTFF is measurable with clear performance measures with Targets.	
4. Budget meetings with Managers are undertaken every month to monitor Budgets and vary Budgets if necessary and they are reported to Council and the Community each month.	
5. Balance Sheet Reconciliations are done monthly and monitored and Annual Financial Reports are produced within 2 months of the end of the financial year.	
6. Presence of an Internal Audit Function.	
7. Risk Management is undertaken to monitor and all high risk items actions taken to minimise them.	
8. Contracts Module to monitor Supply Chain.	

Opportunities	Threats
1. Pursue additional grant funds	1. Further request for increased contributions to Defined Benefit Scheme Superannuation if investment markets decline.
2. Redevelopment of Town Centres	2. Political decisions regarding issues such as cost shifting and rate pegging.
3. Generate other sources of income and less reliance on Rates Revenue	3. Legislation changes
	4. Costs outside of the control of the Council such as the Fire Service Levy, SES Levy and street lighting charges.
	5. Fluctuations in interest rates Inflation, fuel prices, exchange rates.
	6. Funding deficits that are caused by State Government capping Developer Contributions.
	7. Ability to provide appropriate Infrastructure in new release areas due to capping of rates.
	8. Land acquisition costs outside of Council control.
	9. Natural disasters

## 7.0 METHODS OF MONITORING FINANCIAL PERFORMANCE

Following indicators will assist in measuring the financial performance of The Hills Shire Council and they are listed in the last section on the LTFP.

Financial Health	Measure
<p><b>Operating Performance Ratio</b> This ratio measures Council's achievement of containing operating expenditure within operating revenue.</p>	0% or greater
<p><b>Unrestricted Current Ratio</b> Assesses the adequacy of working capital, i.e. the ability to meet debt payments as they fall due.</p>	1.5 or greater
<p><b>Own Source Operating Revenue Ratio</b> This measures Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.</p>	60% or greater
<p><b>Cash Expense Coverage Ratio</b> This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.</p>	3 months or greater
<p><b>Building and Infrastructure Renewals Ratio</b> This ratio compares the proportion spent on infrastructure asset renewals versus the assets' deterioration.</p>	100% or greater
<p><b>Infrastructure Backlog Ratio</b> This ratio shows what proportion the infrastructure backlog is against the total value of Council's infrastructure assets.</p>	2% or less
<p><b>Asset Maintenance Ratio</b> A ratio above 1.0 indicates Council is investing enough funds within the year to stop the infrastructure backlog growing.</p>	1% or greater
<p><b>Capital Expenditure Ratio</b> This assesses the extent to which Council is expanding its asset base through capital expenditure on all assets (new and existing) as opposed to total depreciation.</p>	1.10 or greater



# BUDGET SUMMARY

<b>DRAFT - BUDGET SUMMARY</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<b>Recurrent Operation</b>											
Income		141,736,740	145,523,946	150,378,465	155,891,660	161,527,267	167,220,879	173,059,388	179,132,382	185,482,950	191,462,548
Expenditure		(116,562,842)	(119,531,882)	(122,454,636)	(126,842,814)	(129,656,590)	(133,680,634)	(138,078,074)	(142,133,088)	(146,594,360)	(151,669,438)
Operating Result		25,173,898	25,992,064	27,923,829	29,048,846	31,870,677	33,540,245	34,981,314	36,999,294	38,888,590	39,793,110
Transfer (to)/from Reserves		(25,160,415)	(26,019,756)	(27,890,794)	(29,013,649)	(31,862,105)	(33,566,223)	(34,940,432)	(36,964,195)	(38,842,589)	(39,759,222)
Transfer (to)/from Prior Years Grants		50,000	50,000	50,000	50,000	50,000	50,000	46,710	0	0	0
<b>Net Result Surplus / [Deficit]</b>		<b>63,483</b>	<b>22,308</b>	<b>83,035</b>	<b>85,197</b>	<b>58,572</b>	<b>24,022</b>	<b>87,592</b>	<b>35,099</b>	<b>46,001</b>	<b>33,888</b>
<b>Capital Purchases</b>											
Sale of Assets		1,132,710	1,091,351	1,025,625	1,009,140	1,030,548	1,159,405	1,016,323	857,710	631,995	1,013,905
Capital Purchases		(3,487,870)	(3,523,259)	(3,185,910)	(3,772,270)	(3,621,736)	(3,519,780)	(3,321,129)	(2,767,850)	(2,509,340)	(3,316,260)
Transfer (to)/from Plant Reserves		2,355,160	2,431,908	2,160,285	2,763,130	2,591,188	2,360,375	2,304,806	1,910,140	1,877,345	2,302,355
<b>Net Capital Purchases</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Section 94</b>											
Income		40,358,824	38,547,914	23,149,088	28,062,530	26,295,134	27,660,858	25,453,595	22,662,775	11,178,444	2,633,846
Interest Received/(Expense)		1,531,816	1,655,667	1,429,891	1,396,095	1,107,528	451,595	118,617	282,106	193,680	43,898
Operating Result		41,890,640	40,203,581	24,578,980	29,458,625	27,402,662	28,112,452	25,572,211	22,944,881	11,372,124	2,677,744
Transfer (to)/from Reserves		(3,119,268)	15,162,911	114,565	2,172,320	17,354,018	27,030,836	(4,499,339)	(6,563,460)	12,547,003	(2,411,760)
Capital Expenditure		(38,771,373)	(55,366,492)	(24,693,544)	(31,630,945)	(44,756,680)	(55,143,289)	(21,072,872)	(16,381,421)	(23,919,126)	(265,984)
<b>Net Result Surplus / [Deficit]</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Works</b>											
Grants & Contributions		1,989,567	1,478,783	1,078,783	1,078,783	1,028,783	1,028,783	1,028,783	1,028,783	1,028,783	1,028,783
Operating Result		1,989,567	1,478,783	1,078,783	1,078,783	1,028,783	1,028,783	1,028,783	1,028,783	1,028,783	1,028,783
Transfer (to)/from Reserves		25,208,514	23,884,960	23,443,112	24,340,998	19,899,796	20,480,212	21,068,433	21,694,907	22,332,709	23,001,894
Capital Expenditure		(27,198,081)	(25,363,743)	(24,521,895)	(25,419,781)	(20,928,579)	(21,508,995)	(22,097,216)	(22,723,690)	(23,361,492)	(24,030,677)
<b>Net Result Surplus / [Deficit]</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Development</b>											
Expenditure		0	0	0	0	0	0	0	0	0	0
Operating Result		0	0	0	0	0	0	0	0	0	0
Capital Income (Sales Proceeds)		58,800,000	0	0	0	0	0	0	0	0	0
Transfer (to)/from Reserves		(58,750,000)	0	0	0	0	0	0	0	0	0
Capital Expenditure		(50,000)	0	0	0	0	0	0	0	0	0
<b>Net Result Surplus / [Deficit]</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Budget Result</b>		<b>63,483</b>	<b>22,308</b>	<b>83,035</b>	<b>85,197</b>	<b>58,572</b>	<b>24,022</b>	<b>87,592</b>	<b>35,099</b>	<b>46,001</b>	<b>33,888</b>



# CAPITAL WORKS

## The Hills Shire Council 10 Year Financial Plan

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income</b>										
Grants & Contributions provided for Capital Purposes	1,989,567	1,478,783	1,078,783	1,078,783	1,028,783	1,028,783	1,028,783	1,028,783	1,028,783	1,028,783
<b>Total Income</b>	<b>1,989,567</b>	<b>1,478,783</b>	<b>1,078,783</b>	<b>1,078,783</b>	<b>1,028,783</b>	<b>1,028,783</b>	<b>1,028,783</b>	<b>1,028,783</b>	<b>1,028,783</b>	<b>1,028,783</b>
<b>Capital Expenses</b>										
Buildings	3,627,300	2,625,000	2,380,000	2,702,000	1,389,854	1,431,550	1,474,496	1,518,731	1,564,293	1,611,222
Roads	10,894,158	12,385,000	12,376,575	13,243,783	12,070,403	12,489,251	12,920,665	13,365,022	13,822,710	14,294,128
Bridges	336,000	300,000	300,000	300,000	500,000	500,000	500,000	500,000	500,000	500,000
Footpaths	2,500,000	2,500,000	2,500,000	2,500,000	500,000	500,000	500,000	500,000	500,000	500,000
Traffic	1,541,603	782,725	936,607	1,028,725	500,000	500,000	500,000	500,000	500,000	500,000
Stormwater Drainage	1,129,034	1,292,333	1,135,833	802,000	1,377,968	1,386,216	1,394,380	1,402,455	1,410,435	1,418,312
Other Assets	3,759,591	1,990,000	1,310,000	1,153,000	800,000	800,000	800,000	800,000	800,000	800,000
Project Delivery, Design & Estimating	3,410,395	3,488,685	3,582,880	3,690,273	3,790,354	3,901,978	4,007,675	4,137,482	4,264,054	4,407,015
<b>Sub Total - Capital Expenditure</b>	<b>27,198,081</b>	<b>25,363,743</b>	<b>24,521,895</b>	<b>25,419,781</b>	<b>20,928,579</b>	<b>21,508,995</b>	<b>22,097,216</b>	<b>22,723,690</b>	<b>23,361,492</b>	<b>24,030,677</b>
<b>2. Recurring Maintenance Associated from CAPEX Program on new assets</b> (funded from General Fund)	<b>68,216</b>	<b>68,216</b>	<b>119,093</b>	<b>153,459</b>	<b>193,997</b>	<b>203,997</b>	<b>213,997</b>	<b>223,997</b>	<b>233,997</b>	<b>243,997</b>
<b>3. Depreciations Associated from CAPEX Program on new assets</b> (funded from General Fund) - before Revaluations	<b>105,273</b>	<b>105,273</b>	<b>180,011</b>	<b>213,513</b>	<b>258,053</b>	<b>267,802</b>	<b>277,550</b>	<b>287,299</b>	<b>297,047</b>	<b>306,796</b>
<b>Capital Works Reserve (Transfer (to) / from)</b>										
Capital Works Reserve	21,511,285	21,572,344	21,100,307	22,297,315	17,131,974	17,662,446	18,199,557	18,773,721	19,357,981	19,972,360
<b>Total</b>	<b>21,511,285</b>	<b>21,572,344</b>	<b>21,100,307</b>	<b>22,297,315</b>	<b>17,131,974</b>	<b>17,662,446</b>	<b>18,199,557</b>	<b>18,773,721</b>	<b>19,357,981</b>	<b>19,972,360</b>
<b>Other Reserve (Transfer (to) / from)</b>										
Unspent Grants	786,469	-	7,882	-	-	-	-	-	-	-
Stormwater Charge	1,129,034	1,034,503	1,019,745	694,310	1,377,968	1,386,216	1,394,380	1,402,455	1,410,435	1,418,312
Other Reserves	1,781,726	1,278,113	1,315,178	1,349,373	1,389,854	1,431,550	1,474,496	1,518,731	1,564,293	1,611,222
<b>Total</b>	<b>3,697,229</b>	<b>2,312,616</b>	<b>2,342,805</b>	<b>2,043,683</b>	<b>2,767,822</b>	<b>2,817,766</b>	<b>2,868,876</b>	<b>2,921,186</b>	<b>2,974,728</b>	<b>3,029,534</b>
<b>Net Funding</b>										

# SUMMARY POSITION - S94

## The Hills Shire Council 10 Year Financial Plan

DRAFT - SUMMARY POSITION - S94	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income</b>										
Grants & Contributions provided for Capital Purposes	40,358,824	38,547,914	23,149,088	26,062,530	26,295,134	27,660,858	25,453,595	22,662,775	11,178,444	2,633,846
<b>Expenses</b>										
<b>1. Capital Expenditure / Assets (funded from S94)</b>										
Community Land	27,856,041	22,258,479	3,575,089	5,558,165	4,302,479	9,799,210	9,662,812	6,222,594	-	-
Buildings	-	-	-	-	1,300,378	12,246,684	-	242,374	17,857,789	-
Roads	512,961	598,155	2,434,403	7,815,203	19,264,718	21,862,809	5,563,391	1,558,514	-	93,483
Traffic	675,305	6,309,323	6,956,325	4,131,802	8,551,413	3,547,231	917,163	1,250,674	-	172,501
Bridges	760,373	8,649,866	468,016	4,477,961	3,793,598	937,322	216,723	136,576	1,229,188	-
Footpaths	43,471	149,497	799,187	2,193,906	745,131	471,118	1,454,923	445,163	1,645,132	-
Bulk Earthworks	8,518,349	16,381,752	9,474,684	3,270,466	2,060,451	1,423,613	2,116,238	5,414,721	3,187,017	-
Stormwater Drainage	404,673	1,019,420	985,840	4,183,442	4,738,513	4,855,301	1,141,623	1,110,806	-	-
<b>Sub Total - Capital Expenditure</b>	<b>38,771,373</b>	<b>55,366,492</b>	<b>24,693,544</b>	<b>31,630,945</b>	<b>44,756,680</b>	<b>55,143,289</b>	<b>21,072,872</b>	<b>16,381,421</b>	<b>23,919,126</b>	<b>265,984</b>
<b>2. Recurring Maintenance Associated from S94 Capex (funded from General Fund)</b>										
		809,278	1,362,943	1,609,878	1,926,187	2,373,754	2,925,187	3,135,916	3,299,730	3,538,921
<b>3. Depreciations Associated from S94 Capex (funded from General Fund) - before Revaluation</b>										
		301,959	465,101	578,694	801,333	1,176,167	1,606,186	1,696,883	1,743,253	1,947,478
<b>Reserves Reconciliation</b>										
Opening Balance	60,478,915	63,598,183	48,435,272	48,320,707	46,148,387	28,794,369	1,763,533	6,262,872	12,826,331	279,329
plus Contributions	40,358,824	38,547,914	23,149,088	28,062,530	26,295,134	27,660,858	25,453,595	22,662,775	11,178,444	2,633,846
plus Interest	1,531,816	1,655,667	1,429,891	1,396,095	1,107,528	451,595	118,617	282,106	193,680	43,898
less Capex	(38,771,373)	(55,366,492)	(24,693,544)	(31,630,945)	(44,756,680)	(55,143,289)	(21,072,872)	(16,381,421)	(23,919,126)	(265,984)
<b>Closing Balance</b>	<b>63,598,183</b>	<b>48,435,272</b>	<b>48,320,707</b>	<b>46,148,387</b>	<b>28,794,369</b>	<b>1,763,533</b>	<b>6,262,872</b>	<b>12,826,331</b>	<b>279,329</b>	<b>2,691,088</b>
<b>Funds Actually Available - Opening Balance</b>	<b>60,478,915</b>	<b>63,598,183</b>	<b>48,435,272</b>	<b>48,320,707</b>	<b>46,148,387</b>	<b>28,794,369</b>	<b>1,763,533</b>	<b>6,262,872</b>	<b>12,826,331</b>	<b>279,329</b>
plus Contributions & Interest	41,890,640	40,203,581	24,578,980	29,458,625	27,402,662	28,112,452	25,572,211	22,944,881	11,372,124	2,677,744
less Capex	(38,771,373)	(55,366,492)	(24,693,544)	(31,630,945)	(44,756,680)	(55,143,289)	(21,072,872)	(16,381,421)	(23,919,126)	(265,984)
<b>Funds Actually Available - Closing Balance</b>	<b>63,598,183</b>	<b>48,435,272</b>	<b>48,320,707</b>	<b>46,148,387</b>	<b>28,794,369</b>	<b>1,763,533</b>	<b>6,262,872</b>	<b>12,826,331</b>	<b>279,329</b>	<b>2,691,088</b>
<b>Net Balance due from / (payable to):</b>										
- Other S94 Plans	-	-	-	-	-	-	-	-	-	-
- Councils General Funds	-	-	-	-	-	-	-	-	-	-
<b>Total S94 Balance due from / payable to other funding sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# INCOME STATEMENT

DRAFT - INCOME STATEMENT	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	97,855,103	101,658,750	105,573,750	109,643,888	113,852,767	118,227,175	122,749,166	127,452,622	132,316,874	137,365,452
User Charges & Fees	17,856,752	17,543,808	17,997,025	18,465,035	18,945,027	19,437,219	19,898,683	20,398,953	20,951,013	21,513,353
Interest & Investment Revenue	4,928,748	5,157,472	5,338,115	5,547,507	5,765,978	5,993,046	6,229,099	6,478,995	6,739,101	7,007,979
Other Revenues	4,103,421	4,291,495	4,410,502	4,744,372	5,028,550	5,171,054	5,318,115	5,451,536	5,625,416	5,209,471
Grants & Contributions provided for Operating Purposes	16,992,716	16,872,421	17,059,073	17,490,858	17,934,945	18,392,385	18,864,325	19,350,276	19,850,546	20,366,293
Grants & Contributions provided for Capital Purposes	42,348,391	40,026,697	24,227,871	29,141,313	27,323,917	28,689,641	26,482,378	23,691,558	12,207,227	3,662,629
<b>Other Income:</b>										
Net gains from the disposal of assets	48,168,262	521,498	490,428	482,302	492,818	554,002	485,648	410,124	302,096	484,692
<b>Total Income from Continuing Operations</b>	<b>232,253,393</b>	<b>186,072,141</b>	<b>175,096,764</b>	<b>185,515,275</b>	<b>189,344,002</b>	<b>196,464,522</b>	<b>200,027,414</b>	<b>203,234,064</b>	<b>197,992,273</b>	<b>195,609,869</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	53,216,645	54,615,696	56,206,416	57,869,103	59,577,617	61,346,065	63,175,764	65,261,534	67,397,793	69,603,157
Materials & Contracts	29,140,451	30,972,558	32,244,836	33,454,479	34,764,858	36,208,609	37,784,790	39,012,121	40,256,597	41,611,478
Depreciation & Amortisation	20,004,995	20,696,070	21,470,905	22,138,699	22,983,748	23,911,044	23,935,911	23,252,860	23,070,187	23,381,848
Other Expenses	34,205,746	34,821,122	35,485,420	37,282,569	37,434,299	38,703,711	40,256,704	41,219,345	42,473,697	44,237,721
<b>Total Expenses from Continuing Operations</b>	<b>136,567,837</b>	<b>141,105,446</b>	<b>145,407,577</b>	<b>150,744,850</b>	<b>154,760,522</b>	<b>160,169,429</b>	<b>165,153,169</b>	<b>168,745,860</b>	<b>173,198,274</b>	<b>178,834,204</b>
<b>Net Operating Result for the Year</b>	<b>95,685,556</b>	<b>44,966,695</b>	<b>29,689,188</b>	<b>34,770,424</b>	<b>34,583,480</b>	<b>36,295,093</b>	<b>34,874,245</b>	<b>34,488,203</b>	<b>24,793,999</b>	<b>16,775,665</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>53,337,165</b>	<b>4,939,998</b>	<b>5,461,316</b>	<b>5,629,112</b>	<b>7,259,563</b>	<b>7,605,452</b>	<b>8,391,867</b>	<b>10,796,646</b>	<b>12,586,772</b>	<b>13,113,036</b>
<b>Reconciliation to Budget Result</b>										
<b>Net Operating Result for the Year</b>	<b>95,685,556</b>	<b>44,966,695</b>	<b>29,689,188</b>	<b>34,770,424</b>	<b>34,583,480</b>	<b>36,295,093</b>	<b>34,874,245</b>	<b>34,488,203</b>	<b>24,793,999</b>	<b>16,775,665</b>
Less: Grants & Contributions provided for Capital Purposes	(42,348,391)	(40,026,697)	(24,227,871)	(29,141,313)	(27,323,917)	(28,689,641)	(26,482,378)	(23,691,558)	(12,207,227)	(3,662,629)
Plus: Depreciation & Amortisation	20,004,995	20,696,070	21,470,905	22,138,699	22,983,748	23,911,044	23,935,911	23,252,860	23,070,187	23,381,848
Plus/(Less) Net Reserve Transfer	(25,110,415)	(25,969,756)	(27,840,794)	(28,963,649)	(31,812,105)	(33,516,223)	(34,893,722)	(36,964,195)	(38,842,589)	(39,759,222)
Less: Net gains from the disposal of assets	(48,168,262)	(521,498)	(490,428)	(482,302)	(492,818)	(554,002)	(485,648)	(410,124)	(302,096)	(484,692)
Plus/(Less) Materials & Contracts Expense variance (Draft vs BU's)	0	877,494	1,482,036	1,763,337	2,120,184	2,577,751	3,139,184	3,359,912	3,533,727	3,782,918
<b>DRAFT BUDGET RESULT - SURPLUS / [DEFICIT]</b>	<b>63,483</b>	<b>22,308</b>	<b>83,035</b>	<b>85,197</b>	<b>58,572</b>	<b>24,022</b>	<b>87,592</b>	<b>35,099</b>	<b>46,001</b>	<b>33,888</b>
<b>Before Providing for NEW ASSETS</b>										

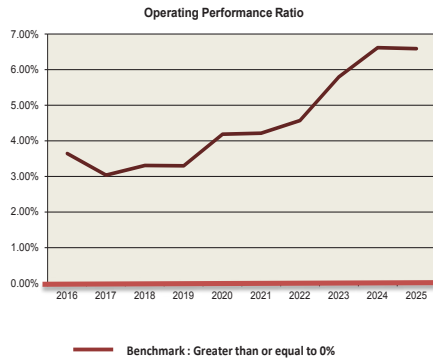
# BALANCE SHEET \$'000

DRAFT - BALANCE SHEET \$'000		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents		40,000	40,000	40,000	40,000	40,000	40,000	50,000	60,000	59,155	60,000
Investments		234,168	216,757	216,583	213,876	203,136	184,447	188,045	195,071	195,071	208,224
Receivables		12,530	12,915	13,384	13,893	14,413	14,937	15,474	16,032	16,616	17,160
Inventories		46,064	46,064	46,064	46,064	46,064	46,064	46,064	46,064	46,064	46,064
Other		610	610	610	610	610	610	610	610	610	610
<b>Total Current Assets</b>		<b>333,372</b>	<b>316,345</b>	<b>316,641</b>	<b>314,443</b>	<b>304,223</b>	<b>286,057</b>	<b>300,192</b>	<b>317,777</b>	<b>317,517</b>	<b>332,058</b>
<b>Non-Current Assets</b>											
Receivables		1,675	1,726	1,789	1,857	1,926	1,996	2,068	2,143	2,221	2,293
Infrastructure, Property, Plant & Equipment		4,024,378	4,087,366	4,117,761	4,155,918	4,201,703	4,257,359	4,279,384	4,297,556	4,323,946	4,327,648
Investment Property		24,030	24,030	24,030	24,030	24,030	24,030	24,030	24,030	24,030	24,030
<b>Total Non-Current Assets</b>		<b>4,050,083</b>	<b>4,113,122</b>	<b>4,143,580</b>	<b>4,181,805</b>	<b>4,227,659</b>	<b>4,283,385</b>	<b>4,305,482</b>	<b>4,323,729</b>	<b>4,350,197</b>	<b>4,353,971</b>
<b>TOTAL ASSETS</b>		<b>4,383,454</b>	<b>4,429,467</b>	<b>4,460,220</b>	<b>4,496,248</b>	<b>4,531,882</b>	<b>4,569,443</b>	<b>4,605,674</b>	<b>4,641,506</b>	<b>4,667,713</b>	<b>4,686,029</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables		17,247	17,816	18,338	19,029	19,498	20,161	20,894	21,527	22,213	23,001
Provisions		17,667	18,132	18,660	19,212	19,779	20,366	20,974	21,666	22,375	23,108
<b>Total Current Liabilities</b>		<b>34,914</b>	<b>35,948</b>	<b>36,998</b>	<b>38,241</b>	<b>39,277</b>	<b>40,527</b>	<b>41,868</b>	<b>43,193</b>	<b>44,588</b>	<b>46,108</b>
<b>Non-Current Liabilities</b>											
Provisions		468	480	494	508	523	539	555	573	592	611
<b>Total Non-Current Liabilities</b>		<b>468</b>	<b>480</b>	<b>494</b>	<b>508</b>	<b>523</b>	<b>539</b>	<b>555</b>	<b>573</b>	<b>592</b>	<b>611</b>
<b>TOTAL LIABILITIES</b>		<b>35,382</b>	<b>36,427</b>	<b>37,492</b>	<b>38,749</b>	<b>39,800</b>	<b>41,066</b>	<b>42,423</b>	<b>43,767</b>	<b>45,181</b>	<b>46,720</b>
<b>Net Assets</b>		<b>4,348,073</b>	<b>4,393,040</b>	<b>4,422,729</b>	<b>4,457,499</b>	<b>4,492,082</b>	<b>4,528,377</b>	<b>4,563,251</b>	<b>4,597,739</b>	<b>4,622,533</b>	<b>4,639,309</b>
<b>EQUITY</b>											
Retained Earnings		3,226,657	3,271,624	3,301,313	3,336,083	3,370,666	3,406,961	3,441,835	3,476,323	3,501,117	3,517,893
Revaluation Reserves		1,121,416	1,121,416	1,121,416	1,121,416	1,121,416	1,121,416	1,121,416	1,121,416	1,121,416	1,121,416
Council Equity, Interest		4,348,073	4,393,040	4,422,729	4,457,499	4,492,082	4,528,377	4,563,251	4,597,739	4,622,533	4,639,309
<b>Total Equity</b>		<b>4,348,073</b>	<b>4,393,040</b>	<b>4,422,729</b>	<b>4,457,499</b>	<b>4,492,082</b>	<b>4,528,377</b>	<b>4,563,251</b>	<b>4,597,739</b>	<b>4,622,533</b>	<b>4,639,309</b>

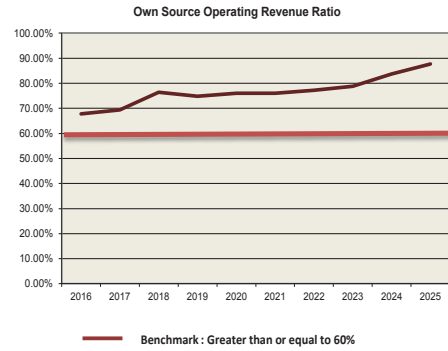
# CASH FLOWS STATEMENT

DRAFT - CASH FLOW STATEMENT	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	97,422	101,300	105,135	109,167	113,366	117,736	122,245	126,927	131,765	136,850
User Charges & Fees	17,778	17,482	17,922	18,385	18,864	19,356	19,817	20,315	20,864	21,433
Interest & Investment Revenue Received	4,929	5,157	5,338	5,548	5,766	5,993	6,229	6,479	6,739	7,008
Grants & Contributions	59,341	56,899	41,287	46,632	45,259	47,082	45,347	43,042	32,058	24,029
Other	4,085	4,276	4,392	4,724	5,007	5,150	5,296	5,429	5,602	5,190
<b>Payments:</b>										
Employee Benefits & On-Costs	(53,296)	(53,881)	(55,428)	(56,992)	(58,783)	(60,445)	(62,224)	(64,267)	(66,362)	(68,499)
Materials & Contracts	(29,224)	(30,826)	(32,109)	(33,275)	(34,641)	(36,032)	(37,588)	(38,842)	(40,073)	(41,401)
Other	(34,304)	(34,657)	(35,336)	(37,082)	(37,301)	(38,515)	(40,048)	(41,040)	(42,280)	(44,014)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>66,730</b>	<b>65,751</b>	<b>51,202</b>	<b>57,107</b>	<b>57,536</b>	<b>60,324</b>	<b>59,074</b>	<b>58,042</b>	<b>48,313</b>	<b>40,596</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Property	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	58,800	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	1,133	1,091	1,026	1,009	1,031	1,159	1,016	858	632	1,014
<b>Payments:</b>										
Purchase of Investment Property	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(69,457)	(84,253)	(52,401)	(60,823)	(69,307)	(80,172)	(46,491)	(41,873)	(49,790)	(27,613)
Purchase of Real Estate Assets	(50)	0	0	0	0	0	0	0	0	0
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(9,575)</b>	<b>(83,162)</b>	<b>(51,376)</b>	<b>(59,814)</b>	<b>(68,276)</b>	<b>(79,013)</b>	<b>(45,475)</b>	<b>(41,015)</b>	<b>(49,158)</b>	<b>(26,599)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>57,155</b>	<b>(17,411)</b>	<b>(174)</b>	<b>(2,707)</b>	<b>(10,740)</b>	<b>(18,689)</b>	<b>13,599</b>	<b>17,026</b>	<b>(845)</b>	<b>13,997</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>217,012</b>	<b>274,167</b>	<b>256,756</b>	<b>256,582</b>	<b>253,875</b>	<b>243,135</b>	<b>224,446</b>	<b>238,045</b>	<b>255,071</b>	<b>254,226</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>274,167</b>	<b>256,756</b>	<b>256,582</b>	<b>253,875</b>	<b>243,135</b>	<b>224,446</b>	<b>238,045</b>	<b>255,071</b>	<b>254,226</b>	<b>268,223</b>
<b>Representing:</b>										
- External Restrictions (S94)	63,598	48,435	48,320	46,148	28,794	1,763	6,262	12,825	278	2,690
- External Restrictions (Unexpended Grants)	2,529	2,479	2,421	2,371	2,321	2,271	2,224	2,224	2,224	2,224
- Unrestricted and Internal Restrictions (Reserves)	208,040	205,842	205,841	205,356	212,020	220,412	229,558	240,022	251,724	263,309
<b>Total Cash &amp; Investments</b>	<b>274,167</b>	<b>256,756</b>	<b>256,582</b>	<b>253,875</b>	<b>243,135</b>	<b>224,446</b>	<b>238,045</b>	<b>255,071</b>	<b>254,226</b>	<b>268,223</b>

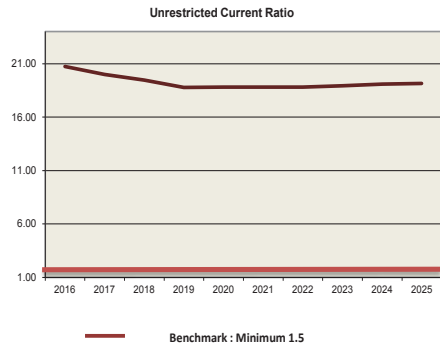
# 10 Year Financial Plan



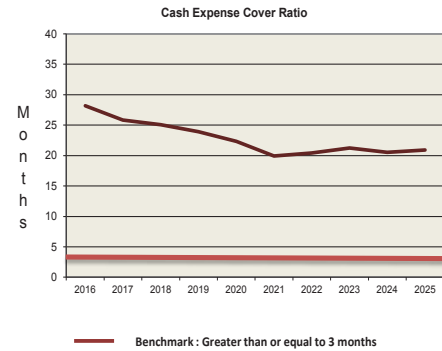
This ratio measures Council's achievement of containing operating expenditure within operating revenue.



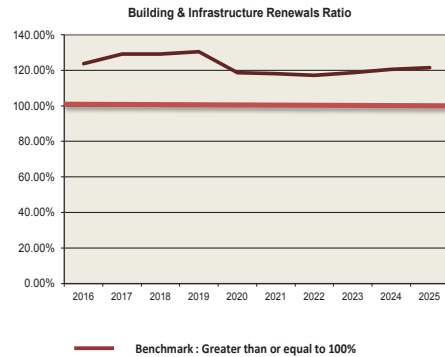
This measures Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.



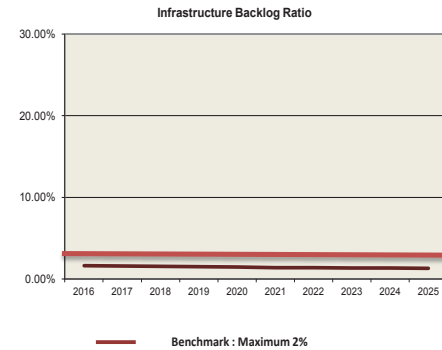
Assesses the adequacy of working capital, ie the ability to meet debt payments as they fall due.



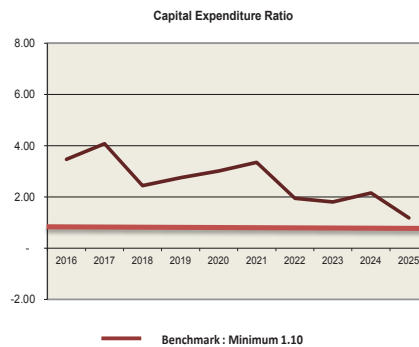
This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.



This ratio compares the porportion spent on infrastructure asset renewals versus the assets' deterioration.



This ratio shows what porportion the infrastructure backlog is against the total value of Council's infrastructure assets.



This assesses the extent to which Council is expanding its asset base through capital expenditure on all assets (new and existing) as opposed to total depreciation.



## **THE HILLS SHIRE COUNCIL**

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