CITY OF ARMADALE

MINUTES

OF **CITY STRATEGY COMMITTEE** HELD IN THE **COMMITTEE ROOM**, ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON **TUESDAY, 11 MAY 2004**, AT **7.00 PM.**

PRESENT:	Cr G M Hodges	(Chair)
	Cr D L Hopper JP	
	Cr J H Munn JP CMC	
	Cr L Reynolds JP	
	Cr H A Zelones JP	
	Cr J Everts	Deputy for Cr Clowes-Hollins
APOLOGIES:	Cr Clowes-Hollins	Leave of absence
	Cr Cominelli	Leave of absence
OBSERVERS:	Cr R J Tizard	
	Cr J Knezevich	

IN ATTENDANCE:	Mr R S Tame	-	Chief Executive Officer
	Mr A F Maxwell	-	Executive Director Corporate Services
	Mr I MacRae	-	Executive Director Development Services
	Mr A Bruce	-	Executive Director Technical Services
	Mr C Askew	-	Director Community Services
	Mr R Van Delft	-	Environmental Planner
	Mrs S D'Souza	-	CEO's Executive Assistant

Public - Nil

DISCLAIMER

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings was not read by the Chairman, given no members of the public were present at the meeting.

DECLARATION OF MEMBERS' INTERESTS

Nil

QUESTION TIME

Nil

DEPUTATION

Nil

CONFIRMATION OF MINUTES

RESOLVED

Minutes of the City Strategy Committee Meeting held on 14 April 2004, be confirmed.

ITEMS REFERRED FROM INFORMATION BULLETIN

INFORMATION BULLETIN – ISSUE NO.9/2004

The following items were included for information in the "City Strategy section"

- Progress Report on the Replacement of IT Core Systems Project
- Progress Report on Contingency, Operational and Strategic Projects
- Report on Outstanding Matters
- New Legislation and Park for Swan & Canning Rivers – Info Paper

Committee noted the information. No items were raised for further report. However, it was requested that a review of those items outstanding since 2000 be undertaken.

INDEX

CITY STRATEGY COMMITTEE

11 MAY 2004

FINANCIAL & CORPORATE

2004 NATIONAL WAGE CASE DECISION 9

FIFTEEN YEAR FORWARD FINANCIAL PLAN AND PROPOSED PRINCIPAL ACTIVITIES PLAN .. 4

MISCELLANEOUS

CONSULTANCY CHAMPION LAKES PROJECT 25

CSIRO/ARA - PARTICIPATORY URBAN DEVELOPMENT STUDY 30

GOVERNMENT PARTNERSHIPS – STATE AND FEDERAL 22

PERFORMANCE EVALUATION PROCESS – CHIEF EXECUTIVE OFFICER 27

POLICY & STATUTORY OBJECTIVES

LOCAL GOVERNMENT ACT – PROPOSED AMENDMENTS TO ELECTORAL PROVISIONS 18

STRATEGIC PLANNING

SWAN REGION STRATEGY FOR NATURAL RESOURCE MANAGEMENT - SUBMISSION 12

FIFTEEN YEAR FORWARD FINANCIAL PLAN AND PROPOSED PRINCIPAL ACTIVITIES PLAN

WARD	All
FILE REF:	FIN/7
DATE	6 May 2004
REF	RST/TM
RESPONSIBLE MANAGER	CEO

In Brief:

- This report presents the:
  - ⇒ Fifteen Year Forward Financial Plan as now updated to include and confirm the key assumptions and principles and inflationary factor as resolved at the May 4th 2004 Special City Strategy Committee Meeting, and
  - ⇒ Proposed 2004-09 Principal Activities Plan
- The report recommends approval of both Plans as presented, with the first year estimates of each, being the basis upon which Council's Standing Committees proceed to develop their 2004-05 Draft Annual Budget Estimates.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

Corporate Services – The sound financial management of Council will be measured by:

- Level of excellence in financial audit reports
- Level of contribution of rates to total revenue
- Affordability of rating levels
- The Council's debt ratio
- The long term financial viability of Council
- Adequate funding of City facilities and services

Legislation Implications

Local Government Act 1995 - Division 5 – Sections 5.56 to 5.58 – Principal Activities Plan

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

The Proposed 2004-09 Principal Activities Plan is primarily a forward financial plan detailing the principal areas of Council activity. Within the financial constraints outlined by the Plan, the first year then becomes the base for the 2004-2005 Annual Budget.

Consultation

This report brings together the work undertaken at the prior (3) strategic councillor workshops held on 6th March, 13th March and 5th April and considers further the outcomes from the Special Meeting of the City Strategy Committee Meeting held on 4th May 2004.

BACKGROUND

The background to this report is primarily the report made to the Special Meeting of the City Strategy Committee held on 4th May 2004 and the resolution arising from that meeting which was as follows:

> *That Committee approves the Draft 2004-19 Forward Financial Plan (incorporating the key assumptions and principles as listed hereunder) as presented and amended at the Special City Strategy Committee Meeting held on 4th May 2004 as the basis for preparing:*
>
> - *the Draft Principal Activities Plan for review and recommendation at the May 11th City Strategy Committee Meeting, and*
>
> - *the Directorate Draft 2004-05 Annual Budgets for review by Standing Committees.*
>
> *Key Assumptions & Principles*
> - *A "real" rates increase growth factor of +3% for years 1-5 of the Plan,*
> - *The use of loan funds, within manageable debt service levels, to fund necessary asset creation programs benefiting future year's ratepayers,*
> - *The progressive establishment and growth of Reserve Funds to fund future infrastructure asset needs,*
> - *A staff establishment growth factor of (2) FTE's per annum for 8 years,*
> - *New residential lot estimates totalling 6520 over the life of the Plan,*
> - *An inflationary factor of +1.8%.*

COMMENT

In accordance with the agreed Budget Timetable, the outcomes required from this report are as follows:

- approval of the updated Forward Financial Plan which has now been adjusted to reflect the agreed 2003/04 inflationary factor of +1.8%
- approval of the Proposed 2004-09 Principal Activities Plan which is a statutory requirement pursuant to the Act.

Acceptance of these Plans enables the next step in the Budget process, i.e. the development of the Draft 2004-05 Annual Budget Estimates by Standing Committees (in accordance with the first year estimates of the Plans) and recommendation on the proposed 2004/05 rates by the Rating Review Working Party.

The City Strategy Committee will next consider the Forward Financial Plans and Draft Annual Budget at its June 2004 ordinary meeting whereat it is proposed that recommendation be made on the Draft Annual Budget and Proposed Rates for public comment purposes.

Fifteen Year (2004-19) Forward Financial Plan

Presented at **Attachment A-1** is the Fifteen Year Forward Financial Plan (Plan) as resolved at the Special City Strategy Committee Meeting held on 4th May 2004.

The Plan has now been updated to include the agreed +1.8% inflationary factor and its format has been changed slightly to focus on the first five years, i.e. the period covered by the Principal Activities Plan. Other than these changes, the Plan is the same as that presented to the Special Meeting.

The assumptions and principles that underpin the Plan and which were endorsed at the May 4th Special Meeting, are as follows:

- All figures in $ 2003/2004
- Allowance made for "typical" interim rating revenue
- Further allowance made for rate income from strategic development
- Rates increase set at inflation plus 3% for first 5 years, thereafter at inflation.
- Priority given to funding of strategic projects linked to strategic development outcomes above.
- Reduction of $860,000 in the 2004/05 municipal funded civil works program due to a higher level of anticipated 2003-04 carry-forward works,
- Use of loan funds for works of an "asset creation" nature.
- A debt service ratio (e.g. debt/ordinary revenue) to be set and monitored
- Plan enables ready annual check of outcomes to ensure spending does not get ahead of revenue
- Seek to return to "Surplus" a "balanced" Budget position as soon as possible
- "Cost of doing business" 2003/04 maintained over 15 years.
- Extra fixed costs 2003/04 added in for 15 years
- Include $140,000 set aside by Council for Strategic Objectives
- Allow 2 FTEs staff growth p.a. for 8 years
- Accommodation plan allows further 2 FTEs per annum funded by others
- Seek to establish reserves for key infrastructure objectives
- Seek to allow $200,000 p.a. for contingency each year

Presentation of the updated Plan at this meeting, presents the opportunity for Committee to confirm both the above assumptions and principles and the key strategic proposals included in the Plan.

Other matters to note as referred from the Special Meeting were:

- the need for Standing Committees to have regard for the projects currently not included in the Plan when developing their Draft 2004-05 Annual Budget Estimates in accordance with the first year estimates of the Plan, , and

- that the matter of the existing differential affecting residential rural rates is to be referred to the Rating Review Working Party for consideration. The Rating Review Working Party will be considering the appropriateness of and timing of the Plans recommended for adjustment to this differential.

These matters have been addressed in the report recommendation that follows.

Proposed 2004-09 Principal Activities Plan

The Proposed 2004-09 Principal Activities Plan (PAP) is presented at **Attachment A-2** to this report.

The PAP has been prepared in accordance with the revenue and expenditure estimates provided in the first five years of the Forward Financial Plan and its format is similar to that adopted in 2003/04. Minor additions have been made to the text to better reflect Council's environmental initiatives.

Pursuant to the Act, local public notice of the PAP will be given. The notice will provide details of where and when the PAP can be inspected and include an invitation for submissions in relation to the plan by members of the public within a 42 day period.

The need to comment further on the PAP is considered unnecessary for the reasons that, it is a self-explanatory document and the estimates contained therein covering the five year period 2004-09, are taken directly from the agreed Fifteen Year Forward Financial Plan.

Committee suggested a few word changes to the Principal Activities Plan and these have been incorporated into the document as attached to this report.

CS18/5/04 RECOMMEND

That Council:

1. **Approve the (15) Year 2004-19 Forward Financial Plan updated to include the 2003-04 inflationary factor of +1.8% and as presented at Attachment A-1 to this report.**

2. **Approve the Proposed 2004-09 Principal Activities Plan as presented at Attachment A-2 to this report, and initiate local public notice of the Plan pursuant to the Local Government Act 1995.**

3. **Refer to Standing Committees of Council:**
   i. **The first year estimates of the approved 2004-19 Forward Financial Plan and Proposed 2004-09 Principal Activities Plan as the basis for developing their Draft 2004-05 Annual Budget Estimates,**
   ii. **Those expenditure proposals currently <u>not</u> included in the Forward Financial Plan (as detailed in the separate attachment**

A-3 presented to the Special Meeting of the City strategy Committee held on 4th May 2004) for noting and adjustment as required when developing their 2004-05 Draft Annual Budget ,

4. Refer to Council's Rating Review Working Party, the matter of the proposed rates for 2004-05 for report and recommendation back to the June 2004 meeting of the City Strategy Committee.

Moved Cr Zelones
Motion Carried (6-0)

2004 NATIONAL WAGE CASE DECISION

WARD	All
FILE REF:	STF/
DATE	6 May 2004
REF	MH/RT
RESPONSIBLE MANAGER	CEO

In Brief:
- At the meeting of 15 July 2003 Council resolved to pass on salaried staff pay rates increases for a two year period: June 2003 and June 2004.
- Council resolved that the 2004 increase would include a 3% pa increase or an increase based on the safety net adjustment figure arising from the 2004 National Wage Case Decision, which ever is the greater.
- The 2004 National Wage Case Decision has been announced.
- Council note the application of its July 2003 decision regarding pay adjustments for salaried staff and the recent 2004 National Wage Case Decision.

Tabled Items
Nil.

Officer Interest Declaration
Nil

Strategic Implications
Corporate Services – to create an environment where staff are innovative, confident and continue to learn.

1. Involve staff in creating a working environment characterised by teamwork and self-empowerment.
2. Promote an environment across the organisation which facilitates shared vision and ownership of corporate objectives.

Legislation Implications
Local Government Officers' (WA) Award 1999
2004 National Wage Case Decision handed down by the Australian Industrial Relations Commission relevant to Federal Awards.

Council Policy/Local Law Implications
Nil.

Budget/Financial Implications
The pay increase as described in this report, is accommodated in the proposed 2004-05 Budget estimates.

Consultation
Australian Industrial Relations Commission, WALGA.

BACKGROUND

At the meeting of 15 July 2003 Council resolved the following pay increases for staff employed under the Local Government Officers' (WA) Award 1999:

- a 3% pa or $15 per week increase, whichever is the greater, effective from and including the fortnightly pay period ending 10 June 2003, and:
- a 3% pa or the safety net adjustment figure arising from the 2004 National Wage Case decision increase, whichever is the greater, effective from and including the fortnightly pay period ending 8 June 2004.

Council's based this decision on the following reasons:

- this arrangement replaces the Working at the City arrangement negotiated with salaried staff which concluded on 31 December 2002.
- the increase maintains the value to staff of previously earned productivity improvement-based pay increases, i.e. consideration of cost of living adjustments necessary to ensure productivity gains are not eroded;
- the increase will serve to maintain salary levels at a competitive level within local government environment thereby better positioning the City to retain and attract quality personnel;
- the increase in 2004 provides greater certainty and stability which is believed beneficial for both Council and staff;
- it serves to reinforce and promote the City's Strategic objective of creating a workplace environment where staff are innovative, confident, motivated and continue to learn.

Field Staff

Wage adjustments for Council's "outside" workforce are defined for a three-year term as set out in the Field Staff Enterprise Bargaining Agreement 2003 and the Mechanical Services Enterprise Bargaining Agreement 2004.

2004 Decision

On 5 May 2004, a full bench of the Australian Industrial Relations Commission (AIRC) announced the 2004 National Wage Case Decision. The AIRC granted award employees a wage increase of $19 per week.

DETAILS OF PROPOSAL

Following the recent announcement of the National Wage Case Decision a salary adjustment of $19 per week - , or a 3% pa increase (which ever is the greater) will be passed on to salaried staff in accordance with Council Resolution CS33/7/03. (A $19 per week increase equates to 3% at a salary of approx. $33,000 p.a.) This increase will be effective from 30 May 2004, as designated in the National Wage Case Decision.

The Enterprise Bargaining agreements in place for field staff are independent of National Wage Case decisions.

CS19/5/04 RECOMMEND

That Council note the application of its July 2003 decision regarding pay adjustments for salaried staff and the recent 2004 National Wage Case Decision.

Moved Cr Munn
Motion Carried (6-0)

SWAN REGION STRATEGY FOR NATURAL RESOURCE MANAGEMENT - SUBMISSION

WARD : ALL

FILE REF : NHT/1

DATE : 1 May 2004

REF : RVD

RESPONSIBLE MANAGER : EDDS

In Brief:-

- The Swan Region Strategy for Natural Resource Management (the Strategy) is intended to guide investment in natural resource management by all levels of government and the community. All future Natural Heritage Trust funding will be delivered consistent with the Strategy.
- The Strategy raises a number of significant issues that warrant comment.
- Development of a regional water quality project consistent with the Strategy has commenced.
- Recommend that officers prepare a submission consistent with information presented in this agenda and continue to pursue the water quality project.

Tabled Items

The Swan Region Strategy for Natural Resource Management

Officer Interest Declaration

Nil.

Strategic Implications

The City's vision is to be "A place with the advantages of City living AND the natural beauty of the bushland setting" and "Clean, green and prosperous".

Long Term Strategic Planing – Indicator of success No. 2 "The effectiveness of the City's environmental protection activities – We will measure this by: the level of: community involvement in environmental groups; the ratio and quality of land set aside for conservation purposes; improvement of water quality in our rivers and lakes".

Legislation Implications

Nil.

Council Policy / Local Law Implications

The Swan Region Strategy for Natural Resource Management communicates a number of expectations that would result in changes to Council policy over the next five years.

Budget / Financial Implications

The Strategy has significant implications in regard to future access to Natural Heritage Funds to help achieve the City's vision and move the City's Strategic Plan Long Term Strategic Indicators of success in a favourable direction.

Consultation

- Other South-East Region Urban Landcare Group local governments and community groups
- Western Australian Local Government Association

BACKGROUND

In 1997 the Commonwealth government established Natural Heritage Trust funding to address the need for on-ground funding by community, local government and agencies involved in natural resource management. It was based on a concept of project support with funding provided directly to each state and project proponents.

In October 2002 the Natural Resource Management Ministerial Council, State/Territory and Australian Ministers endorsed the "Framework for the implementation of the Natural Heritage Trust extension". The framework provides the strategic basis for investment against the Trust's objectives at national, regional and local levels and includes the basis for matching contributions from the states and territories.

Under this framework future Natural Heritage Trust funding will be guided by a Commonwealth and State government accredited Regional Strategies for Natural Resource Management that decides which are the most important issues for action and funding in each region. The Regional Strategies need to identify how national natural resource management objectives can be met.

Apart from small Envirofund grants to community groups that have had little or no previous engagement with the Trust Natural Heritage Trust, future Natural Heritage Trust funding will be for major regional projects of up to three years duration that that respond to the priority issues identified in Regional Strategies.

The Swan Region Strategy for Natural Resource Management (the Strategy) has been prepared by the Swan Catchment Centre in accordance with the accreditation guidelines. The guidelines require participation of landowners, industries, non-government organisations, local and State or Territory governments and other interested parties in putting together regional strategies. The Strategy is now open for public comment.

In response to the news that only major regional projects will be funded, the City of Armadale has worked with the South East Region Centre for Urban Landcare (SERCUL) and a meeting was convened of all community groups and local governments to develop a major regional project for this region. Further information about the proposed project appears under analysis below.

DETAILS OF PROPOSAL

The Strategy is 192 pages, but the most important parts are Chapters 4 to 6 that identify targets, the priority of the targets (Table 27 page 166) and implementation (**see Attachment A-4 of the Agenda**). Regional targets are expected outcomes in the next 10 to 20 years, and management action targets are expected outcomes in the next five years.

ANALYSIS

Comments in respect to the Strategy

It is recommended that officers prepare a submission that addresses a number of technical concerns and minor items, supported by comments in this agenda item endorsed by Council.

Officers intend to provide detailed comments that aim to help improve the Management Action Targets so they are more responsive to existing information and therefore focus more clearly on areas of immediate need, are better worded so they are outcome not output focussed, and include a greater emphasis on on-ground works where we have sufficient knowledge to act. A number of inconsistencies in timelines have also been noted. A discussion on indicators will also be included based on the experience with the City's State of the Environment Report.

The comments for which Council endorsement is sought appear below.

General comments

1. The document does not adequately refer to existing local government or community strategy documents or reports. These reports should be used to determine if local issues occur across several local government areas that can therefore be classified as region wide issues, to add to the response section of Chapter 2 of the Strategy, and to identify opportunities to build or integrate existing programs that are providing effective outcomes into regional projects.

   The document should refer to the Upper Canning Southern Wungong Catchment Management Plan that sets in place a strategy for about one-sixth of the entire Swan Region. It should also reference the City's State of the Environment Report and the City of Gosnells Environmental Management Plan. The Armadale Gosnells Landcare Group Biannual Report and the Bushcare and Environmental Advisory Committee's annual report document activities to date including partnerships that have developed and quantitative information regarding volunteer hours that should be recorded as responses in Chapter 2 of the Strategy.

   This lack of reference to the existing local and community plans has resulted in a Strategy that appears to provide a comprehensive review only of the state government's forward plan, which raises fears that future investment may be biased towards state government agencies.

2. For many natural resource management issues local government is best placed to deliver programs because it works directly with the community, and usually already has a range of expertise in-house including environmental and community development expertise and geographic information systems that can help projects and natural resource management officers function. Many local governments, including the Cities of Armadale and Gosnells in partnership with the Armadale Gosnells Landcare Group, have a proven track record in delivering natural resource management and this needs greater acknowledgement in the document. The track record at the City of Armadale includes collaboration with a range of partners including the Urban Development Institute of Western Australia, the Swan Canning Industry Working Group and community volunteers.

Whilst local government is best placed in many circumstances, many local governments including the City of Armadale are sensitive to cost shifting and may have significant difficulty in re-allocating funds from other priority areas particularly at short notice. The sensitivity to cost shifting is particularly high at the moment in the light of the recent Senate report that found significant levels of cost shifting have occurred.

3. The City of Armadale would like to acknowledge that, notwithstanding the above comments, the Swan Catchment Council has communicated with the City about the context and importance of the strategy and provided an opportunity for input into the Strategy's vision through workshops.

4. The Western Australian Local Government Association's concerns that the role and protocols proposed for the Local Government Working Group have not been detailed are supported.

5. A number of proposals within the document, such as resource condition targets (Section 4) and the risk investment framework (Section 6), are yet to be developed. An adequate public comment phase should be provided as each of these are developed.

Chapter 2 "Regional Assets"

The Strategy appears to document quite well the state government's natural resource management framework. However, the City's experience is that state government strategies are often under-funded or ineffective. An exhaustive list could be produced, but a few key examples include:

- Bush Forever. An outcome of the under-funding is an increased planning workload for the City as extensive drawn-out negotiations occur on land affected by Bush Forever that is not to be protected through Parks and Recreation reservations. In some instances it is questionable whether the negotiated planning solutions reached do adequately protect the area's biodiversity values.
- State Weed Strategy.
- Swan-Canning Environmental Protection Policy. Funds were not provided to promote the significance of the policy and its implications for local government.
- Rights in Water and Irrigation Act. Significant areas of the City are not proclaimed under this Act, and applications for development of water resources in non-proclaimed areas have raised significant levels of concern in the community. The community has raised environmental flows in local watercourses as issues of concern, including watercourses such as those that run parallel to Canns Road and Carradine Road.
- Local Government Natural Resource Manual. This document has some worthwhile material but there does not appear to be funding to promote the policies to local government councillors or to provide training and development often necessary for successful policy implementation.

The Strategy should draw more attention to areas that the community considers are under-funded by the state government, primarily on the grounds that it is often more cost effective to boost existing programs than to start afresh.

Chapter 4 "Targets"

The aspirational (50 year) targets are considered appropriate, and it is clear that the resource (10-20 year) targets are in the development phase.

The effort required to achieve the targets needs more consideration. Implementing just a few of the larger management action targets would probably easily absorb resources and funds in excess of what could be expected even from the Natural Heritage Trust, state government and other investors jointly.

Chapter 5 "Regional Priorities"

1. The process used to determine regional priorities should be more transparent.

2. It is of concern that TBM 4 recommends inclusion of urban growth boundaries into regional planning policies when the practicality and merit of doing so has yet to be agreed.

3. It is a concern that TBM7, which is the only management action target to include a focus on the management of threatened ecological communities, has not been identified as a management action target priority. It is understood that this could be an error in the report.

Chapter 6 "Implementation"

1. Section 6 of the Strategy does not adequately recognise the role of local government in natural resource management. In particular, local government works in partnership with all sectors of the community to deliver natural resource management outcomes. The City of Armadale is willing to work in partnership with Swan Catchment Council and catchment groups.

2. It is important that local government has a significant role in monitoring and reporting. One of the key advantages that local government has over other levels of government is local knowledge, and the City of Armadale is keen to retain this advantage.

   A vision that should be pursued is for state of the environment monitoring and reporting to occur at the local, regional, state and national level in a way that is integrated to the extent that each level of reporting feeds into the other, except where the federal or state government has specific responsibility for a particular area (e.g. water supply).

3. The proposal under Section 6.5 Investment plan to use methods to assign dollar values to economic, social and environment assets as a way of undertaking cost benefit analysis is not supported. Such methods are pseudo-scientific at best, do not adequately make explicit other values and cannot adequately reflect the nature of the Swan Region's bushland which despite technological advances is irreplaceable once cleared. Methods that reduce values to a single number outcome are invariably complex and can different answers can be achieved if different methodologies are used. The methods to proposed to consider cost-benefits should be subject to public comment and scrutiny before being adopted.

Development of major regional projects

In response to the news that only major regional projects will be funded, the City of Armadale worked with the South East Region Centre for Urban Landcare (SERCUL) to convene a meeting of all community groups and local governments in the region. The purpose of the meeting was to identify a regional project that would be consistent with the priorities identified in the Strategy. The meeting was held on 22 April 2004 at the City of Canning and it was decided that a project should be developed focusing on water quality that included an emphasis on biodiversity.

Improving water quality was seen to be the highest priority issue for this region. Improving water quality was identified as a multifaceted project that would include aspects such as improved land management by all land managers in the catchment, enhancement of biodiversity along the waterways, achieving satisfactory environmental flows along waterways and improving regional community capacity (i.e. helping the community to understand the nature of the problem and take individual or collective (volunteer) action to help fix the problem). A number of potential stakeholders and "investors" for such a project were identified, including industry groups such as the Motor Trades Association (to reduce stormwater contamination from the automotive industry), local and state government, the Natural Heritage Trust and existing community groups who could provide in-kind labour. Participants at the meeting decided to convene again in about two weeks following further investigations into the potential project.

Council endorsement to pursue the regional water quality project is sought.

CONCLUSION

The Swan Region Strategy for Natural Resource Management is a significant document that is intended to guide natural resource investment at all levels of the community, including local government. It is important that the City of Armadale provide input into the document to ensure that the Strategy adequately reflects regional issues of concern to the City and the importance of local government in looking after its area is acknowledged.

Committee noted that the City will be seeking to have input into the Investment Plan and the proposed Swan Region Employment Structure with a view to ensuring that the current level of Natural Resource Management/Catchment Management resourcing in the City is not diminished.

CS20/5/04 RECOMMEND

1. **That officers prepare a submission on The Swan Region Strategy for Natural Resource Management consistent with this report.**

2. **That City officers pursue development of a water quality project that meets the Swan Region Strategy for Natural Resource Management priorities for partnership funding by the Natural Heritage Trust.**

Moved Cr Munn
Motion Carried (6-0)

LOCAL GOVERNMENT ACT – PROPOSED AMENDMENTS TO ELECTORAL PROVISIONS

WARD	ALL
FILE REF:	ACT/1
DATE	30 APRIL 2004
REF	NP
RESPONSIBLE MANAGER	MANAGER ADMIN & GOVERNANCE

In Brief:
- WALGA is seeking comments on proposed changes to the Local Government (Elections) Regulations 1997 and the Electoral Act 1907.
- Recommendation that Council support all proposed amendments subject to conditions.

Officer Interest Declaration

Nil

Strategic Implications

To foster an effective professional environment for the governance and administration of the City's services.

Legislation Implications

Section 4.38(2) Local Government Act 1995 –What the roll consists of.
Section 5.96 Local Government Act 1995 –Copies of information to be available.
Regulation 20(1) Local Government (Elections) Regulations 1997 –Elector's details on the roll.
Schedule 1, Form 13 Local Government (Elections) Regulations 1997 –Postal Voting Instructions
Electoral Act 1907

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

Nil

Consultation

WALGA
Executive Director Corporate Services

BACKGROUND

The Department of Local Government and Regional Development has recently been approached by the WA Electoral Commissioner seeking support for a number of amendments to the electoral provisions of both the Local Government Act 1995 and the related Electoral Regulations and the Electoral Act 1907.

The Department has sought the views of WALGA on the proposals, who in turn are now seeking feedback from Councils.

DETAILS OF PROPOSAL

In broad terms the proposed changes are as follows:

- Regulation 20(1) of the Local Government (Elections) Regulations 1997 be amended to provide for the inclusion of a postal address on the residents roll. Where a postal address is not provided by the elector, then the residential address would be included in lieu.

- Amending Form 13 of Schedule 1 of the Local Government (Elections) Regulations 1997 so that any questions from electors about the election could in the first instance be directed to the Electoral Commission rather than the Returning Officer.

- The third change relates to planned amendments to the Electoral Act 1907 to deal with privacy in relation to the electoral roll.

COMMENT

Analysis

Regulation 20(1) be amended to provide for the inclusion of a postal address on the residents roll. Where a postal address is not provided by the elector, then the residential address would be included in lieu.

This amendment has no real effect on Council as the provisions of Section 51B of the Electoral Act 1907 apply for those still wanting to have their details suppressed from the roll.

Furthermore the rate record that we are obliged to make available for public inspection specifies the property address and the full name and postal address of the owner anyway.

Consequently as there is no impact on council, it is suggested that it be supported merely for the sake of having consistent information recorded in our rate record and the electoral roll.

The Department has also indicated its support for this proposal.

Form 13 of Schedule 1 of the Regulations be amended so that any questions from electors about the election could in the first instance be directed to the Electoral Commission rather than the Returning Officer.

Form 13 currently requires all questions about the postal voting package to be referred to the Returning Officer. The WA Electoral Commission has indicated that this change will enable them to establish a call centre to handle enquiries and allow one standard form to be printed saving cost on the printing process.

In discussions with WALGA it is understood that the introduction of the call centre will enable general enquiries to be handled by call centre staff and questions of a

more specific legislative nature would be directed to the Returning Officer thus, in theory, lowering costs.

This amendment is practical and convenient and provided that there are no additional costs to Council and any savings are passed on to council, it is suggested that this amendment also be supported.

The third proposal relates to planned amendments to the Electoral Act 1907 to deal with privacy in relation to the electoral roll.

The State Government has agreed to amend the Electoral Act to make electoral rolls provided under that Act available for inspection only on a limited number of circumstances, which would remove the right for it to be sold for inappropriate purposes.

It is envisaged that the rolls will only be provided to members of Parliament, political parties and bona fide candidates for strict electoral and campaigning purposes, with significant sanctions for proven breaches of these provisions. There will also be restrictions on the unauthorized use of the electoral roll information by second and third parties.

WALGA have indicated that these electoral rolls form the basis of the residents roll that is passed to Local Government for the conduct of Local Government Elections and therefore it is necessary to consider some restrictions on their access by the general public.

Section 5.96 of the Local Government Act 1995 provides that if information can be inspected it can be sold. The availability in this way would tend to contradict the desire to achieve some level of restriction on the use of the information.

There is considered to be no point in restricting access to the roll when the legislation elsewhere requires local governments to make rate records that contain the same information as rolls, freely available to the public.

Consequently, it is suggested that Council could only support the proposed amendment provided that similar amendments are also made to the Local Government Act to restrict access to the rate record and the owner/occupier roll.

Conclusion

In summary:

- As the same information is currently available in the rate record it is suggested that Council support the inclusion of the postal address in the residents roll.
- Council support the proposed amendments to Form 13 of Schedule 1 of the Local Government (Elections) Regulations 1997 on the basis that there are no additional costs to council and if there was a reduction in costs that these savings to be passed on to Council.

- Council support the proposed amendments to limit access to the electoral roll provided that amendments are made to the Local Government Act to similarly restrict access to the rate record and the owner/occupier roll.

CS21/5/04 RECOMMEND

That Council, in response to WALGA's request for comments on proposed changes to various electoral provisions of the Local Government Act 1995 and Regulations and the Electoral Act 1907, provide the following response:

- **Council agrees to the proposed amendment to Regulation 20(1) to provide for the inclusion of a postal address on the residents roll.**
- **Council agrees to the proposed amendment to Form 13 of Schedule 1 of the Regulations so that any questions from electors about the election could in the first instance be directed to the Electoral Commission rather than the Returning Officer – Agree provided that there are no additional costs to Council and any savings resulting from any reduced costs be passed on to Council.**
- **Council agrees to the proposed amendments to the Electoral Act 1907 to deal with privacy in relation to the electoral roll – on the condition that similar amendments made to the Rate Record and Owner/Occupier roll provisions of the Local Government Act to remove inconsistencies between the Acts.**

Moved Cr Munn
Motion Carried (6-0)

GOVERNMENT PARTNERSHIPS – STATE AND FEDERAL

WARD	:	All
FILE REF	:	ELT/4
DATE	:	8 April 2004
REF	:	RST
RESPONSIBLE MANAGER	:	CEO

In Brief:-

- In December 2003 Council resolved to prepare a Government Partnerships – State and Federal strategy.
- The City has advanced a number of projects, however Government support is required in furthering the strategic objectives of the region.
- In May 2004 Council resolved that a report be submitted to the next City Strategy Committee outlining brief background on each of the Federal and State priorities recommended by the City Strategy Committee..

Tabled Items
Nil.

Officer Interest Declaration
Nil.

Strategic Implications
Long Term Strategic Planning - to achieve a better quality for the people of our City.

- Seek the advocacy of State and Federal Government representatives to promote employment and residential growth for the City.

Communication - create stronger communication links with Government agencies, industry and commercial groups

- Conduct suitable political briefing sessions at the Federal and State Government level.

Legislation Implications
Nil.

Council Policy / Local Law Implications
Nil.

Budget / Financial Implications
Nil

Consultation
N/A

BACKGROUND

In December 2003, Council resolved to prepare a "Government Partnerships – State and Federal" strategy in anticipation of forthcoming State and Federal elections.

In April 2004, City Strategy held open discussion on the priorities to be pursued under this Strategy with focus on current projects/programmes requiring Government support and recommended the following key issues be the priorities for discussion with the relevant Governments:-

Federal Priorities

- Centre of Learning
- Aboriginal Interpretive Centre
- Rowing Course Infrastructure/Whitewater Project
- Feasibility Study to develop a major strategy to deal with the ageing population
- High quality broadband access in the Hills area

State Priorities

- Kelmscott Station
- Aerial bundling and the Western Power infrastructure
- Infill Sewerage Program
- Road funding
- State Health Service Model

COMMENT

Much of the City's original "targets" in its former "Election Strategy" are now underway or integral parts of the Armadale Redevelopment process, e.g. Tonkin Highway, Railway station, Forrestdale Business Park.

The City has also advanced its Town Planning Scheme and the Cinema project.

The formation of the Redevelopment Authority was a solid plank in the Council's Strategy.

However, a number of projects will not reach their potential without continued political support. The ARA is not in a position to approach Governments, being a quasi-Government Agency itself.

The City still provides the best vehicle to encourage support of both Government and Opposition in furthering the strategic objectives of the region.

A brief outline on each of the key Federal and State Priorities recommended for discussion with the relevant Government Departments as circulated at Attachment A-3 of the Agenda.

Committee was advised that in the lead-up to the Federal election, it is expected that a number of Federal Ministers will be visiting the Canning Electorate at which time there will be the opportunity to discuss projects relevant to their portfolios. An invitation has also been made to the Federal Opposition representatives to visit the City and be appraised of programmes and projects important to the Region.

The Champion Lakes Project is recognised as one of the major priorities requiring both State and Federal support. The Chief Executive Officer is arranging to meet with the Hon Jackie Kelly, Member for Lindsay and Parliamentary Secretary to the Prime Minister, in conjunction with his proposed visit to Melbourne. The meeting will seek to reiterate the matters put forward to the Prime Minister during his visit in February 2004. An invitation will also be extended to Ms Kelly to visit WA in the future.

It was also indicated that with the State's recent focus on health and aged care, it would be an opportune time to commence funding discussions with the State for an Indoor Heated Swimming Centre. It was noted this may compete with funding sought for the Champion Lakes project.

The reinstatement of the 24 hour police service in Armadale was also identified as a priority for discussion with the State.

Committee also recommended that Council's Government Partnerships Strategy be included in the City Views newsletter to make the community aware of those projects being targeted for Government support.

CS22/5/04 RECOMMEND

That Council approach the Federal and State Governments in the lead-up to the respective elections to engender Government support on the following key priorities:-

Federal Priorities

- **Centre of Learning**
- **Aboriginal Interpretive Centre**
- **Rowing Course Infrastructure/White-water Project**
- **Feasibility Study to develop a major strategy to deal with the ageing population**
- **High quality broadband access in the Hills area**

State Priorities

- **Rowing Course Infrastructure/White-water Project**
- **Kelmscott Station**
- **Aerial bundling and the Western Power infrastructure**
- **Infill Sewerage Program**
- **Road funding**
- **State Health Service Model**
- **Heated Indoor Swimming Centre**

Moved Cr Zelones
Motion Carried (6-0)

CONSULTANCY – CHAMPION LAKES PROJECT

WARD	:	WESTFIELD
FILE REF	:	A86977 & PSC/18
DATE	:	6 May 2004
REF	:	RST
RESPONSIBLE MANAGER	:	CEO

In Brief:-

- The City has long campaigned for development of Champion Lakes, now underway with the Tonkin Highway project.
- Conversion of this facility to an international standard rowing course will require further State, Federal and private investment.
- Funding via Canoeing WA for Project Coordinator, Colin Thorpe has been exhausted.
- Council's continued involvement with this project is critical and it is recommended that Mr Thorpe be appointed for approx. 2 months with funds (approx. $5000) being provided from Account No. 5222420-Economic Development.

Tabled Items
Nil.

Officer Interest Declaration
Nil

Strategic Implications
Long Term Strategic Planning Initiative 1.7
In partnership with State Government, the Region and private enterprise, develop a management and funding strategy for a major recreational facility at Wright Lake.

Legislation Implications
Armadale Redevelopment Authority Interim Town Planning Scheme.
Environmental Protection Act 1986.
Metropolitan Region Town Planning Scheme Act 1959.
City of Armadale Town Planning Scheme No 2.

Council Policy / Local Law Implications
Nil.

Budget / Financial Implications
Funds for this consultancy appointment (approx. $5000) can be provided from the 2003-2004 Budget (Account 5222420 – Economic Development).

Consultation
Armadale Redevelopment Authority.

BACKGROUND

The City has long campaigned for development of the Champion Lakes Regional Recreational Development, now underway in conjunction with the Tonkin Highway project. As outlined elsewhere in this Agenda (Government Partnerships – Federal and State) the current project will

provide a fully-lined lake, water supply and immediate surrounds, suitable for rowing, canoeing and other recreational pursuits.

Conversion of this facility to a fully accredited international standard rowing course with an adjacent white-water rafting centre and an aboriginal interpretive centre, will require further State, Federal and private investment.

Feasibility work and submissions on the White-water Park have been put to various Government agencies by Mr Colin Thorpe.

Initially commissioned by Canoeing WA, Mr Thorpe has acted as Project Coordinator and is now assisting in packaging of the submission to incorporate all three projects (rowing course, white-water park and aboriginal interpretive centre).

This submission is seen as critical in securing the political support needed for the project.

Mr Thorpe's funding via Canoeing WA has now been exhausted. It is proposed that the City commission Mr Thorpe to act as consultant in preparing and presenting a submission on the Champion Lakes Project to various State and Federal Government agencies.

COMMENT

While the Champion Lakes Project implementation now falls under the auspices of the Armadale Redevelopment Authority, Council's continued involvement will be critical, particularly in pursuing political support for the project, which can convert to involvement and contribution via various Government agencies.

The ARA has confirmed its support for the appointment of Mr Thorpe over a period of approximately two months.

It is estimated that Council's net contribution to this arrangement would be approximately $5000, a worthwhile investment at this critical stage of the Champion Lakes development (key components estimated to total over $70M).

It is suggested that funds be provided from Account No. 1522420 – Economic Development for this purpose on the basis that Champion Lakes is a key strategic objective in advancing the future investment potential of Armadale.

CS23/5/04 RECOMMEND

That funds (approximately $5000) be provided from Account No. 1522420 – Economic Development for purposes of appointing a consultant for preparation, presentation and follow-up of submission to various Government agencies on the Champion Lakes project.

Moved Cr Reynolds
Motion Carried (6-0)

PERFORMANCE EVALUATION PROCESS – CHIEF EXECUTIVE OFFICER

WARD	All
FILE REF:	PSF/365
DATE	5 May 2004
REF	SDS
RESPONSIBLE MANAGER	CEO

In Brief:

- In October 2002, Council appointed a five member Panel (4 Councillors + independent facilitator from WALGA) to conduct the CEO's 2002 Performance Review.
- In March 2003 the Evaluation Panel completed a review of the CEO's performance and set Performance Objectives for 2003.
- In July 2003 the CEO's Contract Panel was appointed with the specific task of conducting contract negotiations.
- In April 2004, Council approved the terms and conditions of a Contract of Employment for the CEO.
- It is now time to consider the timetable, level of consultation, appointment of a review panel and an independent facilitator for reviewing the CEO's performance against performance objectives for the past year.

Strategic Implications

The CEO's Performance Objectives relate to all aspects of the Strategic Plan

Legislation Implications

Sections 5.38 and 5.39 of the Local Government Act 1995

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

Nil

Consultation

Mayor

BACKGROUND

In July 2003 Council appointed the CEO's Contract Panel to facilitate contract negotiations with the Chief Executive Officer.

Council at its meeting on 3 May 2004 approved terms and conditions of a Contract of Employment for the Chief Executive Officer with effect from 1 May 2004.

It is now time to conduct the 2003 Performance Review of the Chief Executive Officer. Council's performance review process for the last three years has involved:-

- Appointment of a Panel
- Independent Consultant appointed to facilitate the evaluation - (WALGA) representative facilitates the Panel discussion, interviews elected members, provides a summary and facilitates discussion/agreement between the CEO and Panel (Estimated cost approximately $2000).

- Involvement of all Elected Members – participation in the questionnaire process
- Independent viewpoint sought as determined appropriate

COMMENT

The first item requiring consideration by Council is the appointment of a panel to oversee the process.

The Panel's first task will be to consider the CEO's Report on the 2003 Performance Objectives, review the questionnaire/inputs required to the process and set the timetable for setting the 2004 performance objectives.

Whilst the process is conducted under the auspices of the Mayor (whose role is to "*liaise with the CEO on the Local Government's affairs and the performance of its functions*") it has been agreed that evaluation of performance should invite input from all elected members, either by questionnaire or phone interview.

In the past, membership of the Panel has been as follows:

1999 Review	2000 Review *	2001 Review *	2002 Review	Contract Panel
Mayor (Cr Stubbs)	Mayor (Cr Reynolds)	Mayor (Cr Reynolds)	Mayor (Cr Reynolds)	Mayor (Cr Reynolds)
Cr Zelones	Cr Stubbs	Dy Mayor Munn	Cr Hopper	Dy. Mayor Munn
Cr Hopper	Dy Mayor Munn	Cr Clowes-Hollins	Cr Everts	Cr Hodges
	Cr Hodges	Cr Stewart	Cr Cominelli	Cr Zelones
	Cr Green			Cr Hopper

* The 2000 Review spanned the election process. The panel was facilitated by Cr Stubbs prior to the May elections and it was resolved that Cr Stubbs continue as a member on the Panel.

The CEO advises that he has prepared an initial report on progress towards KPIs for distribution to elected members.

CONCLUSION

It is suggested that the Panel members be appointed and meet to consider:-

- whether a WALGA consultant should be appointed to coordinate the process or conduct the review in-house.

- a time-table enabling evaluation of the CEO's Performance from December 2002 to November 2003, and setting of new objectives, having due regard to the terms and period of the new contract.

Committee determined that the CEO's Evaluation Panel should comprise a maximum of 4 members only, i.e. Mayor + 3 members.

The following elected members nominated for membership to the Panel.

1. *Cr Zelones*
2. *Cr Hopper*
3. *Cr Wallace*
4. *Cr Munn*
5. *Cr Hodges*
6. *Cr Tizard*

Further nominations will be invited at the Council meeting, following which a ballot will be conducted for appointment of 3 members to the Panel.

CS24/5/04 RECOMMEND

~~1. That the members of the 2003 CEO's Performance Evaluation Panel be the Mayor, Cr Reynolds plus 3 elected members as follows:-~~

- **~~Mayor, Cr Reynolds~~**
- ~~_____~~
- ~~_____~~
- ~~_____~~

AMENDMENT
FULL COUNCIL
17-5-2004

1. That the members of the 2003 CEO's Performance Evaluation Panel be the Mayor, Cr Reynolds plus 4 elected members as follows:-

- **Mayor, Cr Reynolds**
- **Cr Tizard**
- **Cr Hodges**
- **Munn**
- **Cr Zelones**

2. That the Panel consider the appointment of an independent facilitator having regard for the level of consultation required and the timetable set.

Moved Cr Reynolds
Motion Carried (6-0)

LATE ITEM –
CSIRO/ARA - PARTICIPATORY URBAN DEVELOPMENT STUDY

WARD	:	ALL
FILE REF	:	PSC 18/1
DATE	:	4 May 2004
REF	:	IM
RESPONSIBLE MANAGER	:	EDDS

In Brief:-

- The ARA has requested that funds indicated to be available to support studies in Brookdale over a three year period should be made available in the first year to a CSIRO study in the Champion Lakes area of urban development scenarios.
- Recommend that the first year's contribution towards the three year Brookdale Drainage Study be made to the ARA to assist in the funding of the Participatory Urban Development Study.

Tabled Items

Nil.

Officer Interest Declaration

Nil.

Strategic Implications

Development- "To balance the need of development with sustainable economic, social and environmental objectives".

Legislation Implications

Nil.

Council Policy / Local Law Implications

Nil.

Budget / Financial Implications

Contribution of $18,000 requested. Funds available from Town Planning Studies and Plans A/C No. 1552720.

Consultation

- ARA

BACKGROUND

During the 2003 discussions on the Five Year Plan the provision of $50,000 over five years as a contribution to the ARA in the preparation of the Brookdale Drainage Study Project was discussed. As it transpired there was insufficient funding within the 2003/04 budget to separately provide the contribution, however, it was requested that the contribution be found from within the Development Services general study budget. Subsequent contributions at $17,000 in years 2004/05 and 2005/06 have been included in the Five Year Plan.

The ARA have advised that the City's contribution towards the Brookdale Drainage study is not required in 2003/04 however the Authority has requested that support be given to the equivalent sum for a study to be undertaken in the Champion Lakes locality with general application.

DETAILS OF PROPOSAL

The ARA has attracted the CSIRO to the prospect of undertaking a modelling exercise to study the processes related to the future development and management of key ARA redevelopment sites. The intent is to provide a simulation model in which the potential effects on different existing and future social groups of alternative images, sites and forms of landscape will be investigated. The study will also relate to the Champion Lakes site and the Westfield locality adjacent to the Champion Lakes project. Such a study is anticipated to have application to the Brookdale area as it will consider the range of scenarios and the response to them. In this respect the outcomes of the study are expected to have wide application.

It is envisaged that the proposed study will break new ground in interactive modelling. It will combine aspects of CSIRO's flagship programs for Healthy Countries and Emerging Sciences and ensure that these projects are undertaken locally. Highly qualified CSIRO staff in fields of urban water infrastructure, engineering, economics, psychology, consultation, and statistics have been allocated to the project.

Due to the significant research component embedded in this project, CSIRO has advised that while the total cost of the study is estimated to be in excess of $250,000, it is willing to undertake the development of the strategy in conjunction with the ARA for a fee of less than $100,000. The ARA is prepared to commit $50-60,000 towards the project, and has requested the City to provide the $18,000 that was otherwise to be available for the Brookdale Drainage Study.

COMMENT

The proposed study appears at first glance to be academic however there are considerable benefits in having the nation's foremost science body involved in developing new ways to promote and manage desirable urban development. Moreover, the City's contribution to what will be a major study with international application is relatively minor and can be funded from the Planning Studies budget.

Options

1. The Council could resolve to support the study with an allocation of $18,000 as requested by the ARA;

2. The Council could resolve not to contribute financially the study.

CONCLUSION

It is considered that in view of the previous undertaking to contribute $50,000 over three years towards the ARA's Brookdale studies, that the allocation of the first payment to the Participatory Urban Development study would be appropriate in accordance with Option 1.

CS25/5/04 RECOMMEND

That Council resolves that the first year's contribution towards the three year Brookdale Drainage Study ($18,000) be made to the ARA to assist in the funding of the Participatory Urban Development Study.

Moved Cr Hopper
Motion Carried (6-0)

COUNCILLORS' ITEMS

Nil

CHIEF EXECUTIVE OFFICER'S REPORT

- Progress on Cinema Project
- CSIRO Workshop on Brookdale

MEETING DECLARED CLOSED AT 8.00 PM

CITY STRATEGY COMMITTEE

SUMMARY OF "A" ATTACHMENTS

11 MAY 2004

Attachment No.	Subject	Page
A-1	Fifteen Year Forward Financial Plan	35 – 44
A-2	Principal Activities Plan - 2004 to 2009	45 – 70

City of Armadale

15 Year (2004-2019) Forward Financial Plan

11th May 2004

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
Opening Balance	1,195,883	594,863	618,554	294,466	365,944	1,195,883	(13,721)	(662,509)	1,195,883
PLUS Total Funds Available for Allocation *(refer details below)*	(21,169,660)	(21,208,813)	(22,473,213)	(23,633,867)	(24,728,613)	(113,214,167)	(129,827,927)	(135,256,422)	(378,298,516)
LESS Directorate Operational Funding Allocations *(refer details below)*	19,778,040	20,142,704	20,483,725	20,503,045	20,739,049	101,646,564	103,194,639	103,237,946	308,079,149
= Funding for Strategic Steps to the Future	**(195,737)**	**(471,246)**	**(1,370,934)**	**(2,836,356)**	**(3,623,621)**	**(10,371,721)**	**(26,647,009)**	**(32,680,985)**	**(69,023,485)**
Strategic Steps to the Future									
Step 1 - Planning & Developing our Future									
1.1 Armadale Redevelopment Authority - Various Projects	400,000	400,000	400,000	400,000	400,000	2,000,000	-	-	2,000,000
Loan Borrowing	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(2,000,000)	-	-	(2,000,000)
Loan Repayments - 10 yrs at 8.5%	30,000	90,000	150,000	210,000	270,000	750,000	1,500,000	750,000	3,000,000
1.2 **Brookdale/Forrestdale Drainage Study	17,500	17,500	-	-	-	35,000	-	-	35,000
1.3 ** City Centre Cinema Project	150,000	134,000	133,000	106,000	54,000	577,000	27,000	-	604,000
1.4 General Allowance for increased costs/revenue loss	-	-	-	100,000	100,000	200,000	1,000,000	1,000,000	2,200,000
sub total	197,500	241,500	283,000	416,000	424,000	1,562,000	2,527,000	1,750,000	5,839,000
Step 2 - Communicating & Marketing									
2.1 Marketing & Promotions	100,000	100,000	100,000	100,000	100,000	500,000	500,000	500,000	1,500,000
sub total	100,000	100,000	100,000	100,000	100,000	500,000	500,000	500,000	1,500,000
Step 3 - Building our Community									
3.1 Bert Tyler Museum Collection [donation & maintenance]	12,500	12,500	12,500	12,500	12,500	62,500	37,500	37,500	137,500
3.2 Aboriginal Family Spport Service	100,000	100,000	-	-	-	200,000	-	-	200,000
Grant Funding	(100,000)	(100,000)	-	-	-	(200,000)	-	-	(200,000)

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
3.3 Volunteer Resource Services	35,000	35,000	40,000	40,000	40,000	190,000	200,000	200,000	590,000
Grant Funding	(17,500)	(17,500)	-	-	-	(35,000)	-	-	(35,000)
3.4 Strategic Library Services Study	25,000	-	-	-	-	25,000	-	-	25,000
3.5 Community Safety Programs and Projects	10,000	10,000	40,000	40,000	40,000	140,000	300,000	300,000	740,000
3.6 Youth Careers Expo	-	15,000	15,000	15,000	15,000	60,000	75,000	75,000	210,000
Fees & subsidies	-	(5,000)	(5,000)	(5,000)	(5,000)	(20,000)	(25,000)	(25,000)	(70,000)
3.7 Aboriginal Interpretative Centre - Contribution	-	-	50,000	50,000	50,000	150,000	250,000	250,000	650,000
3.8 New Forrestdale Community Facility/Service - Contribution	-	-	-	-	-	-	250,000	250,000	500,000
3.9 Armadale Library relocation - lease $300k pa & fitout of $350k	-	-	-	650,000	300,000	950,000	1,500,000	1,500,000	3,950,000
Loan Borrowing for fit out of leased premises	-	-	-	(350,000)	-	(350,000)	-	-	(350,000)
Loan Repayments - 10 years at 8.5%	-	-	-	26,300	52,600	78,900	263,000	184,100	526,000
3.10 Kelmscott Library Relocation - lease $60k pa & fitout of $100k	-	-	-	160,000	60,000	220,000	300,000	300,000	820,000
Loan Borrowing for fitout of leased premises	-	-	-	(100,000)	-	(100,000)	-	-	(100,000)
Loan Repayments - 10 yrs at 8.5%	-	-	-	7,500	15,000	22,500	75,000	22,500	120,000
sub total	65,000	50,000	152,500	546,300	580,100	1,393,900	3,225,500	3,094,100	7,713,500
Step 4 - Caring for our Built & Natural Form									
4.1 Temporary Administration Accommodation	400,000	-	-	-	-	400,000	-	-	400,000
Loan Borrowing	(400,000)	-	-	-	-	(400,000)	-	-	(400,000)
Loan Repayments - 5 yrs at 8.5%	50,000	50,000	100,000	100,000	150,000	450,000	50,000	-	500,000
Sale of temporary accommodation	-	-	-	-	(100,000)	(100,000)	-	-	(100,000)
4.2 Armadale Library Refit for Office Accommodation	-	-	-	250,000	-	250,000	-	-	250,000
Loan Borrowing	-	-	-	(250,000)	-	(250,000)	-	-	(250,000)
Loan Repayments - 10 years at 8.5%	-	-	-	18,800	37,600	56,400	188,000	131,600	376,000
4.2 Refurbishment of Administration Building	-	-	-	-	2,500,000	2,500,000	-	-	2,500,000
Loan Borrowing	-	-	-	-	(2,500,000)	(2,500,000)	-	-	(2,500,000)

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
Loan Repayments - 10 years at 8.5%	-	-	-	-	188,000	188,000	1,880,000	1,692,000	3,760,000
4.3 Additional Administration Office Floorspace	-	-	-	-	-	-	-	2,000,000	2,000,000
Loan Borrowing	-	-	-	-	-	-	-	(2,000,000)	(2,000,000)
Loan Repayments - 10 years at 8.5%	-	-	-	-	-	-	-	1,350,000	1,350,000
4.4 Armadale Aquatic Centre Enclosure	-	-	3,000,000	-	-	3,000,000	-	-	3,000,000
Additional Operating Costs for all year round operations	-	-	50,000	100,000	100,000	250,000	400,000	-	650,000
Loan Borrowing	-	-	(2,000,000)	-	-	(2,000,000)	-	-	(2,000,000)
CSRFF Grant	-	-	(1,000,000)	-	-	(1,000,000)	-	-	(1,000,000)
Loan Repayments - 12 yrs at 8.5%	-	-	135,000	270,000	270,000	675,000	1,350,000	1,215,000	3,240,000
4.5 New Armadale Recreation/Aquatic Centre	-	-	-	-	-	-	-	15,000,000	15,000,000
Grant and other capital subsidies	-	-	-	-	-	-	-	(5,000,000)	(5,000,000)
Loan Borrowing	-	-	-	-	-	-	-	(10,000,000)	(10,000,000)
Loan Repayment - 20 yrs at 8.5%	-	-	-	-	-	-	-	4,716,000	4,716,000
[NB: assumption is that operation will be cost neutral]									
4.6 Reserve Development	-	-	100,000	100,000	100,000	300,000	950,000	1,000,000	2,250,000
4.7 Property Development	-	-	75,000	75,000	75,000	225,000	975,000	875,000	2,075,000
4.8 Rushton Park Redevelopment	100,000	200,000	200,000	-	-	500,000	-	-	500,000
Loan Borrowing	-	(170,000)	(150,000)	-	-	(320,000)	-	-	(320,000)
POS Funding	(100,000)	-	-	-	-	(100,000)	-	-	(100,000)
CSRFF Grant	-	(30,000)	(50,000)	-	-	(80,000)	-	-	(80,000)
Loan Repayments - 10 yrs at 8.5%	-	12,800	36,900	48,200	48,200	146,100	241,000	94,900	482,000
4.9 Kelmscott Enquiry By Design works	-	-	-	85,000	85,000	170,000	205,000	-	375,000
4.10 **City Centre Works	88,100	215,500	-	-	-	303,600	-	-	303,600
4.11 ** Environmental Projects	40,000	50,000	40,000	50,000	40,000	220,000	230,000	220,000	670,000
4.12 Parks & Reserves Maintenance	-	-	-	100,000	100,000	200,000	1,000,000	1,000,000	2,200,000
4.13 Asset Preservation - Buildings	-	-	-	200,000	200,000	400,000	3,150,000	4,300,000	7,850,000

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
- Parks & Reserves	-	-	-	-	100,000	100,000	800,000	1,000,000	1,900,000
- Building Plant and Furniture Replacement	-	-	-	-	100,000	100,000	800,000	1,000,000	1,900,000
- New Armadale Library Fit-Out	-	-	-	-	35,000	35,000	175,000	175,000	385,000
- "Former" Armadale Library Building	-	-	-	-	25,000	25,000	125,000	125,000	275,000
- Administration Building	-	-	-	-	250,000	250,000	1,250,000	1,250,000	2,750,000
- New Kelmscott Library Fit-Out	-	-	-	10,000	10,000	20,000	50,000	50,000	120,000
- Expanded Administration Building	-	-	-	-	-	-	-	200,000	200,000
sub total	178,100	328,300	536,900	1,157,000	1,813,800	4,014,100	13,819,000	20,394,500	38,227,600
Step 5 - Developing Our Organisation									
5.1 Additional Staff Resources & Associated Costs									
- (2) FTE positions pa at $55k each up to yr 2012-13	-	110,000	220,000	330,000	440,000	1,100,000	3,740,000	4,400,000	9,240,000
- office furniture, equipment and communications	-	10,000	10,000	10,000	10,000	40,000	40,000	-	80,000
- (1) vehicle every 2 yrs at $25k plus turnover 2 yrly at $8k	-	-	25,000	-	33,000	58,000	90,000	137,000	285,000
- vehicle operating for additional vehicles @ $8k pa/vehicle	-	-	8,000	8,000	16,000	32,000	128,000	200,000	360,000
5.2 Increase in Staff Training and Development	18,000	18,000	18,000	18,000	18,000	90,000	90,000	90,000	270,000
5.3 Long Service Leave Reserve Provisioning	-	-	50,000	50,000	50,000	150,000	400,000	500,000	1,050,000
5.4 ** Core Computer Systems	137,000	137,000	137,000	442,000	-	853,000	-	-	853,000
5.5 Core Computer Systems Reserve Provisioning	-	-	-	-	-	-	800,000	1,000,000	1,800,000
5.6 Internal Audit Services	-	-	30,000	30,000	30,000	90,000	150,000	150,000	390,000
5.7 Salaries Agreement adjustment	45,000	45,000	45,000	45,000	45,000	225,000	225,000	225,000	675,000
5.8 Member fees & Allowances Adjustments Provision	50,000	50,000	50,000	50,000	50,000	250,000	250,000	250,000	750,000
sub total	250,000	370,000	593,000	983,000	692,000	2,888,000	5,913,000	6,952,000	15,753,000
Total Cost	790,600	1,089,800	1,665,400	3,202,300	3,609,900	10,358,000	25,984,500	32,690,600	69,033,100
Closing Balance	594,863 *(deficit)*	618,554 *(deficit)*	294,466 *(deficit)*	365,944 *(deficit)*	(13,721) *(surplus)*	(13,721) *(surplus)*	(662,509) *(surplus)*	9,615 *(deficit)*	9,615 *(deficit)*

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
SUMMARY TOTALS									
Summary - Steps to the Future									
Step 1 - Planning & Developing our Future	197,500	241,500	283,000	416,000	424,000	1,562,000	2,527,000	1,750,000	5,839,000
Step 2 - Communicating & Marketing	100,000	100,000	100,000	100,000	100,000	500,000	500,000	500,000	1,500,000
Step 3 - Building our Community	65,000	50,000	152,500	546,300	580,100	1,393,900	3,225,500	3,094,100	7,713,500
Step 4 - Caring for our Built & Natural Form	178,100	328,300	536,900	1,157,000	1,813,800	4,014,100	13,819,000	20,394,500	38,227,600
Step 5 - Developing our Organisation	250,000	370,000	593,000	983,000	692,000	2,888,000	5,913,000	6,952,000	15,753,000
	790,600	**1,089,800**	**1,665,400**	**3,202,300**	**3,609,900**	10,358,000	25,984,500	32,690,600	69,033,100
Summary - Funding Totals									
Total Loan Borrowings	(800,000)	(570,000)	(2,550,000)	(1,100,000)	(2,900,000)	(7,920,000)	-	(12,000,000)	(19,920,000)
Total Loan Repayments	80,000	152,800	421,900	680,800	1,031,400	2,366,900	5,547,000	10,156,100	18,070,000
Loan Repayments expressed as a % of Total Rates	1.2%	1.9%	2.5%	3.4%	4.8%	2.8%	4.8%	8.3%	5.5%
Debt Service Ratio (based on rates = 80% of total op income)	0.9%	1.6%	2.0%	2.7%	3.8%	2.3%	3.8%	6.7%	4.4%
Total CSRFF & Other Grant Funding	(117,500)	(152,500)	(1,055,000)	(5,000)	(5,000)	(1,335,000)	(25,000)	(5,025,000)	(6,385,000)
Total POS Funding	(100,000)	-	-	-	-	(100,000)	-	-	(100,000)
Total - Sale of Temporary Accommodation	-	-	-	-	(100,000)	(100,000)	-	-	(100,000)
Summary - Reserve Account Provisioning									
Buildings General	-	-	-	200,000	200,000	400,000	3,150,000	4,300,000	7,850,000
Building Plant & Fixtures/Fittings	-	-	-	-	100,000	100,000	800,000	1,000,000	1,900,000
Building Fit-Outs	-	-	-	10,000	320,000	330,000	1,600,000	1,800,000	3,730,000
sub total buildings	-	-	-	210,000	620,000	830,000	5,550,000	7,100,000	13,480,000
Parks & Reserves General	-	-	-	-	100,000	100,000	800,000	1,000,000	1,900,000
Long Service Leave	-	-	50,000	50,000	50,000	150,000	400,000	500,000	1,050,000
Core IT Systems	-	-	-	-	-	-	800,000	1,000,000	1,800,000
sub total Others	-	-	50,000	50,000	150,000	250,000	2,000,000	2,500,000	4,750,000
Total Reserve Provisioning (Annual)	-	-	50,000	260,000	770,000	1,080,000	7,550,000	9,600,000	18,230,000
Total Reserve Provisioning (Accumulated - Life to Date)	-	-	50,000	310,000	1,080,000	1,080,000	8,630,000	18,230,000	-

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
Funding & Directorate Operational Details									
Total Funds Available for Allocation									
M12 Total - Property Leases & Rentals	(145,652)	(146,365)	(147,078)	(147,790)	(147,790)	(734,676)	(738,951)	(738,951)	(2,212,578)
M14 Total - Corporate Revenues & Expenditures	(20,289,508)	(21,267,948)	(22,393,535)	(23,568,977)	(24,703,423)	(112,223,392)	(129,882,975)	(135,272,471)	(377,378,838)
M15 Total - Corporate Debt Servicing	125,500	205,500	67,400	32,900	22,600	453,900	44,000	5,000	502,900
	(20,309,660)	(21,208,813)	(22,473,213)	(23,683,867)	(24,828,613)	(112,504,167)	(130,577,927)	(136,006,422)	(379,088,516)
Less									
Residential Rural Rates - differential to be discontinued	-	-	-	50,000	100,000	150,000	750,000	750,000	1,650,000
Plus	(20,309,660)	(21,208,813)	(22,473,213)	(23,633,867)	(24,728,613)	(112,354,167)	(129,827,927)	(135,256,422)	(377,438,516)
Reduction in C/Fwd Works Program	(860,000)	-	-	-	-	(860,000)	-	-	(860,000)
	(21,169,660)	**(21,208,813)**	**(22,473,213)**	**(23,633,867)**	**(24,728,613)**	(113,214,167)	(129,827,927)	(135,256,422)	(378,298,516)
Directorate Operational Funding									
Community Services Directorate									
M6 Total - Dog Control Services	72,303	73,831	75,989	48,920	48,920	319,962	244,600	277,176	841,738
M7 Total - Stock (Animal) Control Services	59,470	59,370	59,471	61,103	61,103	300,516	305,513	305,513	911,542
M8 Total - Fire Control Services	233,272	231,173	232,191	233,820	234,838	1,165,295	1,174,191	1,174,191	3,513,677
M9 Total - Other Law & Order	79,641	72,209	85,545	77,521	84,545	399,462	422,726	422,726	1,244,914
M10 Total - State Emergency Service	11,707	11,707	11,707	11,707	11,707	58,535	58,535	58,535	175,605
M47 Total - Recreation Administration	192,703	176,297	187,319	174,513	186,933	917,765	921,938	939,753	2,779,456
M48 Total - Active in Armadale	24,025	24,025	24,025	24,025	24,025	120,124	120,124	120,124	360,372
M49 Total - Armadale Aquatic Centre	205,239	217,455	180,502	181,825	187,933	972,955	942,211	952,391	2,867,557
M50 Total - Kelmscott Pool	-	-	-	-	-	-	-	-	-
M51 Total - Armadale Library	377,971	406,373	410,139	413,295	414,619	2,022,397	2,077,267	2,081,441	6,181,104
M52 Total - Kelmscott Library	352,260	363,356	358,673	361,015	362,745	1,798,050	1,815,254	1,815,254	5,428,558
M53 Total - Westfield Library	297,070	297,681	321,807	337,179	303,789	1,557,526	1,518,944	1,518,944	4,595,414
M54 Total - Cultural Events	236,407	253,314	244,967	249,659	265,438	1,249,784	1,274,252	1,287,486	3,811,522
M55 Total - Armadale-Kelmscott Senior Citizens Centre	-	-	-	-	-	-	-	-	-
M56 Total - History House	82,287	95,724	96,844	103,563	88,395	466,813	441,974	441,974	1,350,761
M57 Total - Community Development	472,336	479,564	489,338	488,116	504,608	2,433,961	2,563,249	2,560,704	7,557,914

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
M59 Total - Community Services Administration	239,193	207,785	238,040	191,249	247,748	1,124,016	1,180,716	1,200,058	3,504,790
M60 Total - Armadale Recreation Centre	52,427	67,697	41,738	36,241	45,810	243,913	229,050	229,050	702,013
M61 Total - Library Administration	289,034	255,237	265,926	276,717	262,363	1,349,276	1,347,749	1,335,024	4,032,050
total	**3,277,344**	**3,292,797**	**3,324,222**	**3,270,467**	**3,335,518**	**16,500,349**	**16,638,293**	**16,720,344**	**49,858,986**
Corporate Services Directorate									
M1 Total - Members Administration	457,732	398,755	466,868	409,955	477,868	2,211,178	2,201,009	2,264,125	6,676,312
M3 Total - Administration & Governance Services	831,209	841,199	856,661	862,661	866,816	4,258,547	4,334,081	4,334,081	12,926,709
M4 Total - Information System Services	937,882	938,486	940,922	955,970	1,067,078	4,840,339	4,838,692	4,823,894	14,502,926
M5 Total - Human Resources Services	337,058	342,414	342,414	342,414	342,923	1,707,221	1,714,613	1,714,613	5,136,447
M11 Total - Chief Executive Officer	527,180	537,789	527,180	537,789	527,180	2,657,119	2,667,728	2,657,119	7,981,966
M13 Total - Accounting Services	748,337	680,334	689,700	787,326	664,148	3,569,846	3,488,915	3,404,828	10,463,588
M16 Total - Business Services Administration	338,803	344,114	331,593	344,114	331,593	1,690,216	1,695,527	1,683,006	5,068,749
total	**4,178,201**	**4,083,092**	**4,155,337**	**4,240,230**	**4,277,606**	**20,934,466**	**20,940,565**	**20,881,666**	**62,756,697**
Development Services Directorate									
M31 Total - Town Planning	1,025,637	1,035,923	1,059,643	1,032,869	1,036,648	5,190,720	5,190,162	5,186,701	15,567,584
M32 Total - Building Control Services	254,392	253,073	263,869	231,183	195,960	1,198,477	992,323	1,004,845	3,195,645
M33 Total - Swimming Pool Inspections	15,809	14,791	13,773	14,791	14,791	73,957	73,957	73,957	221,871
M34 Total - Health Services	443,118	480,405	453,759	439,538	461,421	2,278,240	2,273,814	2,284,911	6,836,965
M35 Total - Environmental Services	81,008	85,808	80,408	85,908	96,908	430,039	484,539	484,539	1,399,117
total	**1,819,963**	**1,870,001**	**1,871,452**	**1,804,289**	**1,805,728**	**9,171,434**	**9,014,796**	**9,034,953**	**27,221,182**
Technical Services Directorate									
M81 Total - Civil Construction	3,236,993	3,287,031	3,210,568	3,247,929	3,379,862	16,362,383	16,899,309	16,899,309	50,161,001
M82 Total - Civil Maintenance	1,441,549	1,522,480	1,534,698	1,547,018	1,547,019	7,592,764	7,735,093	7,735,093	23,062,950
M91 Total - Parks & Reserves Development	134,592	165,848	188,547	123,664	123,664	736,316	618,322	618,322	1,972,960
M92 Total - Parks & Reserves Maintenance	2,406,959	2,541,335	2,614,529	2,710,221	2,710,221	12,983,267	13,551,107	13,551,107	40,085,481
M101 Total - Property Development	114,230	108,890	202,167	160,938	160,939	747,164	804,697	804,697	2,356,558
M102 Total - Property Maintenance	1,209,882	1,309,239	1,361,473	1,399,546	1,399,546	6,679,687	6,997,732	6,997,732	20,675,151
M111 Total - Waste Collection	7,126	7,126	7,126	7,330	7,330	36,037	36,648	36,648	109,333
M112 Total - Waste Disposal	(118,902)	(119,819)	(120,837)	(121,753)	(121,753)	(603,063)	(608,764)	(608,764)	(1,820,591)
M113 Total - Waste Minimisation	(43,367)	(43,774)	(44,079)	(44,487)	(44,487)	(220,193)	(222,433)	(222,433)	(665,059)
M119 Total - Waste Management	-	-	-	-	-	-	-	-	-
M121 Total - Vehicles & Plant	-	-	-	-	-	-	-	-	-
M122 Total - Supply Services	65,966	51,511	82,763	42,043	42,043	284,327	210,217	210,217	704,761
M128 Total - Mechanical Services	-	-	-	-	-	-	-	-	-

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
M133 Total - Crossovers	125,927	126,945	136,005	137,125	137,125	663,125	685,623	685,623	2,034,371
M134 Total - Street Lighting	584,027	592,680	601,434	610,189	610,189	2,998,519	3,050,946	3,050,946	9,100,411
M136 Total - Public Utility Reinstatements	-	-	-	-	-	-	-	-	-
M137 Total - Private Works	-	-	-	-	-	-	-	-	-
M141 Total - Technical Services Administration	497,293	501,365	505,437	509,509	509,509	2,523,113	2,547,545	2,547,545	7,618,203
M142 Total - Contract Administration & Design	426,746	429,494	432,548	435,195	435,195	2,159,178	2,175,975	2,175,975	6,511,128
M143 Total - Engineering Development	77,368	77,470	78,691	79,200	79,302	392,032	396,511	396,511	1,185,054
M144 Total - Strategic Planning	200,139	201,768	203,396	204,923	205,025	1,015,251	1,025,126	1,025,126	3,065,503
M145 Total - Asset Management	123,789	124,807	125,825	126,843	126,843	628,106	634,214	634,214	1,896,534
M146 Total - Ark Roadwise	12,216	12,420	12,420	12,623	12,623	62,302	63,116	63,116	188,534
total	**10,502,532**	**10,896,814**	**11,132,714**	**11,188,058**	**11,320,197**	**55,040,315**	**56,600,984**	**56,600,984**	**168,242,283**
Total Directorate Operational Funding	**19,778,040**	**20,142,704**	**20,483,725**	**20,503,045**	**20,739,049**	**101,646,564**	**103,194,639**	**103,237,946**	**308,079,149**
Key Revenue Estimates									
RATE REVENUES									
Current Rates									
GRV Rates (03-04 current base figure)	(16,924,251)	(17,415,946)	(17,923,912)	(18,450,056)	(18,940,886)	(89,655,051)	(94,704,428)	(94,704,428)	(279,063,907)
UV Rates (03-04 current base figure)	(593,799)	(611,614)	(629,938)	(648,873)	(668,317)	(3,152,542)	(3,341,585)	(3,341,585)	(9,835,712)
	(17,518,051)	(18,027,560)	(18,553,851)	(19,098,929)	(19,609,203)	(92,807,593)	(98,046,013)	(98,046,013)	(288,899,619)
Proposed (Additional) Rates	-	-	-	-	-	-	-	-	-
New Residential Estates	(110,046)	(388,774)	(827,634)	(1,371,450)	(1,911,804)	(4,609,708)	(15,924,879)	(21,314,375)	(41,848,962)
Regional Shopping Centre	-	(102,614)	(211,337)	(217,648)	(224,265)	(755,865)	(1,121,327)	(1,121,327)	(2,998,519)
Forrestdale Business Park	-	(21,582)	(44,487)	(68,715)	(94,369)	(229,152)	(471,843)	(471,843)	(1,172,838)
Cinema Development	10,180	(30,540)	(30,540)	(40,720)	(40,720)	(132,340)	(203,600)	(203,600)	(539,540)
Interim Rates	(20,360)	(62,912)	(108,010)	(155,754)	(206,247)	(553,283)	(1,031,234)	(1,031,234)	(2,615,751)
	(120,226)	(606,423)	(1,222,007)	(1,854,287)	(2,477,405)	(6,280,347)	(18,752,883)	(24,142,379)	(49,175,610)
Total Rates	**(17,638,276)**	**(18,633,983)**	**(19,775,858)**	**(20,953,216)**	**(22,086,607)**	**(99,087,940)**	**(116,798,896)**	**(122,188,392)**	**(338,075,229)**
OTHER CORPORATE REVENUES									
Grants Commission	(2,015,700)	(2,015,700)	(2,015,700)	(2,015,700)	(2,015,700)	(10,078,500)	(10,078,500)	(10,078,500)	(30,235,500)
Interest on Investments	(370,450)	(353,144)	(336,856)	(335,940)	(335,940)	(1,732,331)	(1,679,700)	(1,679,700)	(5,091,731)
Instalment Administration Charges	(122,160)	(122,160)	(122,160)	(122,160)	(122,160)	(610,800)	(610,800)	(610,800)	(1,832,400)
Instalment Interest	(91,620)	(91,620)	(91,620)	(91,620)	(91,620)	(458,100)	(458,100)	(458,100)	(1,374,300)
Late Payment Interest Penalty	(76,350)	(76,350)	(76,350)	(76,350)	(76,350)	(381,750)	(381,750)	(381,750)	(1,145,250)

15 Year (2004-2019) Forward Financial Plan - Detailed Plan

Particulars *NB: estimates include inflationary factor of 1.8%* *NB: (**) = Strategic Projects Previously Agreed*	Year 1 2004/05 PLAN $	Year 2 2005/06 PLAN $	Year 3 2006/07 PLAN $	Year 4 2007/08 PLAN $	Year 5 2008/09 PLAN $	Yrs 1-5 2004/09 PLAN $	Yrs 6-10 2010/14 PLAN $	Yrs 11-15 2015/19 PLAN $	15 Year Total $
ESL Commission	(51,500)	(51,500)	(51,500)	(51,500)	(51,500)	(257,500)	(257,500)	(257,500)	(772,500)
Interest on Pensioner Deferments	(36,648)	(36,648)	(36,648)	(36,648)	(36,648)	(183,240)	(183,240)	(183,240)	(549,720)
	(2,764,428)	(2,747,122)	(2,730,834)	(2,729,918)	(2,729,918)	(13,702,221)	(13,649,590)	(13,649,590)	(41,001,401)
Estimated "New" Residential Lot Numbers	350	500	780	730	680	3,040	2,480	1,000	6,520

Proposed Principal Activities Plan

For the period 2004 to 2009

Our Commitment

To create a caring and vibrant City, rich in history, heritage and lifestyle

Our vision for the City of Armadale

A major regional centre
A place with the advantages of city living and the natural beauty of the bushland setting
A city strong in opportunity – in comparison to any other city in Australia
A great place to raise children
Clean, green and prosperous

Our Community will be recognised for

A tradition of innovation – readily embracing new people and new ideas
A strong sense of hospitality and tolerance
Pride in the City of Armadale

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Contents

Invitation to lodge submissions	*2*
Joint Statement by the Mayor and Chief Executive Officer	*3*
Introduction	*4*
Key Assumptions, Definitions and Information	*7*
Principal Activity - Roads, and related infrastructure, Construction	*10*
Principal Activity - Waste Management	*12*
Principal Activity - Parks and Reserves	*14*
Principal Activity - Public Buildings Maintenance and Construction	*16*
Principal Activity - Culture and Libraries	*18*
Principal Activity - Administration and Governance	*20*
Summary of Principal Activities	*22*
Total Estimated Revenue and Expenditure	*23*
Estimated General-Purpose Revenue	*24*

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Invitation to lodge submissions

The residents and landowners of the City of Armadale are invited to lodge submissions in relation to the Proposed Principal Activities Plan. Submissions may be lodged to:

Chief Executive Officer
City of Armadale
7 Orchard Avenue, Armadale WA 6112
(or Locked Bag No. 2, Armadale WA 6992)

The Council, in accordance with Section 5.58 of the Local Government Act 1995, will consider all submissions received by the Chief Executive Officer on or before 4:45 p.m. Monday 5th July 2004.

Once the Council has considered all submissions, the Principal Activities Plan (with or without modification) will be adopted by the Council and will be available for public inspection at the City Administration Centre and City Libraries during normal business hours. A copy of the Plan will also be available on the City website – www.armadale.wa.gov.au.

The Council will endeavour to accommodate the contents of the Principal Activities Plan within the 2004-2005 Annual Budget. Any variation from the Plan will be disclosed by way of a note in the Annual Budget and in the Annual Financial Report for that year. Achievements will be measured against the pre-determined performance criteria and disclosed in the notes to the Annual Financial Report.

Should you require any further information regarding this Plan, please contact Mr Nathan Cain, Executive Manager Business Services, on telephone (08) 9399 0161.

R S Tame
Chief Executive Officer

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Joint Statement by the Mayor and Chief Executive Officer

The City's forward financial planning now extends to a 15 year horizon. The first 5 years of that Plan have been compiled into a Principal Activities Plan and the City is pleased to present this Plan in the form required under the Local Government Act, for consideration by all constituents of the district.

The Principal Activities Plan 2004/05 to 2008/09 will provide the backdrop to the Annual Budgets to be considered by the Council over that period.

The Principal Activities Plan highlights those areas that Council deems to be of importance in attaining goals identified in the Strategic Plan. Six Principal Activities have been defined as follows:

- Administration & Governance
- Culture and Libraries
- Roads and related infrastructure
- Waste Management
- Parks and Reserves
- Public Buildings

There are further "Non-Principal Activities" which provide additional support to delivery of the Principal Activities. These "other" activities amount to approximately one-third of the City's operation. To ensure the Plan remains an integral part of the future planning process, a set of performance measures to indicate progress are also stated.

The City has encouraged the State Government to work in partnership in developing Armadale as a Strategic Regional Centre. We believe that our region has a bright future and, with this in mind, we encourage you, the community, to make comment on the Plan. A submission period allows for public input to assist Council in subsequent decision-making. The Council believes the Plan reflects the needs and wants expressed by the community during its strategic planning process. Your views are welcome in ensuring that your Council is on the right track.

The Plan highlights the need for Council to be prudent in its financial and asset management decision-making, particularly in the short to mid-term. Prudent investment in these key activities at this time will establish a sustainable economic, social and environmental foundation for the City's future.

Cr Linton Reynolds JP
Mayor

Ray Tame
Chief Executive Officer

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Introduction

What is a Principal Activities Plan?

The Principal Activities Plan ("the Plan) is a document produced annually with the objective of informing the community of the proposed "principal" activities of the local government in the coming years. It provides an overview of the anticipated expenditure and revenue levels over the life of "the Plan".

The *Local Government Act 1995* ("the Act") places an obligation upon all local governments to prepare plans of their principal activities for the next four or more years. The City of Armadale has developed its Forward Financial Plan to meet the "Principal Activities" model on the basis that forward strategic planning will always produce a better overall outcome.

"The Plan" is to contain:

- The principal activities that are proposed to be commenced or to be continued in each financial year affected by the plan
- The objectives of each principal activity
- The estimated cost of, and proposed means of funding, each principal activity
- How the local government proposes to assess its performance in relation to each principal activity
- The estimated income and expenditure for each financial year affected
- Such other matters as may be prescribed

The underlying feature of "the Plan" is to assist in observing the changing nature of local government and to adequately prepare for these changes.

What are Principal Activities?

"The Act" defines principal activities as:

- A major capital works project to be undertaken
- A major service to be provided
- A programme for the replacement of major assets
- Major land transactions
- Major trading undertakings

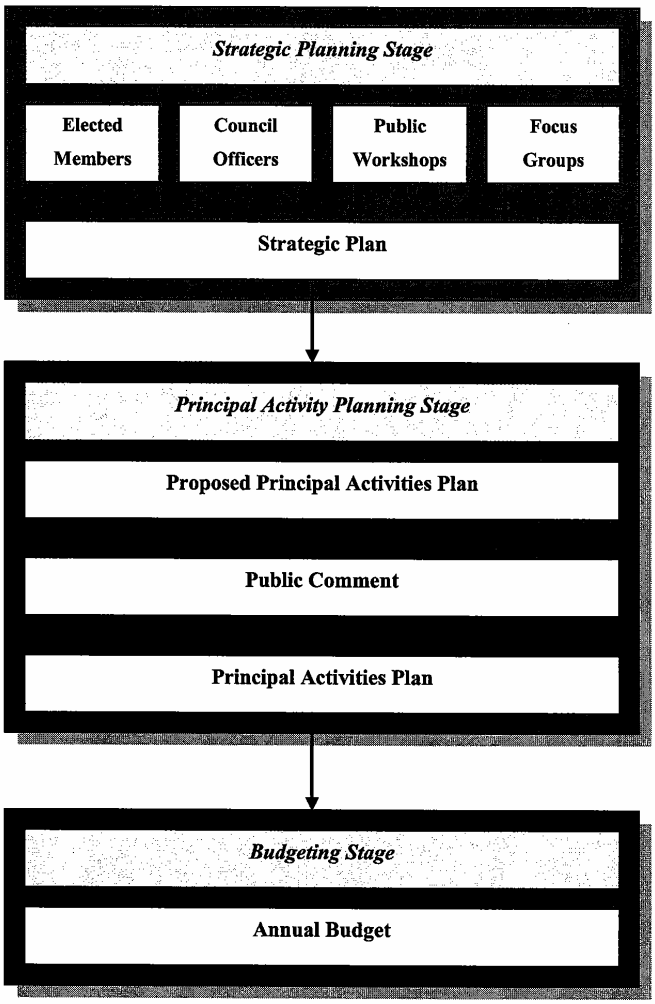
Who defines the Principal Activities?

It is up to each local government to determine the principal activities relevant to their circumstances and the relevance for inclusion in "the Plan" as prefaced by Council's Strategic Plan. However, during the process of selecting principal activities and compilation of "the Plan", public comment is sought. When finalised "the Plan" forms the basis of the annual budget.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Where does the Principal Activities Plan fit in within our corporate planning?



The Strategic Planning Stage

Strategic planning is a management tool. As with any management tool, it is used for one purpose only: to help the City deliver better outcomes by –

- Focusing its energy
- Ensuring that elected members and staff are working toward the same goals
- Assessing and adjusting the City's direction in response to a changing environment

Strategic planning is a disciplined process in producing fundamental decisions and actions that shape and guide what the City is, what it does, and why it does it (with a focus on the future).

The Strategic Plan is a step-by-step guide to map out how the City will reach goals set out through the Strategic Planning Stage.

The Principal Activity Planing Stage

Principal Activity Planning is the stage immediately following the Strategic Planning Stage. At this stage, certain projects and activities are developed to meet the goals and objectives of the Strategic Plan. However, projects and programmes are grouped together to form "Principal Activities".

Principal Activity Planning is primarily concerned with the broad financial impact of implementing the Strategic Plan. The estimates used are conceptual and generally extend over the life of the Strategic Plan.

The Budgeting Stage

The Budgeting Stage follows the Principal Activity Planning Stage. Projects and activities that have been included in the first year of the Principal Activities Plan are fully planned, costed and compiled into an Annual Budget.

Key Assumptions, Definitions and Information

- ***Financial figures***

  Within this document, all revenue and expenditure figures are estimated based upon the information available to the Council and officers at the time of preparation. Rounding of figures will occur. Carry forward figures from 2003-2004 have not been included in this document.

- ***Inflation***

  An inflation factor of 1.8% has been used in determining estimates for 2004-2005. All subsequent years are expressed in 2004-2005 dollars.

- ***City growth***

  In accordance with the City's Strategic Plan direction, the Plan is based on a genuine rate growth of 3% each year.

- ***Employee costs***

  Employee costs have been calculated based on known contracts of employment, current agreements and past history of annual increments in salaries and wages scales.

- ***General-purpose revenue***

  General-purpose revenue means the total of the revenue received from rates, statutory grants from the Western Australian Local Government Grants Commission and interest on the investment of municipal and reserve funds. The deficit of funding for each principal activity is met from general-purpose revenue.

- ***Reserves***

  Reserves means the money set aside in previous years for future use on specific activities as resolved by Council.

- ***Cost Value***

  The cost value means the original cost of an asset as recorded in the City's Statement of Financial Position.

- ***Infrastructure***

  Infrastructure means both the construction of new roads, drains, footpaths and parks and also the reconstruction or replacement of an existing asset where the reconstruction has an effective life exceeding one year.

- ***Depreciation of non-current assets***

  Significant increases in asset depreciation arise as a direct consequence of the requirement by Australian Accounting Standard 27 for infrastructure assets such as roads, drains, footpaths and parks to be depreciated. The Council accepts that the costs of depreciation are required in order to give an accurate expense figure. However, for the purposes of this Plan, and as depreciation is a non-cash cost to the Council, depreciation expense has not been included in the costing estimates contained within this Plan. Council has no desire to levy rates to meet this non-cash cost.

- ***Law, Order and Public Safety***

  This programme includes the administration and operations of fire services, including volunteer bushfire brigades and state emergency services, together with animal control and community safety.

- ***Health***

  This programme includes services such as immunisation, health, inspections, pest control, noise control and health clinics.

- ***Education and Welfare***

  A broad programme covering pre-schools, senior citizen's centres, disability services and other community development activities such as seniors, youth and indigenous services.

- ***Community Amenities***

  This includes town planning and regional development services. Also included is the protection of the environment with programs such as Cities for Climate Protection, Armadale Gosnells Landcare Group and the Bushcare Environmental Group. Also covered is refuse collection/disposal and recycling services and public amenities such as public toilets, bus shelters and street furniture.

- ***Recreation and Culture***

  This is the provision of public buildings, libraries, aquatic centres, community events, cultural activities, museums, indoor and outdoor sporting complexes, parks and gardens, and playgrounds.

- ***Transport***

  Services include the maintenance and construction of roads, drains, footpaths, crossovers and traffic calming devices, plus street lighting and cleaning, road signs and parking areas.

- ***Economic Services***

  This programme covers building control, private swimming pool inspections, tourism and economic development.

- ***Other Property and Services***

  This programme includes public works overheads and the purchase and maintenance of engineering plant and equipment.

- ***Disclaimer***

  The Armadale City Council, pursuant to Section 5.56 of the local Government Act, has prepared this document. All revenue and expenditure figures are represented as estimates only. As such, the figures do not represent any obligation upon Council to expend or receipt the actual figures stated for the five years in review. The Principal Activities Plan is just that, a Plan.

CITY OF Armadale

Principal Activity - Roads, and related infrastructure, Construction

Background

The City of Armadale has a Roads (and related infrastructure) network with an "at cost" value of around $137m. The City of Armadale has 614 kilometres of roads with a current replacement value of approximately $214m (i.e. $350 per metre of road) representing Council's most valuable asset. The City enjoys a good working relationship with Main Roads Western Australia and works side by side with that authority in improving the road network within the district.

Scope of Activity

The efficient and effective enhancement, rehabilitation and reconstruction of the roads, drains and footpaths network.

Objective

To provide the most effective, safe and economical roads (and related infrastructure) network for the convenient movement of vehicles, pedestrians, cyclists and disabled persons.

Performance Measures

- Benchmarking of Council's roads construction in comparison with other similar local governments
- Completion of construction projects to budget, timeframes and agreed standards
- Random surveying of the community to determine and assess the percentage that regard the standard of the roads network as good or better

Funding

This activity is funded in part by:

- Main Roads Western Australia through the Regional Road Group funding programme for selected roads of regional significance, Road Safety Projects programme and untied direct road grant funding; and
- The Federal Government through its Roads to Recovery programme for roads as selected by Council.

All other costs are met from general-purpose revenue.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Roads and Related Infrastructure, Construction						Table 1
	2004-05	**2005-06**	**2006-07**	**2007-08**	**2008-09**	
	$000's	**$000's**	**$000's**	**$000's**	**$000's**	**Reference**
Estimated Expenditure						
Roads	3,978	5,076	4,435	4,224	4,345	
Drains	401	398	411	406	407	
Footpaths	386	332	323	323	323	
Road Resurfacing	576	574	563	566	566	
Total	**5,341**	**6,380**	**5,732**	**5,519**	**5,641**	*Table 7*
Estimated Revenue						
Grants	(2,436)	(2,427)	(2,081)	(1,736)	(1,736)	
Total	**(2,436)**	**(2,427)**	**(2,081)**	**(1,736)**	**(1,736)**	*Table 7*
Total from General Purpose Revenue	**2,905**	**3,953**	**3,651**	**3,783**	**3,905**	

The City of Armadale has 614 kilometres of roads with a current replacement value of approximately $214m (i.e. $350 per metre)

Principal Activity - Waste Management

Background

Over 19,000 residential general rubbish collections are performed every week and a similar number of collections occur each fortnight for residential recyclable rubbish. The City is committed to minimising waste, recycling or reusing material wherever possible, and reducing quantities directed to landfill.

Scope of Activity

Management of an efficient waste collection, disposal and recycling service.

Objective

To minimise waste and to provide a cost effective, and environmentally sound, waste management service.

Performance Measures

- Benchmarking of Council's waste management service in comparison with other similar local governments
- Increased participation rates for recycling
- Random surveying of the community to determine and assess the percentage that regard Council's waste management service as good or better

Funding

The cost to provide the waste management service is fully funded from charges levied on users of the service on a user-pay principle. The charges are based on the cost per service, related administration costs and the reserving of funds for the future replacement of disposal facilities, plant and equipment.

Charges are also levied against those companies and individuals that use Council's refuse site for the disposal of waste.

No costs are met from general purpose revenue. Rather, the service provides an annual return to general purpose revenue, based on service assets and infrastructure originally provided from general purpose revenues.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Waste Management							Table 2
		2004-05 $000's	**2005-06 $000's**	**2006-07 $000's**	**2007-08 $000's**	**2008-09 $000's**	**Reference**
Estimated Expenditure							
Waste Collections		828	835	841	848	848	
Waste Disposal		1,199	1,208	1,218	1,228	1,228	
Waste Minimisation		1,136	1,145	1,155	1,163	1,163	
Transfer to Reserve		446	450	453	457	457	
	Total	**3,609**	**3,638**	**3,667**	**3,696**	**3,696**	*Table 7*
Estimated Revenue							
Charges - Collections		(871)	(878)	(885)	(892)	(892)	
Charges - Disposal		(1,291)	(1,301)	(1,312)	(1,322)	(1,322)	
Charges - Minimisation		(1,340)	(1,351)	(1,362)	(1,373)	(1,373)	
Transfer from Reserve		(262)	(264)	(266)	(268)	(268)	
	Total	**(3,764)**	**(3,794)**	**(3,825)**	**(3,855)**	**(3,855)**	*Table 7*
Total from General Purpose Revenue		**(155)**	**(156)**	**(158)**	**(159)**	**(159)**	

The City of Armadale has over 19,000 residential general rubbish collections every week.

Principal Activity - Parks and Reserves

Background

Council maintains 229 parks, gardens, reserves, playgrounds and sporting grounds comprising approximately 1,919 hectares.

Scope of Activity

The development and maintenance of parks, gardens, reserves, playgrounds and sporting grounds.

Objective

To provide safe, attractive, cost-effective and socially accepted areas for the recreation and enjoyment of the public.

Performance Measures

- Benchmarking of Council's parks and reserves maintenance costs in comparison with other similar local governments.
- Completion of construction projects to budget, timeframes and agreed standards.
- Random surveying of the community to determine and assess the percentage that regard Council's parks and reserves as good or better.
- Random surveying of the community to determine and assess increased usage levels of parks, reserves, playgrounds and sporting grounds.

Funding

The provision of these facilities is funded from a variety of sources. These sources primarily relate to community groups and / or sporting groups that make use of the facilities. The fees and contributions from these groups account for a relatively small proportion of the total funds required for parks and reserves maintenance and development. This is largely due to the fact that the parks and reserves are, in essence, available for the general use of the public and not for the exclusive use of the community or sporting group. Therefore Council does not perform a full cost recovery on those facilities.

All other costs are met from general-purpose revenue.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Parks & Reserves							Table 3
		2004-05 $000's	**2005-06 $000's**	**2006-07 $000's**	**2007-08 $000's**	**2008-09 $000's**	**Reference**
Estimated Expenditure							
Parks & Reserves Development		320	441	534	280	380	
Parks & Reserves Maintenance		2,428	2,563	2,636	2,832	2,832	
	Total	**2,748**	**3,004**	**3,170**	**3,112**	**3,212**	*Table 7*
Estimated Revenue							
Fees & Charges		(22)	(22)	(22)	(22)	(22)	
Contributions & Other		(185)	(105)	(95)	(56)	(56)	
	Total	**(207)**	**(127)**	**(117)**	**(78)**	**(78)**	*Table 7*
Total from General Purpose Revenue		**2,541**	**2,877**	**3,053**	**3,034**	**3,134**	

The City of Armadale maintains 229 recreation reserves covering 1,919 hectares.

Principal Activity - Public Buildings Maintenance and Construction

Background

Council owns 160 public buildings with an "at cost" value of nearly $21.5m. Council fully maintains 81 of these buildings with the remainder being maintained and administered by community groups, government agencies and other user groups. The combined floor area of these buildings is just over 83,000 m^2.

Scope of Activity

The construction, refurbishment and maintenance of Public Buildings.

Objective

To provide effective, safe and economically designed buildings to meet the needs of the community and accommodating people with special needs.

Performance Measures

- Benchmarking of Council's building construction programme and maintenance costs in comparison with other similar local governments and the building industry
- Completion of construction projects to budget, timeframes and agreed standards
- Random surveying of the community to determine and assess the percentage that regard Council's buildings as good or better

Funding

Contributions towards construction will generally be made by government bodies / agencies and community groups. These will in all likelihood be in the form of a contribution as opposed to a grant as often the government body / agency is the occupier of the facility. Hence revenue for this Principal Activity has been reflected as a contribution and not grants.

All other costs are met from general-purpose revenue.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Public Buildings Maintenance & Construction							Table 4
		2004-05 $000's	2005-06 $000's	2006-07 $000's	2007-08 $000's	2008-09 $000's	Reference
Estimated Expenditure							
Buildings		1,858	1,506	4,767	3,035	5,245	
	Total	**1,858**	**1,506**	**4,767**	**3,035**	**5,245**	*Table 7*
Estimated Revenue							
Contributions & Other		(134)	(88)	(1,128)	(129)	(229)	
	Total	**(134)**	**(88)**	**(1,128)**	**(129)**	**(229)**	*Table 7*
Total from General Purpose Revenue		**1,724**	**1,418**	**3,639**	**2,906**	**5,016**	

The City of Armadale has 160 public buildings with a cost value of around $21.5m.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Principal Activity - Culture and Libraries

Background

The three libraries in the Armadale municipality (Armadale, Kelmscott and Westfield) issue approximately 556,000 items per annum and have a membership of approximately 29,000 people. Council conducts 15 major community events per annum attracting approximately 90,000 people. Other minor community events are also held throughout the year.

Scope of Activity

To provide an efficient and effective library and local history service as well as the provision of quality community events.

Objective

- To preserve local history and foster local culture.
- To provide services supporting the information needs of the community.
- To foster and support major local events to encourage community participation and pride.
- To facilitate the creation and development of local cultural community groups.

Performance Measures

- Random surveying of the community to determine and assess the percentage that regard Council's library and cultural services as good or better
- Increased usage levels of library services
- Increased participation in community events
- Increased membership in local cultural community groups

Funding

A minor amount of funding is available through cultural grants and local activities.

All other costs are met from general-purpose revenue.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Culture & Libraries							Table 5
		2004-05 $000's	**2005-06 $000's**	**2006-07 $000's**	**2007-08 $000's**	**2008-09 $000's**	**Reference**
Estimated Expenditure							
Library Services		1,388	1,373	1,404	1,435	1,391	
History House		96	109	111	118	102	
Cultural Events		289	307	298	304	320	
	Total	**1,773**	**1,789**	**1,813**	**1,857**	**1,813**	*Table 7*
Estimated Revenue							
Fees & Grants		(94)	(98)	(96)	(97)	(97)	
	Total	**(94)**	**(98)**	**(96)**	**(97)**	**(97)**	*Table 7*
Total from General Purpose Revenue		**1,679**	**1,691**	**1,717**	**1,760**	**1,716**	

The City of Armadale has three libraries that issue approximately 556,000 items per annum.

Principal Activity - Administration and Governance

Background

The City of Armadale comprises of 14 elected members and approximately 210 employees administering and overseeing all of the Principal Activities mentioned. It operates 214 personal computers over nine different sites and processes over 70,000 finance transactions per annum.

Scope of Activity

To provide good governance and efficient and effective City administration to elected members, Council employees and the broader community.

Objective

To provide cohesive management, information technology and financial structures and practices that adequately serve the needs of elected members, Council employees and the broader community.

Performance Measures

- Benchmarking of Council's administration services in comparison with other similar local governments
- Increased levels of funding from revenue sources other than rates
- Consistent sound financial management practices as verified by Annual Audit
- Random surveying of the community to determine and assess the percentage that regard Council's administration services as good or better
- Random surveying of Council employees to determine and assess the percentage that have a working satisfaction level of good or better
- Reduced levels in the incidence, severity and cost of staff accidents

Funding

Very little other revenue supports this Principal Activity. The majority of costs are met from general-purpose revenue.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Administration & Governance							Table 6
		2004-05 $000's	**2005-06 $000's**	**2006-07 $000's**	**2007-08 $000's**	**2008-09 $000's**	**Reference**
Estimated Expenditure							
Chief Executive's Office		611	742	874	1,070	1,210	
Human Resources		363	369	369	369	369	
Members' Administration		458	399	467	410	478	
Administration & Governance		1,421	1,405	1,468	1,440	1,488	
Information System Services		1,012	1,012	1,015	1,335	1,004	
Finance services		607	611	615	619	632	
Reserves/Provisions		50	50	100	100	100	
	Total	**4,522**	**4,588**	**4,908**	**5,343**	**5,281**	*Table 7*
Estimated Revenue							
Fees & Other		20)	(20)	(20)	(20)	(20)	
	Total	**(20)**	**(20)**	**(20)**	**(20)**	**(20)**	*Table 7*
Total from General Purpose Revenue		**4,502**	**4,568**	**4,888**	**5,323**	**5,261**	

The City of Armadale processes over 70,000 rates and finance transactions per annum.

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Summary of Principal Activities

The following table relates to, and summarises, the Principal Activities as defined throughout the document (all estimates are in 2004-2005 dollars).

Summary of Principal Activities							Table 7
		2004-05 $000's	2005-06 $000's	2006-07 $000's	2007-08 $000's	2008-09 $000's	Reference
Estimated Expenditure							
Roads & related Infrastructure		5,341	6,380	5,732	5,519	5,641	*Table 1*
Waste Management		3,609	3,638	3,667	3,696	3,696	*Table 2*
Parks & Reserves		2,748	3,004	3,170	3,112	3,212	*Table 3*
Public Buildings		1,858	1,506	4,767	3,035	5,245	*Table 4*
Culture & Libraries		1,773	1,789	1,813	1,857	1,813	*Table 5*
Administration & Governance		4,522	4,588	4,908	5,343	5,281	*Table 6*
	Total	**19,851**	**20,905**	**24,057**	**22,562**	**24,888**	*Table 8*
Estimated Revenue							
Roads & related Infrastructure		(2,436)	(2,427)	(2,081)	(1,736)	(1,736)	*Table 1*
Waste Management		(3,764)	3,794)	(3,825)	(3,855)	(3,855)	*Table 2*
Parks & Reserves		(207)	(127)	(117)	(78)	(78)	*Table 3*
Public Buildings		(134)	(88)	(1,128)	(129)	(229)	*Table 4*
Culture & Libraries		(94)	(98)	(96)	(97)	(97)	*Table 5*
Administration & Governance		(20)	(20)	(20)	(20)	(20)	*Table 6*
	Total	**(6,655)**	**(6,554)**	**(7,267)**	**(5,915)**	**(6,015)**	*Table 8*
Total from General Purpose Revenue		**13,196**	**14,351**	**16,790**	**16,647**	**18,873**	*Table 8*

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Total Estimated Revenue and Expenditure

The following table is required to be included as per the Local Government Act 1995 and highlights the financial estimates for the total anticipated revenue and expenditure over the next five years (all estimates are in 2004-2005 dollars).

Total Estimated Revenue & Expenditure — Table 8

	2004-05 $000's	2005-06 $000's	2006-07 $000's	2007-08 $000's	2008-09 $000's	Reference
Estimated Expenditure						
Principal Activities	19,851	20,905	24,057	22,562	24,888	*Table 7*
General Purpose Revenue	259	181	186	280	145	
Law, Order & Public Safety	910	913	972	950	958	
Health	512	551	526	513	535	
Education & Welfare	590	613	583	82	599	
Community Amenities	1,540	1,561	1,562	1,545	1,489	
Recreation & Culture	889	1,062	1,137	1,379	1,702	
Transport	5,765	5,905	6,140	6,208	6,271	
Economic Services	668	651	670	636	636	
Other Property & Services	28	28	28	28	28	
Total	**31,012**	**32,370**	**35,861**	**34,683**	**37,251**	
Estimated Revenue						
Opening Balance	1,196	595	618	294	366	
Principal Activities	(6,655)	(6,554)	(7,267)	(5,915)	(6,015)	*Table 7*
Law, Order & Public Safety	(439)	(452)	(464)	(473)	(473)	
Health	(69)	(71)	(72)	(74)	(74)	
Education & Welfare	(143)	(148)	(31)	(31)	(31)	
Community Amenities	(223)	(236)	(249)	(271)	(264)	
Recreation & Culture	(763)	(539)	(2,532)	(1,088)	(2,894)	
Transport	(2,540)	(2,589)	(2,682)	(2,740)	(2,741)	
Economic Services	(263)	(268)	(272)	(276)	(312)	
Other Property & Services	(118)	(118)	(118)	(118)	(118)	
Closing Balance	(595)	(618)	(294)	(366)	14	
Total	**10,612)**	**(10,998)**	**(13,363)**	**(11,058)**	**(12,542)**	
Total from General Purpose Revenue	**20,400**	**21,372**	**22,498**	**23,625**	**24,709**	*Table 9*

CITY OF Armadale

Proposed Principal Activities Plan
For the period 2004 to 2009

Estimated General-Purpose Revenue

The document makes reference to estimates to be funded from general-purpose revenue. The following table represents the breakdown of general-purpose revenue and relates these estimates to Principal Activities and Non-Principal Activities.

Estimated General Purpose Revenue — Table 9

	2004-05 $000's	2005-06 $000's	2006-07 $000's	2007-08 $000's	2008-09 $000's	Reference
Estimated Revenue						
Rates						
Levied	17,518	18,028	18,554	19,099	19,609	
WA Local Govt Grants Commission						
General Purpose Grant	2,016	2,016	2,016	2,016	2,016	
Other						
Interest on Investments	370	353	337	336	336	
Other	496	975	1,591	2,174	2,748	
Total Estimated Revenue	**20,400**	**21,372**	**22,498**	**23,625**	**24,709**	*Table 8*
Revenue to be Applied to the following Principal Activities						
Roads & related Infrastructure	2,905	3,953	3,651	3,783	3,905	*Table 1*
Waste Management	(155)	(156)	(158)	(159)	(159)	*Table 2*
Parks & Reserves	2,541	2,877	3,053	3,034	3,134	*Table 3*
Public Buildings	1,724	1,418	3,639	2,906	5,016	*Table 4*
Culture & Libraries	1,679	1,691	1,717	1,760	1,716	*Table 5*
Administration & Governance	4,502	4,568	4,888	5,323	5,261	*Table 6*
sub total	**13,196**	**14,351**	**16,790**	**16,647**	**18,873**	
Estimated General Purpose Revenue Available for Non-Principal Activities	**7,204**	**7,021**	**5,708**	**6,978**	**5,836**	