CITY OF ARMADALE

M I N U T E S

OF **CITY STRATEGY COMMITTEE** HELD IN THE **COMMITTEE ROOM**, ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON **TUESDAY, 13 MAY 2003**, AT **7.00 PM.**

PRESENT:	Cr G M Hodges	(Chair)
	Cr V L Clowes-Hollins	
	Cr A L Cominelli JP	
	Cr D L Hopper JP	
	Cr J H Munn JP CMC	
	Cr L Reynolds JP	
	Cr H A Zelones JP	
APOLOGIES:	Nil	
OBSERVERS:	Cr P J Hart	
IN ATTENDANCE:	Mr R S Tame	- Chief Executive Officer
	Mr A F Maxwell	- Executive Director Corporate Services
	Mr W A Bruce	- Executive Director Technical Services
	Mr I MacRae	- Executive Director Development Services
	Mr C Askew	- Director Community Services
	Mrs S D'Souza	- CEO's Executive Assistant
	Public - Nil	

ELECTION OF CHAIR & DEPUTY CHAIR

The Chief Executive Officer called for nominations for the position of Chair.
Cr Zelones nominated Cr Hodges.
There being no further nominations, Cr Hodges was declared elected.

Cr Hodges called for nominations for the position of Deputy Chair.
Cr Clowes-Hollins nominated Cr Hopper.
There being no further nominations, Cr Hopper was declared elected.

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

QUESTION TIME

Nil

DEPUTATION

Nil

CONFIRMATION OF MINUTES

RESOLVED

Minutes of the City Strategy Committee Meeting held on 15 April 2003, be confirmed.

ITEMS REFERRED FROM INFORMATION BULLETIN

INFORMATION BULLETIN – ISSUE NO.9/2003

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

- Progress Report on Contingency, Operational and Strategic Projects
- Report on Outstanding Matters

Committee noted the information. No items were raised for further report, however in response to a request an update on the Armadale Recreation Centre project was provided at the meeting.

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CITY STRATEGY COMMITTEE

13 MAY 2003

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DRAFT FIVE YEAR PLAN, PRINCIPAL ACTIVITIES PLAN AND 2003-04 ANNUAL BUDGET

WARD	All
FILE REF:	FIN/7
DATE	8 May 2003
REF	RST/TM/NC
RESPONSIBLE MANAGER	CEO

In Brief:

- Recent Workshop discussions on the Five Year Financial Plan resulted in the following outcomes:
  - a proposed 3% "real" rate growth increase
  - a proposed 3% 2003-2004 inflationary factor
  - establish the 2005-2006 year as the proposed year to return to a balanced budget
  - priorities for allocating estimated surplus funds in years 2006-07 and 2007-08 of the Plan be Reserve Provisioning and Strategic Projects
  - acknowledge a number of included and excluded initiatives.
- The draft Principal Activities Plan as presented be accepted.
- the schedule of proposed member fees and allowances.

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 and Division 8 – Sections 5.98 to 5.102 – Fees, Expenses and Allowances.
Local Government (Administration) Regulations – Regs 30 to 34A – Fees & Allowances

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

The draft 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 2003-2004 Annual Budget.

Consultation

Extensive internal consultation has been undertaken, as well as Workshop sessions held with elected Members on 16 April and 8 May 2003.

BACKGROUND & DETAILS OF PROPOSAL

This report serves to present for Committee's consideration and recommendation to Council, the necessary key financial parameters and strategic directions that will form the basis of the 5 Year Plan thereby enabling:

- the guidelines within which the Standing Committees together with their Directorates will proceed to develop the more detailed aspects of the 2003-04 Draft Budget, and
- two (2) preliminary aspects of the statutory budget process to be advanced, namely:
  - ✓ documentation of the Principal Activities Plan for public comment purposes,
  - ✓ review of member fee and allowance levels for consideration of inclusion in the 2003-04 draft budget.

5 Year Plan

Based on:

- the five year Plan estimates developed by Directorates,
- the 5 Year Plan report previously considered at the April 2003 City Strategy Committee Meeting and
- the discussions and outcomes from the (2) Councillor Workshops,

the key financial parameters, principles and strategic directions recommended for inclusion in the 5 Year Plan are as follows:

- That **a +3% real rates growth factor** be applied – the rationale being a combination of a desire to return to a balanced budget position in 2005-06, as initially planned and to generate increased funding capacity in the latter years of the Plan. This should enable funding of new strategic initiatives and more adequate reserve provisioning in the area of asset preservation,
- That **a +3% inflationary rate factor** be applied – the inflationary rate factor is to meet the anticipated average "increased cost of doing business". This factor will be applied to most revenue and expenditure estimates and is in line with the Consumer Price Index for the 12 months ended March 2003 (the National and WA figures are 3.4% and 2.8% respectively). The CPI approximates the actual cost increases pertaining to the goods and services purchased by Council.

- That the following **strategic initiative cost estimates – Table 1-** be included:

Table-1

Strategic Initiative Cost Estimates						
Details	**Estimates - $'000**					
	03-04	**04-05**	**05-06**	**06-07**	**07-08**	**Total**
Marketing & Promotions	50	50	50	50	50	250
Leased Buildings Maintenance	30	30	30	30	30	150
City Centre Development	185	325	370	110	80	1070
Computer Systems	80	137	137	137	442	933
Community Develop't Needs Framework	10	10	10	10	10	50
Neighbourhood Improvement Project	50	50				100
Environmental Projects	100	40	50	40	50	280
Total	**505**	**642**	**647**	**377**	**662**	**2833**

- That the following **development rate revenue estimates – Table 2 -** be included:

Table-2

Strategic Development Rate Revenue Estimates						
Details	**Estimates - $'000**					
	03-04	**04-05**	**05-06**	**06-07**	**07-08**	**Total**
Armadale Shopping City Redevelopment			108	220	226	554
Forrestdale Business Park			54	55	56	165
City Centre Developments	82	95	137	140	153	607
Residential Estates (Brookdale & Forrestdale)	51	105	161	220	282	819
Total	**133**	**200**	**460**	**635**	**717**	**2145**

- That the **priorities for allocating estimated surplus funds** in years 2006-07 and 2007-08 of the Plan be **reserve provisioning and strategic projects**.

Having agreed to the key parameters and principles, the Workshop noted those proposals not yet included in the 5 Year Plan. These included "unfunded projects" considered in earlier years of the 5 year planning process, as follows:

- ✓ Path program
- ✓ Tree Management Program
- ✓ City Accommodation
- ✓ Community Development Programs
- ✓ Aquatic Facility directions

Since that time further issues and initiatives have emerged which Council should be aware of in establishing its new financial direction. These are:

- ✓ Reserve management planning
- ✓ Additional planning resources
- ✓ Brookdale drainage study
- ✓ Additional ranger service resources
- ✓ Community development initiatives
- ✓ Heritage and library facilities
- ✓ Additional recreation resources
- ✓ Additional information technology resources
- ✓ Office software upgrade
- ✓ Records management plan
- ✓ Internal audit services
- ✓ Shale quarry
- ✓ Armadale swimming pool delamination
- ✓ Sundry debtor write-off extra provisioning

Principal Activities Plan – 2003 to 2008

The Local Government Act requires every Local Government to prepare a Principal Activities Plan for the next four or more years, and to make this Plan available for public inspection and comment.

The draft Principal Activities Plan has been prepared in accordance with the above key financial parameters, principles and strategic directions recommended for inclusion in the 5 Year Plan. The Plan is included at **Attachment A-1 to this Report.**

Council is required to accept the draft Principal Activities Plan and then provide a minimum of 42 days public comment, during which time members of the Community may make written submissions and, at the end of the public comment period, Council is to adopt the Principal Activities Plan with or without amendment.

Member Fees & Allowances

Pursuant to the requirements of the Act, Council as part of its annual Budget process, is to:

- determine the matter of member fee and allowance payments, and
- separately disclose such payment information in the Budget document.

Considerations and Comments

- The various fees and allowances payable to Councillors are set out in the Act (Division 8 Sections 5.98 to 5.102 refer) and the amounts payable are prescribed by Regulation (regulations 30 to 34A of the Local Government (Administration Regulations) refer). The following table summarises this information:

Particulars	Amount Prescribed by Regulation		Amount Currently Payable
	Minimum	Maximum	
Annual Local Government Allowance			
• Mayor	$500	$10,000 OR 0.002 of the local govt's operating revenue (in Armadale's case = $52,400) whichever is the greater up to a maximum of $60,000.	$25,100
• Deputy Mayor	Not Applicable	up to 25% of the amount paid to the Mayor.	$6,275
Annual (Meeting) Attendance Fee			
• Mayor	$5,000	$12,000	$12,000
• Councillors	$2,000	$6,000	$6,000
Telecommunications Allowance			
• Councillors	$0	$2,000	$720

- The Department of Local Government is currently in the process of reviewing all local government Regulations. There are (2) matters stemming from this review relevant to this report:

  - ✓ firstly, a proposal to introduce a new "Information Technology" allowance of $1,000 per Councillor per annum. The rationale as explained in the Department's review documentation on this matter reads as follows: "*given the widespread use of IT and personal computers by elected members, an amendment to allow for the payment of an information technology allowance of up to $1,000 per annum*". In this regard, it is proposed that a $7,000 provision for this new allowance ($1,000 p.a. per Councillor for an estimated 6 month period) be considered for inclusion in the 03-04 draft Budget, and
  - ✓ secondly, a proposal to introduce a new "Travel Allowance" the rationale being explained as follows: *"to improve administrative efficiency, it is proposed to introduce provisions to allow local governments to pay travel allowances for council members in accordance with the same amounts permitted for the State Government".* Given that the

Department's proposal mentions no amount and Council already has a policy that provides for reimbursement of councillor travel costs, it is proposed that pending further advice from the Department that Council take no further action on this matter at this time.

- It is proposed that the Telecommunications Allowance be increased to $800 to maintain parity with actual cost increases.

Committee complimented the officers on the excellent presentation of this year's Principal Activities Plan.

Principal Activities Plan (PAP)

The following comments were raised in regard to modifying the PAP.

- *Inclusion of definitions for "cost value", "underwritten value"*
- *It needs to be recognised that the "protection of the natural environment" is an important part of Council activity.*
- *"Community Development" is another important activity which does not appear to be recognised in the Plan.*

The Chief Executive Officer advised that "Principal Activities" are defined by the Act. Council's commitment to the environment and community development activities are clearly stated in the Strategic Plan. However, they are contained in the Principal Activities which meet the definition in the Act. It was acknowledged that there should be reference to both in the definitions and text of the Plan, even if they are not designated as areas of separate funding. Consideration would be given to including definition of these services in the PAP.

Members Fees and Allowances

In response to a query, the Executive Director Corporate Services reported further on the "IT allowance" and clarified that this was intended for the provision of internet access. Once Regulations are amended to include this allowance it may be appropriate to combine this with the Telecommunications Allowance currently in place.

The Chief Executive Officer advised that with regard to Members' Fees a comparative survey conducted with other local governments shows a considerable variation in fee levels between local governments with the levels at Armadale being mid-range.

CS23/5/03 RECOMMEND

That Council,

1. endorse the following key financial parameters, principles and strategic directions for inclusion in the 5 Year Plan:

- **a +3% real rates growth factor**
- **a +3% inflationary rate factor**
- **a return to a balanced budget position in 2005-06**

- **priorities for allocating estimated surplus funds in years 2006-07 and 2007-08 of the Plan be Reserve Provisioning and Strategic Projects**

2. endorse the Strategic Initiatives Cost Estimates shown in Table 1 and Development Rate Revenues shown in Table 2 for inclusion in the Five Year Plan.

3. pursuant to the provisions of the Local Government Act 1995, the draft Principal Activities Plan for the five year period 1 July 2003 to 30 June 2008 as presented at Attachment A-1 to this report, be accepted and advertised for public comment,

4. acknowledge the first year (2003-2004) of the draft 5 Year Plan and Principal Activities Plan as a guide for Council's Standing Committees to use in developing their Draft Annual Budgets for the 2003-2004 financial year.

5. include for consideration in the 2003-04 draft Budget the following schedule of Councillor Payments:

Particulars	Proposed 2003-04 Budget Estimate	Current Year Budget 2002-03
Annual Local Government Allowance • Mayor - $26,200 (0.001 of $26.2m) • Deputy Mayor - $6,550 – (25% of Mayor's allowance)	32,750	31,375
Member Annual Attendance Fees • Mayor - $12,000 pa • Councillors - $6,000 pa	90,000	90,000
Telecommunications Allowance • Councillors - $800 pa	11,200	10,080
Information Technology Allowance (proposed – see note below) • Councillors - $1,000 pa (for 6 months only)	7,000	Nil
Travel Expenses	8,650	8,650
Communications Allowance	Nil	3,200

Particulars	Proposed 2003-04 Budget Estimate	Current Year Budget 2002-03

NOTES:

1. *the 0.001 factor used for calculating the Annual Local Government Allowance represents 50% of the maximum factor prescribed by Regulation,*
2. *the "operating revenue" figure of $26.2m used for the purposes of calculating the Annual Local Government Allowance is taken directly from the City's audited Annual Financial Report for the year ended 30th June 2002,*
3. *the travel expenses figure of $8,650 represents the total estimated payments payable to Councillors on a reimbursement basis pursuant to Council Policy,*
4. *the communications allowance refers to the provisions of Council Policy which provides an allowance of $800 for newly elected Councillors – the estimate for 2003-04 is nil on account of 2003-04 not being an ordinary elections year.*
5. *the Information Technology Allowance estimate represents a "provision only" given the proposal to introduce this new allowance has yet to be legislated.*

Moved Cr Hopper
Motion Carried (7-0)

APPOINTMENTS TO COMMITTEES OF COUNCIL & EXTERNAL ORGANISATIONS

WARD : All

FILE REF : CRS/1

DATE : 7 May 2003

REF : SDS

RESPONSIBLE MANAGER : Chief Executive Officer

In Brief:-

- Appointment of Members to the following Committees & External Groups which have been referred to City Strategy Committee:

  Committees
  - Cinema Working Group
  - New Golf Course Working Group
  - Standing Order & House Advisory Group

  External Groups
  - South East Region CCP Coordinating Group
- Appointments are for a 2 year period May 2003 to May 2005.

COMMENT

At its meeting of 5 May 2003, Council resolved that the matter of Council representation on the following Committees and Groups be referred to the City Strategy Committee. All appointments are for a 2 year period May 2003 to May 2005.

	Committee / Group	Representation Required	Prior Appointments	Meeting Details
Council Established Committees				
1.	Cinema Working Group	3 members	Crs Reynolds, Hodges & Stubbs	As and when required
2.	New Golf Course Working Group	3 members	Crs Zelones, Munn & Stubbs	As and when required
3.	Standing Order & House Advisory Group	4 members [To include the Mayor]	Crs Reynolds, Stubbs, Munn & Hodges	As and when required
External Organisations/Groups				
4.	South East Region CCP Coordination Group	2 members	Crs Munn & Hopper	Meets 3 to 6 times per year, usually during working hours. Venue alternates between Gosnells, Armadale and Shire of S-J.

Committee increased the membership of the Standing Order & House Advisory Group from 4 members to 5 members (including the Mayor).

CS24/5/03 RECOMMEND

1. **That Council approve the following appointments to Council established Committees for the (2) year period ending May 2005.**

   a. **<u>Cinema Working Group</u>**
      - **(i) Cr Zelones**
      - **(ii) Cr Reynolds**
      - **(iii) Cr Hodges**

   b. **<u>New Golf Course Working Group</u>**
      - **(i) Cr Munn**
      - **(ii) Cr Zelones**
      - **(iii) Cr Cominelli**

   c. **<u>Standing Order & House Advisory Group</u>**
      - **(i) Cr Reynolds**
      - **(ii) Cr Stewart**
      - **(iii) Cr Zelones**
      - **(iv) Cr Munn**
      - **(v) Cr Hodges**

2. **That Council approve the appointment of representatives to the following External Organisation/Group for the (2) year period ending May 2005.**

   a. **<u>South East Region CCP Coordinating Group</u>**
      - **(i) Cr Munn**
      - **(ii) Cr Hart**

ABSOLUTE MAJORITY RESOLUTION REQUIRED

Moved Cr Hopper
Motion Carried (7-0)

CHIEF EXECUTIVE OFFICER'S PROFESSIONAL DEVELOPMENT & LONG SERVICE LEAVE

WARD	ALL
FILE REF:	STF/27; PSF
DATE	9 May 2003
REF	RST
RESPONSIBLE MANAGER	Chief Executive Officer

In Brief:

Professional Development

- Action 5.4 of the CEO's 2003 Performance Objectives require the CEO to undertake professional development.
- The CEO is unable to attend the 2003 LGMA National Congress due to the ARA's Canberra Visit being scheduled for the same dates.
- CEO is seeking to attend a Mt Eliza Business School course scheduled in Melbourne from June 2-6, immediately following the visit to Canberra.

Long Service Leave

- In October 2002 Council approved deferment of the CEO's Long Service Leave until July 2003.
- CEO proposes to take long service leave from 30 June to 26 September 2003.
- It is proposed that Mr Maxwell, EDCS be appointed Acting CEO during Mr Tame's absence.

Strategic Implications

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

Legislation Implications

Nil

Council Policy/Local Law Implications

Council Policy ADM-3 (Conferences, Seminars & Training) and relevant procedure

Budget/Financial Implications

The CEO's attendance at professional development courses has been allowed for in the current Budget.

Consultation

Nil

1. PROFESSIONAL DEVELOPMENT

Background

During the CEO's Performance Evaluation process, the CEO was required to "*progress with short-course programmes for further personal and professional development*". (Action 5.4)

The evaluation panel acknowledged the difficulty of the CEO undertaking formal courses of study whilst maintaining the City's strategic direction, but felt it essential that time be allocated to undertaking new areas of study and development with the

City's support. This would complement opportunities already available through various conferences, seminars and training courses.

The CEO agreed to investigate various courses available, including those offered by the Mt Eliza Business School in Victoria.

Comment

The CEO will not be able to attend the LGMA National Congress to be held in Adelaide from 25th May to 28th May. This is due to the proposed visit to Canberra with the Armadale Redevelopment Authority representatives seeking Federal Government support for key redevelopment initiatives throughout the City (CS19/4/03 refers).

However, the Mt Eliza Business School's schedule of courses run in conjunction with the Queensland University includes an Organisational/Leadership module titled "Maximising your Knowledge Assets" which will be held from June 2nd to June 6th 2003. This immediately follows the proposed visit to Canberra (which is via Melbourne) and offers the opportunity for the CEO to attend, at no extra travel cost.

The fully residential Mt Eliza module is part of their Executive Development programme and offered at a cost of $6700.

The 2002/03 Budget includes an allocation of $5000 in Account No. 531320 and $10,000 in Account No. 387520 appropriate to this purpose.

Other Executive Development modules available in the Mt Eliza program are being considered in conjunction with other opportunities for preparation of a programme for future studies.

2. LONG SERVICE LEAVE

Background

In October 2002 Council approved deferment of the CEO's long service leave until July 2003 (CS96/02).

The CEO would now like to confirm that he proposes to take leave from Monday 30 June 2003 until Friday 26 September 2003, inclusive (13 weeks long service leave).

This is considered to be the period of least impact on the organization, with Budget deliberations having been substantially completed. It enables the CEO to clear this leave commitment at the earliest part of the financial year. The CEO advises that he also has some 8 weeks of annual leave outstanding.

It is proposed that the Executive Director Corporate Services, Mr Tony Maxwell be appointed Acting CEO in Mr Tame's absence, with appropriate arrangements being made for Mr Nathan Cain to assume higher duties as Director of Corporate Services for the same period.

CS25/5/03 RECOMMEND

1. That the Chief Executive Officer be enrolled to attend the Mt Eliza Business School's course module "Maximising your Knowledge Assets" run in Melbourne from 2 June to 6 June 2003 (inclusive) with costs to be charged to Account Nos. 531320 and 387520.

AMENDMENT COUNCIL 19-5-2003

2. That Council approve the CEO's long service leave scheduled to commence Monday 30 June 2003 and ending Friday 26 September 2003.

3. That Mr Tony Maxwell be appointed Acting Chief Executive Officer during Mr Tame's absence as outlined in (1) and (2) above.

Moved Cr Clowes-Hollins
Motion Carried (7-0)

COUNCILLORS' ITEMS

Cr Reynolds – Review of City Strategy Committee responsibility

Cr Reynolds requested that officers review the appropriateness of the current practice of reports on "corporate" functions being referred via either the Community Services or City City Strategy Committees.

CS26/5/03 RECOMMEND

That a report be submitted to City Strategy Committee on the reporting of "corporate" services to the City Strategy Committee.

Moved Cr Reynolds
Motion Carried (7-0)

CHIEF EXECUTIVE OFFICER REPORTS:

The Chief Executive Officer briefly reported on the following:

- Cinema Development
- Champion Lakes
- Meeting with Cheryl Gwilliam, Director General of Department of Local Government & Regional Development
- Briefing Session held with the new Elected Members

MEETING DECLARED CLOSED AT 8.00 PM

CITY STRATEGY COMMITTEE

SUMMARY OF "A" ATTACHMENTS

13 MAY 2003

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City of Armadale

Draft Principal Activities Plan For the period 2003 to 2008

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

Principal Activities Plan
For the period 2003 to 2008

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CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Invitation to lodge submissions

The residents and landowners of the City of Armadale are invited to lodge submissions in relation to the draft 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 4:00 p.m. Day Date Month Year.

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 adopted Principal Activities Plan within the 2003-2004 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

Principal Activities Plan
For the period 2003 to 2008

Joint Statement by the Mayor and Chief Executive Officer

The City of Armadale is pleased to present this Plan to all constituents of the Armadale Municipality. It covers the five-year period from 2003-2004 through to 2007-2008 and is considered a key ingredient in Council's long term strategic positioning.

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, and are as follows:

- Roads, and related infrastructure, Construction
- Waste Management
- Parks and Reserves
- Public Buildings Maintenance and Construction
- Culture and Libraries
- Administration and Governance

A further group of Non-Principal Activities provide additional support services to facilitate the delivery of the Principal Activities.

To ensure the Plan remains an integral part of the future planning process, a set of performance measures to indicate the progression of the City 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 have input into the Plan. A submission period allows for public input to assist Council in subsequent decision-making. The Council seeks to be responsive to the needs and wants of the community and believes in open, fair and responsible government.

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

Principal Activities Plan
For the period 2003 to 2008

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 adopted its Five Year 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 by the plan
- Such other matters as may be prescribed

The underlying precipice 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

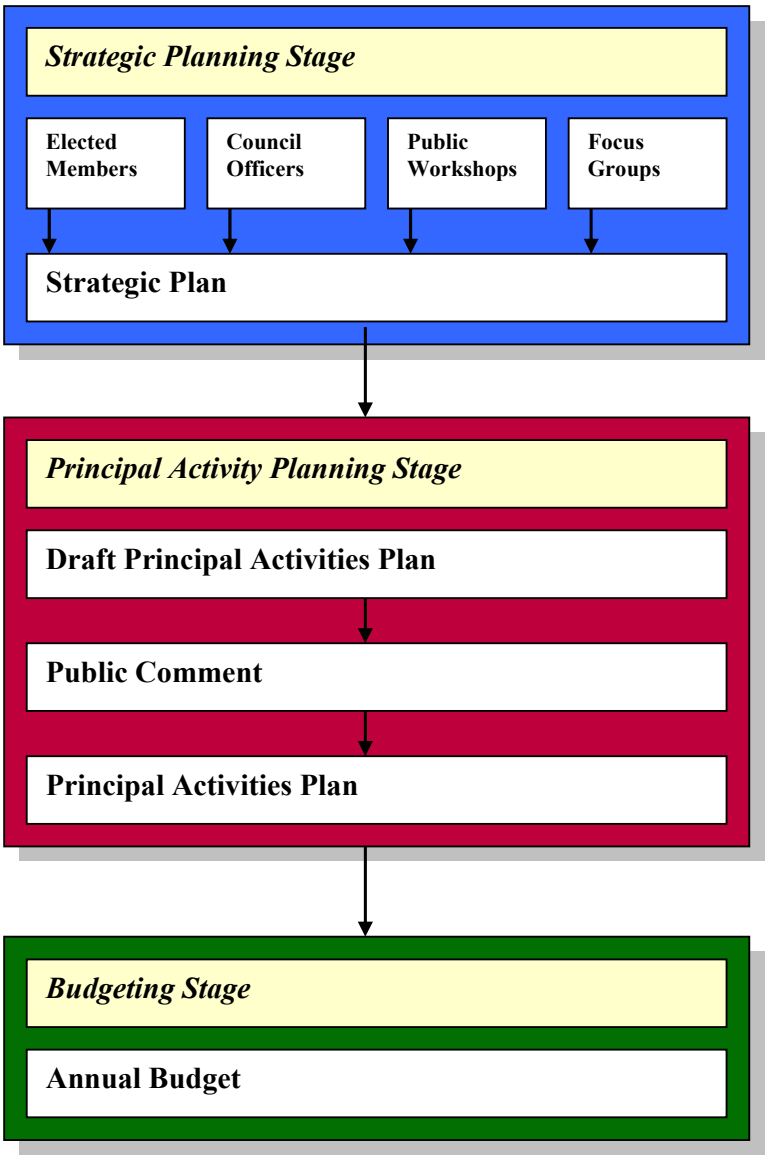
CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Who defines the Principal Activities?

It is up to each local government to determine the principal activities relevant to their area 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.

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 to 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 Planning Stage

Principal Activity Planning is the stage immediately following the Strategic Planning Stage. At this stage, certain projects and activities have been 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.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Key Assumptions, Definitions and Information

- ***Financial figures***
  Within this document, all revenue and expenditure estimates are based upon the information available to the Council and its officers at the time of preparation. Rounding of figures will occur.

- ***Inflation***
  The current inflation rate of 3% has been used in determining estimates for 2003/04. All subsequent years are expressed in 2003/04 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 and past history of annual increments in salaries and wages scales. These employee costs have been contained within parameters mentioned above.

- ***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***
  Is the historical cost 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 program includes the administration and provision of fire services, including volunteer bushfire brigades and state emergency services, together with animal control and community safety.

- ***Health***
  This program includes services such as immunization, health, inspections, pest control, noise control and health clinics.

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

- ***Community Amenities***
  This covers town planning and regional development services, protection of the environment, refuse collection/disposal and recycling services, provision of public toilets, bus shelters and street furniture.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

- ***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 program covers building control, private swimming pool inspections, tourism and economic development.

- ***Other Property and Services***
  This program 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.

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 $131m. The depreciated value of this infrastructure is $118m and is the City's most valuable asset. The total length of roads within the municipality of the City of Armadale equates to approximately 600 kilometres. 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 from several sources. Main Roads Western Australia provides funding through the Regional Road Group funding programme for selected roads of regional significance, Road Safety Projects programme and untied direct road grant funding. The Federal Government provides some direct funding opportunity for road safety projects.

All other costs are met from general-purpose revenue.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Roads, and related infrastructure, Construction						Table 1
Estimated Expenditure	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Roads	5,035	4,320	4,491	4,011	3,736	
Drains	399	394	390	403	399	
Footpaths	418	379	326	317	317	
Road Resurfacing	555	566	564	554	556	
Total Estimated Expenditure	**6,407**	**5,659**	**5,771**	**5,285**	**5,008**	*Table 7*
Estimated Revenue						
Grants	3,088	2,393	2,384	2,045	1,705	
Total Estimated Revenue	**3,088**	**2,393**	**2,384**	**2,045**	**1,705**	*Table 7*
Total From General-Purpose Revenue	**3,319**	**3,266**	**3,387**	**3,240**	**3,303**	

The City of Armadale has 614 kilometres of roads with a current replacement value of approximately $165m i.e. $270 per metre of road.

Principal Activity - Waste Management

Background

Over 17,500 residential general rubbish collections are performed every week. A similar number of collections occur 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

The maintenance 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 charged to the individual property user on a user-pays principle. The charges are based on the cost per service plus any additional administrative costs.

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.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Waste Management						**Table 2**
Estimated Expenditure	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Waste Collections	807	814	820	827	833	
Waste Disposal	1,161	1,170	1,180	1,189	1,199	
Waste Minimisation	1,107	1,116	1,125	1,134	1,143	
Transfer to Reserve	435	438	442	445	449	
Total Estimated Expenditure	**3,510**	**3,538**	**3,567**	**3,595**	**3,624**	*Table 7*
Estimated Revenue						
Charges - Collections	849	856	863	870	877	
Charges - Disposal	1,258	1,268	1,278	1,288	1,298	
Charges - Minimisation	1,309	1,319	1,330	1,340	1,351	
Transfer from Reserve	255	257	259	262	264	
Total Estimated Revenue	**3,671**	**3,700**	**3,730**	**3,760**	**3,790**	*Table 7*
Total From General-Purpose Revenue*	**(161)**	**(162)**	**(163)**	**(165)**	**(166)**	

The City of Armadale has over 17,500 residential general rubbish collections every week.

* ($) represents the municipal fund return on its investment in waste disposal

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Principal Activity - Parks and Reserves

Background
Council maintains 221 parks, gardens, reserves, playgrounds and sporting grounds comprising approximately 1,814 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
- Random surveying of the community to determine and assess increased usage levels of parks, reserves, playgrounds and sporting grounds
- 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

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. However, the fees and contributions from these groups account for approximately 5% 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

Principal Activities Plan
For the period 2003 to 2008

Parks and Reserves						**Table 3**
Estimated Expenditure	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Parks and Reserves Development	295	417	507	492	493	
Parks and Reserves Maintenance	2,170	2,186	2,204	2,221	2,239	
Total Estimated Expenditure	**2,465**	**2,603**	**2,711**	**2,713**	**2,732**	*Table 7*
Estimated Revenue						
Fees and Charges	21	21	21	21	22	
Contributions	102	85	75	46	56	
Total Estimated Revenue	**123**	**106**	**96**	**67**	**78**	*Table 7*
Total From General-Purpose Revenue	**2,342**	**2,497**	**2,615**	**2,646**	**2,654**	

The City of Armadale maintains 221 recreation reserves covering 1,814 hectares.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Principal Activity - Public Buildings Maintenance and Construction

Background

Council owns 160 public buildings with an "at cost" value of nearly $21m. The carrying value of these assets is nearly $19m. 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 81,000 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 occur from community groups and related government bodies / agencies. 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

Principal Activities Plan
For the period 2003 to 2008

Public Buildings Maintenance and Construction						**Table 4**
Estimated Expenditure	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Buildings	1,478	1,523	1,480	1,662	1,660	
Total Estimated Expenditure	**1,478**	**1,523**	**1,480**	**1,662**	**1,660**	*Table 7*
Estimated Revenue						
Contributions	161	148	86	127	128	
Total Estimated Revenue	**161**	**148**	**86**	**127**	**128**	*Table 7*
Total From General-Purpose Revenue	**1,317**	**1,375**	**1,394**	**1,535**	**1,532**	

The City of Armadale has 160 public buildings with a cost value of around $21m.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Principal Activity - Culture and Libraries

Background

The three libraries in the Armadale municipality (Armadale, Kelmscott and Westfield) issue approximately 530,000 items per annum and have a membership of approximately 25,000 people. Council conducts 15 major community events per annum attracting approximately 85,000 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

Principal Activities Plan
For the period 2003 to 2008

Culture and Libraries						**Table 5**
Estimated Expenditure	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Library Services	1,286	1,271	1,296	1,341	1,360	
History House	79	79	92	94	100	
Cultural Events	260	265	282	275	280	
Total Estimated Expenditure	**1,625**	**1,615**	**1,670**	**1,710**	**1,740**	*Table 7*
Estimated Revenue						
Fees and Grants	90	94	98	96	96	
Total Estimated Revenue	**90**	**94**	**98**	**96**	**96**	*Table 7*
Total From General-Purpose Revenue	**1,535**	**1,521**	**1,572**	**1,614**	**1,644**	

The City of Armadale has three libraries that issue approximately 530,000 items per annum.

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

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 elsewhere. It operates 212 personal computers over eight different sites and processes over 70,000 finance transactions per annum.

Scope of Activity

To provide good governance, 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 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

Principal Activities Plan
For the period 2003 to 2008

Administration and Governance						**Table 6**
Estimated Expenditure	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Chief Executive's Office	433	427	437	427	437	
Human Resources	322	322	327	327	327	
Members' Administration	372	444	387	454	398	
Administration and Governance	1,217	1,198	1,246	1,241	1,231	
Information System Services	872	821	883	889	1,232	
New Computer System	800	0	0	0	0	
Finance Services	616	592	596	600	605	
Reserves / Strategic Initiatives	0	0	0	1,330	1,693	
Total Estimated Expenditure	**4,632**	**3,804**	**3,876**	**5,268**	**5,923**	*Table 7*
Estimated Revenue						
New Computer System Loan	800	0	0	0	0	
Fees and Other	19	20	20	20	20	
Total Estimated Revenue	**819**	**20**	**20**	**20**	**20**	*Table 7*
Total From General-Purpose Revenue	**3,813**	**3,784**	**3,856**	**5,248**	**5,903**	

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

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

Summary of Principal Activities

The following table relates to, and summarises, the Principal Activities as defined throughout the document.

Summary of Principal Activities — **Table 7**

Estimated Expenditure	2003 2004 000's	2004 2005 000's	2005 2006 000's	2006 2007 000's	2007 2008 000's	Reference
Roads, and related infrastructure	6,407	5,659	5,771	5,285	5,008	*Table 1*
Waste Management	3,510	3,538	3,567	3,595	3,624	*Table 2*
Parks and Reserves	2,465	2,603	2,711	2,713	2,732	*Table 3*
Public Buildings	1,478	1,523	1,480	1,662	1,660	*Table 4*
Culture and Libraries	1,625	1,615	1,670	1,710	1,740	*Table 5*
Administration and Governance	4,632	3,804	3,876	5,268	5,923	*Table 6*
Total Estimated Expenditure	**20,117**	**18,742**	**19,075**	**20,233**	**20,687**	*Table 8*
Estimated Revenue						
Roads, and related infrastructure	3,088	2,393	2,384	2,045	1,705	*Table 1*
Waste Management	3,671	3,700	3,730	3,760	3,790	*Table 2*
Parks and Reserves	123	106	96	67	78	*Table 3*
Public Buildings	161	148	86	127	128	*Table 4*
Culture and Libraries	90	94	98	96	96	*Table 5*
Administration and Governance	819	20	20	20	20	*Table 6*
Total Estimated Revenue	**7,952**	**6,461**	**6,414**	**6,115**	**5,817**	*Table 8*
Required General-Purpose Revenue	**12,165**	**12,281**	**12,661**	**14,118**	**14,870**	*Table 8*

N.B. All estimates in 2003/04 dollars

CITY OF Armadale

Principal Activities Plan
For the period 2003 to 2008

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.

Total Estimated Revenue and Expenditure — **Table 8**

	2003 2004 000's	2004 2005 000's	2005 2006 000's	2006 2007 000's	2007 2008 000's	Reference
Estimated Expenditure						
Principal Activities	20,117	18,742	19,075	20,233	20,687	*Table 7*
General-Purpose Revenue	253	323	282	287	344	
Law, Order and Public Safety	879	868	857	883	878	
Health	501	521	546	524	525	
Education and Welfare	507	502	463	478	471	
Community Amenities	1,332	1,524	1,469	1,457	1,410	
Recreation and Culture	929	801	1,004	820	768	
Transport	6,014	5,641	5,687	5,811	5,864	
Economic Services	595	621	624	634	595	
Other Property and Services	131	148	139	127	114	
Total Estimated Expenditure	**31,258**	**29,691**	**30,146**	**31,254**	**31,656**	
Estimated Revenue						
Opening Balance	(1,222)	(1,157)	(747)	(50)	0	
Principal Activities	7,952	6,461	6,414	6,115	5,817	*Table 7*
Law, Order and Public Safety	419	449	464	476	485	
Health	78	82	83	85	87	
Education and Welfare	24	25	26	26	27	
Community Amenities	243	215	220	226	233	
Recreation and Culture	391	392	396	406	412	
Transport	2,398	2,102	2,150	2,241	2,298	
Economic Services	248	259	263	268	272	
Other Property and Services	116	117	117	116	117	
Closing Balance	1,157	747	50	0	0	
Total Estimated Revenue	**11,804**	**9,692**	**9,436**	**9,909**	**9,748**	
From General-Purpose Revenue	**19,454**	**19,999**	**20,710**	**21,345**	**21,908**	*Table 9*

N.B. All estimates in 2003/04 dollars

CITY OF Armadale

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For the period 2003 to 2008

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**

Estimated Revenue	**2003 2004 000's**	**2004 2005 000's**	**2005 2006 000's**	**2006 2007 000's**	**2007 2008 000's**	**Reference**
Rates						
Levied	16,683	17,152	17,880	18,531	19,098	
WA Local Government Grants						
General Purpose and Road Grants	1,957	2,016	2,016	2,016	2,016	
Other						
Interest on Investments	323	334	317	301	297	
Other	491	497	497	497	497	
Total Estimated Revenue	**19,454**	**19,999**	**20,710**	**21,345**	**21,908**	*Table 8*
Revenue to be applied to the following Principal Activities						
Roads, and related infrastructure	3,319	3,266	3,387	3,240	3,303	*Table 1*
Waste Management	(161)	(162)	(163)	(165)	(166)	*Table 2*
Parks and Reserves	2,342	2,497	2,615	2,646	2,654	*Table 3*
Public Buildings	1,317	1,375	1,394	1,535	1,532	*Table 4*
Culture and Libraries	1,535	1,521	1,572	1,614	1,644	*Table 5*
Administration and Governance	3,813	3,784	3,856	5,248	5,903	*Table 6*
Estimated General-Purpose Revenue Available for Non-Principal Activities	7,289	7,718	8,049	7,227	7,038	

N.B. All estimates in 2003/04 dollars