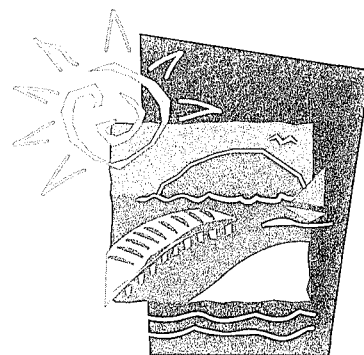


COFFS HARBOUR CITY COUNCIL



Our ref: 427776

9 October 2002

The Secretary
Standing Committee on Economics, Finance
& Public Administration
House of Representatives
Parliament House
CANBERRA ACT 2600

House of representatives Standing Committee on
Economics, Finance and Public Administration

Submission No: 309

Date Received: 14/10/02

Secretary:

Dear Sir/Madam

Inquiry into Local Government and Cost Shifting

I refer to your letter of the 13 June advising of the Inquiry which was referred to the Committee by the Minister for Regional Services, Territories and Local Government, the Hon Wilson Tuckey MP.

Council has prepared a submission and same is enclosed herewith.

Council would prefer to have more tangible evidence but lack of resources has precluded it from carrying out this research.

Whilst some of the submission is anecdotal, its validity is generally accepted or supported by research done elsewhere.

Should you have any queries with regard to the submission please do not hesitate to contact Col Gregg, Administration Manager 6648 4210.

Yours faithfully

A handwritten signature in black ink, appearing to read 'C E Gregg'.

C E Gregg
Administration Manager

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- Fax: (02) 6648 4199 • DX: 7559 • ABN 79 126 214 487
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- Website: www.chcc.nsw.gov.au





**COFFS HARBOUR
CITY COUNCIL**

**INQUIRY INTO LOCAL
GOVERNMENT AND
COST SHIFTING**

**SUBMISSION BY
COFFS HARBOUR CITY COUNCIL**

September 2002



**SUBMISSION TO THE
HOUSE OF REPRESENTATIVES ECONOMICS COMMITTEE INQUIRY INTO
COST SHIFTING ONTO LOCAL GOVERNMENT**

Introduction ~

On 28 May, the House of Representatives Standing Committee on Economics, Finance and Public Administration announced it would be conducting an inquiry into the issue of cost shifting onto Local Government, and the financial position of Local Government.

The Inquiry was initiated in response to concerns that Local Government is increasingly having to provide a range of services to communities such as health care centres, aged care facilities, employment programs and security guards without the financial resources to do so.

The Inquiry has been referred by the Minister for Regional Services, Territories and Local Government, Wilson Tuckey, with the support of the Prime Minister and Treasurer.

The Minister has asked the committee to examine "ways forward for service provision", including reviewing international models and examples.

Council makes its submission with the clear understanding that it does not have the resources to fully justify each issue but does make the submission in good faith.



DEMOGRAPHICS

Coffs Harbour

THE LOCAL PICTURE

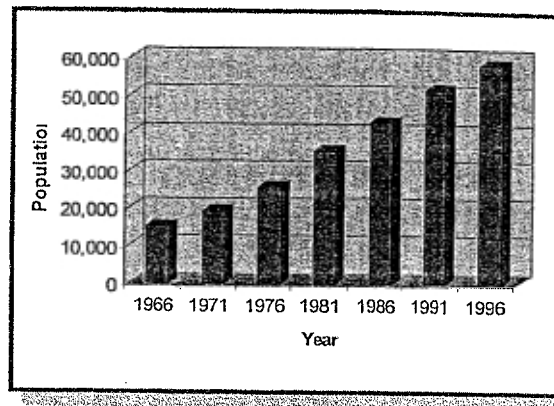
How Coffs Harbour Has Grown Since 1966

Table 5
Population and Growth Rate
Coffs Harbour 1966-1996

Year	Census Count	Estimated Resident Population	Annual Growth Rate (preceding 5 years)
1966	15,067	14,625	
1971	19,100	18,633	4.96%
1976	25,550	24,500	5.62%
1981	35,154	34,000	6.78%
1986	43,010	42,113	4.42%
1991	51,520	50,877	4.37%
1996	58,337	57,283	2.40%

Source: ABS

Figure 1
Population Increase
Coffs Harbour 1966-1996



The ABS estimates that the resident population of Coffs Harbour in 1997 was 58,294, an increase of 1.8% over the 1996 figure, indicating continued slowing of the growth rate. Other LGAs in the region are showing a similar steadying of growth, although the rates are still above those of the State as a whole.

Note:

The 1996 Census of Population and Housing was conducted by the Australian Bureau of Statistics (ABS) on 6 August 1996, which aimed to count every person who spent census night in Australia. A census has been taken every five years since 1911.

Official ABS population estimates (estimated resident population) are based on census counts which have been adjusted to:

- include people who were in Australia on census night but were missed in the census;
- include Australian residents who were temporarily overseas on census night; and
- exclude overseas visitors counted in the census who were not usual residents of Australia.

The population of Coffs Harbour on 1996 Census night was 58,337; the 1996 estimated resident population (ERP) of Coffs Harbour was 57,283.



Trends in Age Distribution

Table 6 below shows the age distribution for Coffs Harbour, the Mid-North Coast and NSW.

Coffs Harbour had a greater proportion of older people than the State average in 1996, but its population was more youthful than that of the Mid-North Coast. In particular, the concentration of the 5-14 and 40-44 year age groups was higher in Coffs Harbour than either the region or the State.

Just under a quarter of the population in Coffs Harbour were aged 55 and over, compared to a fifth for the State but almost one third for the Mid-North Coast.

Table 6
Age Distribution
Coffs Harbour, Mid-North Coast and NSW 1996

Age Group	Coffs Harbour	Prop %	Mid North Coast	Prop %	NSW	Prop %
0-4	4,032	6.9	16,819	6.8	427,690	7.1
5-9	4,489	7.7	19,183	7.7	430,329	7.1
10-14	4,760	8.2	19,317	7.8	427,573	7.1
15-19	3,394	6.8	15,110	6.1	412,714	6.8
20-24	3,000	5.1	10,858	4.4	435,711	7.2
25-29	3,178	5.4	11,936	4.8	448,132	7.4
30-34	3,772	6.5	15,206	6.1	470,357	7.8
35-39	4,593	7.9	18,557	7.5	476,608	7.9
40-44	4,623	7.9	17,889	7.2	438,371	7.3
45-49	4,117	7.1	16,776	6.7	418,872	6.9
50-54	3,143	5.4	13,961	5.6	333,071	5.5
55-59	2,774	4.8	13,286	5.3	274,242	4.5
60-64	2,691	4.6	13,442	5.4	237,973	3.9
65-69	2,899	5.0	14,788	5.9	237,275	3.9
70-74	2,606	4.5	13,243	5.3	209,857	3.5
Aged 75 & over	3,350	5.7	17,609	7.2	315,770	5.2
Overseas visitor	316	0.5	872	0.4	43,151	0.7
Total	58,337	100.0	248,852	100.0	6,038,696	100.0

Source: Regional Coordination Program 1998 North Coast NSW Socio-Economic Profile



Over the last ten years in Coffs Harbour the greatest population increase has occurred in the 40-49 year age bracket. Its share of the total population has risen from 11.3% in 1986 to 15.0% in 1996, a percentage change of almost 80%. The smallest increase (5.6%) has occurred in the 20-29 year age group, the proportion of which has decreased from 13.6% to 10.6% of the total population. The proportion of over 65 year olds has increased by 65% since 1986, compared to a 28.2% increase for the State overall. A summary of population change by age group is shown in Table 7 below.

Table 7
Change in Population by Age Groups
Coffs Harbour 1986-1996

Age Group	Coffs Harbour LGA			1986-96		NSW
	1986	1991	1996	Change	% Change	% Change
0-4	3,428	3,996	4,032	604	17.6	4.7
5-9	3,416	4,223	4,489	1,073	31.4	8.4
10-14	3,686	4,177	4,760	1,074	29.1	-2.6
15-19	3,273	3,640	3,994	721	22.0	-5.1
20-29	5,851	5,971	6,178	327	5.6	0.9
30-39	6,724	8,258	8,365	1,641	24.4	11.9
40-49	4,875	6,835	8,740	3,865	79.3	35.5
50-59	4,015	4,723	5,917	1,902	47.4	17.2
60-64	2,380	2,601	2,691	311	13.1	-6.3
65 or more	5,362	7,169	8,855	3,493	65.1	28.2

Source: Regional Coordination Program 1998 North Coast NSW Socio-Economic Profile



CITY DEVELOPMENT

Council's City Development is driven by its Urban Development Strategy.

An Urban Development Strategy is a plan that provides for the long term development of a local government area in terms of housing needs, economic development, physical infrastructure, community services and recreation facilities.

This Urban Development Strategy has been prepared to guide growth in Coffs Harbour City over the next 25 years and is required by the North Coast Regional Environmental Plan (REP) 1988 before any significant rezoning for urban purposes can take place. The focus of the strategy is upon the coastal strip east of the range from Arrawarra in the north to Bonville in the south. It covers an area of approximately 247 km², taking in 50km of coastline and represents the first stage of the City's Urban Development Strategy program. The second stage, covering the remainder of the City west of the range, was commenced in 1996.

Much of the strategy is based on the community's aspirations as identified in Council's Vision 2020 documentation. This exercise involved more than 300 people; young and old, business people and environmentalists, representatives of community organisations and government agencies all shared their ideas on how they wish to see Coffs Harbour in the year 2020.



RESPONSES TO THE TERMS OF REFERENCE

1. Local Government's current roles and responsibilities

The Charter assigned to Council under Section 8 of the NSW Local Government Act 1993 and its subsequent amendment, is as follows:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- to exercise community leadership;
- to exercise its functions in a manner that is consistent with and actively promotes the principles of cultural diversity;
- to promote and to provide and plan for the needs of children;
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- to have regard to the long term and cumulative effects of its decisions;
- to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and coordination of local government;
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- to keep the local community and the State Government (and through it, the wider community) informed about its activities;
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected;
- to be a responsible employer.

The charter had the effect of formally broadening the role and responsibilities of local government and in itself was a progressive piece of legislation. Coffs Harbour City Council takes these responsibilities very seriously indeed.



However, the charter was also the foundation on which the State government has progressively transferred its responsibilities to local government as detailed below. While this "contemporary" level of responsibility was conferred on local government, the funding capacity to fulfil its expanded role was not. In fact, the rate pegging approach adopted by the State government in the late 1970's was left intact on the specious policy argument that this was politically popular. In essence, the State government has entrusted local government to carry out duties for which it, the State government, is constitutionally responsible yet it cannot trust local government to seek the resources from the community to fulfil these responsibilities. This, despite the fact that local government is equally answerable to the electorate through the democratic process as are the State or Federal governments.



Some of the specific transfers referred to above are as follows:

1.1 Direct Shifting of Responsibilities

Protection of the Environment (Control of Burning) Regulation 2000

This legislation allows residents to burn off provided they obtain written approval from Council (free of charge). Prior to this, burn off was generally prohibited. Since August 2001, 575 applications have been received by Coffs Harbour City Council at an effective incremental cost of \$39k and rising.

Local Government (Approvals) Regulations 1993

A requirement was introduced in September 1998 that residents who own an existing onsite sewage management system obtain approval from Council to operate that system. Community pressure forced Council to abolish specific fees for this service after their initial introduction, the argument prevailing that the broader community should shoulder a cost to remediate practices that had previously been tolerated over a long period throughout the State. The cost of administering the scheme for Coffs Harbour City Council is about \$20k per annum.

Food Safety Standards

All food shop premises were required to notify Council of their operations under State regulations introduced in February 2002. Council is required to enter the information on a NSW Health database. A once off grant of \$15k has been provided for establishment of the service with a fee cap of \$55 set per notification. Further evaluation is required to determine if this is adequate to cover all costs involved.

Companion Animals Act 1998

Residents are by this legislation required to arrange micro chipping of their dog(s) with lifetime registration. In this case, Council has obtained a grant of \$41k for the provision of off-lease areas, bins etc and it has been provided at this level as no other funds are available although the community wish for more. The ongoing program will cost Council \$63k annually.

Stormwater Management

Under a recent direction of the Environment Protection Authority (EPA), NSW councils were instructed to prepare stormwater management plans (SMP's) and were also threatened with the possibility of these plans becoming the basis of a licensing system with which to control stormwater quality across NSW.

These SMP's have enormous implications for resourcing as stormwater quality works were not hitherto seen to be a priority for local government. Coffs Harbour City Council is currently committing about \$623k per annum for construction of stormwater quality works.



Estuary/Coastal Management

Again, there has been a considerable devolution of coastal management to NSW local government from agencies such as the Department of Land and Water Conservation (DL&WC) with requirements to consider regional and state wide management policies in all of Council's decision making processes. The cost of resourcing Coffs Harbour City Council's Estuary Management Program alone is in the order of \$100k, none of which is recoverable.

Environmental Monitoring

Over recent years, the responsibility for monitoring both ecosystem health and recreational water quality has been relinquished by the EPA, with local government left to fill the void. Coffs Harbour City Council's current quality monitoring program is quite extensive.

Council currently monitors 15 estuary and beach sites and 4 freshwater sites taking some 89 samples per month. A total annual cost of \$35.7k was part funded by the State government by a grant of \$15k. Ongoing costs will be met by the Council.

The recreational monitoring program as part of the Government's Beachcare program requires Council to monitor 40 sites along 57km of coastline. A once off grant of \$55k will pick up 7 months of the timetable with Council to fund any balance.

Planning Responsibilities

The following responsibilities have been passed from State to Local government in NSW in the last decade.

- Licensing of places of public entertainment under the Local Government Act;
- Surveillance of scheduled premises under the Protection of the Environment Operations Act;
- Inspection of essential services under the Environmental Planning and Assessment Act;
- Collection of building insurance and long service levies;
- Referral and processing of development applications for integrated development which require State government licences; and
- Prescription of development application fees that do not permit full cost recovery.

The net cost of fulfilling these responsibilities for Coffs Harbour City Council is conservatively estimated at \$250k per annum. Council is precluded from full cost recovery by State legislation which prescribes fees for service.

Shifting of Approvals Assessment

The State government has divested itself of many of its responsibilities associated with the approval process and utilises local government as an agency for its services. These services would otherwise be rendered by the Department of Industrial Relations and Technology, Sydney Water, New South Wales Fire Brigades, EPA and those other public authorities whose concurrence and licensing requirements are pre-conditions to the issue of development approvals. These include DL&WC, the Rural Fire Service (RFS), NSW Fisheries, the Roads and Traffic Authority (RTA) and other bodies.



While administrative efficiency is improved by Local government acting as a single point of contact for government functions, there is a lack of recognition at the State level of the consequent resource burden on Local government.

The recent IPART inquiry into fees and charges by Local government for approval determined that full cost recovery should not be levied because of the social benefits to be derived from development. However, Coffs Harbour City Council along with other NSW councils, has had to absorb these costs rather than passing them on to the community or to the developer.

Planning for Bushfire Protection Guidelines 2002

The new legislation currently being introduced in NSW contains considerable cost and liability issues for Coffs Harbour City Council Rural Fire Service. In particular, Council will be obliged to identify block bushfire prone areas which will require a major ground truthing project to be initiated and maintained without financial assistance being offered. Estimated cost to be \$40k. The draft legislation also places a requirement on the RFS to turn around what will be a greatly increased influx of development applications in a tight timeframe. We question whether the RFS will have the ability to deliver. The failure to deliver will reflect adversely on councils in the general community.

Fire Brigade Levy

The levy on Local government imposed by the State government has been escalating in recent years greatly in excess of rate pegging. The following table highlights the double standard that is consistently applied by State government.

Contribution toward New South Wales Fire Brigades

Year	Total	%Increase	Statutory % Rate Increase
1/1-31/12/93		2.6	
1/1-30/6/94		3.5	
1993/94	39,585		
1994/95	46,252	16.84	Nil
1995/96	67,434	45.80	2.2
1996/97	66,317	-1.66	2.7
1997/98	72,975	10.04	3.1
1998/99	83,812	1.7	14.85
1999/00	104,845	25.10	2.4
2000/01	105,851	.096	2.7
2001/02	110,700	4.58	2.8
2002/03	126,649	14.41	3.3

Note: Increase in 10 years \$126,649 less \$395,585
 Percentage increase in 10 years equals

87,064
 220%



Rural Fire Service

The Rural Fires Act requires Council to fund the Rural Fire Service. Council's contribution has escalated by 148% over the past 8 years and this is certainly not in proportion to its pegged income.

Rural Fires Act

The recent amendments to the Act requires the Coffs Harbour Bush Fire Management Committee to prepare a Coffs Harbour Bush Fire Management Plan with the resultant impost of the bush fire management of Council and private property in the local government area.

Funding for Recreational Facilities

As there is no regular Federal funding for recreational facilities and limited State funding, the burden at the regional and local levels falls upon Local government.

Use by Schools of Council Facilities

Currently, in Coffs Harbour City Council this use is free but Council has difficulty obtaining use of school facilities for use by the community out of school hours forcing Council to development of additional assets.

Community Safety

Coffs Harbour City Council is expected to assume increased responsibilities in respect to community safety that were formerly the responsibility of the Police Service or simply not required. Resourcing of the community safety committee contributions to a security patrol in its CBD is an example of additional cost Coffs Harbour City Council is being required to accept.

Whilst the cost of the effect of the plan on Council has not yet been determined it is evident that it will be significant.

Council is now required to submit Development Applications/Building Applications to the Rural Fire Service prior to approval. The service has given a 21 day period to process but there is no compensation for the Council time involved with each application.

Environmental Monitor

Water and Sewerage schemes have implemented a strategy as a requirement of the scheme to collect the data they do not have as part of the EIS. The process has become extremely expensive and adding to the cost of these schemes and increasing Council's share.

State Government Asset Development

Government Departments, ie, National Parks and Wildlife Service, Education Department, construct new facilities and expand existing without the submission of a development application nor contributions to public infrastructure as conditions of consent.



Council has examples where it has been left to upgrade and maintain access roads and install expensive bus bays to make the traffic work.

These are costly upgrades that other developers fund and not the local community through their rates.

Roads Act

The Roads Act changes allows the Government to assign Crown public roads to Local government. The Minister is able to sign over without Council consent. Within Coffs Harbour City Council there are 470km of Crown roads and Council sees it as a sleeping giant.

Road Safety

These programs have traditionally been the responsibility of the Roads and Traffic Authority. Councils have been pressured to adopt program with 100% first year and 50% second funding from the RTA. A recent attempt by the RTA to withdraw from funding resulted in a number of councils ceasing to support the program. The RTA subsequently agreed to resume funding. However, it appears that Coffs Harbour City Council will need to continue 50% funding and there is no guarantee of future funding continuity from the RTA.

Maintenance of Regulatory Signs and Markings

The RTA has put pressure on councils to accept responsibility for the maintenance of regulatory signs and markings, claiming that such functions have been placed on councils pursuant to the Roads Act and Road Reserve Management. In many cases, the budget provided is insufficient for the work required.

B Double Routes

Assessment procedures introduced in 2000 require councils to assess applications in accordance with RTA requirements. Prior to 2000, the RTA undertook such assessments.

Road Design Standards

High standards of design are now expected of councils. State policies sees community expectations raised. This results in increased cost in the provision of roadworks and associated infrastructure. As an example, a requirement to provide for cycleways increases the costs of each project. No council outside the metropolitan area has the capacity to meet these expectations.

Flood Mitigation

Flood mitigation government funding was traditionally provided in the ratio Federal (2), State (2) and Local (1). Recent funding changes increase the burden on Local government by requiring equal contributions from each party. It was a decision of the State government to reduce its share to dollar for dollar causing an increase in Council's budget from \$571k to \$934k this year.



Privatisation/Corporation Issues

The corporation and/or privatisation of public utility authorities (State and Federal) has considerably increased costs to councils. These authorities now take great care to ensure that all cost associated with council works are reimbursed by councils. In many cases, up front payments are now demanded. This contrasts with the previous situation where local arrangements were able to be entered into in a more cooperative and less commercially contractual environment.

Goods and Services Tax (GST)

Although the GST is Federal legislation, the State government is the direct beneficiary of the tax revenue generated. Local government has become effectively a tax collection agency without any recognition in terms of financial support from either tier of government. The implementation costs for Coffs Harbour City Council were about \$150k. Ongoing costs in staff time and systems support are about \$41k per annum. An additional impost has also been placed on community volunteers in dealing with GST accounting, which together with public liability and occupational health and safety requirements, contributes to community members being discouraged from volunteer programs.



1.2 Indirect Shifting of Responsibilities

Reliance on the Public Library System

State government Policy has affected local libraries. University (Federally funded) and TAFE (State funded) libraries have suffered a decline in the real funds available to them for resources over the last decade. This in turn means greater demands on the resources held in council funded public libraries.

School students represent a large proportion of public library users after 3.30pm each day and at the weekends when school libraries are not open. The education curriculum increasingly places emphasis on resource based learning so more and more assignments require students to retrieve information from a range of resources. School library collections are available to students in school hours but the State government has not provided funds to open school libraries beyond this. Hence usage of resources in public libraries to support educational programs has increased steadily with no corresponding funding from the State government to support this additional use. A corresponding increase in Internet usage is also apparent.

Universities and TAFE have both offered courses in distance education or open learning programs. TAFE libraries received additional funding to support Open Learning students but no funds have been made available to public libraries which also provide significant support to community members undertaking this type of study. Current educational initiatives in both sectors have greatly increased the number of students studying by distance education.

To add insult to the community the NSW Roads and Traffic Authority determined that, as the licence driver and heavy vehicle driver handbooks were on the Internet, a charge of \$25 would be made for the hard copy. This decision has increased Internet usage at the libraries and a need to stock the handbook.

A growing number of government, both State and Federal services are only available on the Internet and with a population highly dependent on these services the local libraries are now rendering access.



2. Current funding arrangements for Local Government, including allocation of funding from other levels of government and utilisation of alternative funding sources by Local Government.

Rate Revenue

The main source of Coffs Harbour City Council funding is its rate revenue. With the exception of its water and sewerage services, all services are funded by its general fund.

In the trading year 2001/2 Council's ratio of rates and charges to total revenue income equate to 56.9%.

The attached "Note 2(a) – (Summary)" from Council's Annual Report provides an analysis of the disbursement of these revenues. It is interesting to compare this with the Revenue Account (attached) of General Fund from the trading year of 1977, the commencement of rate pegging, when rates contributed 52.3%.

As expected the City has developed with the demand for a greater range and level of service obvious.

However, Council has accommodated this growth and demand, including the impost of State legislation, policy and cost shifting through other income strategies and a decline in allocation to traditional expenditure areas.

Rate revenue is governed by the State government policy on rate pegging, which has been in place for over twenty-five years and which has the support of the main political parties in NSW. Rate pegging operates to cap the increase in total rate revenue that a council can levy and is reviewed annually by the Minister for Local Government. A permissible percentage increase applies State wide. If a council wishes to seek a special rate increase over and above this limit, the process involves restrictive criteria, a tortuous process of separate public consultation and Ministerial approval or rejection within a limited timeframe.

Over the past seven years, rate pegging has been broadly in line with the Consumer Price Index (CPI) plus a small overall premium. The year-to-year differentials are, however, quite variable. The last three years have seen the rate peg fall significantly below the CPI increases.

These points are demonstrated in the following table.



Table	All groups CPI increase Sydney	NSW Rate Statutory Increase	Difference
Year	%	%	%
1993 June	1.8	2.9 (average)	+1.1
4	1.5	0.0	-1.5
5	4.9	2.2	-2.7
6	3.9	2.7	-1.2
7	0.3	3.1	+2.8
8	1.0	1.7	+0.7
9	1.3	2.4	+1.1
2000	3.3	2.7	-0.6
1	6.3	2.8	-3.5
		3.3	
Accumulated loss			-3.8%

Note: Ministerial decisions on the limit are generally announced in March-April of the preceding year and councils are required to finalise their budget by June. There is no strict timetable for the ministerial decision and announcement.

The major problems with this approach are:

- The cost structure of Local government in NSW is not closely allied to the Consumer Price Index, which derives from a monitor of retail prices for a basket of household goods and services;
- There is some indication in this table that the cycle of decision making by the Minister is influenced by the State political and electoral cycle; and
- No account is taken of the range of different circumstances acting upon local councils, small or large, urban, regional or rural.

Rate pegging is an imposition that most readers in local government have denounced as regressive and advocated removal.

National Competition Policy

Council has been required to address the State Government's decisions on the NCP. Whilst the effect on Coffs Harbour City Council has not been considerable, approximately \$20k. the Government has decreed that local government will not share in the compensation payments received from the Federal Government.

Fuel Subsidies

Government policy to subsidise fuel encourages road usage but does nothing to fund the infrastructure deterioration caused by all forms of motor transport.



3. The capacity of Local Government to meet existing obligations and to take on an enhanced role in developing opportunities at a regional level including opportunities for councils to work with other councils and pool funding to achieve regional outcomes.

As sections 1 and 2 of this submission has highlighted, Coffs Harbour City Council has taken on an enhanced role either through the shifting of State and Federal government responsibilities or through community demand. The growth in services is exceptional.

Council, through its association with neighbouring councils has focussed on many regional and policy matters. It has formed alliances and partnerships in tourism and water supply.

Council could play a more constructive role in the delivery of services to its community including a range of services currently delivered by State and Federal departments.

This would require genuine partnerships with both governments for Coffs Harbour City Council to provide services at the local level provided it met government policy and departmental guidelines and adequate financial payments for the quality of service agreed. Thus local priorities would receive the attention they deserve.

The range of government services that could transfer to this model are innumerable but include health, education, policing, maritime and so on.

Duplication and overheads would be reduced and the savings applied to the service provided.

EXPENSE

General Purposes

Public Works

Health Administration

Sanitary Service
Garbage Service
Parks & Gardens & Public Reserves
Sundries

Public Services

Shire Property

Civic Centre
Other Property & Plant
Quarries & Gravel Pits

Miscellaneous

Balance carried down

1,912,641.89
71,817.68
547,988.97

556,470.35
151,440.05

45,219.54
175,460.58
98,760.13
4,810.74

109,028.56

9,956.00
24,937.62
263.39

83,673.75

3,792,469.25

683,102.75

Transfers to Invested Funds

Assets Purchased during the year
Payments in reduction of loans, as shown in
Loans Statement
Transfers to Reserves
Deferred Debtors - Housing Advances
Balance, being the Surplus of Income over
Expenditure carried to Available Funds
Account

319,840.02
70,010.58
134,450.02
162,228.58
10,979.35

605,424.00

1,986,035.30
