

Submission to  
House of Representatives  
Standing Committee on Economics,  
Finance and Public Administration

Inquiry into Cost Shifting in Local Government  
by



❖ Northern Sydney Regional Organisation of Councils

July 2002.

## General Comments

The Northern Sydney Regional Organisation of Councils (NSROC) is pleased to make the following submission in response to the opportunity presented to it via the Inquiry instituted by the Federal Minister for Regional Services, Territories and Local Government by a reference to the House of Representatives Standing Committee on Economics, Finance and Public Administration.

**NSROC** is a Voluntary Regional Organisation of Councils. Its membership consists of the following seven Councils in the northern suburbs of Sydney.

Hornsby Shire Council,	Lane Cove Council,
Hunter's Hill Council,	North Sydney Council,
Ku-ring-gai Council,	Willoughby City Council.
Ryde City Council,	

**State Electorates** that cover NSROC region:

Davidson	Lane Cove
Epping	North Shore
Hawkesbury	Ryde
Hornsby	The Hills
Ku-ring-gai	Willoughby

**Federal Electorates** within the NSROC area are

Bennelong	Bradfield
Berowra	North Sydney

- NSROC would like this submission to be taken as a 'registration of interest' and have the opportunity to present further written submissions to the Inquiry at an appropriate later date.
- NSROC would like the opportunity to give evidence to the Inquiry that would act to amplify its written submission. NSROC takes this opportunity to invite the Inquiry to conduct hearings in Northern Sydney.

## Road Map to the Future

Government needs to establish clearer connections with communities and local government provides the opportunity to do this. To be effective the role of local government needs to be clarified and the revenue base put in place to support that role.

In addressing the Terms of Reference it becomes clear just how fragile the roles and responsibilities of Local Government really are. Australia generally purports to recognise that it is governed by a 'three tiered' system of government – Federal, State and Local.

In many ways Local Government has its life, roles, funding and responsibilities determined almost entirely by the State Government, often with little or no consultation. The closeness of the control exercised by State Government is clearly evidenced by the remarkable degree of detail contained in the legislation and regulations that are applied to Councils and require compliance.

Local Government, to really have an existence that allows it to fulfil the aspirations of its electors needs proper Constitutional Recognition.

**Rate pegging provides a perfect example of the difficulties created by State Government. Local Government raises most of the revenue that it needs via the vehicle of rates, yet rates and a significant amount of other revenue are also subject to price control by the Minister of the day.** (Appendix 3 & 4)

NSROC also takes the position that whilst it believes this Inquiry is important for many reasons its results will be compromised if it fails to address cost shifting by both the Federal and State Governments. The only way to get a true picture of the roles, costs and potential of Local Government is to include all tiers of government.

Local Government is consistently caught in a trap not of its making.

**Community expectations and demands are rising and when these expectations are fuelled by the other two tiers of Government who have a propensity to start things, raise expectations and then desert the field - who is left to pick up the shortfall – Local Government.**

State and Federal Governments are becoming increasingly inclined to create new tasks for Local Government and to provide only part, or more commonly, none of the funding required to action the new task, this is now known colloquially as 'the unfunded mandate'.

What does this say about the roles and responsibilities of Local Government?

It says that even if Local Government does clearly try to reflect the desires and aspirations of its ratepayers it can be stopped from doing so whenever a Minister of the day decides he or she wants to.

**State and Federal government must recognise the primary role of local government in local service provision and urban and regional management to ensure that in the future there is no ad hoc intervention from other levels of government especially where there is a clear accountability to local communities.**

**Working in this manner will allow all tiers of Government to take maximum advantage of the real opportunities that will accrue through working together.**

**Local Government needs and wants certainty about its roles and responsibilities in responding to local democracy in the future.**

## Efficiency & Effectiveness

Local government is already performing efficiently and effectively however we are severely constrained in our ability to meet our traditional obligations given the further responsibilities and expectations placed on us by our communities and state and federal government.

### **We have a track record of efficiency and continuous improvement**

- Regional Organisations of Councils (ROC's)  
Councils have formed regional organisations to take advantage of such things as resource sharing and creating economies of scale

- Cost Reduction  
To meet continuing demands Councils have significantly reduced costs through such things as:

1. Reduced staff
2. Resource sharing
3. Outsourcing
4. Competitive tendering (Competitive neutrality)

- User-pays principles for fees and charges  
However, these are restricted by the Local Government Act, and the State Governments ability to statutorily set certain fees. Fees and charges are also constricted by Community Service Obligations (CSO's)

- Lobbying state government for legislative reform  
Local government has been lobbying Government since 1998 for the capping of insurance claims, as it was very evident that at some point in time costs would not be affordable.

- Introduction of new technology  
Local government has taken up new technology generally at a faster rate than other levels of government as it was perceived as both more cost effective and provided better service delivery opportunities

### **We are being required to do more and more**

The role of local government is expanding:

- Per capita spending on environmental management and health services by NSROC councils are increasing. This has been caused by new responsibilities such as the State of the Environment Report, the requirement to do a social plan and increased compliance costs.
- From 1980 to 2000 expenditure on public library services<sup>1</sup> by local government has grown from \$27.5m to \$185.0m, a six-fold increase.

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<sup>1</sup> State Library of NSW Public Library Statistics 99/00

During the same period state government contributions to library services have grown from \$8.5m to \$19.9m and now only represent 10% of the total expenditure as compared to 24% in 1980. A similar story can be illustrated for many other services such as childcare, migrant services and youth services.

- Many services have been devolved to local government by default. For example Councils were encouraged to start pre-schools with the assistance of Commonwealth funding. In the 1990's the Federal Government ceased to fund new pre-schools. Community expectations did not change and the private sector has been unable to fill the gap especially in areas like pre schools and long day care.
- Government needs to recognise the actual costs of providing services. For example developers should have to provide or pay the actual cost of providing community and social infrastructure rather than paying section 94 contributions that are eroded by time and do not provide for future expenditure or costs of maintaining infrastructure.
- Both *developed* Councils such as those in NSROC and *developing* Councils such as those found in WSROC (Western Sydney Regional Organisation of Councils) are both experiencing emerging community demands for new services which have no funding arrangements, such as the provision of community housing, aged care facilities and information technology services through the public library network.

Other areas where Councils are being expected to do more include community safety, housing, aged care and economic development.

### **... with less and less**

The attached graphs and charts illustrate variations such as:

- Financial Assistance Grant funding has decreased in relative terms (Appendix 5, 6 & 7)  
Population has increased by 23.0% but FAG Grant has not increased in relative terms.
- Revenue is being eroded by rate pegging (Appendix 3 & 4)
  - i. Rates as a revenue source are stagnant in NSW because of rate pegging
  - ii. Developed Councils have a greater reliance on rate revenue
  - iii. Developing Councils can subsidise rates through contributions that are much higher (for example Section 94 contributions in NSW)
  - iv. There is an increasing reliance on user charges
  - v. Grants are flat across all Councils in relative terms
  - vi. Councils are consistently spending per capita more than they earn per capita
- Costs are being reduced in real terms as Councils undertake increased responsibilities in a constrained fiscal environment (Appendices 5-11)

# Recognition

Increasingly local government fulfils community needs as the service provider of last resort. We are the local 'place managers'. The policies of federal and state government require that the role of local government should be properly recognised in order that we all work together more effectively.

## We have two roles ... our statutory role and our place management role

Local government fulfils two roles ... those that legislation requires and those that our communities demand.

### Statutory Role

- Our statutory role is defined by Section 8 of the Local Government Act (1993) (Appendix 1)
- Our roles as prescribed by other legislation and regulation eg, EPA Act, PEOE Act, Roads Act

### Additional Role

- Councils face increasing community expectations to provide a wider range of services including, social, community and economic development, tourism facilities and cultural development.

Our role is continually complicated by the impact of State and Federal government policies that do not recognise the consequences impact at a local level.

<b>State / Federal Responsibilities</b>	<b>Impacts at local level</b>
Immigration/Population	Urban, community, cultural and social planning
Roads and transport	Road and public transport infrastructure – local parking, access roads, new zoning.
Health	Local health services eg baby health centres, aged care facilities, food shop inspections, community health
Education	Early childhood services, preschools, long day care, family day care, out-of-hours school care, vacation care
Environment	State of Environment reporting,

Economic development

environmental management plans, catchment management plans, stormwater management plans, environmental monitoring  
Providing local employment opportunities, creating local business environment

### **We need to have more effective consultation ...**

As the experience of NSROC member councils clearly indicates, cost shifting is not confined to either Federal or State Governments. Consequently, the issue will not be resolved unless there is a cooperative approach by all levels of government. Federal, State and Local Governments should be brought together in a formal process that establishes broad principles that clarify the allocation of responsibilities between the different tiers of government.

To this end, a copy of this submission will be forwarded to the Premier of NSW and the Minister for Local Government who should be invited to consider this important issue from a State perspective.

The process of allocating responsibilities will need to recognise that service provision must be responsive to local community needs and aspirations. It should be done in a flexible way that recognises metropolitan councils will have a different capacity and operational context to those in rural areas.

**There needs to be greater awareness and recognition of the primary role of local government in local service provision and urban management and less *ad hoc* intervention from other levels of government (and their departments), especially where there is a clear accountability to local communities.**

It is important to note that cost shifting occurs within a wider context of ever increasing demands on councils from local residents and others.



## Broadening the Revenue Base

In order to meet our statutory obligations and community expectations our revenue base needs to be broadened by more adequate and equitable funding arrangements.

A review of the per capita revenue collections for some Sydney metropolitan Councils (NSROC, SHOROC, WSROC and SSROC) reveals that many of them are spending per capita more than they earn. In the longer term this is not a financially sustainable situation and unless a thorough, honest and effective review of cost shifting and revenue raising capacity is undertaken many communities will be seriously disaffected within the foreseeable future.

Some examples of matters that must be reviewed include:

**Financial Assistance Grants** have reduced on a relative basis over time when compared to the population increase experienced in Sydney.

In 1997/98 NSROC, SHOROC, WSROC and SSROC	Received 22.97% of the untied component of the FAG Grant
In 2000/01 NSROC, SHOROC, WSROC and SSROC	Received 22.78% of the untied component of the FAG Grant

In 1997/98 NSROC, SHOROC, WSROC and SSROC	Carried 50.33% of the total population of NSW
In 2000/01 NSROC, SHOROC, WSROC and SSROC	Carried 51.28% of the population of NSW, however the increase in population for this period is 273,643 or 37.45%, <b>but in relative terms the per capita grant has decreased</b>

**Councils pay GST** on Fees and Charges and pay GST on the disposal of motor vehicles for which sales tax has already been paid. Our understanding is that the funding formula agreed between the States allows for some of these GST collections to flow back to local government.

In the other states this money is given back to local government ... but not in NSW.

**Competition Policy Payments** similarly collected are provided to the states and returned to local government ... except in NSW

**The NSW State Government controls Local Government Pricing Mechanisms**, by arbitrarily fixing the percentage by which rates can be increased (rate pegging) and by statutorily fixing other fees and charges eg. DA fees.

The rate was fixed on an ad hoc basis without any reference to where any individual Council was in terms of long term rate regimes eg some Councils were fixed at a time when their rates were being subsidised by revenue from property sales.

This adversely impacts Councils' ability to recover costs from local communities and developers and therefore meet community expectations. This level of control also denies local communities the opportunity to decide their own futures...which in many cases they have decided should be funded by appropriate increases in rates or fees and charges. While many communities espouse their desire for local autonomy often through referenda, when it comes to funding, the local in local government is clearly missing.

**Both the Federal and State governments control Roads and Grant Funding.** The arrangements whereby funding programs are started that meet devolved obligations are often either reduced or deleted at a future time when the community expects the program to continue, or in the case of capital works no funding is provided for future maintenance or asset deterioration.

**There must be a more flexible approach to revenue raising and revenue distribution. Local communities deserve more certainty in regard to determining their futures.**

## Future Opportunities

If we are 'fair dinkum' about properly examining the efficient delivery of services to our communities by all levels of government, then there is an opportunity to use the capabilities and infrastructure of local government far more effectively.

There is an opportunity for local government to be the single interface between all governments and the community. We have already have infrastructure in place to enable us to deliver extra services on behalf of other levels of governments and agencies.

There is currently no agreed process between Councils and State and Federal Governments to ensure that when a service is devolved to local government it is automatically accompanied by adequate and secure funding sources. This applies not only to the devolution of services, but also to increasing accountability and reporting requirements placed on councils.

Similarly if Councils are to undertake new roles and responsibilities, or provide services on behalf of Federal and State governments, then these arrangements must be supported by secure, adequate and equitable funding agreements.

### **Local government already provides**

- Children's Services
- Youth Services
- Aged Care Services
- Community Health and Safety Programs
- Environmental Services
- Citizenship ceremonies
- Aerodromes
- Water and sewerage services
- Roads

### **What extra could we do?**

- Enhance services at a local community level by removing duplication of similar services offered by State and Federal agencies
- Receive and distribute payments on behalf of State and Federal agencies eg RTA, Social Security (Centrelink)
- Provide services currently offered to local communities by State and Federal agencies, but without local 'buy-in' or acceptance. eg

- Area health services,
- Shared local and regional services with other Councils
  - Place management eg Warren Report recommendations

However, for real and effective change to occur and new opportunities to be realised then the change must be driven from the bottom (Local Government) and supported from the top (State and Federal Government), with appropriate and flexible legislation and funding arrangements.

A fundamental precondition to such a process is constitutional recognition for Local Government because at this point in time we are not real partners, existing only at the behest of State Governments.

## Where to from here?

We welcome the debate that this inquiry has started. It cannot end here. We need to progress a clearer definition of the role of 'local' in future government. The revenue has to be aligned with this mission ... and we need to continue to improve the effectiveness of federal, state and local government partnerships.

### **In order to most effectively progress the changes that this review suggests we recommend the following principles are adopted:**

1. All levels of government should cooperate to develop broad principles that clarify the allocation of functional responsibilities between each level of government in Australia and jointly agree to recognise these functions.
2. State and Federal government recognise the primary role of Local Government in local service provision and urban and regional management to ensure that in the future there is no ad hoc intervention from other levels of government especially where there is a clear accountability to local communities.
3. A process is developed between Councils and State and Federal Governments to ensure that:
  - When a service is devolved to local government it is automatically accompanied by adequate and secure funding sources;
  - The costs involved in meeting increased accountability and reporting requirements placed on councils are also met.

*The impact of cost shifting in terms of the following services where legislative change has occurred at primarily a State level (but also a Federal level), are also demonstrated in Appendices 5-11 where:*

- i. Appendix 8 – Staff Levels  
Councils are being required to do more but staff levels are static*
- ii. Appendix 9 – Per Capita Expenditure on Library Services*
- iii. Appendix 10 – Per Capita Expenditure on Community Services*
- iv. Appendix 11 - Per Capita Expenditure on Environmental Management and Health Services  
Where per capita expenditure is higher in developed or older Council areas and is generally increasing in all Council areas.*

*No additional revenue has been provided to offset the increased costs.*

## **We suggest the following initiatives be put in place:**

1. The NSW Minister for Local Government should be asked to consider this submission and the issue of cost-shifting generally from a state perspective.
2. Federal, State and Local governments should cooperate to undertake a detailed and objective audit of the extent of cost shifting. This audit should cover all forms of cost shifting including cost shifting by both State and Federal Governments.
3. A wide debate should be conducted on the effectiveness and relevance of rate-pegging and, if it is to continue, what should the basis of any calculation and what should be considered as being affected by a rate pegging "cap". While we support the concept of appropriate controls on local government budgets we believe that better mechanisms should be found.
4. Councils should be given greater flexibility to explore, individually and collectively, alternative sources of funding. This debate should also consider the inequity of applying rate pegging, statutory limitations on fees and charges, etc to local government when the same restrictions are not applied to State Government activities.
5. The terms reference for the 2004 Review of the Financial Assistance Grant include a review of:
  - The impact of population increase as a disability factor
  - The use of property values as a determinant of revenue raising capacity because of rate pegging in New South Wales

## 6. Appendices

### General

1. NSW Local Government Act (1993) – Charter
2. NSROC Regional Profile
3. Comparison of Revenue Sources Graph
4. Comparison of Revenue Sources Data
5. Comparison of Relative Growth and Distribution of Financial Assistance Grant
6. Comparison of Population Data
7. Comparison of Financial Assistance Grant Across all Sydney ROC's
8. Comparison of Staff Levels
9. Comparison of Per Capita Expenditure – Library Services
10. Comparison of Per Capita Expenditure – Community Services
11. Comparison of Per Capita Expenditure – Environmental Management and Health Services

### Bibliography

1. State Library of NSW Public Library Statistics 99/00
2. Comparative Information on New South Wales Local Government Councils 1999/2000 (NSW Department of Local Government)

## Chapter 3 What is a council's charter?

**Introduction.** The charter contained in this Chapter comprises a set of principles that are to guide a council in the carrying out of its functions. A council may add other principles not inconsistent with those in the Chapter.

### 8 The council's charter

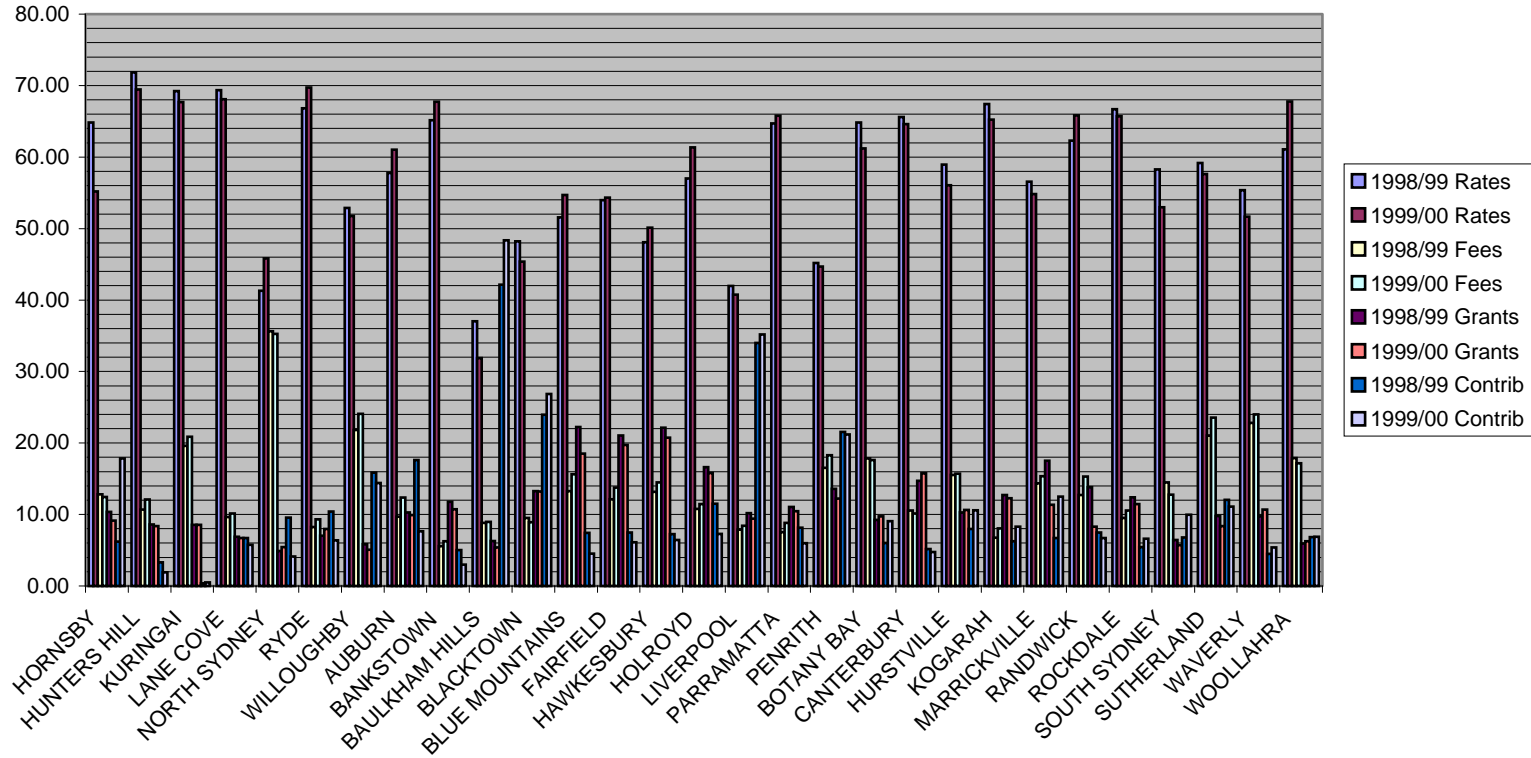
(1) A council has the following charter:

- ❑ 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 co-ordination 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.

(2) A council, in the exercise of its functions, must pursue its charter but nothing in the charter or this section gives rise to, or can be taken into account in, any civil cause of action.



Appendix 3: ROC's Comparison of Revenue Sources





**Appendix 4: ROC's Comparison of Revenue Sources**

	1998/99	1999/00	1998/99	1999/00	1998/99	1999/00	1998/99	1999/00
	Prop'n	Prop'n	User	User	Grants	Grants	Contrib	Contrib
	Rates	Rates	Charges	Charges				
<b>NSROC</b>								
HORNSBY	64.83	55.19	12.82	12.46	10.38	9.13	6.19	17.83
HUNTERS HILL	71.84	69.45	10.69	12.08	8.62	8.38	3.29	1.88
KURINGAI	69.23	67.69	19.62	20.86	8.57	8.54	0.34	0.52
LANE COVE	69.35	68.09	9.65	10.16	6.88	6.71	6.68	5.74
NORTH SYDNEY	41.28	45.80	35.61	35.26	4.88	5.45	9.54	4.10
RYDE	66.81	69.72	8.22	9.32	7.02	7.96	10.42	6.39
WILLOUGHBY	52.89	51.73	21.82	24.09	5.83	5.07	15.83	14.41
<b>Total</b>	<b>436.23</b>	<b>427.67</b>	<b>118.43</b>	<b>124.23</b>	<b>52.18</b>	<b>51.24</b>	<b>52.29</b>	<b>50.87</b>
<b>Average</b>	<b>62.32</b>	<b>61.10</b>	<b>16.92</b>	<b>17.75</b>	<b>7.45</b>	<b>7.32</b>	<b>7.47</b>	<b>7.27</b>
<b>SHOROC</b>								
MANLY	55.69	40.20	21.29	14.36	9.62	7.66	4.60	29.22
MOSMAN	56.04	58.73	21.90	21.52	7.67	9.08	8.97	3.83
PITTWATER	60.06	54.59	17.98	17.33	12.38	6.21	3.74	10.34
WARRINGAH	59.16	56.49	21.07	23.56	10.91	9.45	6.40	6.32
<b>Total</b>	<b>230.95</b>	<b>210.01</b>	<b>82.24</b>	<b>76.77</b>	<b>40.58</b>	<b>32.40</b>	<b>23.71</b>	<b>49.71</b>
<b>Average</b>	<b>57.74</b>	<b>52.50</b>	<b>20.56</b>	<b>19.19</b>	<b>10.15</b>	<b>8.10</b>	<b>5.93</b>	<b>12.43</b>
<b>Total</b>	<b>667.18</b>	<b>637.68</b>	<b>200.67</b>	<b>201.00</b>	<b>92.76</b>	<b>83.64</b>	<b>76.00</b>	<b>100.58</b>
<b>Average</b>	<b>60.65</b>	<b>57.97</b>	<b>18.24</b>	<b>18.27</b>	<b>8.43</b>	<b>7.60</b>	<b>6.91</b>	<b>9.14</b>
<b>WSROC</b>								
AUBURN	57.76	61.03	9.71	12.38	10.26	9.91	17.60	7.64
BANKSTOWN	65.17	67.73	5.58	6.26	11.76	10.72	5.04	3.00
BAULKHAM HILLS	37.04	31.86	8.84	8.95	6.31	5.37	42.17	48.34
BLACKTOWN	48.21	45.35	9.51	8.91	13.25	13.23	23.94	26.85
BLUE MOUNTAINS	51.56	54.69	13.25	15.63	22.21	18.51	7.42	4.53
FAIRFIELD	53.95	54.32	12.15	13.78	21.07	19.73	7.49	6.12
HAWKESBURY	48.07	50.11	13.17	14.50	22.13	20.74	7.25	6.42
HOLROYD	57.01	61.36	10.79	11.46	16.61	15.78	11.48	7.29
LIVERPOOL	41.96	40.75	7.89	8.43	10.19	9.40	34.01	35.16
PARRAMATTA	64.69	65.79	7.53	8.83	11.06	10.44	8.14	5.96
PENRITH	45.19	44.70	16.54	18.30	13.56	12.23	21.57	21.17
<b>Total</b>	<b>570.61</b>	<b>577.69</b>	<b>114.96</b>	<b>127.43</b>	<b>158.41</b>	<b>146.06</b>	<b>186.11</b>	<b>172.48</b>
<b>Average</b>	<b>51.87</b>	<b>52.52</b>	<b>10.45</b>	<b>11.58</b>	<b>14.40</b>	<b>13.28</b>	<b>16.92</b>	<b>15.68</b>
<b>SSROC</b>								
BOTANY BAY	64.82	61.23	17.83	17.63	9.25	9.75	6.03	9.06
CANTERBURY	65.59	64.59	10.54	10.14	14.72	15.76	5.17	4.74
HURSTVILLE	58.97	56.07	15.52	15.72	10.28	10.65	7.99	10.59
KOGARAH	67.42	65.24	6.76	8.06	12.70	12.27	6.23	8.28
MARRICKVILLE	56.56	54.82	14.34	15.35	17.53	11.36	6.69	12.49
RANDWICK	62.30	65.81	12.74	15.30	13.79	8.28	7.46	6.72
ROCKDALE	66.70	65.68	9.49	10.57	12.39	11.44	5.42	6.61
SOUTH SYDNEY	58.29	52.98	14.48	12.79	6.41	5.71	6.79	9.98
SUTHERLAND	59.16	57.64	21.07	23.56	9.78	8.36	12.05	11.10
WAVERLY	55.39	51.67	22.81	24.00	9.75	10.68	4.49	5.40
WOOLLAHRA	61.07	67.76	17.90	17.17	5.95	6.26	6.85	6.88
<b>Total</b>	<b>676.27</b>	<b>663.49</b>	<b>163.48</b>	<b>170.29</b>	<b>122.55</b>	<b>110.52</b>	<b>75.17</b>	<b>91.85</b>
<b>Average</b>	<b>61.48</b>	<b>60.32</b>	<b>14.86</b>	<b>15.48</b>	<b>11.14</b>	<b>10.05</b>	<b>6.83</b>	<b>8.35</b>
<b>Total all ROC's</b>	<b>1683.11</b>	<b>1668.85</b>	<b>396.87</b>	<b>421.95</b>	<b>333.14</b>	<b>307.82</b>	<b>313.57</b>	<b>315.20</b>
<b>Average all ROC's</b>	<b>58.04</b>	<b>57.55</b>	<b>13.69</b>	<b>14.55</b>	<b>11.49</b>	<b>10.61</b>	<b>10.81</b>	<b>10.87</b>



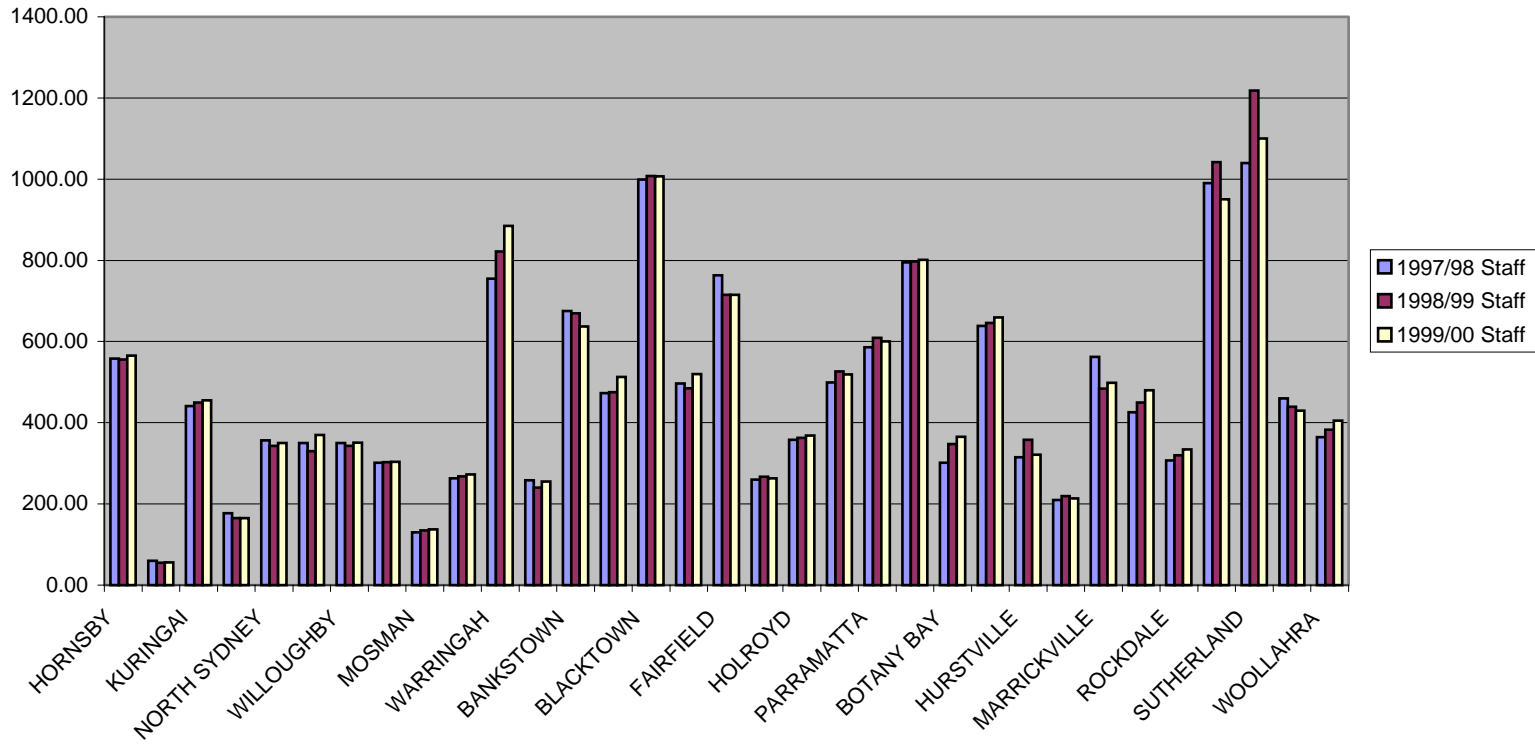


<b>Appendix 6 ROC's Comparison of Population Data</b>				
COUNCIL	Pop'n	Pop'n		
REGION	30.06.96	30.06.00	Var'n	% Var'n
Hornsby (S)	144,750	150,029	5,279	3.65
Hunters Hill (M)	13,050	13,856	806	6.18
Ku-Ring-Gai (M)	107,450	108,127	677	0.63
Lane Cove (M)	30,450	31,775	1,325	4.35
North Sydney	53,400	58,849	5,449	10.20
Ryde (C)	96,500	97,818	1,318	1.37
Willoughby (C)	56,800	61,608	4,808	8.46
<b>Total NSROC</b>	<b>502,400</b>	<b>522,062</b>	<b>19,662</b>	<b>3.91</b>
Manly	36,750	38,510	1,760	4.79
Mosman	27,400	28,412	1,012	3.69
Pittwater	52,500	56,077	3,577	6.81
Warringah	129,600	134,744	5,144	3.97
<b>Total SHOROC</b>	<b>246,250</b>	<b>257,743</b>	<b>11,493</b>	<b>4.67</b>
<b>Total Nth Sydney</b>	<b>748,650</b>	<b>779,805</b>	<b>31,155</b>	<b>4.16</b>
Auburn	50,100	58,247	8,147	16.26
Bankstown (C)	163,650	172,213	8,563	5.23
Baulkham Hills (S)	130,550	136,568	6,018	4.61
Blacktown (C)	236,050	260,332	24,282	10.29
Blue Mountains (C)	75,550	76,541	991	1.31
Fairfield (C)	188,200	191,239	3,039	1.61
Hawkesbury (C)	57,450	62,485	5,035	8.76
Holroyd (C)	82,100	88,549	6,449	7.86
Liverpool (C)	114,350	149,257	34,907	30.53
Parramatta (C)	138,850	146,405	7,555	5.44
Penrith (C)	168,450	174,745	6,295	3.74
<b>Total WSROC</b>	<b>1,405,300</b>	<b>1,516,581</b>	<b>111,281</b>	<b>7.92</b>
Botany Bay (C)	36,000	36,073	73	0.20
Canterbury (C)	135,050	139,028	3,978	2.95
Hurstville (C)	68,400	72,217	3,817	5.58
Kogarah (M)	48,450	52,826	4,376	9.03
Marrickville	77,900	79,445	1,545	1.98
Randwick (C)	119,700	126,705	7,005	5.85
Rockdale (C)	87,800	91,742	3,942	4.49
South Sydney (C)	73,800	87,116	13,316	18.04
Sutherland Shire (S)	203,400	213,131	9,731	4.78
Waverley	60,200	64,839	4,639	7.71
Woollahra (M)	50,550	54,773	4,223	8.35
<b>Total SSROC</b>	<b>961,250</b>	<b>1,017,895</b>	<b>56,645</b>	<b>5.89</b>
<b>Total ROC's</b>	<b>3,115,200</b>	<b>3,314,281</b>	<b>199,081</b>	<b>6.39</b>
<b>Total State</b>	<b>6,189,190</b>	<b>6,462,833</b>	<b>273,643</b>	<b>4.42</b>
<b>ROC Proportions</b>	50.33	51.28	72.75	
<b>Population Increase</b>			37.45	

**Appendix 7: Comparison of Financial Assistance Grants Received Across all Sydney ROC's**

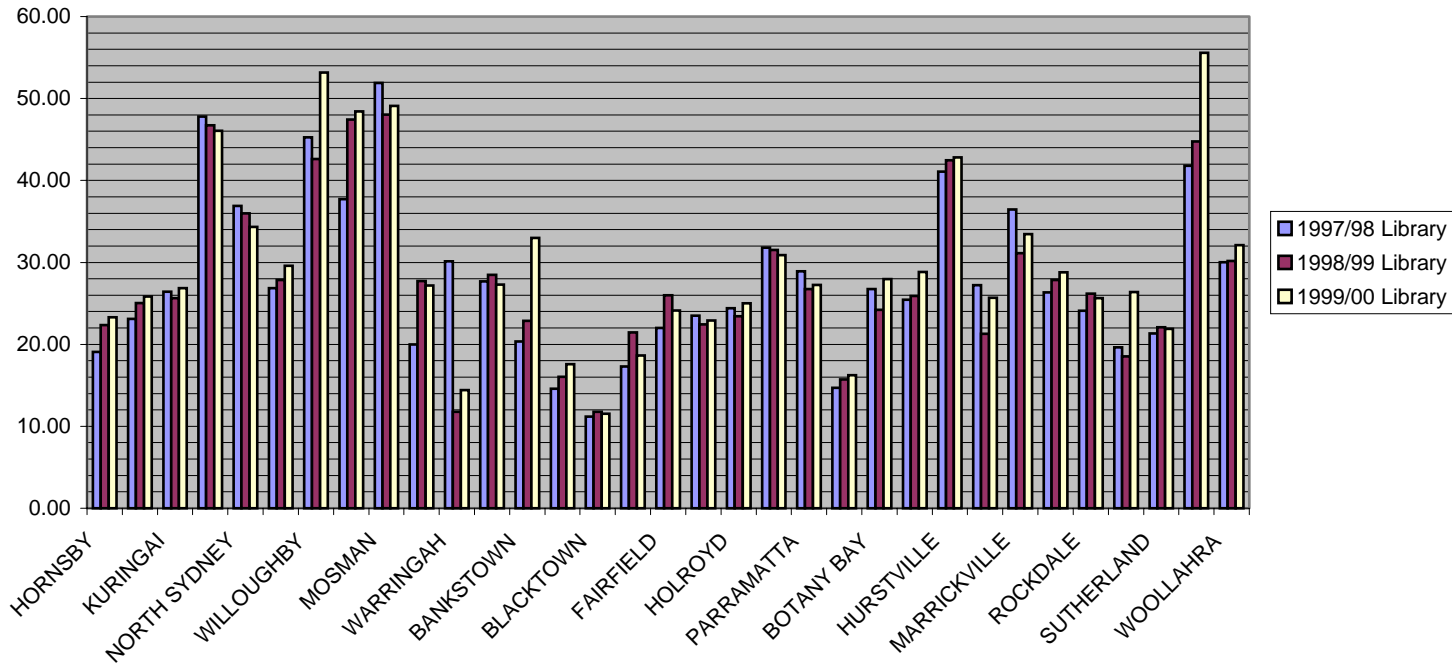
COUNCIL REGION	General Purpose	Roads	Total 2001/02	General Purpose	Roads	Total 2000/01	General Purpose	Roads	Total 1999/00	General Purpose	Roads	Total 1998/99	General Purpose	Roads	Total 1997/98
Hornsby (S)	2,237,564	935,104	3,172,668	2,170,260	906,148	3,076,408	2,083,404	869,964	2,953,368	2,016,708	842,440	2,859,148	1,979,448	862,048	2,841,496
Hunters Hill (M)	206,652	93,077	299,729	198,004	89,696	287,700	183,924	85,324	269,248	176,040	82,484	258,524	178,460	81,580	260,040
Ku-Ring-Gai (M)	1,612,628	680,200	2,292,828	1,564,156	658,872	2,223,028	1,501,508	634,792	2,136,300	1,469,136	619,364	2,088,500	1,469,368	611,948	2,081,316
Lane Cove (M)	473,900	171,632	645,532	461,356	176,404	637,760	445,396	170,176	615,572	434,440	165,272	599,712	416,404	160,144	576,548
North Sydney	877,688	281,036	1,158,724	851,720	272,676	1,124,396	817,320	262,612	1,079,932	787,516	254,728	1,042,244	730,244	242,724	972,968
Ryde (C)	1,458,880	550,188	2,009,068	1,420,260	533,716	1,953,976	1,375,536	516,060	1,891,596	1,345,632	503,144	1,848,776	1,319,628	501,820	1,821,448
Willoughby (C)	918,836	348,416	1,267,252	879,500	335,412	1,214,912	814,504	317,724	1,132,228	789,496	308,640	1,098,136	776,736	302,976	1,079,712
<b>Total NSROC</b>	<b>7,786,148</b>	<b>3,059,653</b>	<b>10,845,801</b>	<b>7,545,256</b>	<b>2,972,924</b>	<b>10,518,180</b>	<b>7,221,592</b>	<b>2,856,652</b>	<b>10,078,244</b>	<b>7,018,968</b>	<b>2,776,072</b>	<b>9,795,040</b>	<b>6,870,288</b>	<b>2,763,240</b>	<b>9,633,528</b>
Manly	574,348	192,128	766,476	557,024	186,344	743,368	537,360	180,000	717,360	523,920	179,504	703,424	502,552	173,076	675,628
Mosman	423,744	149,612	573,356	408,900	144,728	553,628	394,416	139,796	534,212	381,916	136,020	517,936	374,696	133,568	508,264
Pittwater	836,344	373,628	1,209,972	814,152	361,664	1,175,816	787,992	349,176	1,137,168	765,080	338,176	1,103,256	717,932	324,900	1,042,832
Warringah	2,009,600	783,092	2,792,692	1,946,756	775,660	2,722,416	1,867,728	723,196	2,590,924	1,823,868	704,176	2,528,044	1,772,272	687,204	2,459,476
<b>Total SHOROC</b>	<b>3,844,036</b>	<b>1,498,460</b>	<b>5,342,496</b>	<b>3,726,832</b>	<b>1,468,396</b>	<b>5,195,228</b>	<b>3,587,496</b>	<b>1,392,168</b>	<b>4,979,664</b>	<b>3,494,784</b>	<b>1,357,876</b>	<b>4,852,660</b>	<b>3,367,452</b>	<b>1,318,748</b>	<b>4,686,200</b>
<b>Total Northern Sydney</b>	<b>11,630,184</b>	<b>4,558,113</b>	<b>16,188,297</b>	<b>11,272,088</b>	<b>4,441,320</b>	<b>15,713,408</b>	<b>10,809,088</b>	<b>4,248,820</b>	<b>15,057,908</b>	<b>10,513,752</b>	<b>4,133,948</b>	<b>14,647,700</b>	<b>10,237,740</b>	<b>4,081,988</b>	<b>14,319,728</b>
Auburn	1,378,568	327,680	1,706,248	1,290,308	318,084	1,608,392	1,186,816	305,408	1,492,224	1,077,780	291,444	1,369,224	984,952	314,616	1,299,568
Bankstown (C)	3,713,312	957,492	4,670,804	3,496,256	916,144	4,412,400	3,185,112	884,568	4,069,680	2,940,796	853,592	3,794,388	2,971,072	832,024	3,803,096
Baulkham Hills (S)	2,036,804	1,013,152	3,049,956	1,943,384	974,860	2,918,244	1,836,468	915,792	2,752,260	1,759,608	872,688	2,632,296	1,785,264	902,024	2,687,288
Blacktown (C)	9,810,428	1,675,524	11,485,952	9,534,693	1,698,652	11,233,345	8,959,590	1,623,196	10,582,786	8,667,361	1,612,840	10,280,201	8,258,784	1,571,152	9,829,936
Blue Mountains (C)	4,916,848	884,540	5,801,388	4,823,696	852,084	5,675,780	4,730,668	813,032	5,543,700	4,762,952	788,432	5,551,384	4,791,544	754,320	5,545,864
Fairfield (C)	6,895,728	1,176,372	8,072,100	6,705,904	1,134,100	7,840,004	6,410,812	1,084,708	7,495,520	6,193,872	1,051,956	7,245,828	6,186,448	1,022,416	7,208,864
Hawkesbury (C)	2,566,272	1,050,568	3,616,840	2,475,496	1,012,408	3,487,904	2,333,720	968,464	3,302,184	2,245,628	935,864	3,181,492	2,222,304	904,716	3,127,020
Holroyd (C)	2,274,200	534,564	2,808,764	2,146,892	513,108	2,660,000	1,969,804	495,320	2,465,124	1,806,568	478,420	2,284,988	1,650,968	463,972	2,114,940
Liverpool (C)	4,983,168	1,081,816	6,064,984	4,685,876	1,001,892	5,687,768	4,355,296	913,700	5,268,996	3,990,520	863,288	4,853,808	3,803,636	790,152	4,593,788
Parramatta (C)	3,503,188	895,232	4,398,420	3,451,332	864,924	4,316,256	3,325,632	826,440	4,152,072	3,302,744	864,756	4,167,500	3,050,292	817,940	3,868,232
Penrith (C)	6,761,900	1,322,916	8,084,816	6,537,668	1,266,836	7,804,504	6,269,304	1,211,624	7,480,928	6,386,972	1,200,916	7,587,888	6,232,528	1,171,360	7,403,888
<b>Total WSROC</b>	<b>48,840,416</b>	<b>10,919,856</b>	<b>59,760,272</b>	<b>47,091,505</b>	<b>10,553,092</b>	<b>57,644,597</b>	<b>44,563,222</b>	<b>10,042,252</b>	<b>54,605,474</b>	<b>43,134,801</b>	<b>9,814,196</b>	<b>52,948,997</b>	<b>41,937,792</b>	<b>9,544,692</b>	<b>51,482,484</b>
Botany Bay (C)	794,440	173,440	967,880	826,092	168,604	994,696	747,656	164,820	912,476	777,880	160,744	938,624	806,156	157,888	964,044
Canterbury (C)	3,276,048	677,104	3,953,152	3,256,968	656,360	3,913,328	3,120,876	636,408	3,757,284	3,060,636	617,004	3,677,640	3,098,012	598,492	3,696,504
Hurstville (C)	1,077,060	375,000	1,452,060	1,023,308	359,900	1,383,208	988,804	347,948	1,336,752	965,952	340,852	1,306,804	935,364	331,732	1,267,096
Kogarah (M)	787,860	287,740	1,075,600	756,800	277,744	1,034,544	719,156	277,884	997,040	700,252	269,980	970,232	662,552	260,152	922,704
Marrickville	3,031,148	376,732	3,407,880	3,057,044	367,560	3,424,604	2,981,856	354,440	3,336,296	3,062,700	349,316	3,412,016	3,174,016	347,060	3,521,076
Randwick (C)	1,889,704	574,480	2,464,184	1,841,420	558,740	2,400,160	1,766,800	536,272	2,303,072	1,724,008	547,000	2,271,008	1,636,892	524,480	2,161,372
Rockdale (C)	1,498,408	482,176	1,980,584	1,428,248	467,016	1,895,264	1,373,700	449,852	1,823,552	1,423,308	438,520	1,861,828	1,473,600	424,684	1,898,284
South Sydney (C)	2,267,648	412,120	2,679,768	2,363,032	396,376	2,759,408	2,373,376	378,452	2,751,828	2,450,732	365,620	2,816,352	2,239,648	340,540	2,580,188
Sutherland Shire (S)	3,178,680	1,248,668	4,427,348	3,078,824	1,209,356	4,288,180	2,951,308	1,162,032	4,113,340	2,854,748	1,129,004	3,983,752	2,781,480	1,103,732	3,885,212
Waverley	1,432,976	268,132	1,701,108	1,493,252	261,420	1,754,672	1,548,356	252,516	1,800,872	1,610,948	249,344	1,860,292	1,604,228	231,560	1,835,788
Woollahra (M)	816,896	263,232	1,080,128	793,348	255,512	1,048,860	755,392	245,032	1,000,424	740,168	239,888	980,056	691,264	245,784	937,048
<b>Total SSROC</b>	<b>20,050,868</b>	<b>5,138,824</b>	<b>25,189,692</b>	<b>19,918,336</b>	<b>4,978,588</b>	<b>24,896,924</b>	<b>19,327,280</b>	<b>4,805,656</b>	<b>24,132,936</b>	<b>19,371,332</b>	<b>4,707,272</b>	<b>24,078,604</b>	<b>19,103,212</b>	<b>4,566,104</b>	<b>23,669,316</b>
<b>Total ROC's</b>	<b>80,521,468</b>	<b>20,616,793</b>	<b>101,138,261</b>	<b>78,281,929</b>	<b>19,973,000</b>	<b>98,254,929</b>	<b>74,699,590</b>	<b>19,096,728</b>	<b>93,796,318</b>	<b>73,019,885</b>	<b>18,655,416</b>	<b>91,675,301</b>	<b>71,278,744</b>	<b>18,192,784</b>	<b>89,471,528</b>
<b>Total State</b>	<b>321,293,043</b>	<b>122,601,445</b>	<b>443,894,488</b>	<b>310,670,281</b>	<b>118,421,178</b>	<b>429,091,459</b>	<b>297,893,674</b>	<b>113,365,094</b>	<b>411,258,768</b>	<b>289,122,909</b>	<b>109,967,111</b>	<b>399,090,020</b>	<b>282,122,340</b>	<b>107,222,222</b>	<b>389,344,562</b>
<b>ROC Proportions</b>	25.06	16.82	22.78	25.20	16.87	22.90	25.08	16.85	22.81	25.26	16.96	22.97	25.27	16.97	22.98

Appendix 8: ROC's Comparison of Staff Levels

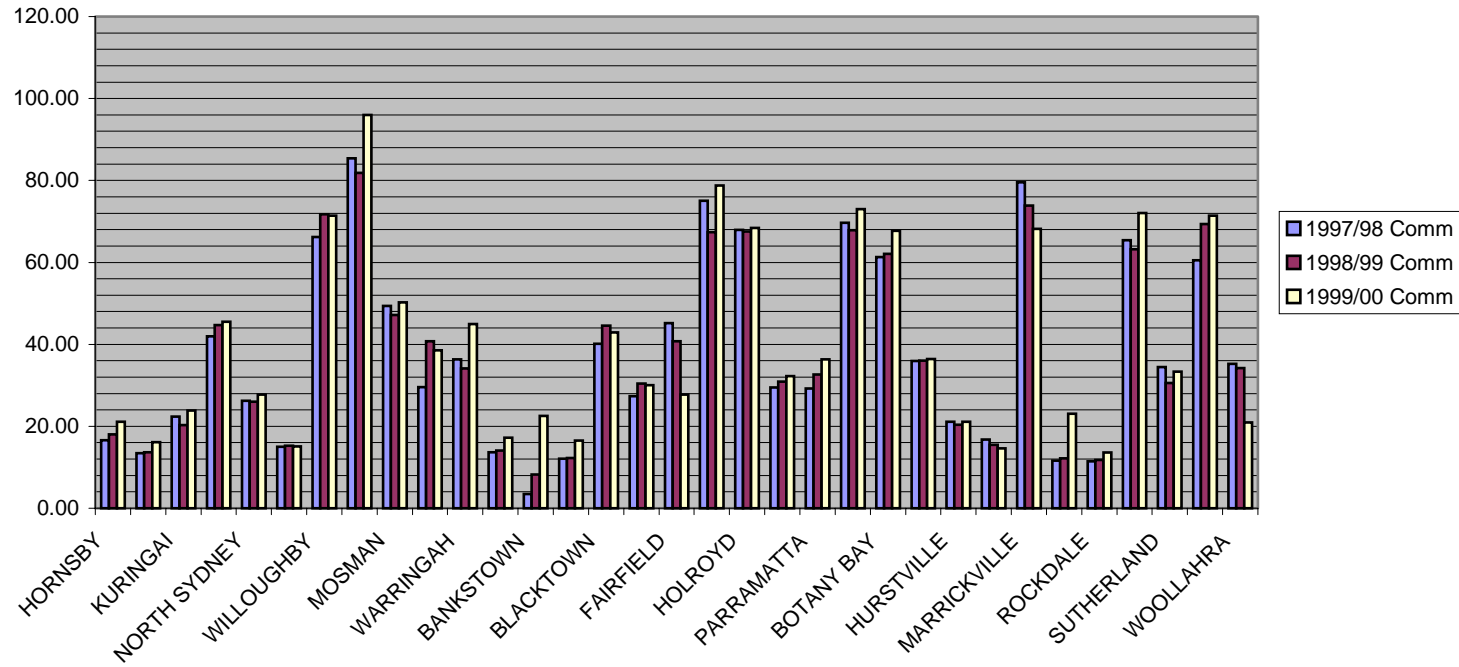




Appendix 9: ROC's Per Capita Expenditure - Library Services



Appendix 10: ROC's Per Capita Expenditure - Community Services



Appendix 11: ROC's Per Capita Expenditure - Environmental Management & Health Services

