

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 services¹ by local government has grown from \$27.5m to \$185.0m, a six-fold increase.

¹ State Library of NSW Public Library Statistics 99/00

NSROC Submission to Inquiry into Local Government and Cost Shifting

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 and 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.

State / Federal Responsibilities	Impacts at local level
Immigration/Population	Urban, community, cultural and social planning
Roads and transport	Road and public transport infrastructure - local parking,
Health	access roads, new zoning. Local health services eg baby health centres, aged care facilities, food shop inspections,
Education	community health 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 o 37.45%, but in relative terms the per capita grant has decreased

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.
- 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)

APPENDICE – GENERAL – 1.

Local Government Act 1993 No 30 What is a council's charter?

Section 8 Chapter 3

Chapter 3 What is a council's charter?

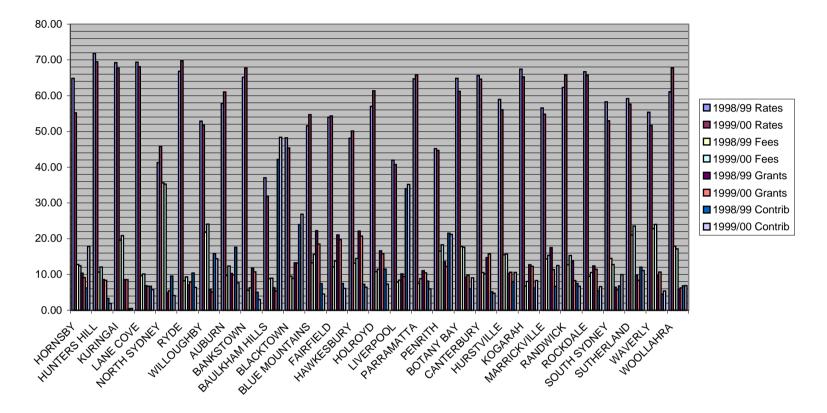
Introduction. The charter contained in this Chapter comprises a set of principles that are to guide a council in the carrying out of its functions. A council may add other principles not inconsistent with those in the Chapter.

8 The council's charter

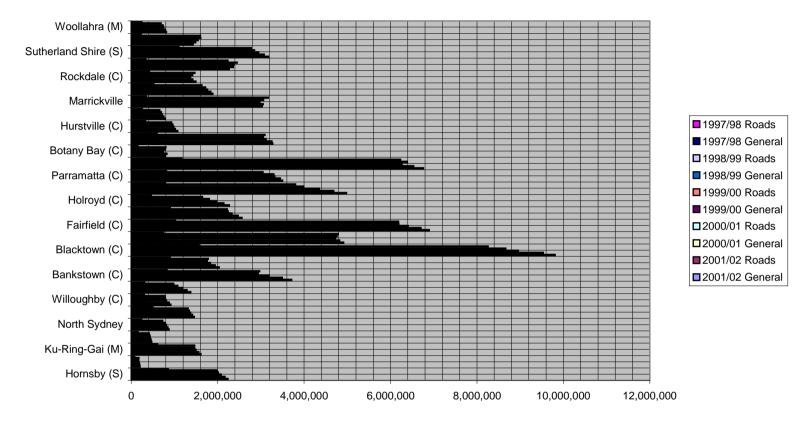
- (1) A council has the following charter:
 - to provide directly or on behalf of other levels of government after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
 - □ 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 consistent with and promotes the principles of ecologically sustainable development
 - **D** 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



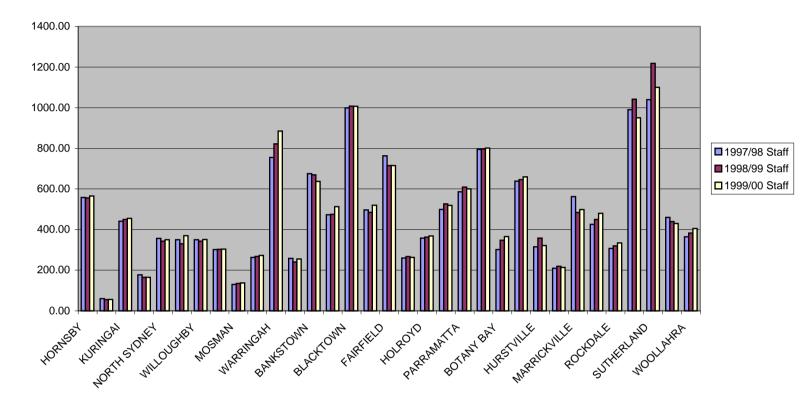
Appendix 4: ROC's Co	mparison	of Revenu	ue Sources					
	1998/99	1999/00	1998/99	1999/00	1998/99	1999/00	1998/99	1999/00
	Prop'n	Prop'n	User	User	Grants	Grants	Contrib	Contrib
NSROC	Rates	Rates	Charges	Charges				
HORNSBY	64.83	55.19	12.82	12.46	10.38	9.13	6.19	17.83
HUNTERS HILL	71.84	69.45	10.69	12.08	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
Total	436.23	427.67	118.43	124.23	52.18	51.24	52.29	50.87
Average	62.32	61.10	16.92	17.75	7.45	7.32	7.47	7.27
SHOROC								
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
Total	230.95	210.01	82.24	76.77	40.58	32.40	23.71	49.71
Average	57.74	52.50	20.56	19.19	10.15	8.10	5.93	12.43
Total	667.18	637.68	200.67	201.00	92.76	83.64	76.00	100.58
Average	60.65	57.97	18.24	18.27	8.43	7.60	6.91	9.14
WSROC	00.05	57.57	10.24	10.27	0.45	7.00	0.31	5.14
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	5.58 8.84	8.95	6.31	5.37	42.17	3.00 48.34
BLACKTOWN	48.21	45.35		8.95 8.91	13.25	13.23		46.34 26.85
		45.35 54.69	9.51 13.25				23.94 7.42	
BLUE MOUNTAINS	51.56			15.63	22.21	18.51		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
	41.96	40.75	7.89	8.43	10.19	9.40	34.01	35.16
	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
Total	570.61	577.69	114.96	127.43	158.41	146.06	186.11	172.48
Average	51.87	52.52	10.45	11.58	14.40	13.28	16.92	15.68
SSROC			1 - 00	1 - 00				
	64.82	61.23	17.83	17.63	9.25	9.75	6.03	9.06
	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
Total	676.27	663.49	163.48	170.29	122.55	110.52	75.17	91.85
Average	61.48	60.32	14.86	15.48	11.14	10.05	6.83	8.35
Total all ROC's	1683.11	1668.85	396.87	421.95	333.14	307.82	313.57	315.20
Average all ROC's	58.04	57.55	13.69	14.55	11.49	10.61	10.81	10.87
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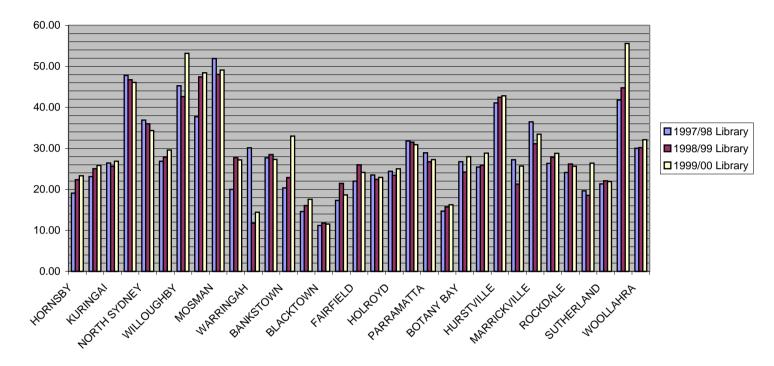
Appendix 5: Comparison of Relative Growth & Distribution of Financial Assistance Grant

Appendix 6 ROC's Compar COUNCIL	Pop'n	Pop'n		
			Vorin	0/- Varim
REGION	30.06.96	30.06.00	Var'n	<u>% Var'n</u>
Hornsby (S)	144,750	150,029	5,279	3.65
Hunters Hill (M)	13,050	13,856	806	
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
Total NSROC	502,400	522,062	19,662	3.91
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
Total SHOROC	246,250	257,743	11,493	4.67
Total Nth Sydney	748,650	779,805	31,155	4.16
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			1.31
Fairfield (C)	188,200	191,239	3,039	1.61
Hawkesbury (C)	57,450	62,485	2,485 5,035	
Holroyd (C)		82,100 88,549 6		<u>8.76</u> 7.86
Liverpool (C)		114,350 149,257		30.53
Parramatta (C)	138,850	146,405	34,907 7,555	
Penrith (C)	168,450	174,745	6,295	
Total WSROC	1,405,300	1,516,581	111,281	7.92
Botany Bay (C)	36,000	36,073	73	0.20
Canterbury (C)	135,050	139,028	3,978	
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		64,839	4,639	
Woollahra (M)	60,200 50,550	54,773	4,039	<u>7.71</u> 8.35
Total SSROC Total ROC's	961,250 3,115,200	1,017,895 3,314,281	56,645 199,081	
	5,115,200 6,189,190	5,314,281 6,462,833		6.39
Total State			273,643	4.42
ROC Proportions	50.33	51.28	72.75	
Population Increase			37.45	

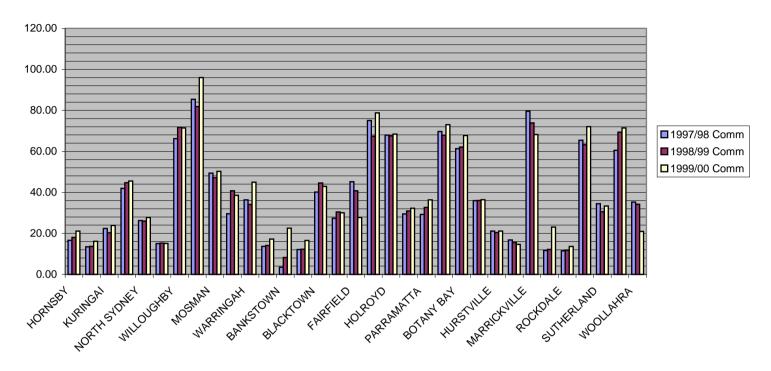
BEGION Purpose 199.09 Purpose 199.09 Purpose 199.09 Purpose P	Appendix 7: Comparison of	f Financial As	sistance Gra	nts Received	Across all Syc	lney ROC's										
Jenney Bil 2:237.561 95.1141 3.172.668 2.17.260 90.148 3.076.468 2.183.641 820.162 251.528 273.640 8.297.12 8.15.64 8.53.21 273.648 1.409.36 6.101.462 3.85.21 173.448 8.15.21 273.648 1.409.36 1.409.37 1.419.33 1.409.31 1.409.31 1.409.31	COUNCIL	General	Roads	Total	General	Roads	Total	General	Roads	Total	General	Roads	Total	General	Roads	Total
Hance Milloh206.6529.0,77299.7999.00099.0072323015.05.1869.52.220.05.0817.04.0062.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.0081.24817.04.001	REGION	Purpose		2001/02	Purpose		2000/01	Purpose		1999/00			1998/99	Purpose		1997/98
uschmag/ch11.612.028609.0092.292.3081.561.156658.8722.213.001.501.5282.143.40161.92.402.098.001.400.308611.04.016.01.407.077.017.0	Hornsby (S)	2,237,564	935,104	3,172,668	2,170,260	906,148	3,076,408	2,083,404	869,964	<mark>2,953,368</mark>	2,016,708	842,440	2,859,148	1,979,448	862,048	2,841,496
ane Cov (M) 473.000 171,672 645.322 473.00 171,672 645.322 592,712 114,044 101,142 773.56 Schob Sykuo 173.880 551,188 2009,088 1240,200 533.76 1233.53 516.000 1,893.56 1,345.35	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
Name 977.688 2817.08 158.728 1.042.24 21.228 787.510 254.78 1.042.24 21.224 787.510 254.78 1.042.24 721.24 1.319.03 21.21 <	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
Syste (C) 1.458.880 59.188 2.090.068 1.492.260 537.16 1.953.77 1.953.77	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
Nillongity (C) 918.8 34.8.4.6 1.22.22 879.90 335.412 121.913 81.490 377.24 1.13.223 770.070 797.604 657.840 657.037 677.070 797.070 797.670 797.670 797.670 797.670 797.640 677.640	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
Circal NSROC 7.786,148 3.089,663 10.848,90 7.745,28 2.972,524 10.518,307 723,254 10.018,908 2.703,247 5.703,20 5.703,20 10.803,27 <t< td=""><td>Ryde (C)</td><td>1,458,880</td><td>550,188</td><td>2,009,068</td><td>1,420,260</td><td>533,716</td><td>1,953,976</td><td>1,375,536</td><td>516,060</td><td><mark>1,891,596</mark></td><td>1,345,632</td><td>503,144</td><td>1,848,776</td><td>1,319,628</td><td>501,820</td><td>1,821,448</td></t<>	Ryde (C)	1,458,880	550,188	2,009,068	1,420,260	533,716	1,953,976	1,375,536	516,060	<mark>1,891,596</mark>	1,345,632	503,144	1,848,776	1,319,628	501,820	1,821,448
Many 574 448 192,128 766,476 573,024 186,344 773,366 180,000 717,360 522,920 179,504 703,424 552,52 173,076 673 Warman 423,744 419,612 573,356 408,900 144,728 533,533 304,116 1,157,16 705,080 381,76 1,103,25 717,923 524,900 1,443 Marriagal 2,049,000 783,092 1,792,62 1,946,756 775,660 2,724,121 1,823,86 704,176 2,584,44 1,777,770 2,444,41 1,377,457 4,330,48 1,457,770 1,013,752 4,133,448 1,468,14 1,413,408 1,443,93 1,466,16 1,799,24 1,777,700 2,914,44 1,309,257 1,787,264 3,947,770 1,914,44 1,309,26 2,917,244 1,978,778 1,313,783 4,461,85 1,814,16 3,848,91 4,248,200 1,557,918 1,513,788 1,503,788 1,503,788 2,503,717 1,914,343 1,459,163 1,414,159 3,114,12,100 3,118,112 884,518	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
deam 43,744 149,042 573,356 144,728 553,653 374,106 173,06 763,000 373,706 773,07 773,07 77	Fotal NSROC	7,786,148	3,059,653	10,845,801	7,545,256	2,972,924	10,518,180	7,221,592	2,856,652	10,078,244	7,018,968	2,776,072	9,795,040	6,870,288	2,763,240	9,633,528
Number 8363.44 373.628 1.209.97 81.41/2 361.669 1.757.81 787.992 34.91.76 1.371.68 765.080 333.176 1.103.256 777.992 24.90.90 1.434 Naminglin 2.009.600 783.092 1.992.663 775.660 1.972.163 1.577.376 4.357.376<	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
Namingsh 2,000,600 783,002 2,792,002 1,946,756 775,600 2,722,101 1,807,785 1,731,10 773,106 2,909,201 1,837,856 7,04,170 2,237,200 1,772,72 687,203 2,468,85 Crail NOTHER Syling 11,630,184 4,558,113 61,188,297 11,272,088 4,411,200 1,571,348 14,407,700 1,237,174 4,813,200 3,187,876 4,822,600 3,367,477 4,318,88 4,413,200 Naktown (C) 3,731,21 977,020 4,704,803 3,406,85 1,608,81 4,003,806 1,579,524 1,176,728 3,444,93 4,985,92 1,573,524 1,485,95 9,534,49 1,883,68 915,992 2,752,200 1,752,983 4,771,272 8,874,43 3,893,471 1,571,128 3,466 915,992 2,752,200 1,752,893 4,751,24 3,432,353 3,441,342 3,223,473 1,771,272 8,71,152 3,452 3,357,345 1,471,372 8,423,260 3,357,345 1,473,372 1,471,372 3,367,345 1,471,372 3,367,345 1,481,350<	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
Circul SUROPC 3,444,05 1,498,460 5,432,490 1,726,832 1,68,390 5,157,490 1,592,165 3,97,680 1,377,870 4,352,600 3,367,452 1,218,748 4,481,350 Circul Northern Sydney 11,375,58 327,680 1,706,248 1,200,248 1,200,230 318,042 1,618,510 1,517,550 2,174,128 4,841,616 1,279 Simikhun fillin 3,71,331 957,492 4,670,894 1,390,255 9,114,43 4,841,64 9,157,22 2,752,406 1,612,840 1,623,226 1,752,764 2,020,4 4,040 Binkhun fillin 9,810,428 1,485,552 9,534,693 1,603,52 1,233,46 1,832,166 8,575,88 4,762,952 1,612,840 1,623,146 1,622,840 4,843,84 5,833,693 1,851,845 8,995,950 6,433,126 1,828,266 3,853,864 1,821,847 4,843,85 8,853,864 1,821,847 4,843,754 4,843,754 4,843,754 4,843,754 4,843,754 4,843,754 4,843,754 4,843,754 4,844,754 4,161,479	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
Intel Northern Sydney II, 630,134 4,558,113 16,188,207 11,272,088 4,11,320 15,136,108 16,187,508 16,187,528 14,319 14,319,224 1,070,780 291,1372 430,022 313,084 1,080,308 1,185,112 884,508 1,060,408 2,917,178 291,142 1,350,212 313,084 1,080,318 1,185,112 884,568 4,060,408 2,940,788 291,717 8,351,22 374,388 2,632,784 9,71,727 4,351,252 1,343,34 1,85,112 884,568 4,060,460 2,940,788 2,752,68 1,612,849 0,123,724 0,823,784 1,751,54 4,781,54 9,71,727 8,283,784 1,751,54 4,781,54 9,71,727 8,283,784 1,751,54 4,783,78 9,71,72 8,283,784 1,751,54 4,783,78 9,71,72 8,283,784 3,711,12 9,782,74 1,755,678 4,701,631,212 1,712,74 7,484,93 1,755,748 4,701,512 4,732,74 1,754,74 7,745,48 1,71,744 7,454,93 8,83,818 3,713,12 9,742 2,721,748 1,71	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
Nuham 1,378,568 327,680 1,706,248 1,290,308 318,084 1,408,352 1,186,816 305,408 1,407,780 291,444 1,369,224 94,992 314,616 1,299 Samkson (C) 37,13,312 977,492 4,670,804 3,406,256 916,144 4,124,00 3,185,112 844,508 4,609,608 827,668 823,552 1,785,24 0,202,42 4,609 833,552 3,794,388 2,971,107 832,024 4,609,608 823,668 4,603,608 1,612,840 1,028,011 8,238,784 1,571,152 9,872 8,176,372 8,077,100 6,705,594 1,378,668 813,032 5,513,60 4,701,544 4,701,544 1,022,416 7,488 Startfeld (C) 6,565,722 1,176,372 8,077,40 1,012,408 3,237,570 4,373,026 8,103,21 2,651,214 1,606,84 3,403,36 7,001,23 3,337,20 9,68,444 3,302,512,41 1,814,402 2,234,94 9,41,74 1,312 Jarmstatt (C) 2,565,772 1,055,762 2,606,070 1,934,106 3,307,668 2,646,04 3,902,52 8,63,844 3,435,86	Fotal SHOROC	3,844,036	1,498,460	5,342,496	3,726,832	1,468,396	5,195,228	3,587,496	1,392,168	<mark>4,979,664</mark>	3,494,784	1,357,876	4,852,660	3,367,452	1,318,748	4,686,200
Sankstown (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 Bauktown (C) 9,810,428 1,675,524 1,145,552 1,343,344 974,866 2,173,342 8,959,590 1,623,196 0,623,196 0,673,61 1,61,440 1,202,010 8,75,484 1,785,264 9,012,024 2,082 2,082 3,067,361 1,61,440 1,234,010 7,84,548 8,959,590 1,623,196 0,623,187 0,676,3741 1,61,414 1,743,200 5,543,784 1,511,152 7,245,828 6,108,441 1,724,107 3,744,348 1,841,410 7,440,004 6,410,812 1,984,708 7,495,220 6,103,872 1,055,564 3,1184 2,224,628 935,864 3,181,212 2,245,28 935,864 3,181,212 2,284,588 4,618,412 2,224,408 4,633,722 4,648,412 2,228,498 1,650,658 47,849 2,228,498 1,650,658 47,849 2,325,627 8,663,676 1,783,786 6,366,972 1,200,167 7,857,868 6,232,2	Fotal Northern Sydney	11,630,184	4,558,113	16,188,297	11,272,088	4,441,320	15,713,408	10,809,088	4,248,820	15,057,908	10,513,752	4,133,948	14,647,700	10,237,740	4,081,988	14,319,728
Saukham 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 2,887 Slack von (C) 9,810,428 1,675,524 1,1485,952 9,534,603 1,682,833 8,959,90 1,023,196 1,058,276 6,677,364 7,754,47 7,754,47 7,754,47 7,754,47 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,70,547 7,200 7,205 8,33,03 6,16,387,72 8,4704 2,333,70 968,464 3,302,184 2,245,628 935,864 3,181,492 2,222,304 90,175 2,327,37 968,464 3,302,184 2,245,628 3,848,24 8,50,968 4,302,722 2,43,988 8,60,968 4,312,72 3,302,734 864,284 3,302,636 8,768,45 3,302,636 7,802,88 3,302,734 861,972 1,200,16 7,587,886 8,32,528 1,11,124 3,332,744 8,33,808 8,303,636 7,01,123 8,32,328 8,312,32 8	Auburn			1,706,248	1,290,308	· · · · · ·			305,408		1,077,780		<i>i i i</i>			1,299,568
Slacktown (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 9,823 Jue Mountains (C) 4,916,848 888,440 5,801,388 4,823,696 552,084 5,575,780 4,730,668 813,032 5,543,700 4,702,527 788,42 5,513,84 4,701,544 702,210 5,543 airfield (C) 6,895,728 1,165,728 3,016,840 2,475,496 1,012,408 3,487,901 2,333,720 968,464 3,302,184 2,245,628 935,864 3,181,492 2,222,304 904,716 3,122 icverpool (C) 2,983,168 1081,816 6,064,984 4,665,876 1,010,892 5,687,768 4,552,072 3,302,744 864,756 4,167,500 3,050,292 817,910 3,868 cverpool (C) 3,503,188 895,232 4,398,420 3,451,392 864,924 4,316,256 3,225,632 826,400 4,152,072 3,302,744 864,756 4,167,500 3,050,292 81,7940 7,445 3,348,791	Bankstown (C)	3,713,312				· · · · ·	· · · ·	3,185,112	884,568	<i>i i</i>	2,940,796			2,971,072		3,803,096
Blue Mountains (C) 4.916,848 884,540 5.801,388 4.823,696 852,084 5,677,780 4.730,668 813,032 5,543,700 4.762,952 788,432 5,51,384 4.791,544 754,320 5,543,700 Hawkesbury (C) 2,566,272 1.050,568 3,616,840 2,475,496 1.012,408 3,487,904 4,303,2184 2,245,628 935,864 3,181,492 2,222,304 904,716 3,127 Joinryd (C) 2,274,200 534,564 2,808,764 1,012,408 3,487,904 4,955,202 2,465,124 1,800,566 478,420 2,224,308 8,663,668 465,972 2,114 Jiverpool (C) 4,933,168 1,081,816 6,064,984 4,888,876 1,001,892 5,687,768 4,355,206 913,700 5,268,996 3,990,520 863,288 4,883,808 8,033,63 697,912 2,114 3,006,766 4,714,107,900 3,057,292 817,713 0,7402 3,027,44 8,475,60 4,167,900 3,057,292 817,713 0,750,92 817,893 94,942 5,843,700 4,913,4801 9,81,196 2,948,997 1,937,92 9,548,92 3,184,892						· · · · ·			· · · · · ·			· · ·	<i>i i i</i>		,	2,687,288
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 Iankesbury (C) 2,267,200 534,564 2,475,954 6,106,840 2,475,928 513,108 2,660,000 1,909,804 495,520 2,461,505 47,4740 2,222,304 901,716 3,127 Jauranata (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 3,80,636 79,0152 4,593 Carring (C) 3,503,188 859,522 4,398,146 1,0919,856 59,760,272 47,091,505 1,653,092 57,644,574 4,134,801 9,814,196 2,949,499 4,197,792 9,544,692 51,482 Jotar MSCC 48,840,416 10,919,856 59,760,272 47,091,505 1,653,092 57,644,574 4,14,53,22 1,042,252 54,605,474 4,114,1405 2,949,809 4,037,749 3,089,804 3,057,748 3,060,636				· · ·			· · · ·									
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 Iotrogit (C) 2,274,200 534,564 2,808,764 2,146,892 51,817,68 4,355,296 913,700 5,268,996 3,909,520 863,288 4,853,808 3,803,636 790,152 4,593 atramata (C) 3,503,188 895,222 4,308,420 3,451,32 80,424 4,815,267 3,302,744 864,756 4,167,500 3,005,029 871,400 8,569 Partin (C) 6,761,900 1,322,916 8,084,816 6,537,668 1,266,836 7,814,597 4,563,222 1,042,252 54,605,474 4,313,4801 9,814,106 52,948,997 4,957,848 6,232,288 1,171,600 7,400 3,056 1,77,888 946,667 4,840,416 1,939,752 3,256,52 54,605,474 4,313,4801 9,814,106 52,948,997 4,905,758 9,4669 51,482 Catareburg (C) 794,440 173,440 9,93,531 3,256,52 6						· · · · · · · · · · · · · · · · · · ·			· · · · · ·						· · · ·	5,545,864
Isology (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 Liverpool (C) 4,983,168 1,081,816 6,064,984 4,685,876 1,001,892 5,667,768 4,355,296 913,700 5,268,996 3,990,520 863,288 4,853,808 3,803,636 790,152 4,593 Parimith (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 3,002,928 817,940 3,803,636 7,901,52 7,484 7,484,594 4,216,624 7,484,594 4,216,624 7,484,594 4,216,52 54,665,474 43,134,801 9,814,16 52,948,997 41,937,792 9,544,692 51,482 Botany Bay (C) 794,440 173,440 967,888 826,092 168,604 994,696 747,655 164,820 912,476 777,880 160,744 938,624 806,156 157,888 9494,02 3,600,636 17,047,403 <td></td> <td></td> <td></td> <td></td> <td></td> <td>· · ·</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td><i>.</i></td> <td></td> <td></td> <td></td>						· · ·							<i>.</i>			
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 Parramata (C) 3,503,188 895,532 4,398,420 3,451,332 864,924 4,316,256 3,325,632 826,400 4,152,072 3,302,744 864,756 4,167,500 3,502,252 81,7940 3,808 Perrith (C) 6,661,900 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 7,404 7,404 7,7408 1,607,44 9,814,105 527,844,897 4,193,772 9,544,692 51,888 964 Canterbury (C) 3,276,048 677,104 3,953,122 3,266,960 3,133,28 3,120,876 636,408 3,757,244 3,060,636 617,004 3,697,64 3,098,012 598,492 3,606 Canterbury (C) 3,031,148 376,732 3,070,00 756,800 277,744 1,033,244 914,700<													<i>i i i</i>			3,127,020
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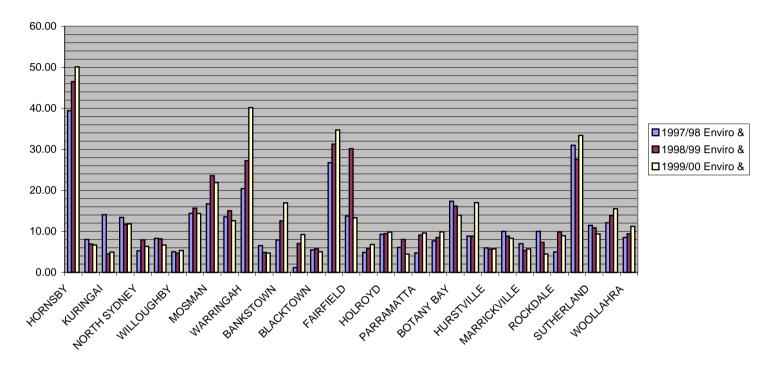
Appendix 8: ROC's Comparison of Staff Levels



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