



# Funding local roads

Recommendations to clear the  
infrastructure backlog

NSW & ACT local roads

August 2017



## About the NRMA

Better road and transport infrastructure has been a core focus of the NRMA since 1920 when our founders lobbied for improvements to the condition of Parramatta Road in Sydney. Independent advocacy was our foundation activity, and it remains critical to who we are as we approach our first centenary.

We've grown to represent over 2.4 million Australians, principally from New South Wales and the Australian Capital Territory. We provide motoring, mobility and tourism services to our Members and the community.

Today, we work with policy makers and industry leaders, advocating for increased investment in road infrastructure and transport solutions to make mobility safer, provide access for all, and deliver sustainable communities. By working together with all levels of government to deliver integrated transport options, we give motorists real choice about how they get around.

We firmly believe that integrated transport networks, including efficient roads, high-quality public transport and improved facilities for cyclists and pedestrians, are essential in addressing the challenge of growing congestion and providing for the future growth of our communities.

## Comments & Queries

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# Introduction

Our local road network is critical to how we move around. Whether commuting for work, leisure or simply conducting our day to day activities, local roads support our communities.

Funding and responsibility for the road network is split between three levels of government; federal, state and local. Our geographic dispersion, low population densities, and widely separated cities means the cost of and funding for roads has been a major fiscal issue for all levels of government.

Local councils are responsible for the maintenance of around 80 per cent of the NSW road network. This road network in regional and local government areas continues to receive inadequate levels of investment to ensure an acceptable satisfactory road standard.

The infrastructure backlog deficit across NSW has risen 13.2 per cent from \$1.73 billion in 2014-15 to \$1.96 billion in 2015-16. For regional councils, the deficit has risen even higher, up 17.2 per cent from \$1.33 billion in 2014-15 to \$1.56 billion in 2015-16, with the Hunter and North Coast regions accounting for 40 per cent of the total regional backlog.

For the ACT, having one level of government only, the infrastructure backlog has increased more than 400 per cent since 2010-11, with the cost of bringing the local road network up to standard estimated at \$53 million in 2015-16 and rising to \$71 million in 2019-20.

The deterioration in the condition of local council roads assets has resulted in the reduced condition of the road network, impacting the day to day movements of motorists especially in regional areas. Roads will become less safe to drive on with the unintended consequence of more crashes on the local road network.

The local council road network has a higher percentage of fatalities and injuries compared to state roads and the motorway and freeway network in NSW. Road crashes cost the NSW economy on average total \$7.1 billion per annum<sup>1</sup>. The cost of road trauma on local council roads is estimated in the order of \$5.3 billion, representing 75 per cent of the total cost.

In addition, the existing local road network has not been upgraded to accommodate existing passenger and freight movements, let alone deliver for future growth in population or passenger movements.

The lack of an effective long term solution will put greater pressure on the NSW local and regional road network with road safety being the greatest concern. The economic cost to local communities will continue to increase if a suitable plan to adequately fund local roads is not implemented.

To this end, the NRMA is seeking a long term solution to address road infrastructure deficits to support sustainable communities and safe mobility.

This includes reforming road funding programs, returning a greater share of fuel excise to local roads, pooling and rebuilding the engineering capacity of regional local councils, and providing greater opportunities for the private sector to contribute to the maintenance and development of the local road network. Benchmarking local road assets will also provide greater transparency as to the size of the backlog and priority infrastructure projects.

We need a long term and sustainable solution to address the current infrastructure backlog and provide a sustainable level of infrastructure maintenance going forward.

<sup>1</sup> NRMA (2017) *The Cost of Crashes – An analysis of lives lost and injuries on NSW roads, May 2017* p.2

# Recommendations

NRMA recommends that the following options be considered to address the current backlog of local road infrastructure across NSW, and to plan for the future growth and use of the local road network.

1. Fast track funding of the Roads to Recovery program.
2. Provide a percentage share of fuel excise levy to local councils to fund road maintenance.
3. Expand the local government Infrastructure Backlog Fund.
4. Provide Local Government with low interest region specific infrastructure and investment funds, and region specific funding similar to the Hunter Infrastructure and Investment Fund.
5. Aggregate the measurement of specific road asset management benchmarking, and consolidate regional road infrastructure planning. This also includes rebuild of the diminishing engineering capacity in most regional councils.
6. Establish Road Stewardship Maintenance contracts to improve the delivery of road infrastructure in regional NSW.
7. Reform current Australian and NSW Government funding programs for local councils.
8. Have the annual Special Schedule 7, Report on Infrastructure Assets for Local Councils, financially audited to improve the accuracy for determining funding and infrastructure requirements.



# Background

## 3.1 Infrastructure deficits

Many local councils, particularly in regional NSW, have growing infrastructure backlogs. This backlog is not only occurring in roads but also in other critical public infrastructure assets including water, stormwater, and recreational facilities.

For many councils their diminishing financial capacity to maintain the local road network to a satisfactory standard has resulted in their service provision being compromised. A deteriorating road network has resulted in greater traveling times, increased probability of car crashes, and lost economic productivity.

An infrastructure backlog occurs when the road network is not performing at its optimal level. This occurs when road standards are compromised. Reduced expenditure leads to lower maintenance and asset enhancement expenditure, which in turn lowers the performance of the asset base for road users.

The regional council road infrastructure backlog has risen \$230 million in 2015-16 to \$1.56 billion. This backlog represents 79.7 per cent of the total infrastructure backlog, up from 76.9 per cent in 2014-15 (see Table 1).

The unsatisfactory condition of road assets and reduced maintenance, along with limited asset management has highlighted the inability of councils to deliver normal services.

**Table 1: Local council road infrastructure backlogs 2014-15 and 2015-16 \$ million**

Council	Infrastructure backlog		% Change	% of total infrastructure backlog	
	2014-15	2015-16		2014-15	2015-16
Metropolitan Councils	399.8	398.2	-0.4%	23.1%	20.3%
Regional Councils	1,331.0	1,560.4	17.2%	76.9%	79.7%
Total	1,730.8	1,958.6	13.2%	100.0%	100.0%

## NSW road network

The NSW road network is around 184,859 km in length. Eighty per cent of this network is classified as local roads which are funded and managed by local councils (see Table 2). Councils also own and manage the land adjacent to all public roads other than freeways.

Roads and Maritime Services (RMS) is responsible for the management of the remaining 18,028 km (20 per cent) of the major arterial road network in NSW, ("State Roads"), and provides funding for councils to manage 18,257 km of state-significant regional roads. RMS also manages 2,970 km of roads in far western NSW where there is no council jurisdiction.

<sup>2</sup> Roads & Maritime Services road network responsibility facts as referenced from website, dated 22 June 2017 <http://www.rms.nsw.gov.au/projects/key-build-program/maintenance/road-network-responsibility.html>



According to the *NSW Local Government Grants Commission Report 2015-16*<sup>3</sup>, the total local road network in NSW comprises the following:

**Table 2: Local road category and length (km) – controlled by local government councils**

Road Type	Kilometre Coverage (km)
Urban Local Roads	32,824
Non-Urban Sealed	34,423
Non-Urban Unsealed Local Roads	79,091
Total Local Road Network	146,340

Note: Total Road Km Network – not correct due to rounding.

Local councils outside the Sydney metropolitan basin are responsible for:

- 60 per cent of the Urban Local Road network
- 95 per cent of the Non-Urban Sealed Local Road network
- 99 per cent of the Non-Urban Unsealed Local Road network.

### 3.2 The cost of road crashes and the impact on local communities

In May 2017, the NRMA released its Cost of Crashes report analysing the cost of casualties on all NSW roads. The report found that over the period 2011-15 the cost of casualties, that is, lives lost and serious, moderate and minor injuries, cost the NSW community \$35.7 billion<sup>4</sup>.

In addition to managing the majority of the NSW road network, local council roads continue to have higher fatalities and injuries in comparison to state roads and the motorway and freeway network. Table 3 illustrates the percentage splits by road type for the calendar year 2015<sup>5</sup>.

**Table 3: Percentage splits by road type for calendar year 2015 fatalities and total injuries**

	% Fatalities	% Total injuries
Freeways/motorways	2.3	3.8
State Roads	29.1	19.3
Local Council Roads	68.6	76.9
Total	100.0	100.0

Using the annual Cost of Crashes estimate of around \$7.1 billion, and the 2015 percentage splits in Table 3, the cost of road trauma on local council roads equates to around \$5.3 billion. The corresponding cost on state roads would be \$1.6 billion, and \$0.2 billion on the motorway and freeway road networks.

The cost of not having a proper base to maintain local roads in regional centres will have a negative impact on the safety of local communities, in addition to the continued deterioration of the local road network.

In addition to increasing the cost of living, the potential to expand tourism and increase agricultural and industrial freight in regional areas will also be restricted if roads are not built and maintained to a standard that can cater for existing and future traffic demand on regional roads. This in turn reduces the competitiveness of regional businesses.

For example, freight movements are expected to increase by 213 million tonnes to 469 million tonnes in 2031<sup>6</sup>. Given that heavy vehicles impose greater damage on the road network than light vehicles, this is likely to cause considerable issues for the performance of the local road network.

<sup>3</sup> NSW Local Government Grants Commission (2016), 2015-16 Annual Report p.37

<sup>4</sup> NRMA (2017) The Cost of Crashes – An analysis of lives lost and injuries on NSW roads, May 2017 p.2

<sup>5</sup> Transport for NSW Centre for Road Safety (2016) Road Traffic Casualty Crashes in New South Wales – Statistical Statement for the year ended 31 December 2015, see Tables 29-30.

<sup>6</sup> NSW Government (2013) NSW Freight and Ports Strategy November 2016 p. 23



# ACT road infrastructure backlog

Roads ACT is the sole agency responsible for managing and maintaining the road network in the ACT which includes:

1. 3100 km of roads, equivalent to 6700 lane kms,
2. 2533 km of community paths, consisting of 2190 km of footpaths and 3423 km of off-road cycle paths,
3. Approximately 79000 streetlights, and
4. 316 traffic signals and 48 signalised pedestrian crossings<sup>7</sup>.

Aging road assets and budget limitations have resulted in a backlog of road pavement repairs. Reducing this backlog will likely take years and will require a long term strategy solution.

The ACT Auditor-General recently delivered a performance report on ACT road infrastructure titled *Maintenance of Selected Road Infrastructure Assets*.

The Auditor-General found that while Roads ACT reported 90 per cent of territorial roads in the ACT were in good condition in their 2015-16 annual report, there was a significant maintenance backlog for road pavement. This backlog has increased by more than 400 per cent since 2010-

11 and amounts to approximately two million square metres of road pavement needing maintenance. Roads ACT has also estimated that this would cost \$53 million in 2015-16 and rising to \$71 million in 2019-20<sup>8</sup>. A long term solution is essential to address this issue.

## Roads ACT financials

1. Road pavement in the ACT is currently valued at \$2.4 billion, with other road infrastructure assets increasing this net asset value to \$2.9 billion.
2. In 2015-16 approximately \$31 million was allocated the maintenance of these assets, with \$16.4 million going to roads<sup>9</sup>.
3. The Australian Government's road allocation to the ACT for the year 2017-18 is \$9.7 million in Roads to Recovery and \$11.7 million in Local Road Grants through the Financial Assistance Grants<sup>10</sup>.

## Recommendations to address road pavement backlog

A long term strategy is required to address the current road backlog and provide a sustainable level of infrastructure maintenance going forward.

NRMA recommends that the following options be considered to address the current backlog of local road infrastructure in the ACT, and to plan for the future growth and use of the local road network.

1. Fast track funding of the Roads to Recovery program.
2. Provide a percentage share of fuel excise levy to local councils to fund road maintenance.
3. Establish Road Stewardship Maintenance contracts to improve the delivery of road infrastructure in the ACT.
4. Reform current Australian Government funding programs for the ACT.



<sup>7</sup> ACT Audit Office (2017) ACT Auditor-General's Report Maintenance of Selected Road Infrastructure Assets Report No 5/2017 p. 19

<sup>8</sup> Ibid p.2

<sup>9</sup> Ibid pp 17-18

<sup>10</sup> Australian Government (2017) Federal Financial Relations Budget Paper No 3 pp 50 and 65.

# 4. What is causing the backlog?

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“Population growth and growing density in regional centres will place additional pressure on the road network”.

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## 4.1 Changing demographics

The ability of local councils to maintain their public infrastructure assets to a satisfactory standard is impacted by changing demographics.

The NSW Department of Planning and Environment recently updated their population projections for all local government areas for the period 2011-2036<sup>11</sup>. Significant increases in population growth are projected for a number of coastal regions, including Port Stephens (38 per cent), Shellharbour (37 per cent), Coffs Harbour (31 per cent), Tweed and Kiama (30 per cent), and Central Coast (29 per cent). A number of inland local councils expecting similar population growth include Yass, Cessnock, Bathurst and Armidale.

Population growth and growing density in regional centres will place additional pressure on the road network. Inadequate planning and maintenance of current assets will affect the future performance and amenity in these regions.

## 4.2 Falling council rate revenue

While some regional centres are growing, others are in a state of decline.

Most western region local government areas are expecting falling population growth due to reduced employment opportunities and an ageing population.

Falling populations reduce the pot of money available to local councils through traditional funding sources including council rates, annual charges, council user charges and fees.

The road networks in regional and local government areas across NSW have not received adequate levels of maintenance investment to ensure a minimum road standard, and linking council rates rises to general price movements exacerbates this problem.

Council rates have been linked to a general price escalator, the Consumer Price Index (CPI), by the economic regulator, the Independent Pricing and Regulatory Tribunal (IPART). This compounds existing problems, as the cost of road construction and maintenance bears little relationship to movements in the general price index.

The combination of falling population, and council rates pegged in line with the CPI further lessens the ability of local councils to maintain or raise additional capital to address major shortfalls in their existing road asset base. The existing road network requires greater funding to cover general maintenance, road improvement, bridge repair, safety and traffic works and natural disasters repair.

Changing demographics and falling council revenue will have an impact on the future financial viability of many regional towns and their ability to provide basic services including transport.

<sup>11</sup> NSW Planning & Environment (2017) Population projections: 2011 - 2036 NSW population and household projections from various excel spreadsheets on department's website.





### 4.3 The impact of current state of funding arrangements

Local councils rely on Australian Government grants and NSW Government funding to maintain the local road network. In recent years, funding provided to councils to maintain regional roads has been inadequate. In addition, the need to maximise existing roads and construct new roads and cater for future growth in both passenger and freight traffic has not been addressed.

This systemic underinvestment has given rise to concerns about safety standards across the regional road network<sup>12</sup>. The NRMA is concerned about this growing trend.

The potential to expand tourism, agriculture and industrial freight in regional centres will be restricted if roads are not built and maintained to a standard that can cater for existing and future traffic demand on regional roads.

Clearly the need to maintain existing roads to a higher standard and build for the future is time sensitive. These existing ad hoc funding grants do not offer a permanent long term solution to funding for future infrastructure needs.

The financial viability of regional councils to maintain their asset base has numerous challenges.

The task of funding the infrastructure backlog and maintenance task for the NSW road network is significant, and requires urgent action to address what is a growing problem. A long term plan is required across all levels of government to address this issue.

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“The potential to expand tourism, agriculture and industrial freight in regional centres will be restricted if roads are not built and maintained to a standard that can cater for existing and future traffic demand on regional roads”.

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<sup>12</sup> The Institute of Public Works Engineering NSW Division (2015) report Road Asset Benchmarking Project 2014 Road Management Report pp ii-vi, illustrates the size of funding gap to restore road assets to a satisfactory level.

# 5. Methodology

## 5.1 Financial information – council annual financial statutory returns

The financial information used in this report is sourced from the annual financial returns of each local council in NSW<sup>13</sup>. As part of its financial statutory reporting, each council is required to submit a report on the condition of its public infrastructure assets known as Special Schedule No: 7 (see Section 5.3 Local Government Sector – Road Funding for more detail).

The tables presented in this report use the following financial asset information for roads from each council:

1. Carrying value of the road asset class
2. Estimated cost to bring council's infrastructure asset to a satisfactory standard, if they are currently not of an adequate standard
3. Required maintenance level to keep the Council's existing assets, and
4. Actual maintenance spent on the Council's existing assets.

## 5.2 Council financial returns for 2015-16

The financial year saw the NSW Government undertake a series of local government reforms including the amalgamation of a number of metropolitan and regional councils.

This has produced a number of different reporting periods for 43 of out 152 councils in 2015-16.

These reporting periods are as follow:

- Non amalgamated councils: Reporting period - 1 July 2015 to 30 June 2016 (109 councils)
- Amalgamated councils pre 30 June 2016: Reporting period - 1 July 2015 to 12 May 2016 (41 councils), and
- Amalgamated councils post 30 June 2016: Reporting period -1 July 2015 to 9 September 2016 (for 2 councils, namely Rockdale and Botany Bay).

Financial returns were received for all councils except City of Botany Bay which is not yet publically available. Therefore this data does not appear in the 2015-16 analysis. The Botany Bay Council merged with Rockdale council on the 9 September 2016, known as Bayside Council.

**This report assumes all 151 schedule returns for each local council covers the financial year ending 30 June 2016.**

## 5.3 Annual Australian and NSW Government road grants to councils

The Road Grants component used in this report includes only three recurrent grant monies that are received by each council in NSW to be spent on their road network, and comprises the following programs:

1. Roads to Recovery
2. Financial Assistance Grant – Local Road Component, and
3. Non State Road Assistance – NSW Government Grants (Block Grants, REPAIR Program and Traffic Route Lighting Subsidy).

The allocations used in this report are taken from the 2014-15 and 2015-16 Australian Government<sup>14</sup> and NSW Government websites<sup>15</sup>.

## 5.4 Metropolitan and regional council splits

The metropolitan and regional area splits have been forecast in this year's report.

The regions are now aligned to the NSW Government's tourism area boundaries with some minor adjustments, for example, the Port Stephens local government is included in the Hunter region rather than the North Coast.

<sup>13</sup> The returns are delivered as part of the annual statutory reporting which includes both the annual report and financial statements for each council as submitted to the NSW Office of Local Government.

<sup>14</sup> Roads to Recovery and Financial Assistance Grants are sourced from the Department of Infrastructure and Regional Development website

<sup>15</sup> NSW Road Grants numbers sourced from the Roads and Maritime website and other sources <http://www.rms.nsw.gov.au/business-industry/partners-suppliers/lgr/grant-programs/regional-road-block-grant.html>



# 6. Funding local roads

The task of funding the project backlog and maintenance task for the NSW road network is significant and is derived from a range of sources. The main sources of funding are detailed below.

## 6.1 Funding sources

Local councils can access funding for roads from a number of traditional revenue streams, including:

- Council rates and annual charges
- Council user charges and fees
- Operating grants, and
- Other ad hoc payments.

In total, councils raise more than 80 percent of their own revenue. Individual councils have varying abilities to raise revenue, based on location, population size, rate base and the ability to levy user charges.

On average, operating grants comprise about 20 per cent of council's total revenue base<sup>19</sup>. Grants are made up of two types of revenue:

- Recurrent annual grants (determined by a set criteria from both the Australian and NSW Governments), and
- Ad hoc payments (that relate to natural disasters and other factors).

Local councils are responsible for not only road infrastructure in their jurisdiction, but also for key public assets including water, sewerage and drainage assets. This means that local road infrastructure competes

with other assets for a share of recurrent funding, representing on average 14 per cent of infrastructure spend<sup>20</sup>.

The ability of local councils, especially in regional NSW, to maintain these assets has become quite constrained over the past three decades. There is an increasing need for Australian and NSW Government support for councils to maintain core services.

## 6.2 Government funding

Local councils receive funding to maintain their road assets from both the Australian and NSW Governments. A series of annual recurrent road grants are given to all councils in NSW. Additionally there is a number of ad hoc payments made by both the Australian and NSW Governments which are based on specific needs criteria. This funding is generally not available to all councils. This report only assesses the annual recurrent roads grants allocated to all councils.

### 6.2.1 Australian Government funding

Local councils receive specific recurrent annual road grants through:

- The Roads to Recovery Program, and
- Commonwealth Financial Assistance Grants – Local Road Component.

The Australian Government has notionally increased Roads to Recovery funding to local councils from \$307.5 million to \$349.8 million over the past 10 years,

and will increase a further \$50 million per annum to \$399.7 million in 2019-20. NSW's allocation will rise from the current \$97.5 million to \$111.5 million in 2019-20. Additionally, one-off Roads to Recovery funds have been made available to the NSW Government through the Australian Government's Asset Recycling Initiative.

In relation to Financial Assistance Grants, the local road component has also been rising and is expected to peak in 2020-21 at \$231.1 million for NSW.

### 6.2.2 NSW Government funding

The NSW Government provides funding to local councils through the Regional Road Block Grant Program. This funding is for the management and maintenance of regional and council roads. This is an annual agreement between RMS and the local council which outlines the council's authority and capacity to manage the relevant region under their jurisdiction. This funding has remained relatively stable over time.

In addition, the NSW Government road maintenance funding grants under the REPair (Repair and Improvement of Regional Roads) Program. These grants are provided to assist in larger works of rehabilitation and development on regional roads to minimise the long term maintenance of these roads commensurate with their function and usage.

Councils also receive a Traffic Route Lighting Subsidy for their local road network.

<sup>19</sup> Australian Government (2017) Federal Financial Relations Budget Paper No 3 p.50

<sup>20</sup> Ibid p.65

The other funding arrangements provided by the NSW Government are non-recurrent annual payments. These include the following programs:

- Timber Bridge Partnership – repair of worn bridges that are life expired and cannot accommodate heavy road vehicles, on a dollar for dollar basis with local councils.
- State Black Spot Program – for local council bids that failed the Australian Government Black Spot Program evaluation, and
- Natural Disaster Restoration Programs (as required).

### 6.3 Reform of local government sector road funding

As part of the NSW Government's wider reform agenda to enhance the long term financial sustainability of local councils, better asset performance measuring and reporting and infrastructure planning is required.

A lack of consistency in asset benchmarking for regional road infrastructure and the management of road assets has resulted in a growing backlog of unfunded regional work projects. This has led to a lack of funds to maintain the road asset base.

As part of the NSW Government's local government reform, each council is required to report on the condition of its public assets within its annual financial reports. The report known as Special Schedule No 7 – Condition of Public Works, provides the following information:

1. Current asset valuation
2. Accumulated depreciation
3. Written down asset valuation
4. Rated asset condition assessment
5. Estimated cost to bring up to a satisfactory condition-standard
6. Required annual maintenance for each asset, and
7. Current annual maintenance for each asset.

While this schedule is required as part of the compulsory annual reporting requirements imposed on local councils, the financial numbers reported are unaudited numbers. However, it is proposed that this schedule might be audited in the near future to improve the accuracy in determining funding and infrastructure requirements.



# 7. Results

## 7.1 Summary of high level results

Table 4 provides a high level summary for all councils, split between metropolitan and regional councils.

Issues of note include:

- The infrastructure backlog across NSW has risen 13.2 per cent from \$1.73 billion in 2014-15 to \$1.96 billion in 2015-16.
- The regional council infrastructure deficit has risen \$230 million to \$1.56 billion. This increase is 2.9 times the dollar value of road grants received by regional councils.
- Road grants have increased only 2 per cent in 2015-16 for regional councils.
- If the 2017/18 Australian Government budget Roads to Recovery allocations for NSW of \$195 million are

applied to each council, an eight fold increase in funding would be required to eliminate the regional council infrastructure backlog.

- The regional council maintenance shortfall fell from \$32.1 million in 2014-15 to \$11.2 million in 2015-16. There was a \$26 million turn around for the Central Coast and Hunter regions in 2015-16, from a shortfall of \$19.5 million to a surplus of \$6.5 million.
- Metropolitan councils have seen their infrastructure backlog fall marginally from \$399.8 million in 2014-15 to \$398.2 million in 2015-16. Grant funding has risen 14.4 per cent to \$134.3 million in 2015-16. In aggregate terms, maintenance spending is in surplus by \$11.2 million.

**Table 4: Financial assessment of local council roads 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Metropolitan Councils	17,370.7	399.8	398.2	-0.4%	117.4	134.3	14.4%	3.4	3.0	11.0	11.2
Regional Council	34,528.3	1,331.0	1,560.4	17.2%	533.3	543.8	2.0%	2.5	2.9	-32.1	-11.2
<b>Total</b>	<b>51,899.0</b>	<b>1,730.8</b>	<b>1,958.6</b>	<b>13.2%</b>	<b>650.7</b>	<b>678.1</b>	<b>4.2%</b>	<b>2.7</b>	<b>2.9</b>	<b>-21.1</b>	<b>0.1</b>



## 7.2 Region level

Table 5 provides a regional level summary for three metropolitan and 12 regional areas. Issues of note include:

### 7.2.1 Metropolitan area

- The Sydney North region's infrastructure backlog rose from \$54.8 million in 2014-15 to \$55.6 million in 2015-16, a 1.5 per cent increase.
- Sydney Central/South region's infrastructure backlog fell from \$143.5 million in 2014-15 to \$132.2 million in 2015-16, a 7.9 per cent decrease.
- Sydney SouthWest/West region's infrastructure backlog rose from \$201.5 million in 2014-15 to \$210.4 million in 2015-16, a 4.4 per cent increase.
- Sydney North's maintenance shortfall has fallen by \$1 million in 2015-16, while Sydney Central/South's maintenance has gone into a surplus of \$2 million in 2015-16 (in 2014-15 it was in deficit of \$8.7 million).

### 7.2.2 Regional area

Key results are:

- North Coast region has the highest infrastructure backlog estimate at \$430.7 million, being 22 per cent of the total backlog. However the region's backlog did fall 11.1 per cent on 2014-15 figures.
- The Illawarra, Shoalhaven and the South Coast region recorded the biggest percentage fall in its backlog at 15.9 per cent to \$115.1 million.
- The top six infrastructure backlog regions are the Hunter, North Coast, New England/North West, Central NSW, Riverina and the Illawarra/Shoalhaven/South Coast. The combined infrastructure backlog in these regions totals \$1.28 billion, representing 65.3 per cent of the total NSW backlog.
- North Coast, Central NSW and Far West have the biggest maintenance shortfalls at 13.8 million, 8.8 million and 4.6 million respectively.
- The biggest infrastructure backlog percentage increases occurred in the Riverina at 524.7 per cent, Snowy Mountains 85.9 per cent and Far West 68.1 per cent, potentially due to deteriorating sealed and unsealed roads networks. The Riverina percentage change is primarily due to a change in the reporting methodology of Wagga Council.

**Table 5: Financial assessment of regional areas for 2014-15 and 2015-16 (\$ millions)**

Regional Area	Carrying value of road assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Sydney North	2,727.9	54.8	55.6	1.5%	21.8	24.0	10.4%	2.52	2.31	0.1	-0.9
Sydney Central/South	6,911.9	143.5	132.2	-7.9%	36.8	43.6	18.4%	3.90	3.03	-8.7	2.0
Sydney South West/West	7,730.9	201.5	210.4	4.4%	58.9	66.7	13.3%	3.42	3.15	19.6	10.1
<b>Metropolitan Councils</b>	<b>17,370.7</b>	<b>399.8</b>	<b>398.2</b>	<b>-0.4%</b>	<b>117.4</b>	<b>134.3</b>	<b>14.4%</b>	<b>3.40</b>	<b>2.96</b>	<b>11.0</b>	<b>11.2</b>
Central Coast	1,445.8	80.2	81.9	2.1%	13.9	14.6	4.9%	5.76	5.61	-9.1	3.8
Hunter	4,821.7	206.2	194.2	-5.8%	41.8	43.4	3.8%	4.94	4.48	-10.4	2.7
North Coast	7,200.8	484.6	430.7	-11.1%	85.4	87.3	2.2%	5.67	4.94	-11.1	-13.8
New England/North West	3,597.1	109.8	107.8	-1.9%	71.0	72.0	1.4%	1.55	1.50	3.7	0.6
Blue Mountains	777.0	20.8	22.9	10.1%	9.9	9.9	-0.9%	2.09	2.32	-0.8	5.9
Central NSW	5,348.2	96.1	109.9	14.4%	87.8	89.1	1.5%	1.10	1.23	1.3	-8.8
Far West	1,011.1	35.9	60.3	68.1%	34.7	35.1	1.2%	1.03	1.72	-1.3	-4.6
Murray	1,893.7	50.0	43.5	-13.1%	43.0	44.1	2.4%	1.16	0.99	-0.2	-1.8
Riverina	2,568.7	51.4	321.2	524.7%	64.3	64.5	0.4%	0.80	4.98	1.4	4.6
Illawarra/ Shoalhaven/ South Coast	2,639.5	136.8	115.1	-15.9%	32.5	33.8	4.0%	4.20	3.40	-2.6	-1.2
Capital Country	2,045.3	42.1	41.2	-2.2%	36.2	37.0	2.3%	1.16	1.11	-1.2	3.3
Snowy Mountains	1,179.5	17.1	31.7	85.9%	12.7	13.0	2.0%	1.34	2.45	-1.9	-1.7
<b>Regional Councils</b>	<b>34,528.3</b>	<b>1,331.0</b>	<b>1,560.4</b>	<b>17.2%</b>	<b>533.3</b>	<b>543.8</b>	<b>2.0%</b>	<b>2.50</b>	<b>2.87</b>	<b>-32.1</b>	<b>-11.2</b>
<b>All Councils</b>	<b>51,899.0</b>	<b>1,730.8</b>	<b>1,958.6</b>	<b>13.2%</b>	<b>650.7</b>	<b>678.1</b>	<b>4.2%</b>	<b>2.66</b>	<b>2.89</b>	<b>-21.1</b>	<b>0.1</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

### 7.3 Local government council areas

Tables 6.1 to 6.15 provide the regional infrastructure backlog and maintenance profiles for each local council in NSW. As previously stated, the time period analysis may not be the same for each council, and therefore may lead to slight variations in reporting.

In addition, there is no financial information reported for City of Botany council for the period 2015-16.

There are also 2 points that need to be made:

1. The percentage movement in the infrastructure backlog numbers for councils over the period 2014-15 to 2015-16 do show significant increases and decreases of relatively small numbers.
2. The ratio of infrastructure deficit to road grant funding is a numerical assessment of the dollar value of the infrastructure deficit against the dollar value of road grants funding. This funding is only for three streams of annual grants that are allocated to all councils. This ratio only attempts to highlight the size of the infrastructure deficit against the regular funding base.





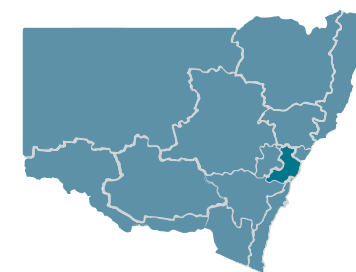
**Table 6.1 Financial assessment of Sydney North local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog		% change	Road Grants		% change	Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
		2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15
Hornsby	311.4	0.75	0.23	-69.7%	4.31	5.05	17.3%	0.17	0.04	-0.23	0.14
Hunter's Hill	68.6	0.92	1.01	9.9%	0.44	0.46	3.8%	2.09	2.21	0.14	-0.16
Ku-Ring-Gai	288.8	18.90	24.31	28.6%	3.33	2.97	-10.6%	5.68	8.18	-0.91	-2.07
Lane Cove	147.8	0.43	0.36	-16.3%	0.82	0.93	13.4%	0.52	0.39	0.62	0.62
Manly	249.9	0.17	0.17	0.0%	0.91	1.03	12.7%	0.18	0.16	0.04	0.03
Mosman	129.1	3.03	2.30	-24.1%	0.68	0.88	29.8%	4.46	2.61	-0.13	0.89
North Sydney	243.7	0.00	0.00	0.0%	1.51	1.95	29.2%	0.00	0.00	0.05	0.23
Pittwater	205.1	4.09	3.44	-15.9%	1.82	1.94	6.7%	2.25	1.78	0.60	0.14
Ryde	367.8	18.92	18.90	-0.1%	2.54	2.78	9.7%	7.46	6.80	0.69	-0.71
Warringah	446.7	2.98	0.59	-80.1%	3.72	4.23	13.7%	0.80	0.14	0.07	0.01
Willoughby	269.0	4.62	4.30	-7.0%	1.72	1.83	6.6%	2.69	2.34	-0.84	0.01
<b>Sydney North</b>	<b>2,727.9</b>	<b>54.80</b>	<b>55.60</b>	<b>1.5%</b>	<b>21.78</b>	<b>24.05</b>	<b>10.4%</b>	<b>2.52</b>	<b>2.31</b>	<b>0.11</b>	<b>-0.86</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

### Key Observations

- Hornsby and Warringah councils had the biggest percentage falls in their infrastructure backlogs.
- Ku-ring-gai's ratio of infrastructure deficit to road grant funding rose for the period 2014-15 to 2015-16 from a multiple of 5.68 times to 8.18 times.



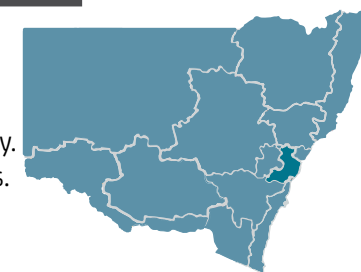
**Table 6.2 Financial assessment of Sydney Central/South local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Ashfield	158.0	6.67	6.01	-10.0%	0.91	1.02	12.5%	7.35	5.88	0.01	0.10
Bankstown	1,008.3	48.84	42.20	-13.6%	4.66	5.42	16.3%	10.49	7.79	-9.53	-1.07
Botany Bay	n/a	4.45	n/a	n/a	0.88	1.11	25.4%	5.03	n/a	0.19	n/a
Burwood	176.5	9.13	8.33	-8.8%	0.73	1.07	46.4%	12.49	7.79	-0.31	0.08
Canada Bay	288.4	7.79	1.77	-77.3%	1.81	2.21	21.8%	4.30	0.80	0.20	-0.20
Canterbury	545.0	15.54	5.13	-67.0%	3.02	3.55	17.5%	5.14	1.44	-0.30	-1.02
Hurstville	302.8	1.84	1.90	3.5%	1.90	2.30	21.4%	0.97	0.83	0.00	0.37
Kogarah	192.7	0.30	0.29	-4.6%	1.37	1.46	6.6%	0.22	0.20	0.07	-0.04
Leichardt	142.3	2.63	2.46	-6.5%	1.33	1.45	9.2%	1.98	1.70	0.05	1.27
Marrickville	392.0	6.18	3.01	-51.2%	1.86	2.35	26.1%	3.31	1.28	-0.26	-0.07
Randwick	593.9	4.46	4.43	-0.7%	2.78	3.05	9.7%	1.60	1.45	1.53	1.97
Rockdale	395.4	1.28	1.28	0.0%	2.32	2.54	9.4%	0.55	0.51	0.68	1.37
Strathfield	142.2	1.77	6.22	250.3%	0.83	1.11	32.9%	2.13	5.61	-0.88	-0.96
Sutherland	846.8	20.20	18.98	-6.1%	5.72	6.45	12.8%	3.53	2.94	-0.82	-1.76
Sydney	1,120.6	4.68	23.21	395.5%	4.12	5.44	32.0%	1.14	4.27	1.24	1.44
Waverley	247.1	4.30	4.14	-3.6%	1.29	1.42	10.2%	3.33	2.92	-1.22	0.61
Woollahra	359.7	3.39	2.80	-17.5%	1.25	1.61	29.2%	2.73	1.74	0.62	-0.12
<b>Sydney Central/South</b>	<b>6,911.9</b>	<b>143.46</b>	<b>132.16</b>	<b>-7.9%</b>	<b>36.78</b>	<b>43.55</b>	<b>18.4%</b>	<b>3.90</b>	<b>3.03</b>	<b>-8.75</b>	<b>1.97</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding. n/a means data was not available

### Key Observations

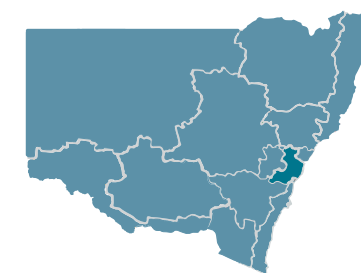
- Canada Bay and Canterbury councils had the biggest percentage falls in their infrastructure backlogs at 77.3 per cent and 67.0 per cent respectively.
- Sydney and Strathfield councils had the biggest percentage rises in their infrastructure backlogs. These percentages are of relatively small numbers.
- Bankstown's maintenance shortfall fell from \$9.53 million to \$1.07 million.



**Table 6.3 Financial assessment of Sydney South West/West local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Auburn	325.4	6.08	8.55	40.7%	1.86	2.33	25.7%	3.27	3.67	-0.94	1.86
Blacktown	1,134.0	51.26	42.38	-17.3%	9.13	10.58	15.9%	5.61	4.01	8.87	-0.31
Camden	488.3	6.59	5.585	-11.2%	2.81	2.85	1.2%	2.34	2.06	0.35	-0.64
Campbelltown	611.0	18.48	19.68	6.5%	4.77	5.53	15.9%	3.87	3.56	8.06	0.03
Fairfield	681.7	10.23	10.70	4.6%	5.19	6.16	18.5%	1.97	1.74	-1.29	6.18
Hawkesbury	390.4	11.28	12.02	6.5%	4.88	5.05	3.6%	2.31	2.38	-2.72	-2.73
Holroyd	299.0	6.44	5.87	-8.9%	2.75	2.93	6.8%	2.35	2.00	-0.16	-0.36
Liverpool	994.2	37.07	39.61	6.8%	5.61	6.45	14.9%	6.61	6.14	0.07	-0.53
Parramatta	865.5	6.34	8.49	33.8%	4.52	5.62	24.4%	1.40	1.51	-2.42	1.53
Penrith	740.2	14.74	14.74	0.0%	6.59	7.20	9.2%	2.24	2.05	-0.01	1.88
The Hills	942.8	0.00	0.00	-	5.77	6.61	14.7%	0.00	0.00	12.60	2.66
Wollondilly	258.4	33.03	42.52	28.7%	5.00	5.40	8.0%	6.60	7.87	-2.78	0.53
<b>Sydney South West/West</b>	<b>7,730.9</b>	<b>201.54</b>	<b>210.41</b>	<b>4.4%</b>	<b>58.88</b>	<b>66.72</b>	<b>13.3%</b>	<b>2.42</b>	<b>3.15</b>	<b>19.64</b>	<b>10.12</b>

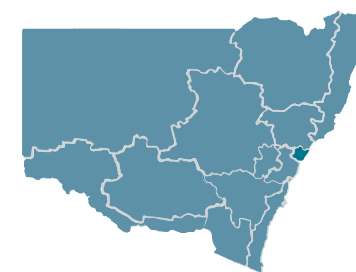
*Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.*



**Table 6.4: Financial assessment of Central Coast local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Gosford	899.4	52.75	59.31	12.4%	7.78	8.32	6.9%	6.78	7.13	-11.59	1.10
Wyong	546.4	27.47	22.59	-17.8%	6.14	6.28	2.3%	4.47	3.59	2.50	2.72
Central Coast	1,445.8	80.22	81.89	2.1%	13.93	14.60	4.9%	5.76	5.61	-9.09	3.82

*Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.*



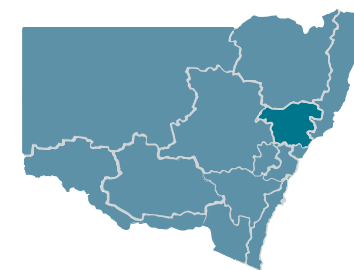
**Table 6.5 Financial assessment of Hunter local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog		% change	Road Grants		% change	Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
		2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15
Cessnock	501.1	2.67	8.92	233.8%	5.26	5.38	2.3%	0.51	1.66	-2.79	3.23
Dungog	249.9	21.99	21.51	-2.2%	3.27	3.46	5.7%	6.72	6.22	-2.73	-2.13
Lake Macquarie	1,302.3	50.61	43.40	-14.2%	7.92	8.12	2.6%	6.39	5.34	-0.25	0.57
Maitland	551.8	77.16	65.35	-15.3%	3.63	3.89	7.2%	21.27	16.80	-2.60	-1.51
Muswellbrook	324.7	5.22	5.38	3.0%	2.45	2.49	1.6%	2.13	2.16	-0.09	-0.39
Newcastle	560.3	23.36	31.46	34.6%	5.78	6.29	8.7%	4.04	5.00	-1.78	4.37
Port Stephens	425.1	13.59	11.22	-17.5%	3.81	3.90	2.3%	3.56	2.87	0.46	-0.19
Singleton	453.5	8.31	5.82	-30.0%	3.90	4.04	3.6%	2.13	1.44	-0.38	-0.74
Upper Hunter	453.0	3.32	1.12	-66.2%	5.72	5.78	1.1%	0.58	0.19	-0.20	-0.55
<b>Hunter</b>	<b>4,821.7</b>	<b>206.24</b>	<b>194.18</b>	<b>-5.8%</b>	<b>41.75</b>	<b>43.36</b>	<b>3.8%</b>	<b>4.94</b>	<b>4.48</b>	<b>-10.36</b>	<b>2.66</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

**Key Observation**

- Cessnock council had the biggest percentage rises in their infrastructure backlog at 233.8 per cent.



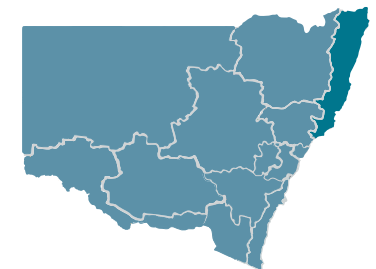
**Table 6.6 Financial assessment of North Coast local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants		% change	Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
					2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Ballina	480.6	1.51	1.45	-4.2%	4.06	4.17	2.8%	0.37	0.35	0.00	0.06
Bellingen	254.9	6.13	2.32	-62.3%	2.41	2.32	-3.6%	2.55	1.00	-1.32	-2.54
Byron	204.1	28.52	32.37	13.5%	3.61	3.70	2.4%	7.89	8.75	-0.67	-0.40
Clarence Valley	969.2	28.98	43.68	50.7%	11.14	11.57	3.9%	2.60	3.78	-3.87	-6.79
Coffs Harbour	676.4	0.00	0.00	0.0%	5.97	6.08	1.7%	0.00	0.00	-0.40	-0.28
Gloucester	249.5	14.37	51.24	256.7%	3.12	3.30	5.9%	4.60	15.51	-0.17	-0.42
Great Lakes	532.1	19.63	9.50	-51.6%	5.78	5.89	1.9%	3.40	1.61	0.05	-0.26
Greater Taree	583.7	63.38	63.68	0.0%	7.75	7.81	0.8%	8.17	8.11	-2.35	-1.68
Kempsey	496.4	49.16	0.00	-100.0%	5.94	6.13	3.1%	8.37	0.00	-1.10	-0.44
Kyogle	244.4	34.29	32.95	-3.9%	4.81	4.84	0.5%	7.13	6.81	-0.19	-0.04
Lismore	549.7	88.26	79.27	-10.2%	6.25	6.44	3.0%	14.12	12.31	1.11	1.33
Nambucca	161.2	9.20	8.44	-8.2%	3.32	3.30	-0.7%	2.77	2.56	-0.02	0.04
Port Macquarie Hasting	650.0	91.38	97.24	6.4%	7.96	8.07	1.3%	11.48	12.05	-2.06	-2.06
Richmond Valley	302.6	2.73	0.27	-90.0%	4.51	4.58	1.6%	0.61	0.06	0.02	0.30
Tweed	846.2	46.43	8.64	-81.4%	8.78	9.08	3.4%	5.29	0.95	-0.09	-0.64
<b>North Coast</b>	<b>7,200.8</b>	<b>484.56</b>	<b>430.75</b>	<b>-11.1%</b>	<b>85.42</b>	<b>87.28</b>	<b>2.2%</b>	<b>5.67</b>	<b>4.94</b>	<b>-11.05</b>	<b>-13.85</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

**Key Observation**

- Gloucester council had the biggest percentage rise in their infrastructure backlog from 14.37 million in 2014-15 to \$51.24 million in 2015-16 a rise of 256.7 per cent.
- Kempsey, Richmond Valley and Tweed councils had the biggest percentage falls in their infrastructure backlogs.
- Gloucester’s ratio of infrastructure deficit to road grant funding rose for the period 2014-15 to 2015-16 from a multiple of 4.6 times to 15.51 times.



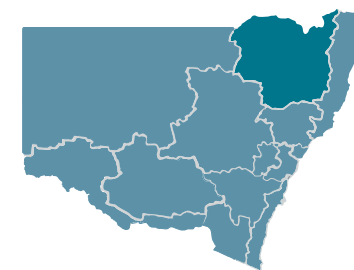
**Table 6.7 Financial assessment of New England/North West local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants		% change	Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
					2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Armidale	219.7	11.04	18.55	68.1%	3.87	3.96	2.3%	2.85	4.68	-0.25	0.13
Glen Innes	149.0	17.90	15.55	-13.2%	3.71	3.59	-3.1%	4.83	4.33	0.51	0.00
Gunnedah	217.9	7.40	2.07	-72.0%	4.22	4.16	-1.5%	1.75	0.50	0.00	0.16
Guyra	136.6	4.33	8.77	102.7%	2.99	3.17	6.0%	1.45	2.76	0.10	0.13
Gwydir	323.3	13.90	7.21	-48.2%	6.16	6.14	-0.3%	2.26	1.17	0.00	0.00
Inverell	376.4	5.10	5.10	0.0%	7.28	7.61	4.5%	0.70	0.67	0.01	0.01
Liverpool Plains	389.6	5.60	5.63	0.5%	4.78	4.98	4.2%	1.17	1.13	2.30	-3.59
Moree PLains	282.6	7.52	8.49	12.9%	8.23	8.42	2.3%	0.91	1.01	-0.53	-0.34
Narrabri	254.1	8.93	12.48	39.8%	6.61	6.35	-3.8%	1.35	1.96	0.97	0.10
Tamworth	415.0	0.00	0.00	0.0%	11.86	11.99	1.1%	0.00	0.00	0.16	2.19
Tenterfield	277.4	11.15	6.31	-43.4%	5.32	5.44	2.3%	2.10	1.16	0.39	0.36
Uralla	179.1	0.53	1.96	267.4%	3.19	3.28	2.8%	0.17	0.60	-0.03	1.15
Walcha	376.4	16.41	15.66	-4.6%	2.83	2.91	3.0%	5.80	5.37	0.07	0.30
<b>New England/ North West</b>	<b>3,597.1</b>	<b>109.79</b>	<b>107.75</b>	<b>-1.9%</b>	<b>71.05</b>	<b>72.01</b>	<b>1.4%</b>	<b>1.55</b>	<b>1.50</b>	<b>3.70</b>	<b>0.59</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

**Key Observation**

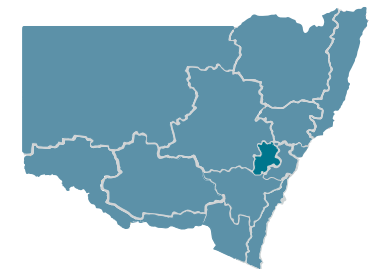
- Uralla and Guyra councils had the biggest percentage rises in their infrastructure backlogs. These percentages are off relatively small numbers.
- Liverpool Plains council had the biggest maintenance shortfall of \$3.59 million in 2015-16.



**Table 6.8 Financial assessment of Blue Mountains local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Blue Mountains	370.5	8.01	10.14	26.6%	3.65	3.71	1.7%	2.20	2.73	-0.04	-0.07
Lithgow	202.5	7.64	7.75	1.3%	3.35	3.28	-2.2%	2.28	2.36	-0.60	0.92
Oberon	203.9	5.15	5.01	-2.6%	2.95	2.87	-2.6%	1.75	1.75	-0.19	5.01
Blue Mountains	777.0	20.80	22.90	10.1%	9.95	9.86	-0.9%	2.09	2.32	-0.82	5.86

*Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.*





**Table 6.9 Financial assessment of Central NSW local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants		% change	Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
					2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Bathurst	435.0	15.22	22.00	44.5%	5.12	5.12	0.1%	2.97	4.29	-3.82	-6.19
Blayney	134.8	6.66	25.82	287.8%	2.26	2.59	14.4%	2.94	9.97	0.11	0.12
Cabonne	332.8	5.63	4.47	-20.6%	6.39	6.39	0.1%	0.88	0.70	-0.13	-0.13
Coonamble	202.5	1.77	1.75	-1.1%	4.65	4.78	2.7%	0.38	0.37	1.61	1.26
Cowra	402.9	1.18	1.05	-10.7%	3.85	3.74	-3.0%	0.31	0.28	0.98	-0.08
Dubbo Council	1,113.2	4.50	8.73	94.0%	4.98	5.10	2.4%	0.90	1.71	-0.17	-0.72
Forbes	128.6	0.86	1.21	40.1%	5.46	5.28	-3.4%	0.16	0.23	2.62	0.20
Gilgandra	196.3	4.95	2.94	-40.6%	3.59	3.47	-3.3%	1.38	0.85	-0.34	-0.49
Lachlan	198.0	3.67	3.71	1.1%	10.78	10.88	0.9%	0.34	0.34	-0.76	-1.32
Mid-Western	550.2	31.36	16.93	-46.0%	7.84	7.94	1.3%	4.00	2.13	-1.02	-0.12
Narromine	212.1	5.20	11.98	130.5%	4.34	4.63	6.8%	1.20	2.58	-0.01	-0.50
Orange	265.2	2.66	3.00	12.8%	3.08	3.44	11.7%	0.86	0.87	-0.41	-0.58
Parkes	336.9	6.17	1.74	-71.8%	5.87	5.91	0.5%	1.05	0.29	-0.01	0.02
Warren	129.7	0.88	0.80	-9.1%	3.88	4.14	6.8%	0.23	0.19	0.34	0.25
Warrumbungle	346.0	1.58	0.40	-75.0%	8.27	8.46	2.3%	0.19	0.05	1.96	0.08
Weddin	130.1	1.67	1.56	-6.1%	3.08	3.00	-2.7%	0.54	0.52	0.00	0.00
Wellington	234.0	2.18	1.84	-15.6%	4.33	4.24	-2.1%	0.50	0.43	0.38	-0.59
<b>Central NSW</b>	<b>5,348.2</b>	<b>96.12</b>	<b>109.93</b>	<b>14.4%</b>	<b>87.77</b>	<b>89.09</b>	<b>1.5%</b>	<b>1.10</b>	<b>1.23</b>	<b>1.31</b>	<b>-8.81</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

**Key Observation**

- Blayney, Narromine and Dubbo councils had the biggest percentage rise in their infrastructure backlogs.
- Collectively the maintenance deficit in Central NSW was \$8.81 million in 2015-16 compared with a surplus of \$1.31 million in 2014-15.



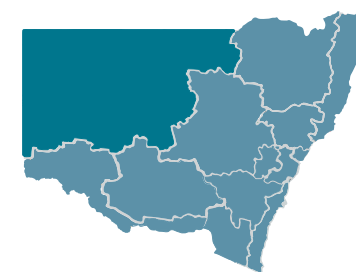
**Table 6.10 Financial assessment of Far West local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants		% change	Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
					2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Bogan	145.4	1.47	2.77	88.5%	4.15	4.01	-3.2%	0.35	0.69	1.92	-0.63
Bourke	153.7	4.38	3.77	-13.8%	6.29	6.54	3.9%	0.70	0.58	-0.03	0.43
Brewarrina	87.4	1.66	1.58	-5.1%	4.14	4.42	6.8%	0.40	0.36	-0.46	-0.43
Broken Hill	123.7	0.00	25.19	-	1.50	1.55	3.1%	0.00	16.28	0.00	-0.21
Central Darling	117.6	6.85	6.85	0.0%	6.22	6.09	-2.1%	1.10	1.13	0.09	-0.74
Cobar Council	223.7	17.50	15.57	-11.1%	5.60	5.86	4.8%	3.13	2.65	-3.51	-2.36
Walgett	159.6	4.01	4.59	14.6%	6.81	6.65	-2.4%	0.59	0.69	0.73	-0.70
<b>Far West</b>	<b>1,011.1</b>	<b>35.87</b>	<b>60.31</b>	<b>68.1%</b>	<b>34.70</b>	<b>35.12</b>	<b>1.2%</b>	<b>1.03</b>	<b>1.72</b>	<b>-1.26</b>	<b>-4.63</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

### Key Observation

- Broken Hill council saw its backlog rise \$25.19 million in 2015-16.
- The Far West region's maintenance shortfall rose from \$1.26 million in 2014-15 to \$4.63 million in 2015-16



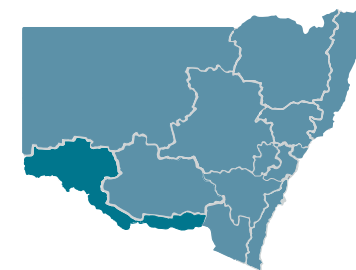
**Table 6.11 Financial assessment of Murray local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
Albury	379.8	2.65	4.61	73.8%	3.60	3.70	2.8	0.74	1.25	-0.24	-0.98
Balranald	53.7	8.66	8.71	0.5%	4.19	4.31	2.7	2.07	2.02	0.06	-1.06
Berrigan	118.6	0.00	0.00	0.0%	4.11	4.20	2.1	0.00	0.00	0.01	0.22
Corowa	183.7	8.36	8.00	-4.3%	3.82	3.77	-1.3	2.19	2.12	-0.31	-0.42
Conargo	123.6	0.00	0.00	0.0%	3.94	4.05	2.6	0.00	0.00	0.13	-0.38
Deniliquin	70.5	0.52	0.52	0.0%	0.82	0.85	4.0	0.63	0.60	-0.06	0.51
Greater Hume	207.5	0.09	0.09	2.3%	6.78	7.01	3.4	0.01	0.01	-0.03	0.33
Murray Plains	243.5	0.00	12.90	-	4.35	4.38	0.5	0.00	2.95	0.53	-0.19
Wakool	225.7	0.15	0.50	244.8%	5.26	5.54	5.3	0.03	0.09	-0.29	0.17
Wentworth	287.2	29.58	8.15	-72.5%	6.16	6.28	2.0	4.81	1.30	0.00	0.00
<b>Murray</b>	<b>1,893.7</b>	<b>50.01</b>	<b>43.47</b>	<b>-13.1%</b>	<b>43.04</b>	<b>44.08</b>	<b>2.4</b>	<b>1.16</b>	<b>0.99</b>	<b>-0.20</b>	<b>-1.79</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

### Key Observation

- Wentworth council had the biggest percentage fall in their infrastructure backlog to \$8.15 million in 2015-16.
- Wakool council had the biggest percentage rise in their infrastructure backlog. This percentage is off relatively small numbers.



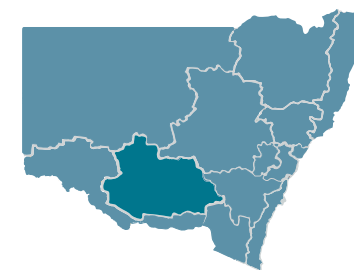
**Table 6.12 Financial assessment of Riverina local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
	2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Bland	288.6	4.22	4.22	0.0%	7.81	7.67	-1.7%	0.54	0.55	-0.47	2.47
Carrathool	137.1	0.93	3.76	304.1%	6.76	6.82	0.8%	0.14	0.55	0.15	-0.45
Coolamon	121.5	0.14	0.10	-30.7%	4.08	4.18	2.5%	0.03	0.02	-0.20	0.09
Cootamundra	133.1	3.20	2.90	-9.4%	2.10	2.10	0.2%	1.53	1.38	0.19	-0.13
Griffith	257.3	4.64	4.64	0.0%	4.20	4.18	-0.3%	1.11	1.11	-0.12	-0.12
Gundagai	136.1	0.00	0.00	0.0%	2.32	2.32	0.0%	0.00	0.00	0.40	0.69
Hay	32.6	0.00	0.00	0.0%	2.60	2.69	3.5%	0.00	0.00	-0.05	-0.33
Jerilderie	139.7	0.61	0.00	-100.0%	3.00	3.05	1.7%	0.20	0.00	0.11	-0.19
Junee	99.5	1.51	1.66	10.0%	2.54	2.53	-0.6%	0.59	0.66	-0.19	-0.21
Leeton	89.1	2.30	1.10	-52.3%	2.74	2.70	-1.3%	0.84	0.41	0.76	0.00
Lockhart	191.2	0.00	0.00	0.0%	4.68	4.70	0.4%	0.00	0.00	0.33	-0.05
Murrumbidgee	46.9	0.49	0.60	21.6%	1.56	1.52	-2.5%	0.31	0.39	0.01	-0.02
Narrandera	143.7	1.69	1.98	17.2%	4.07	4.05	-0.7%	0.41	0.49	0.03	0.16
Temora	146.4	0.00	0.00	0.0%	3.49	3.50	0.3%	0.00	0.00	0.24	0.41
Urana	87.6	3.00	2.93	-2.2%	3.01	3.19	5.9%	0.99	0.92	-0.04	0.57
Wagga	518.3	28.70	297.34	936.1%	9.30	9.34	0.4%	3.09	31.85	0.21	1.74
<b>Riverina</b>	<b>2,568.7</b>	<b>51.42</b>	<b>321.21</b>	<b>524.7%</b>	<b>64.27</b>	<b>64.55</b>	<b>0.4%</b>	<b>0.80</b>	<b>4.98</b>	<b>1.36</b>	<b>4.63</b>

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

**Key Observation**

- Wagga councils' road infrastructure backlog rose from \$28.7 million in 2014-15 to \$297.34 million in 2015-16.



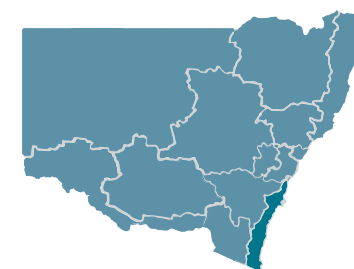
**Table 6.13 Financial assessment of Illawarra/Shoalhaven/South Coast local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
		2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15	2015-16
Bega Valley	402.9	1.47	1.89	28.4%	6.83	7.13	4.3%	0.22	0.27	-1.02	0.89
Eurobodalla	276.0	34.03	7.23	-78.8%	4.80	4.84	0.8%	7.09	1.49	0.00	0.00
Kiama	120.5	2.25	2.40	6.8%	1.71	1.77	3.7%	1.31	1.35	0.19	0.04
Shellharbour	187.1	5.22	4.42	-15.4%	2.25	2.35	4.4%	2.33	1.88	-0.36	0.14
Shoalhaven	905.7	22.37	22.96	2.7%	9.85	10.06	2.1%	2.27	2.28	-0.63	-1.58
Wollongong	747.4	71.43	76.20	6.7%	7.11	7.70	8.4%	10.05	9.89	-0.77	-0.70
Illla/Shoalhaven/Sth coast	2,639.5	136.78	115.09	-15.9%	32.55	33.84	4.0%	4.20	3.40	-2.59	-1.21

Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.

### Key Observation

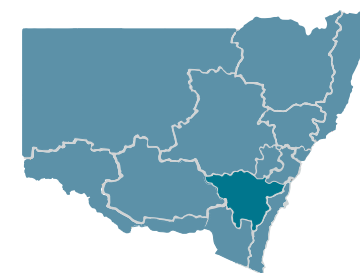
- Eurobodalla council's infrastructure backlog fell from \$34.03 million in 2014-15 to \$7.23 million in 2015-16.
- Shoalhaven council's maintenance shortfall rose from \$0.63 million in 2014-15 to \$1.58 million in 2015-16.



**Table 6.14 Financial assessment of Capital Country local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding	Maintenance Surplus/ Shortfall		
		2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15
Boorowa	123.5	1.54	1.36	-11.5%	2.22	2.31	4.2%	0.69	0.59	0.15	0.01
Goulburn Mulwaree	444.1	17.66	16.61	-5.9%	4.46	4.55	2.0%	3.96	3.65	-0.58	0.17
Harden	121.0	0.08	0.57	606.3%	2.61	2.61	0.1%	0.03	0.22	0.03	-0.95
Palerang Council	490.0	6.80	7.27	6.9%	4.71	4.89	3.8%	1.44	1.48	0.69	4.81
Queanbeyan	102.1	0.66	3.51	436.3%	2.52	2.65	5.3%	0.26	1.33	-1.05	-1.05
Upper Lachlan	97.6	2.69	1.22	-54.6%	5.96	5.97	0.3%	0.45	0.20	0.47	0.60
Wingecarribee	340.1	5.12	3.25	-36.6%	5.48	5.59	2.2%	0.93	0.58	-0.85	-0.20
Yass Valley	214.8	7.54	7.38	-2.1%	4.25	4.35	2.6%	1.78	1.69	-0.08	-0.07
Young	112.2	0.00	0.00	0.0%	3.96	4.05	2.4%	0.00	0.00	0.00	0.00
<b>Capital Country</b>	<b>2,045.3</b>	<b>42.07</b>	<b>41.16</b>	<b>-2.2%</b>	<b>36.16</b>	<b>36.99</b>	<b>2.3%</b>	<b>1.16</b>	<b>1.11</b>	<b>-1.24</b>	<b>3.32</b>

*Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.*



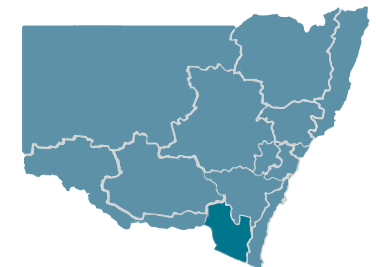
**Table 6.15 Financial assessment of Snowy River local government regional area for 2014-15 and 2015-16 (\$ millions)**

Council	Carrying Value of Road Assets	Infrastructure Deficit (status)			Local Road Funding			Ratios		Maintenance Profile	
		Infrastructure Backlog	% change		Road Grants	% change		Infrastructure Deficit/Road Grant Funding		Maintenance Surplus/ Shortfall	
		2015-16	2014-15	2015-16		2014-15	2015-16		2014-15	2015-16	2014-15
Bombala	229.5	5.08	5.28	3.9%	2.41	2.50	3.6%	2.10	2.11	-0.58	-0.16
Cooma-Monaro	312.4	2.72	2.70	-0.5%	3.11	3.10	-0.3%	0.87	0.87	-0.37	0.06
Snowy River	301.5	9.29	22.41	141.2%	2.87	2.95	2.6%	3.24	7.60	-0.82	-1.49
Tumbarumba	146.2	0.00	0.13	-	1.98	2.06	4.0%	0.00	0.06	-0.08	-0.16
Tumut	189.9	0.00	1.23	-	2.35	2.38	1.2%	0.00	0.52	0.00	0.00
Snowy Mountains	1,179.5	17.08	31.75	85.9%	12.72	12.98	2.0%	1.34	2.45	-1.86	-1.75

*Note: All infrastructure backlog amounts have been rounded. Percentage calculations reflected in the table will therefore differ due to this rounding.*

### Key Observation

- The Snowy River council backlog rose from \$9.29 million in 2014-15 to \$22.41 million in 2015-16.



# 8. Clearing the road infrastructure backlog: recommendations

Given the current backlog in road infrastructure across NSW, it is important to assess a range of options to address the current shortfall and plan for future growth and use of the road network.

## 8.1 Fast track funding of the Roads to Recovery program

As a priority, the Roads to Recovery program should be accelerated to eliminate the road infrastructure backlog. The benefit of accelerating this program to allow the backlog to be easily funded is that the program is already in place and the funding can be tied directly to the backlog estimates provided by councils.

The release of the Australian Government's 2017-18 Budget outlines their Roads to Recovery commitments to 2020-21. If NSW's annual allocation of Roads to Recovery funding of \$111.5 million is maintained, an 18 fold increase in this annual allocation would be required to eliminate the \$2 billion infrastructure backlog.

An acceleration of Roads to Recovery funding over a 10 year period would eliminate this backlog. However an additional \$200 million per annum would be required.

## 8.2 Provide a percentage share of the fuel excise levy to local councils to fund road maintenance

Annual investment in the NSW road network has ranged between \$3.6 billion and \$7.6 billion over the

past eight years. Currently \$16.3 billion is collected by the Australian Government from all road users through the fuel excise levy at a rate of 40.1 cents per litre for unleaded and diesel fuel purchases.

Only 20.3 cents out of 40.1 cents collected from Australian motorists will be returned to the road network in 2016-17. In addition, motorists pay other taxes and fees, which add to the disparity between what they pay to use the road and what is invested back into the road network by all levels of government.

The NRMA as part of its wider commitment to secure adequate road funding for local councils advocates for a

permanent legislated solution. For example, 5 per cent of net fuel excise collected is returned to the local council road network.

This 5 per cent annual allocation of net fuel excise collected, for example, would deliver \$530 million for local and regional roads, and greatly assist councils across Australia to maintain their respective road



<sup>21</sup> This calculation uses fuel excise numbers derived from petrol and diesel sales minus the fuel credit rebates and assumes that the NSW share of net excise of 32 per cent as derived from the latest Australian Petroleum Statistics Reports.



networks. For NSW, its indicative share of net fuel excise returned to the local road network would equal \$170 million using current Australian Government budget forecasts.<sup>21</sup>

### **8.3 Local Government Infrastructure Backlog Fund**

The NSW Government has provided \$120 million to implement a Local Government Infrastructure Backlog Fund. This fund is intended to provide a financial platform to assist local councils to become more financially sustainable. While improved financial assessment, asset benchmarking and asset condition audits are a step in the right direction, annual grants are also critical to councils to address the current backlog in road investment.

### **8.4 Provide local government with low interest specific infrastructure and investment funds, similar to the Local Infrastructure Renewal Scheme and region specific funding.**

The implementation of region specific funds, like the Hunter Infrastructure and Investment Fund, would assist in reducing the road infrastructure backlog for various councils.

The \$29 million upgrade of Main Road 101 between Dungog and Raymond Terrace is an example of a regionally significant project that has made travel between the towns safer, as a result of low-interest loans being made available to local councils<sup>22</sup>.

The \$9.7 million upgrade of the intersection at Broke Road and McDonalds Road Pokolbin is another example of a key road upgrade in the Hunter that was brought forward as part of the \$20 million allocated to upgrade the Hunter's wine region road network<sup>23</sup>. This upgrade has provided better access to the Pokolbin vineyard area and improved safety and traffic flow through the intersection. The road carries tourist and vineyard traffic and is also heavily used by commuters traveling to the mines.

The use of lower interest rates to finance projects could assist local councils to bring forward backlog projects. The NSW Government is currently providing a total of \$120 million to 2025 for the implementation of the overall local infrastructure backlog policy, of which the Local Infrastructure Renewal Scheme (LIRS) is one component. A specific local road fund could assist greatly in reducing the \$1.56 billion backlog for regional councils.

### **8.5 Aggregate the measurement of specific road asset management benchmarking, consolidate regional road infrastructure planning, and rebuild the diminishing engineering capacity in most regional councils**

Given the large number of regional councils and the size of the infrastructure backlog, the consolidation of road asset benchmarking, infrastructure planning and financial evaluation by pooling council resources into

bigger regions may assist decision makers to fund and build road projects.

Establishing regional organisations of councils (ROCs) can assist in building larger bodies to aggregate specific functions, adding more leverage to rebuild more local roads. Western Sydney Regional Organisation of Councils (WSROC) and Northern Sydney Regional Organisation of Councils (NSROC), are examples of what can be achieved. Similar collectives also exist in regional NSW with Central NSW Councils (CentROC) and the Southern Council Group in the Illawarra undertaking similar functions.

In addition, there is often a lack of qualified engineering expertise at local council level to undertake the necessary evaluation of proposals to build roads and other key infrastructure.

A recent report from Professionals Australia highlighted that up to 20 per cent of capital costs can be wasted due to a lack of engineering expertise in project scoping for both RMS and local councils<sup>24</sup>. This affects the ability of councils to provide sound business cases to NSW Treasury for evaluation. The use of consultant services is also cost prohibitive for many local councils; in-house engineers can reduce the costs associated with tendering and procurement for councils.

<sup>22</sup> <http://www.hunterinfrastructure.nsw.gov.au/Projects.aspx>

<sup>23</sup> *Ibid.*

<sup>24</sup> Professionals Australia (2014), "Best value is elusive without engineers", 22 March 2014. Published online at <http://www.professionalsaustralia.org.au-newsviews-latest-?id=3064>

### 8.6 Establish road stewardship maintenance contracts to improve the delivery of road infrastructure in regional NSW

The use of Road Stewardship Maintenance Contracts (SMC) between the public and private sector in regional towns would expedite the delivery of key road projects. This would ensure that asset management, routine maintenance and minor improvements works deliver a broad range of services to optimise efficiency and ensure that roads agencies, both RMS and local council road divisions, retain network knowledge and capability. Two road SMC were awarded by the NSW Government in 2013 for two zones in Sydney, the Sydney South and Sydney West regions<sup>25</sup>. Similar opportunities should be explored in regional NSW.

### 8.7 Financial audit of special schedule 7- report on infrastructure assets for local councils

As reported in section 6.2, the current asset reporting by councils as part of their annual financial statutory returns remains unaudited. This schedule was introduced as part of the NSW Government's agenda to improve the transparency of local government annual reporting returns.

Auditing this schedule as a next step in the reform of local government will improve the accuracy of determining funding and infrastructure requirements for local councils.

The NRMA would support this reform.

### 8.8 Reform of current Australian and NSW Government funding programs for local councils

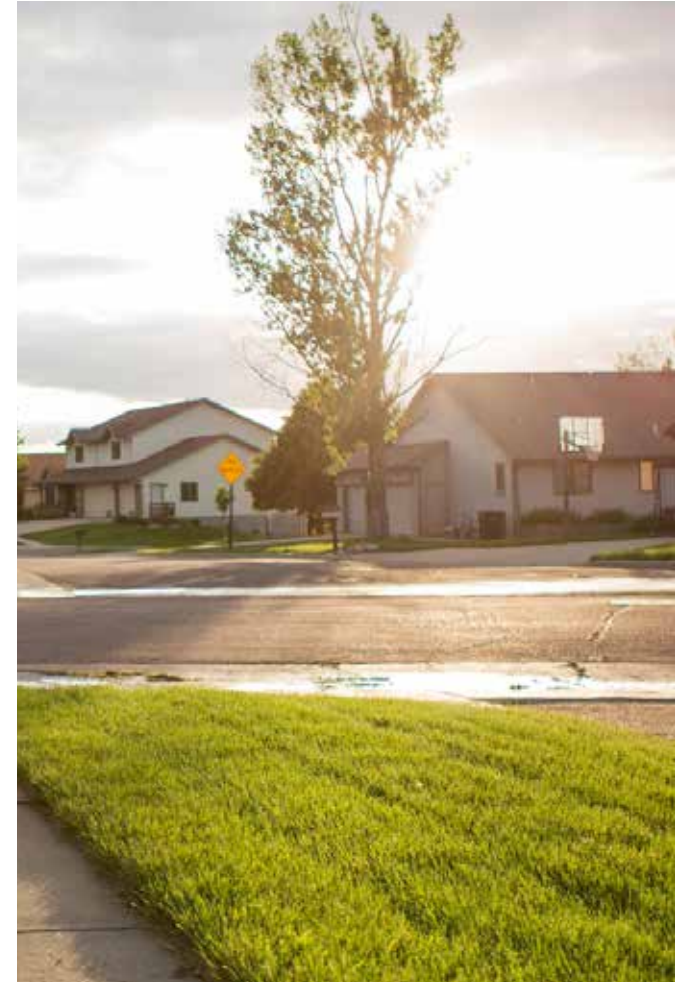
The NRMA is concerned that some of the current funding programs are not being correctly accessed to fund road infrastructure for local councils.

Some of the funding provided under the existing recurrent programs is now being accessed for roads under the jurisdiction of both the NSW and Australian Governments.

This has partly resulted in under-investment in local and regional roads which cover 80 per cent of the total network. This needs to be examined in light of the imbalance in road funding deficits across all levels of government.

Additionally, the structure of road grants also tends to favour heavily populated local councils. Geographically larger and less populated regional councils outside urban areas and major regional centres are disadvantaged when attempting to attract sufficient funding to maintain their critical asset bases.

Resolution of these two issues would help to address the current shortfall in infrastructure and maintenance spending for regional local councils.



<sup>25</sup> NSW Government Transport for NSW (2014) "RMS Road Maintenance Contestability Update", October 2014, p.7

