



Strategic Asset Management Plan 2025-2035





Acknowledgement of Country

Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past and present.

Table of Contents

Purpose.....	04
Asset Valuations.....	06
Asset Revaluations.....	08
Asset Life Cycle Stages	10
Community Engagement.....	12
Demand Management Planning.....	16
Management by Asset Class.....	21
Buildings.....	23
Fleet.....	25
Recreation.....	26
Stormwater.....	28
Open Space.....	30
Transport.....	32
Waste.....	34
Alignment with Council Plan.....	36
Improvement Opportunities.....	43

Purpose

The Swan Hill Rural City Council (SHRCC) is committed to responsibly managing its infrastructure and community assets to support the wellbeing, liveability, and long-term sustainability of the region. In line with the Local Government Act 2020 (Victoria), council's are required to ensure the efficient management of assets to meet current and future community needs. This Strategic Asset Management Plan (SAMP) serves as a key strategic document to guide how Council maintains, renews, and invests in its assets over time.

The purpose of this plan is to ensure that Council's decision-making around infrastructure is transparent, evidence-based, and financially sustainable. By understanding the condition, performance, and value of existing assets, Council can provide appropriate levels of service while minimising risk and optimising lifecycle costs. This plan aligns with Council's broader financial and strategic planning and is fundamental to delivering services that the community depends on such as transport, recreation, water and facilities.

For the community, this plan plays a vital role in ensuring that infrastructure keeps pace with demographic changes, economic development, and environmental challenges. It also provides a foundation for long-term planning, helping Council prioritise investments and make informed trade-offs where resources are limited.

This Strategic Asset Management Plan includes:

- A breakdown of the current asset portfolio, including asset categories, conditions, and valuations.
- A lifecycle management strategy, outlining how Council will operate, maintain, renew, and dispose of assets responsibly.
- A demand management plan, which considers population growth, community expectations, and external pressures to identify how assets will be managed in the future.

Scope

The SAMP applies to all Council owned assets including:



Buildings



Sealed & Unsealed Roads



Footpaths & Cycleways



Stormwater Drainage



Fleet



Parks & Open Spaces



Waste Management



Recreation, Leisure & Community Facilities

Swan Hill Rural City Council

The Swan Hill Rural City Council (SHRCC) region is located in north-western Victoria, stretching along the Murray River and encompassing a mix of vibrant townships and rural communities. Home to approximately 21,400 residents, the region is culturally diverse, with over 45 nationalities represented, reflecting a strong multicultural identity.

The Murray River plays a central role in the lifestyle, economy, and environment of the area—supporting tourism, recreation, and irrigation. Agriculture is a cornerstone of the region's economy, with the municipality renowned for its production of stone fruits, grapes, citrus, nuts, carrots, olives and broadacre crops. The fertile soils and access to water through irrigation infrastructure enable a thriving horticulture sector, while livestock and grain farming also contribute significantly to local output. Agriculture not only drives economic activity but also underpins employment, community character, and the region's connection to land and climate.

Asset Portfolio



3,450km

Sealed, Gravel and
Natural Surface Roads



31

Sports Clubrooms



341

Buildings



166km

Footpaths



7

Childcare Centres



51

Playgrounds

Asset Valuations

Council manages a diverse range of assets – including roads, buildings, heavy machinery, sporting facilities, stormwater infrastructure, and street furniture – that support the delivery of essential services to the community. These assets form a safe, accessible, thriving community and allow Council to deliver everyday services to our residents.

Asset Class	Sub-class	Replacement value	Depreciated Value	Annual Depreciation
		\$'000	\$'000	\$'000
Buildings	Specialised	138,955	57,285	2,349
	Non-Specialised	8,781	3,159	83
	Total	147,736	60,444	2,432
Infrastructure	Sealed Roads	382,801	280,420	5,380
	Unsealed Roads	109,511	95,072	2,116
	Footpaths and cycleways	45,257	25,828	469
	Stormwater	92,738	60,279	674
	Recreation, leisure, and community	26,412	14,340	455
	Waste Management	7,841	76	25
	Parks, open spaces, and streetscapes	19,000	10,729	548
	Other Infrastructure (includes saleyards)	23,688	16,314	346
	Total	707,248	503,058	10,013

Valuations are continued on the following page

Asset Valuations

Asset Class	Sub-class	Replacement value	Depreciated Value	Annual Depreciation
		\$'000	\$'000	\$'000
Plant and equipment	Plant machinery and equipment	14,711	6,167	1
	Total	14,711	6,167	1
Culture and Heritage assets	Pioneer Settlement vehicles and vessels	6,566	6,500	66
	Pioneer Settlement Buildings	11,662	2,099	1
	Total	18,228	8,599	67
	Total Asset cost	887,923	578,268	12,513

The calculated replacement value of the assets considered within this strategy is \$888M, with a depreciated replacement cost of \$578M and an annual depreciation expense of \$12.5M. Council also own or manage \$94.3M of land (including land under road reserves, crownland and freehold). Ongoing maintenance and operational requirements of this land, such as mowing and weed spraying etc., will be considered through the individual asset management plans (Transport, Stormwater, Buildings, and Open Space etc.).

All Council's assets are individually stored in Council's asset register. Assets fixed in place such as buildings and roads are recorded in Council's financial management system. Fleet assets are managed separately in Council's vehicle management program.

In addition to this, but not included in the SAMP as they do not require lifecycle management, Council also own:

- \$2.8M of site exhibits at the pioneer settlement
- \$1.8M of Artworks
- \$2.6M of Library books
- \$5M of Fixtures and fittings
- \$2M of Computers and Telecoms

These assets have separate strategies and management plans.

Asset Revaluations

Swan Hill Rural City Council undertakes regular asset revaluations to ensure that asset values accurately reflect their current condition, usage, and remaining service potential. These revaluations are critical for effective financial planning, lifecycle costing, and informed decision-making across Council's asset portfolio.

The table below outlines the typical revaluation frequency for each asset class, along with the date of the most recent revaluation.

Asset Class	Responsible Provider	Revaluation Frequency	Last Year Revalued	Scheduled Revaluations - Future Years				
Land	External Certified Valuer	2	2025	2027	2029	2031	2033	2035
Buildings	External Certified Valuer	2	2025	2027	2029	2031	2033	2035
Sealed roads	Enterprise Assets Manager	3	2025	2028	2031	2034	2037	2040
Unsealed roads	Enterprise Assets Manager	3	2025	2028	2031	2034	2037	2040
Footpaths and cycleways	Enterprise Assets Manager	3	2025	2028	2031	2034	2037	2040
Drainage	Enterprise Assets Manager	5	2025	2030	2035	2040	2045	2050
Recreational, leisure and Community Facilities	Enterprise Assets Manager	5	2025	2030	2035	2040	2045	2050
Waste management	Enterprise Assets Manager	5	2021	2025	2030	2035	2040	2045

Asset Revaluations

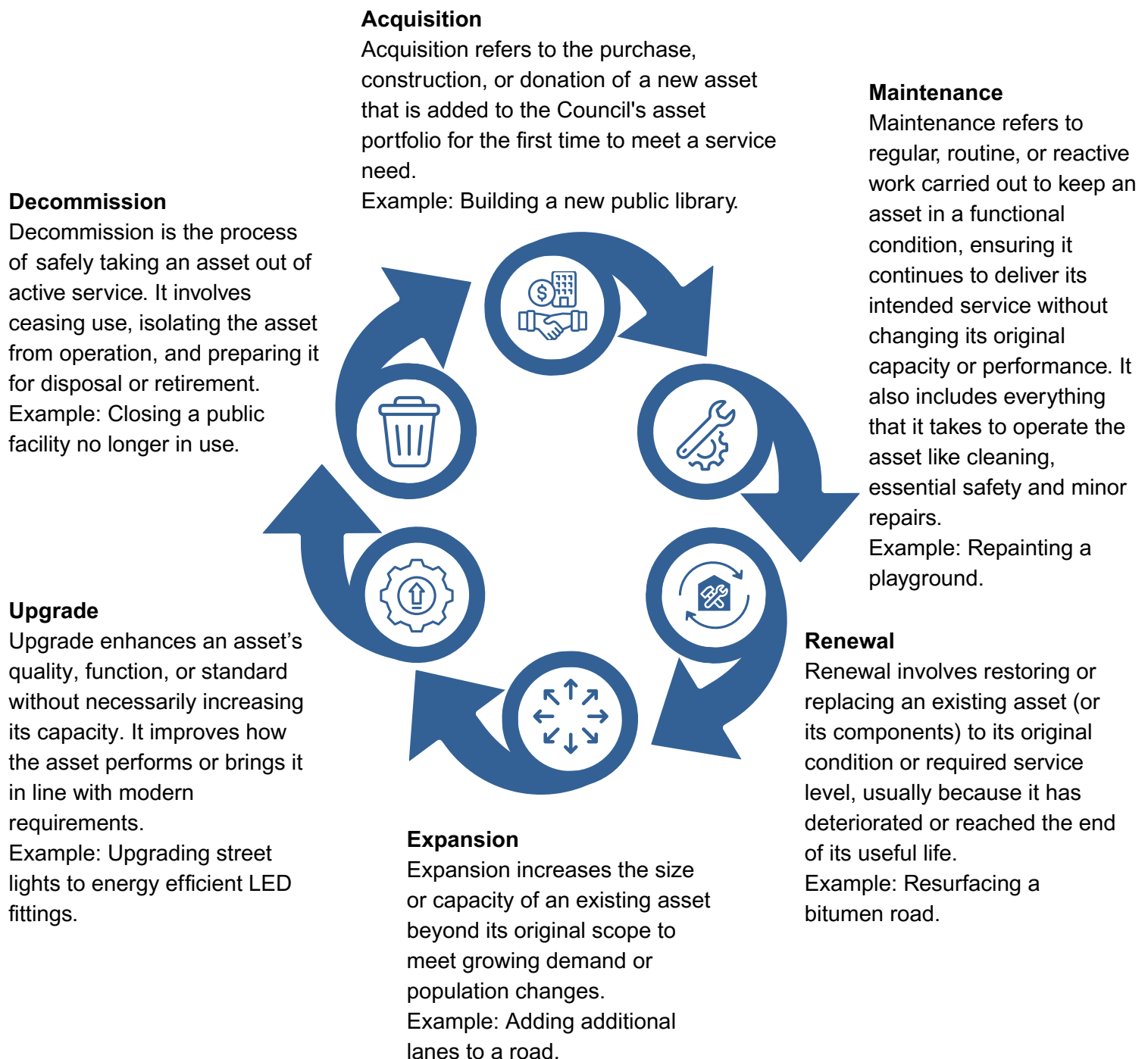
Asset Class	Responsible Provider	Revaluation Frequency	Last Year Revalued	Scheduled Revaluations - Future Years				
Other infrastructure	Enterprise Assets Manager	5	2025	2030	2035	2040	2044	2049
Parks, open spaces and streetscapes	Enterprise Assets Manager	5	2025	2030	2035	2040	2045	2050
Artworks	External Certified Valuer	5	2024	2029	2034	2039	2044	2049
Pioneer Settlement vehicles and vessels	External Certified Valuer	5	2025	2030	2035	2040	2045	2050
Pioneer Settlement site exhibits	External Certified Valuer	5	2025	2030	2035	2040	2045	2050
Pioneer Settlement buildings	External Certified Valuer	2	2025	2027	2029	2031	2033	2035
Water rights	Senior Accountant	Annually	2025	2026	2027	2028	2029	2030

Asset Revaluation Summary

These regular revaluations support transparency, enable long-term financial planning, and ensure Council can allocate resources efficiently across its asset base. Maintaining an up-to-date understanding of asset condition and value is essential for delivering infrastructure that remains safe, functional, and aligned with community expectations.

Asset Lifecycle Stages

Council assets go through a number of stages over their lifespan, from planning and acquisition through to maintenance, renewal, and eventually decommissioning. Understanding the asset lifecycle helps Council make informed decisions that balance cost, service levels, and community needs over time. Each stage plays a critical role in ensuring our assets continue to perform effectively, remain safe and accessible, and deliver value to the community. The following section defines each stage of the lifecycle and highlights how they apply to Swan Hill Rural City Council's asset portfolio.



Asset Lifecycle Spend Over The Past 5 Years

Sub Class	Renewal	Upgrade	Acquisition	Expansion	Decommission	Maintenance
Buildings	\$3,146,807	\$538,964	\$3,203,214	\$7,304	\$98,053	\$5,878,586
Fleet	\$6,403,602	NA	NA	NA	NA	\$3,607,003
Transport	\$23,019,450	\$990,146	\$1,061,358	NA	NA	\$16,928,019
Stormwater	\$61,650	\$150,820	\$882,714	NA	NA	\$2,003,351
Recreation	\$1,132,397	\$609,969	\$1,389,179	\$2,703,896	NA	\$4,226,167
Parks & Open Spaces	\$6,719,445	\$2,112,302	\$2,670,979	NA	NA	\$13,589,661
Waste	NA	NA	\$1,109,923	NA	NA	\$12,058,931

In the last 5 years Swan Hill Rural City Council (SHRCC) invested a total of \$129.9 million across all asset classes and lifecycle stages. The largest proportion of this expenditure was directed toward maintenance and renewal activities, accounting for \$59.3 million and \$40.9 million respectively. Transport assets—including sealed roads, unsealed roads, and footpaths—represented the highest cumulative spend across the lifecycle stages, totalling \$41.9 million.

This level of investment reflects the value of these assets within Council's portfolio, with sealed roads identified as the highest valued asset type. Other key transport assets, such as unsealed roads and footpaths, also rank prominently in Council's overall asset base.



Community Engagement

Key Focuses

Why We Do Community Engagement
How We Do Community Engagement
Who Was Engaged
What We Heard
How This Feedback Shaped The Plan

Community Engagement

Why We Do Community Engagement?

Community engagement is a vital part of effective asset management. The assets managed by Swan Hill Rural City Council are used and experienced by residents, businesses, and visitors every day. Because these assets directly influence quality of life, accessibility, safety, and economic activity, it is essential that the people who use them have a voice in how they are planned, maintained, and prioritised.

How We Do Community Engagement?

To inform the development of this Asset Management Plan, Swan Hill Rural City Council conducted a community survey designed to capture local views on the condition, importance, and future priorities of Council-managed assets.

More than 200 community members responded to the survey, providing valuable quantitative data that has been used to support decision making. This feedback has helped Council better understand community expectations around asset performance, service levels, and investment priorities. The results have directly informed the development of this plan, ensuring that asset decisions are aligned with the needs and values of the people who rely on them most.

Who Was Engaged?



Feedback was received from residents across our municipality:

53%

Swan Hill

8%

Robinvale

13%

Lake Boga

10%

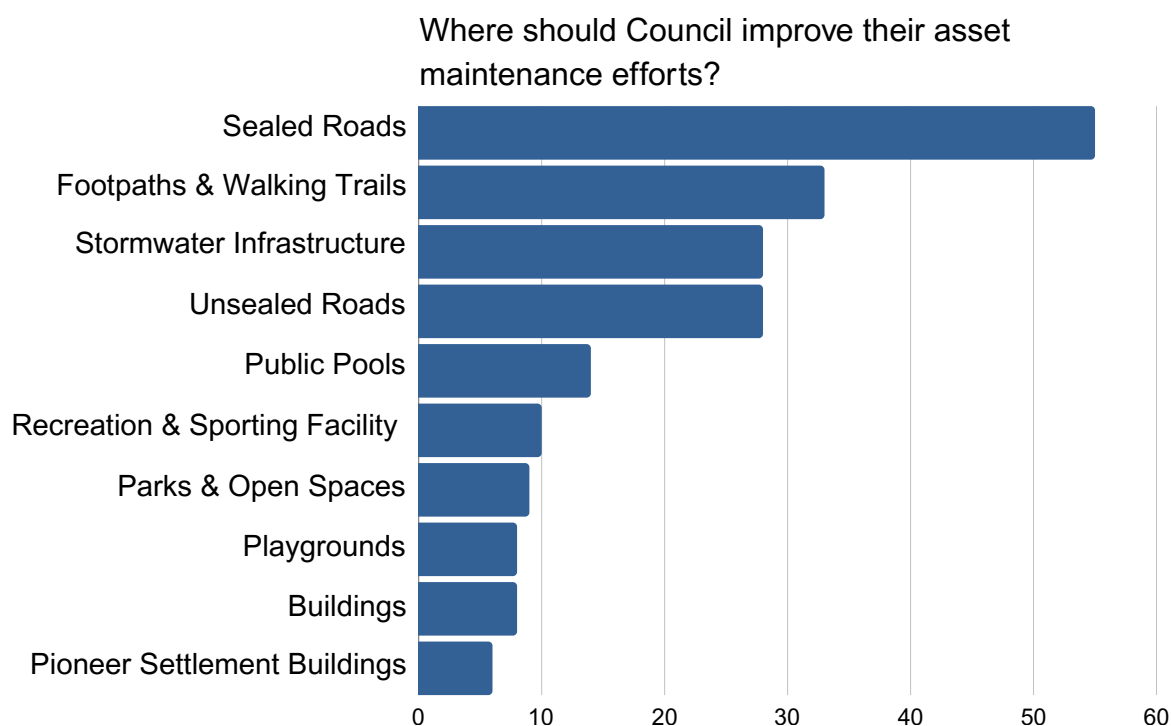
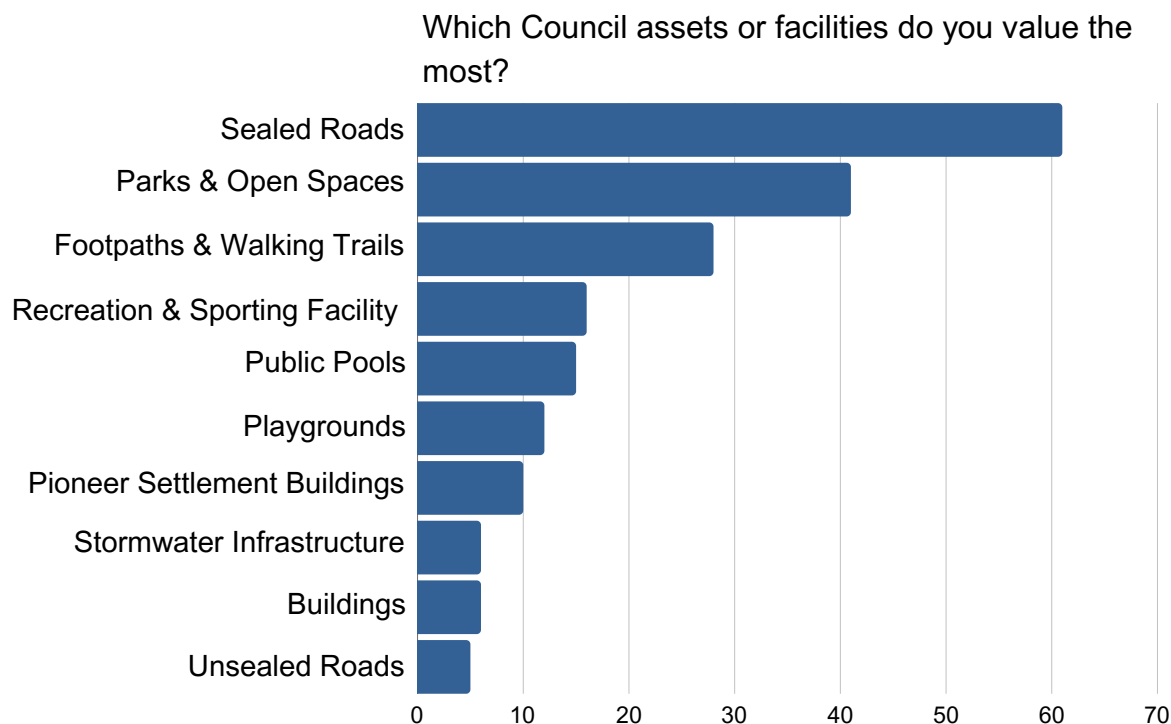
Nyah & Nyah West

16%

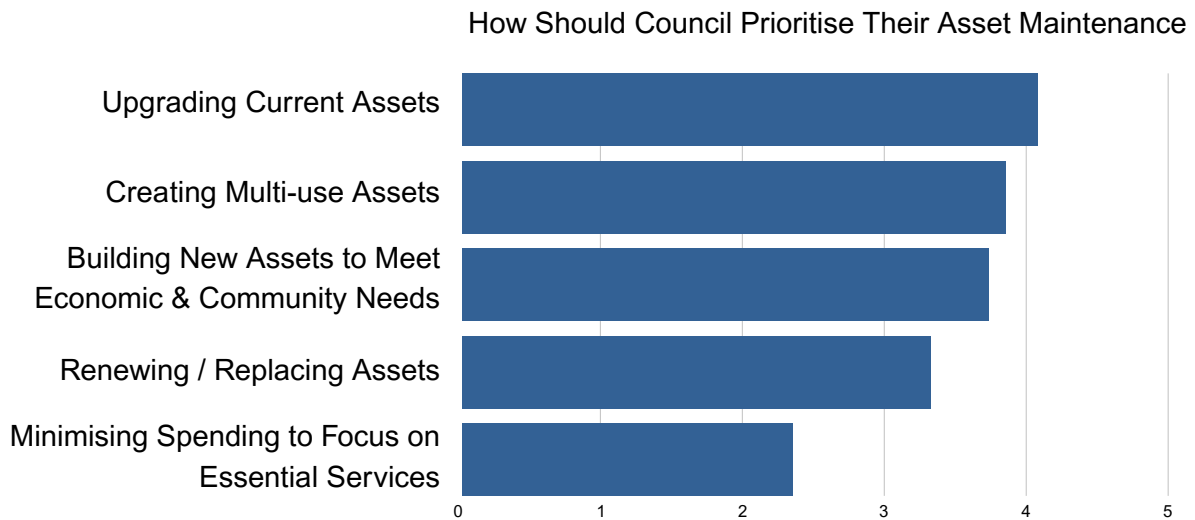
Other

Community Engagement

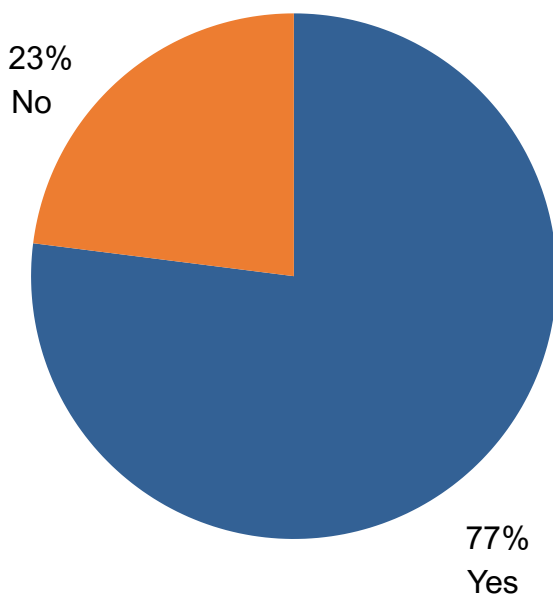
What We Heard



What We Heard



Would you support more sustainable asset management practices even if it means slightly higher upfront costs?



How Your Feedback Shaped The Plan

Community feedback strongly indicated that transport assets should be a key priority within the SAMP. Sealed roads were ranked as the most valued asset by the community, and also the asset where Council could most improve its maintenance efforts. Footpaths, walking trails, and unsealed roads also featured in the top four assets identified as requiring improved maintenance. In response, Council established a dedicated infrastructure pillar within the Council Plan, enabling the development of tailored objectives, strategies and actions to directly address these priorities.

Additionally, the community expressed strong support for embedding more sustainable asset management practices — even if there was a marginally higher cost. Council has responded to this through targeted sustainability strategies outlined under the Environmental Sustainability pillar of the Council Plan.



Demand Management Planning

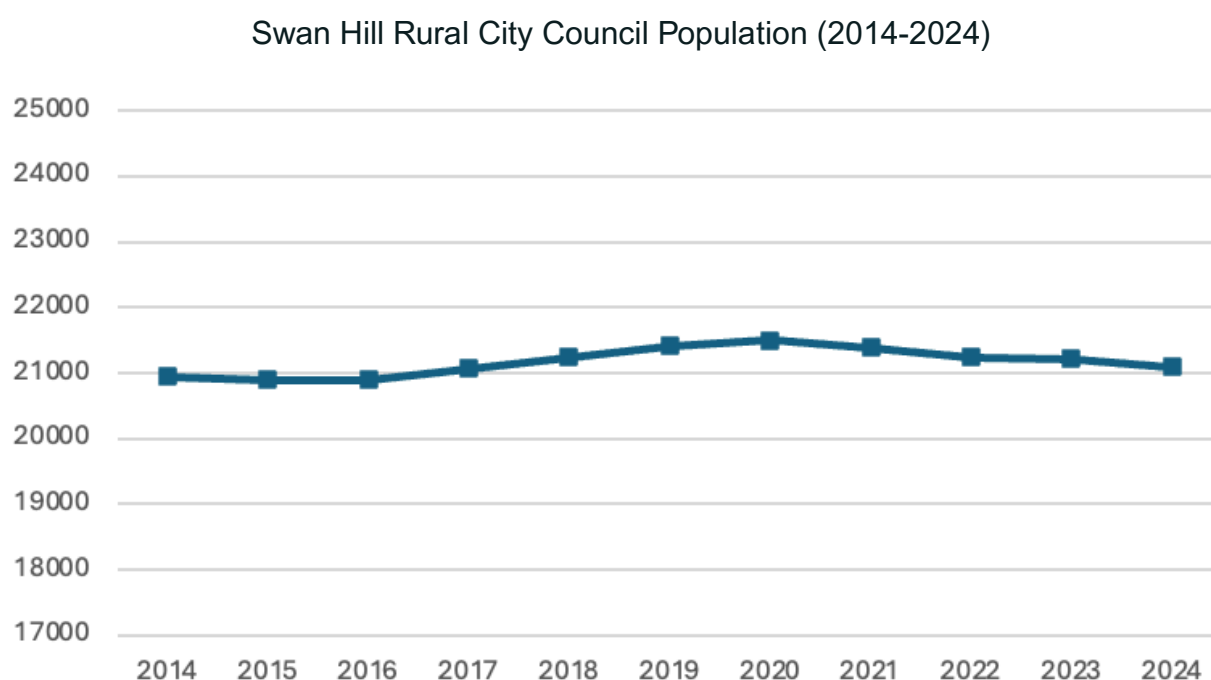
Key Focuses

- Population Change
- Age Demographics
- Tourism
- Agriculture
- Changing Climate

Demand Management Plan

Demand management planning involves identifying and responding to the factors that influence the level and type of services Council assets are expected to provide, both now and into the future. These factors include population growth, demographic change, economic activity, climate, community expectations, technological advances, and legislative requirements. Effective demand management helps Council plan for future service delivery, reduce unnecessary capital investment, and make better use of existing assets. Through this planning, Council can ensure it delivers services in a financially and environmentally sustainable manner while meeting the evolving needs of the community.

Population Change



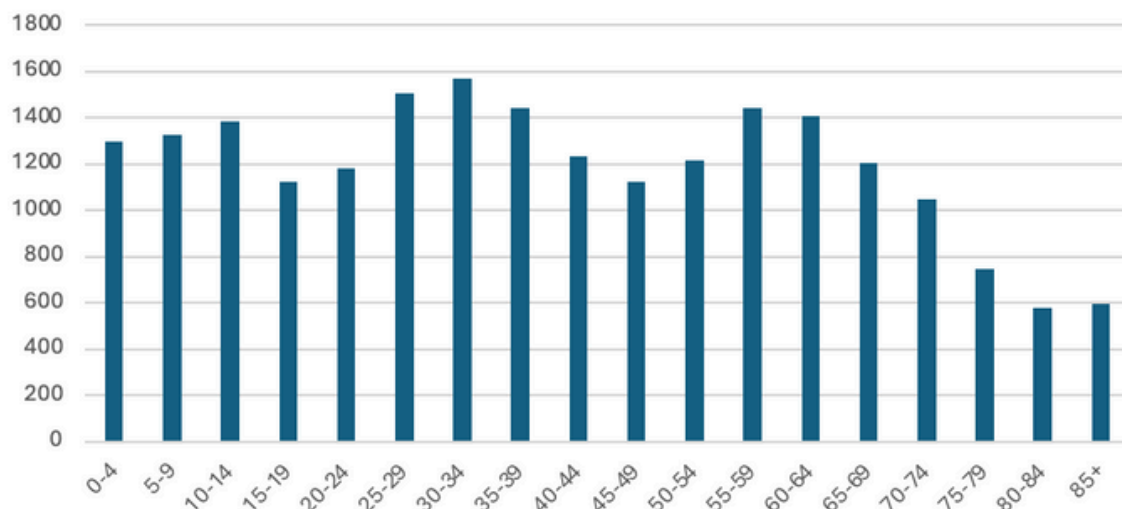
Over the past decade, our population has remained relatively stable, with only minor fluctuations². This stability has significant implications for asset planning and management. Council's steady population allows us to focus on improving existing assets rather than expanding the asset base. It enables a more predictable approach to long-term planning, where resources can be directed towards optimising maintenance, renewal and upgrade practices based on asset usage and risk profiles³.

²Australian Bureau Statistics, Swan Hill (LGA), 2021

³2021 ABS data estimates the Swan Hill Rural Council residential population to be 21,403, however, due to ongoing concern that the ABS consistently underestimates the population of Robinvale, after the 2016 Census, Council commissioned Geografia to undertake a population determination study. The ABS census figure of 2021 showed the Robinvale population as 3740 people. The work of Geografia has reliably demonstrated that the true Robinvale population sits at approximately 7900 people; making the total residential population approximately 25,560

Demographics

Swan Hill Rural City Council's Population by Age Group (2021)



19%

Aged 0-14



26%

Aged 60+

- Council has a median age of ~39 years; 26% are aged 60+ and 19% are aged 0–14⁴.
- **Balanced but ageing** population impacts infrastructure needs.
- Older residents increase demand for **accessible, safe, and inclusive infrastructure**.
- Youth population supports ongoing investment in **schools, playgrounds, and recreation**.
- Council will Continue to review and develop service levels and asset management plans to ensure accessibility to all community members in line with changing needs.

Agriculture

- According to National Institute of Economic and Industry Research (NIEIR), agriculture and horticulture generated more than \$1 billion in 2023/24.
- In 2022–23, 2,120 local jobs (18.7%) were in Agriculture, Forestry, and Fishing.
- Employment share in agriculture is **significantly higher than the Victorian average**.
- Critical to maintain rural roads, irrigation channels, and bridges that support production.
- Asset planning must prioritise **resilience, maintenance, and adaptability** in agricultural areas and appropriate classification and prioritisation of the transport network to encourage freight movements along arterial, link and collector roads to minimise damage to local roads.

\$1B

Total value generated by agriculture and horticulture 2023/24

2,184

Local jobs in agriculture, forestry & fishing in 2023/24⁵

⁴Australian Bureau Statistics, Swan Hill (LGA), 2021

⁵Economy.id, Swan Hill Rural City Council, 2023

Tourism

35%

Increase in overnight
stays within our
municipality

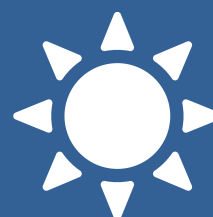
\$190M

Total visitor spend
in 2023

- The region received **~591,000 visitors in 2023**, up 1% from the previous year.
- Overnight stays increased by 35%, reaching **over 1.2 million nights**.
- Average spend per overnight visitor was \$454, totalling **\$190 million in visitor spend**.
- Tourism is a **key economic contributor** to the region.
- Council must maintain and invest in **high-traffic assets like riverfronts, parks, and heritage sites**.
- Infrastructure such as **toilets, signage, lighting, long vehicle parking and seating** must remain clean, safe, and accessible.
- Strategic planning must accommodate **peak seasonal use** and focus on asset resilience.

Changing Climate: Increasing Temperatures

- Under high emissions scenarios average temperatures in the Mallee region may show a median increase of **1.5°C by 2050⁷**.
- Rising heat accelerates wear on **bitumen roads, footpaths, playgrounds, and signage**.
- Vegetation used for shade or erosion control is under **increased stress**.
- Warmer river temperatures impact water quality and infrastructure like jetties.
- To manage these rising temperatures Council must:
 - Use **heat-resilient materials** (e.g. temperature-tolerant road sealants) to **extend the life of infrastructure**
 - Increase **shade and expand green spaces** to mitigate urban heat and **improve comfort for residents**



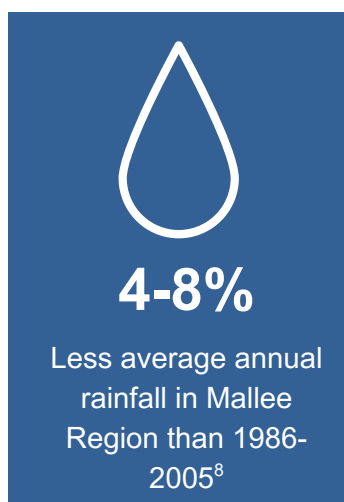
1.5°C

Expected increase in
average temperature
by 2050 (Mallee
Region)

⁶Murray Regional Tourism Report, 2023

⁷Report: Mallee Climate Projections 2024

Changing Climate: Change In Weather Patterns



- The Mallee Climate Projections 2024 Report show that by 2050, the Mallee Region is likely to have 4-8% less average annual rainfall than 1986-2005
- Despite this decline, climate change is expected to increase the frequency of intense, localised rainfall events.
- This results in fewer rainy days but more concentrated, heavy rainfall bursts.
- These conditions raise the risk of flash flooding and increase stress on stormwater and drainage infrastructure.
- To manage these changing weather conditions Council can:
 - Prioritise building resilience in its assets to manage both prolonged dry periods and severe rainfall events effectively.
 - Enhance stormwater system capacity to manage heavy localised rainfall.

Demand Management Plan Summary

Council's demand planning focuses on renewing and upgrading existing assets to support a stable population and balanced age demographic. Key economic drivers like agriculture and tourism guide targeted maintenance. Furthermore, the construction of new assets presents an opportunity to build resilience against the impacts of climate change, ensuring infrastructure remains durable and fit for future conditions.

⁸Report: Mallee Climate Projections 2024



Management By Asset Class

Key Focuses

- Buildings
- Fleet
- Recreation
- Stormwater
- Parks & Open Spaces
- Transport
- Waste

Management By Asset Class

Overview

This section provides a detailed overview of **each asset class** managed by Council. For each asset class, it outlines what is included within the group, community perception data, the quantity of assets currently held, and a snapshot of their overall condition and age profile. In addition, each group includes a **10-year investment forecast** that identifies the expected expenditure across the asset lifecycle stages— **renewal, upgrade, decommissioning, acquisition, and expansion**. This approach ensures that asset planning is aligned with **community expectations, service delivery needs, and long-term financial sustainability**.

Asset Condition Framework

Asset condition is measured using a **1 – 5 grading system** as detailed in the table below. It is important that **consistent condition grades** be used in reporting various assets across Council as this supports **effective communication and comparison**. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AMP they are all translated to the 1 – 5 grading scale.

Condition Grading	Description of Condition
1	Very good: Only planned maintenance required
2	Good: Minor maintenance required plus planned maintenance
3	Fair: Significant maintenance required
4	Poor: Significant renewal/rehabilitation required
5	Very Poor: Physically unsound and/or beyond rehabilitation

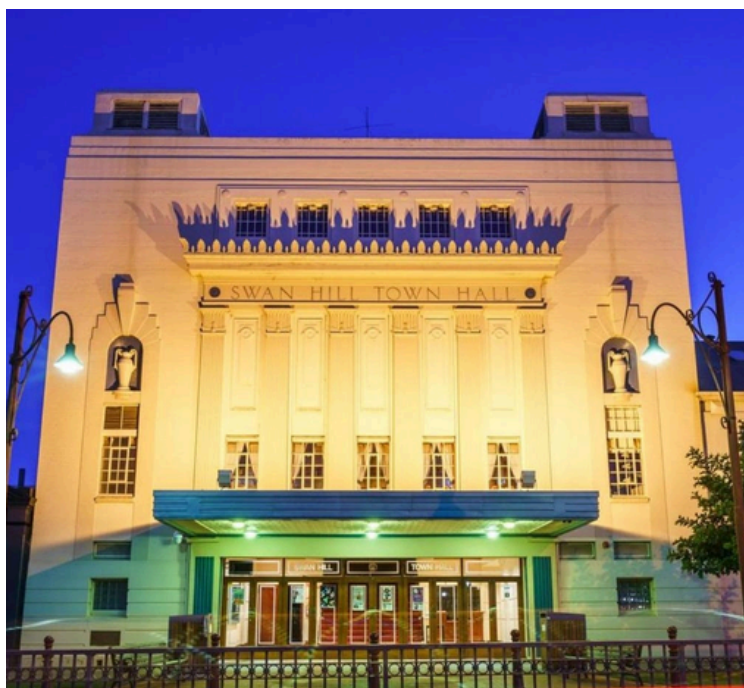
Buildings

Overview

The Buildings asset category includes a wide range of structures owned or managed by Council that support the delivery of community services and operations. This includes facilities such as civic centres, libraries, community halls, public toilets, kindergartens, sports pavilions, and depot buildings.

Under asset valuations, buildings are typically divided into specialised and non-specialised classifications. Specialised buildings are those designed for a specific purpose and not readily adaptable for other uses—such as heritage-listed structures or emergency service facilities—while non-specialised buildings are more generic in nature and can be more easily repurposed, such as offices or storage sheds.

This classification helps inform the valuation approach, useful life, and renewal strategy for each building type. Council's building asset portfolio includes 341 buildings, encompassing a wide range of community and operational facilities. These assets include childcare centres, storage sheds, public halls and community centres, public conveniences, sports clubrooms, and senior citizen facilities.



Pictured: Swan Hill Town Hall, Robinvale Resource Centre, and Swan Hill Leisure Centre

Buildings

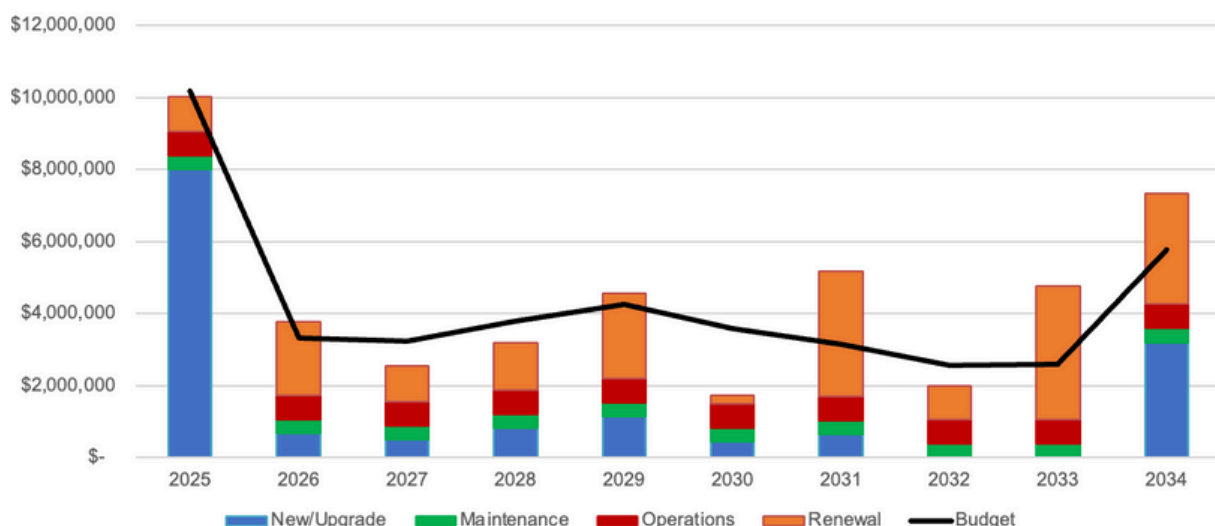
Community Perception

Community perception data indicates that, compared to other Council-managed assets, buildings were rated as the second lowest in both perceived value and need for improved maintenance. This suggests that while buildings are essential to service delivery, they may not be as visible or prioritised by the community unless directly used.

Condition and Age

Approximately 14% of Council's buildings were constructed in the past 10 years, while 35% date back to before 1980, reflecting a diverse asset base in both age and condition.

10 Year Forecast - Buildings



The 10-year forecast for Council-owned buildings indicates a slight funding shortfall for building asset renewals. This is primarily due to the recent componentisation of assets into discrete categories—structure, fitout, roof, and mechanical services—which has led to potential modelling inaccuracies around replacement timelines.

To address this, a comprehensive review is underway, including detailed condition inspections of all Council-owned buildings. This enhanced dataset will support more accurate and granular modelling of future renewal requirements, ensuring responsible and sustainable asset management.

Data peaks in new and upgraded assets in 2025 and 2034 can be attributed to the new Art Gallery and Swan Hill Tourism and Cultural Hub.

Plant and Fleet

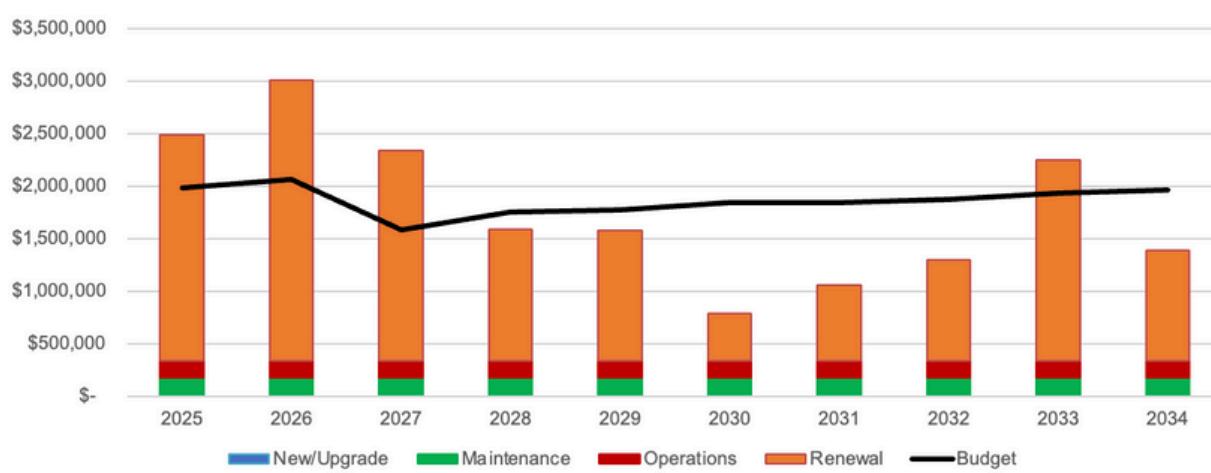
Overview

Plant and fleet assets refer to the range of vehicles and machinery used by Council to support service delivery across areas such as parks and gardens, waste management, road maintenance, and construction. These typically include passenger vehicles, trucks, tractors, trailers, ride-on mowers, and other plant equipment. Council's fleet is made up of 24 heavy plant and trucks, 46 light vehicles and plant, and 29 passenger cars. This composition supports a range of operational needs across various service areas.

Condition and Age

Council's fleet is relatively modern, with 77% of vehicles and plant acquired between 2015 and 2025.

10 Year Forecast - Plant & Fleet



Council's 10-year forecast for fleet assets highlights a strong focus on renewal, with significant investment directed toward replacing existing vehicles and equipment. The current plan does not include any projected acquisitions or upgrades, modelling indicates that current expenditure, while a little low in the short term, is sufficient in the mid-term to long term to allow Council to renew the current fleet and allow Council to consider investment in newer technologies that may improve productivity or sustainability.

There are several smaller stormwater pumps that are approaching end of life that will need to be funded from the Plant and Fleet program.

Recreation

Overview

Recreation assets include the infrastructure and facilities that support active and passive leisure across the municipality. This category encompasses playgrounds, sports fields, courts, skate parks, outdoor exercise equipment, and associated infrastructure such as lighting, fencing, seating, and shade structures. Within our municipality, the recreation asset portfolio includes 51 playgrounds, 18 BBQ shelters, approximately 33 kilometres of fencing, and 40 hectares of irrigated areas. These assets play a key role in promoting community health, wellbeing, and social connection by providing safe and accessible spaces for physical activity and recreation.

Community Perception

Community perception data indicates that, compared to other Council-managed assets, recreation facilities are highly valued by the community—ranking third overall in perceived importance. Despite this, they received a relatively low ranking in terms of the need for improved maintenance. This suggests that the community considers these assets to be effectively maintained and in satisfactory condition.



Recreation

Condition and Age

The recreation asset condition chart outlines the current state of these assets. The data indicates a significant portion of assets are nearing the end of their useful life, with 47% rated at condition 4 or 5. This highlights the growing need for renewal and reinvestment in the recreation asset class.

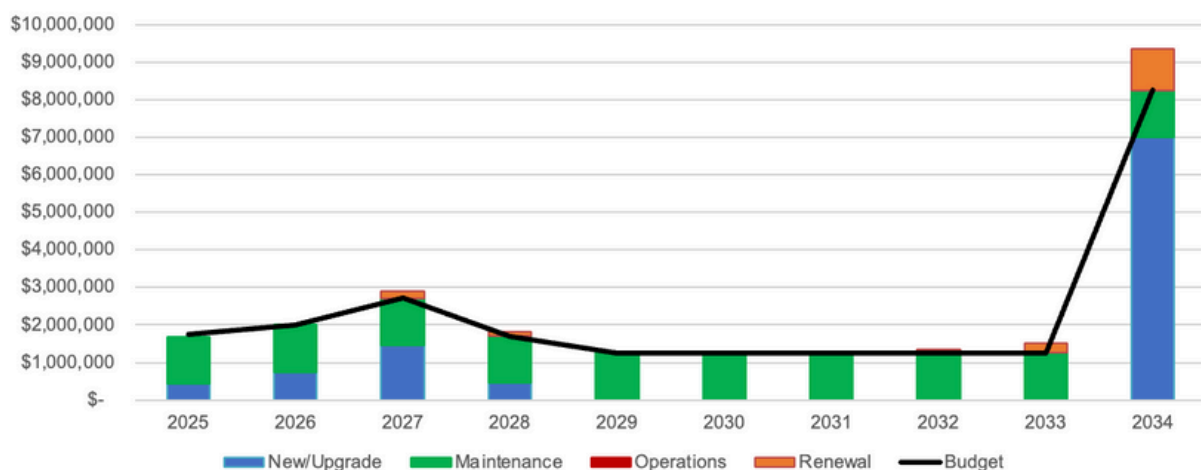
47%

Recreation assets
rated a condition 4
or 5

48%

Recreation assets
rated a condition 1
or 2

10 Year Forecast - Recreation



Over the next decade, several upgrades to Council's recreation facilities are scheduled, including a significant \$7 million allocation in 2034 for the replacement of the Swan Hill Outdoor Pool.

Given the age and condition of many aquatic facilities across the municipality—most of which date back to the post-war era— Council may need to develop a comprehensive funding strategy to guide future investment. Many of these facilities are nearing the end of their functional life, with notable, currently unfunded, examples including:

- Manangatang Pool – Estimated renewal cost of \$1 million in 2034, coinciding with its 80th year.
- Nyah Outdoor Pool – Estimated renewal cost of \$1.5 million in 2038, also marking 80 years of service.

Strategic planning will ensure that these valued community assets continue to meet safety standards, service expectations, and future recreational needs.

Stormwater

Overview

Stormwater drainage assets consists of pipes, pits, culverts, open drains, and other associated infrastructure designed to manage the safe and effective flow of stormwater. These assets play a critical role in reducing flood risk, protecting property, and supporting public health and environmental outcomes. Drainage assets are typically long-life infrastructure but require ongoing inspection and maintenance to ensure performance, particularly during peak rainfall events.

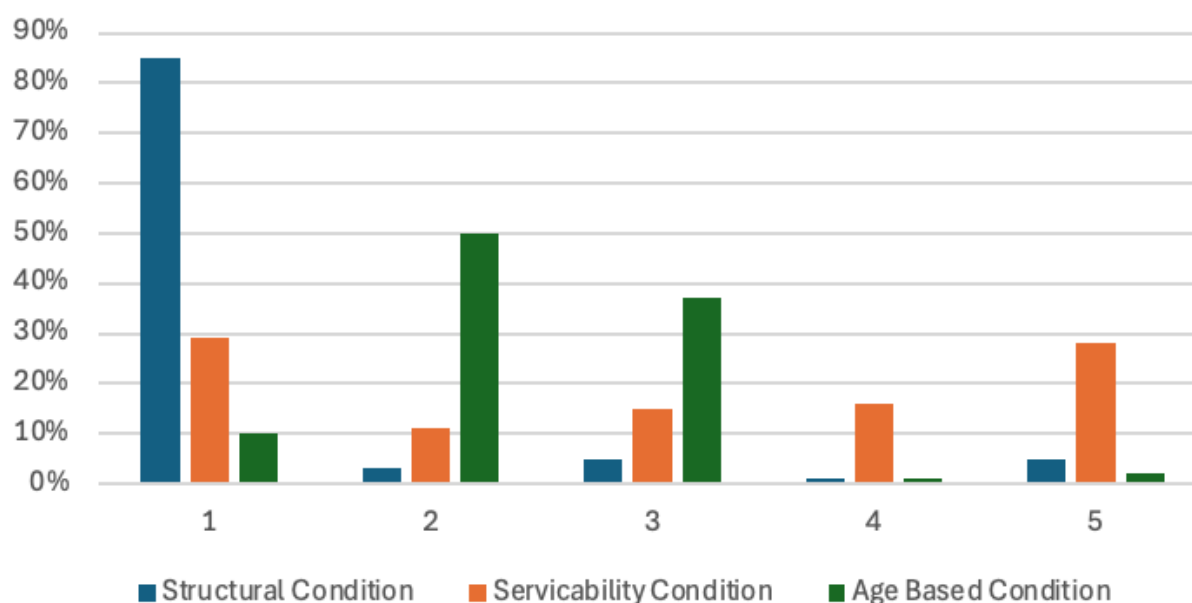
Community Perception

Community perception data indicates that, compared to other Council-managed assets, stormwater drainage ranks relatively low in terms of perceived value—placing 8th overall. However, it ranks significantly higher (3rd) when residents were asked where Council should improve its maintenance efforts. This disparity suggests that while stormwater assets may not be top-of-mind for residents day-to-day, issues such as flooding or drainage performance during storm events may heighten expectations around their upkeep.

Condition and Age

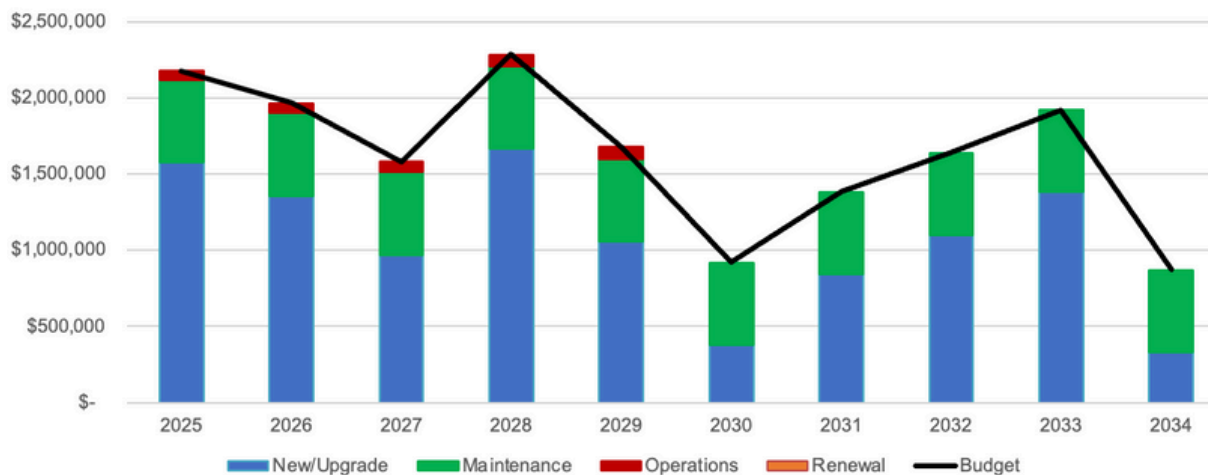
34% of Council's stormwater drainage assets were renewed prior to 1975, this is due to construction of the main drainage infrastructure occurring at this time. As a result, majority of the network is approaching 50 years of life which means Council should increase inspections to ensure strong condition of their assets. Despite this our last inspection of stormwater infrastructure indicated that there were minimal structural or condition issues within the range of poor to very poor (condition 4 to 5) but significant serviceability issues. The results of the last inspection can be viewed below:

Council's Stormwater - Condition



Stormwater

10 Year Forecast - Stormwater



Stormwater assets are generally long lived and if maintained well can last up to 100 years in regions with low rainfall and soil reactivity. Maintenance funding allows Council to continue to program pipe and pit cleaning and clearing of roots and debris. Council has also implemented a 5-year operational program to obtain condition information of Council's stormwater network.

Council has recently completed drainage strategies for Swan Hill and Robinvale townships. This report will inform ongoing Capital Works Programs. These projects will require investigation and design works to determine budget requirements. The current projected 10 year plan, modelled above, will be reviewed on this basis. Capital expenditure will be directed toward major asset upgrades, reflecting a focus on improving the performance and capacity of existing stormwater systems.

There are several minor stormwater pump renewals required over the next 10 years. These have been included in the Plant and Fleet modelling.

Parks and Open Spaces

Overview

Council's open space assets encompass a diverse range of public areas designed to support community recreation, wellbeing, and environmental outcomes. These include landscaped parks, natural reserves and streetscapes that provide green cover, leisure space, and visual amenity. Supporting infrastructure such as seating, shade structures, bins, paths, and signage are also included. These spaces play a vital role in shaping neighbourhood character and supporting liveability across both urban and rural parts of the municipality.

Community Perception

Community perception data indicates that parks and open spaces are highly valued by the community, ranking second among Council-managed asset categories. Despite their high value, they ranked only seventh in areas where the community believes Council should improve maintenance efforts. This suggests that parks and open spaces are generally well-serviced and effectively maintained.

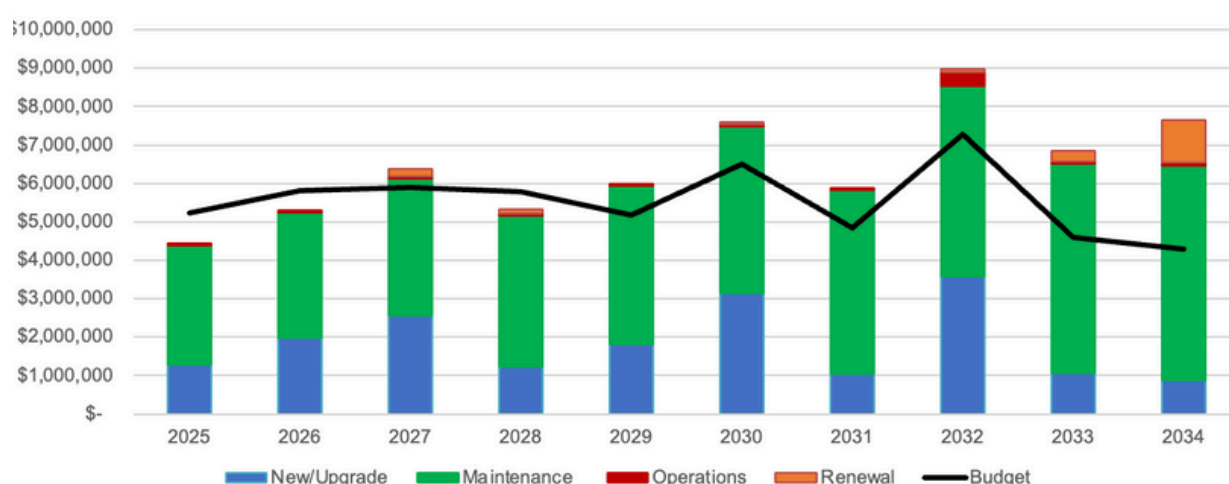


Parks and Open Spaces

Condition and Age

Asset condition data shows that only 29% of Council's parks and open spaces are rated in poor to very poor condition (Condition 4 or 5), suggesting that the majority of these assets are being effectively maintained. This is further supported by the fact that 46% of all renewal works for parks and open spaces have occurred since 2015, reflecting Council's ongoing investment in preserving the quality and functionality of these valued community assets.

10 Year Forecast - Parks & Open Spaces



Council takes great pride in its open space areas and maintains them to a very high standard, as reflected in customer satisfaction surveys and the engagement conducted during the development of this plan. As new open space areas are added, it is essential that Council increases funding accordingly—typically by about 14% per annum—to maintain these assets at the expected level of service. If additional funding is not feasible, then the current level of service will need to be reviewed to ensure sustainability.

Transport

Overview

Transport is the largest asset class in Council's portfolio, encompassing sealed roads, unsealed roads, footpaths, and kerb infrastructure. These assets form the backbone of the municipality's connectivity and access, supporting the safe and efficient movement of people, goods, and services. Our transport profile is comprised on 855km of sealed roads, 2,595km unsealed roads, 166km footpaths and 244km of kerbs. Due to their extensive scale and critical function, transport assets represent the most significant ongoing investment for Council, requiring the highest levels of expenditure in both maintenance and renewal compared to all other asset classes.

Community Perception

Community perception of transport assets varied significantly. Sealed roads were rated as the most valued Council-managed asset, while unsealed roads ranked the lowest. Footpaths and walking trails were also highly regarded, ranking third in overall value. Despite this variation, all three transport asset types—sealed roads, unsealed roads, and footpaths—appeared among the top four asset categories identified by the community as needing improved maintenance. While transport already receives the largest share of Council's maintenance and renewal expenditure, this feedback indicates that additional investment and focus are needed to meet community expectations.



Transport

Condition and Age

Condition data for transport assets indicates that only 9% are rated as poor or very poor (condition 4 or 5), suggesting that the majority of assets are in good condition and not approaching the end of their service life. This is supported by renewal data, with 30% of Council's total transport renewal expenditure occurring since 2015—reflecting a sustained investment that has helped maintain the overall quality of the network.

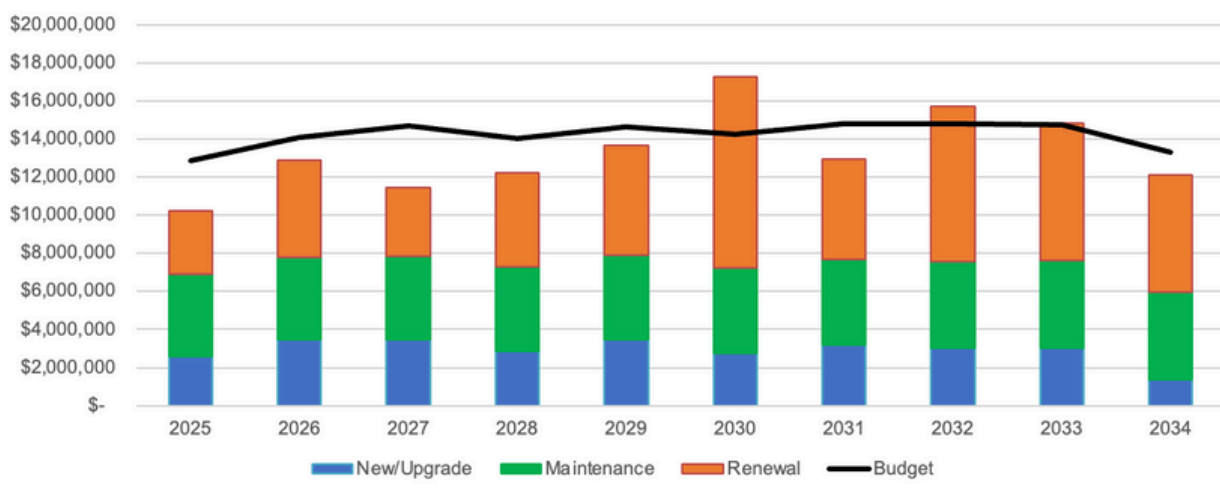
9%

Transport assets
rated a condition 4
or 5

65%

Transport assets
rated a condition 1
or 2

10 Year Forecast - Transport



Council's 10-year transport asset forecast reflects a strong and sustained investment strategy, with most funding directed toward asset renewal and road upgrades. These upgrades—such as road widening and pavement strengthening—are designed to accommodate increased heavy vehicle traffic and ensure roads remain fit for purpose.

This emphasis on renewal and upgrades highlights Council's commitment to provide a high standard of service and extending the useful life of its largest and most critical asset class.

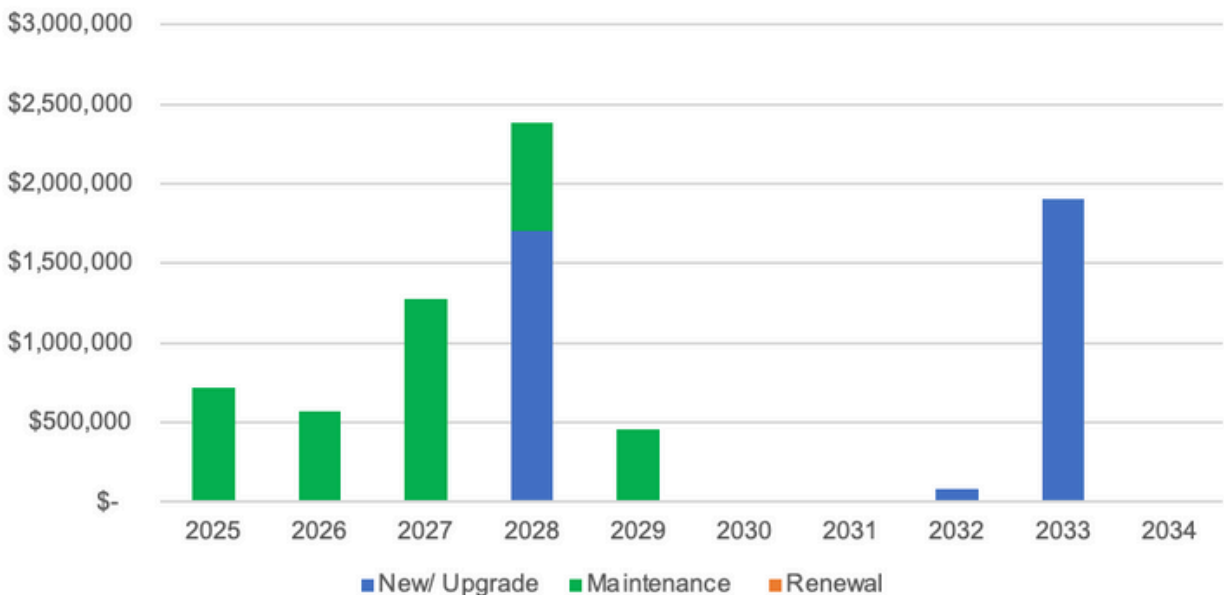
In addition to renewal works, the forecast includes the planned acquisition of new transport assets. Key initiatives include the Missing Links Strategy, which aims to deliver new footpaths to improve community connectivity, and the Tower Hill project, which will support enhanced housing opportunities.

Waste

Overview

Council’s waste infrastructure assets primarily include the Robinvale and Swan Hill landfill sites, the Ultima compost facility, and transfer stations located in smaller towns across the municipality. Council is also responsible for the ongoing management and monitoring of several historic landfill sites.

10 Year Forecast - Waste

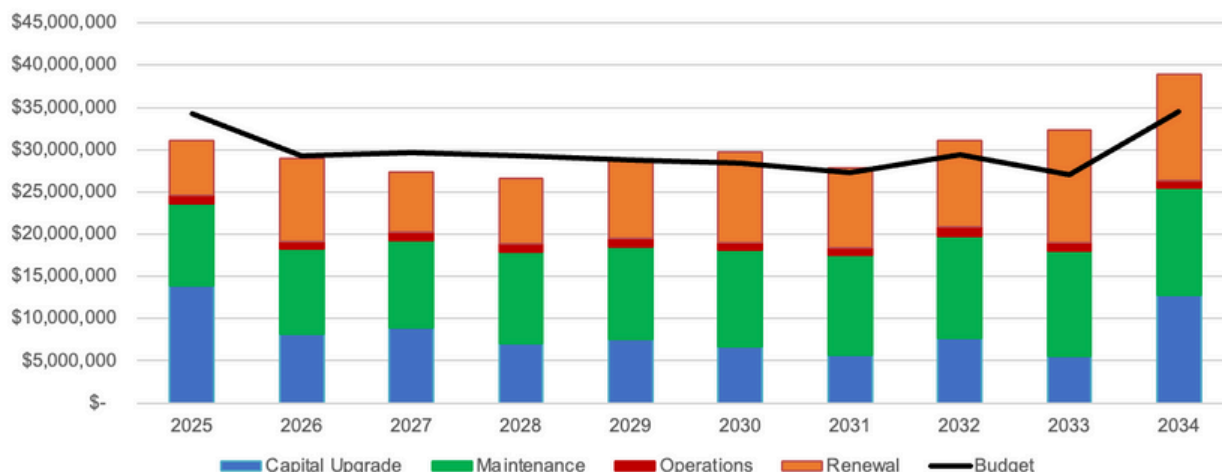


Council’s 10-year forecast for waste infrastructure is primarily focused on maintenance activities, particularly concentrated between 2025 and 2030, reflecting Council’s commitment to sustaining essential waste services.

In addition, significant acquisition investments are planned for 2028–29 and 2033–34, including the construction of new landfill cells to accommodate future capacity needs and ensure ongoing service delivery. This proactive approach supports compliance, strengthens environmental management, and positions us to meet the increasing demands of its waste infrastructure responsibilities.

All Assets

10 Year Forecast - All Assets



The Asset Renewal Funding Ratio is a key indicator that demonstrates our financial capacity to renew assets over the next 10 years. A ratio of 110.44% indicates that we expect to have sufficient funds to support the optimal renewal of assets during this period.

This Strategic Asset Management Plan (SAMP) outlines the forecasted operations, maintenance, and renewal costs required to deliver an agreed level of service to the community over a 10-year horizon. These forecasts inform the development of long-term financial and funding strategies to ensure service delivery remains sustainable. By comparing the forecasted costs with the proposed budget over the same period, we can identify any potential funding shortfalls.

Forecast average annual cost (operations, maintenance, and renewal): \$21,860,244

This forecast cost factors in additional operational and maintenance costs that would be needed as new or upgraded assets are acquired.

Proposed average annual funding: \$21,364,434

This proposed funding assumes current maintenance and operational costs remain consistent over the 10-year period. This means that 97.73% of the forecasted costs required to deliver the services over the next 10 years are covered by the proposed budget. As Council delivers new infrastructure and residential developments progress, maintenance and operational budgets will need to increase accordingly to maintain current service levels.

Delivering sustainable infrastructure services requires careful management of service levels, risks, forecast expenditures, and funding. The goal is to maintain a financial indicator close to 1.0 in the early years of the SAMP and ideally throughout the 10-year span of the Long-Term Financial Plan. These forecasts indicate that we are meeting renewal requirements however it should be emphasised that many of the assets are no longer fit for purpose for current expectations or standards.



Alignment to the Council Plan

Key Focuses

Economic Development
Community & Liveability
Transparency & Effectiveness
Health & Wellbeing
Environment & Sustainability
Infrastructure

Alignment to the Council Plan

Strategic Asset Management Plan Objectives

Asset management objectives outline the outcomes Council aims to achieve to deliver value from its community assets. These objectives serve as the foundation for ensuring that Council's infrastructure continues to support service delivery, meets community needs, and remains financially and environmentally sustainable over the long term.

To ensure strong alignment, relevant strategies from the Council Plan have been selected and mapped to corresponding asset management objectives and asset portfolios. This structured approach provides clear traceability between the Council Plan and the SAMP, ensuring that asset-related decisions are guided by community priorities and strategic goals. By linking strategic intent with operational delivery, we can more effectively monitor performance, allocate resources, and adapt to emerging challenges across its diverse asset base.

- **Adaptability:** Plan and deliver adaptable, high-quality community infrastructure that is inclusive, accessible, and aligned with current and future community needs.
- **Engagement:** Engage stakeholders through meaningful consultation processes to ensure asset decisions reflect community priorities.
- **Prioritisation:** Prioritise funding for the maintenance, operation, and renewal of existing assets before investing in new infrastructure.
- **Community Alignment:** Make evidence-based asset management decisions that integrate community input and balance social, environmental, and financial outcomes over the long term.
- **Lifecycle Costing:** Ensure business cases for new assets account for whole-of-life costs to support long-term financial and environmental sustainability.
- **Monitoring:** Continuously monitor asset portfolio and demand drivers to identify gaps, underuse, and emerging needs.
- **Compliance:** Ensure all asset management practices comply with relevant legislation, regulations, and standards.
- **Planning:** Maintain up-to-date Asset Management Plans for all asset classes and integrate them into the Council's long-term financial planning.
- **Data:** Maintain accurate, consistent asset data to support evidence-based planning and decision-making.
- **Sustainability:** Embed climate adaptation and resilience planning into all stages of the asset lifecycle.

Growth & Development

Objective 2: Strengthen the visitor economy by showcasing the municipality's unique places, culture and experiences.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Grow the visitor economy.	• Adaptability • Community Alignment • Lifecycle Costing • Sustainability	• Parks & Open Spaces • Recreation • Buildings • Transport
Support a range of accommodation options to attract and retain overnight visitors.	• Planning • Adaptability • Monitoring	• Transport • Waste • Stormwater • Buildings

Objective 3: Grow local businesses and attract new investment into the municipality.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Be a business-friendly destination.	• Prioritisation • Compliance • Engagement	• Buildings
Leverage the municipality's agricultural strengths to support industry growth.	• Data • Community Aligned • Sustainability	• Transport • Stormwater • Fleet • Waste

Community & Liveability

Objective 1: Support learning and development opportunities for people of all ages and abilities.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Strengthen access to early childhood education and care.	• Community Alignment • Planning • Adaptability • Engagement	• Buildings

Objective 3: Foster a welcoming, inclusive, and connected community.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Reduce barriers to involvement from underrepresented groups.	• Engagement • Adaptability • Community Alignment • Data	• Parks & Open Spaces • Recreation • Buildings • Transport

Health & Wellbeing

Objective 2: Promote healthy, inclusive and safe communities.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Create safer public spaces and support those affected by family violence.	• Adaptability • Community Alignment • Monitoring • Engagement	• Parks & Open Spaces • Transport • Buildings • Recreation

Environmental Sustainability

Objective 1: Protect and enhance local land, biodiversity, and natural assets for future generations.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Deliver a renewed Urban Tree Management Plan.	• Sustainability • Monitoring • Community Alignment	• Parks & Open Spaces
Continue with Council's Riverfront Management.	• Community Alignment • Sustainability • Planning	• Parks & Open Spaces • Recreation • Stormwater
Enhance biodiversity across the municipality.	• Sustainability • Monitoring • Planning • Community Alignment	• Parks & Open Spaces • Recreation

Objective 2: Reduce waste and support a circular economy.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Improve waste and resource recovery systems to support circular economy goals.	• Lifecycle Costing • Sustainability • Planning • Monitoring	• Waste
Enable innovation and investment in circular economy infrastructure.	• Planning • Sustainability • Adaptability • Engagement	• Waste

Infrastructure

Objective 1: Maintain and upgrade road infrastructure to support safe, efficient and accessible transport.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Ensure road upgrades and maintenance are based on condition, usage, and community access needs.	• Prioritisation • Monitoring • Community Alignment • Compliance • Data	• Transport

Objective 2: Make the best use of Council assets to meet local needs and support long-term sustainability.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Use Council's Strategic Asset Management Plan to guide investment, maintenance and utilisation.	• Planning • Data • Monitoring • Lifecycle Costing • Community Alignment	• Buildings • Transport • Stormwater • Fleet • Waste • Recreation • Parks & Open Spaces
Local Government Precinct concept funding proposal developed.	• Planning • Lifecycle Costing • Community Alignment • Engagement	• Transport • Stormwater • Buildings • Parks & Open Spaces

Infrastructure

Objective 3: Improve connectivity between key precincts and cross-border infrastructure for regional growth.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Deliver projects identified in the Riverfront Master Plans.	• Planning • Adaptability • Engagement • Sustainability	• Parks & Open Spaces • Buildings • Transport • Recreation
Improve integration of transport and land use.	• Planning • Community Alignment • Data • Sustainability	• Transport • Parks & Open Spaces

Objective 4: Reduce urban flood risk and support future development by improving drainage infrastructure.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Use the Drainage Strategy to guide investment.	• Planning • Prioritisation • Monitoring • Compliance	• Stormwater
Investigate new approaches to managing urban stormwater.	• Sustainability • Adaptability • Engagement • Monitoring	• Stormwater

Objective 5: Enhance community facilities and open spaces to support recreation, inclusion and wellbeing.

Strategy	Contributing SAMP Objectives	Contributing Asset Portfolio
Develop an Open Space Strategy to guide future planning, investment and activation of public spaces.	• Planning • Community Alignment • Engagement	• Parks & Open Spaces • Recreation
Deliver public spaces that support physical activity and inclusion.	• Planning • Community Alignment • Adaptability	• Parks & Open Spaces • Recreation



Improvement Opportunities

Key Focuses

- Strategic Long term Plan
- Annual Budget
- Annual Report
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & Processes
- Evaluation

Improvement Opportunities

Overview

This section outlines Swan Hill Rural City Council's performance across the National Asset Management Assessment Framework (NAMAF) criteria. For each criterion, a current score is presented alongside a clear explanation of how the score was determined. To support continuous improvement, each assessment also includes targeted improvement objectives and an indicative timeframe for when these improvements are expected to be achieved.

A summary table compares Council's asset management maturity over time — showing the 2020 score, the current 2025 score, and the projected score if all identified improvement opportunities are implemented. This comparison highlights progress to date and the potential future position, providing a clear benchmark for monitoring performance and guiding strategic development.

Some categories are shaded grey to indicate there are no development opportunities identified. This is because these categories have achieved a perfect or near-perfect score, leaving no relevant improvements to implement.

Category	Score	Explanation	Development Opportunity	Target
Strategic Long Term Plan	92	The Long-term financial links to the Council Plan and considers community expectations and is based on strategic objectives. Further improvements can be made with the incorporation of service plans.		
Annual Budget	94	The Annual Budget reflects the Council's strategic objectives and contains a statement of how Council will meet the goals and objectives of its Strategic Long-Term Plan. Further improvements can be made by aligning annual budgets with forecasts from the reviewed AMP's.		
Annual Report	100	Council has achieved core competency in this category.		

Improvement Opportunities

Category	Score	Explanation	Development Opportunity	Target
Asset Management Strategy	100	Council has achieved core competency in this category.		
Asset Management Plans	52	Asset Plans have been completed for Stormwater, Transport and Fleet. Buildings, Recreation and Open Space Plans are out of date and require review(>10 years). A Waste asset plan can be completed.	Complete Asset Plans for Buildings, Recreation and Open Space.	June 2026
			Complete Waste Asset Management Plan for on completion of the Waste Strategy.	June 2027
Governance & Management	86	Governance and Management performance has been improved with the evolution of the Project Management Framework. Asset related projects have clearly defined scopes that link to the Council Plan and considers whole of life costs and risks. The Project Approval Committee (PAC) is cross-departmental and all projects include asset management considerations.	Position descriptions clearly define asset management functions, responsibilities and skill requirements for staff responsible for managing all asset classes.	Ongoing as Position Descriptions are reviewed.

Improvement Opportunities

Category	Score	Explanation	Development Opportunity	Target
Levels of Service	32	Technical and Customer Levels of Service are included in the Asset Management Plans. Scores have dropped in this section as some AMPs are out of date. Further improvements to these criteria could be achieved through the development of Service Plans in consultation with the community.	Current and target Levels of Service (for both community Levels of Service and associated technical Levels of Service) are clearly defined in each Asset Management Plan.	June 2027
			Develop a template for service plans and identify all Council Services that will require a service plan.	December 2025
			Work with service providers and Strategic Asset Owners (SAO) and Maintenance Asset Coordinators (MAC) and other stakeholders to create service plans for each Council Service.	July 2029

Improvement Opportunities

Category	Score	Explanation	Development Opportunity	Target
Data & Systems	69	Council is currently transitioning into a new asset management system that will integrate the asset register, asset inspections and works management into a single system with direct linkages into the finance, records and customer request systems. This Total Assets Management System (TAMS) will allow Council to better track operational and maintenance performance while providing accurate and up to date data to generate maintenance and renewal programs and produce associated cash flow forecasts.	Implement TAMS including asset register migration, asset inspections and works programs.	June 2026
			Utilising the TAMS data, develop dashboards and reports that will allow Council to benchmark it's asset management performance over time.	December 2026
			Generate maintenance and renewal programs and produce associated cash flow forecasts.	July 2028
Skills & Processes	75	Council has procedures and processes in place that assist with asset management including the asset capitalisation and valuation procedure and the Project and Risk management frameworks.	Ensure AM forecast are incorporated into LTFP and reporting.	July 2027
			Develop a formal procedure for asset handover ensuring all assets are recorded in asset registers and whole of life costs are incorporated into future budget forecasts.	December 2027

Improvement Opportunities

Category	Score	Explanation	Development Opportunity	Target
Evaluation	50	Council currently has no formal evaluation process to monitor levels of service or performance improvement identified in asset management plans.	Incorporate technical and customer level of service performance measures from Asset Management Plans into the relevant strategic asset owner's Key Performance Indicators.	July 2027
			Provide annual report on improvement objectives.	Annually
Asset Management Policy	90	Council's asset management policy aligns with ISO55000.	Incorporate asset management as a training requirement into the Councillor Professional Development Program.	December 2025

Improvement Opportunities

Projected NAMAF Scores 2029

If all of the above development opportunities are implemented by the next review (2029) the projected scores are as following:

National Framework Criteria	2020 Score	2025 Score	Projected 2029 Score
Strategic Long Term Planner	67	92	96
Annual Budget	94	94	94
Annual Report	95	100	100
Asset Management Policy	65	90	100
Asset Management Strategy	50	100	100
Asset Management Plans	60	52	89
Governance & Management	47	86	96
Levels of Service	38	32	75
Data & Systems	69	69	99
Skills & Processes	45	75	95
Evaluation	33	50	83

CONCLUSION

Swan Hill Rural City Council is responsible for managing a diverse portfolio of infrastructure assets, including roads, drains, community buildings, and recreational facilities—each playing a vital role in supporting the region’s liveability and economic development.

To ensure these assets continue to meet community expectations, Council will undertake regular maintenance and condition monitoring. It will also prioritise the renewal and upgrade of existing infrastructure based on community feedback and insights from its demand management planning processes. This Strategic Asset Management Plan will guide Council’s investment decisions over the next 10 years, supporting sustainable, data-informed asset planning that aligns with community needs.

ACRONYMS

SHRCC	Swan Hill Rural City Council
SAMP	Strategic Asset Management Plan
NAMAF	National Asset Management Assessment Framework
PAC	Project Approval Committee
SAO	Strategic Asset Owners
MAC	Maintenance Asset Coordinator
ELT	Executive Leadership Team
TAMS	Total Asset Management System

REFERENCES

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Murray Regional Tourism Report, 2023
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Report: Mallee Climate Projections, 2024

Contact

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