

yass valley council
the country the people



2022-32 ASSET MANAGEMENT STRATEGY



This document will be reviewed as part of the 2025/26 IP&R process.

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Introduction

Council and Community Assets

Council, on behalf of the Yass Valley Community, manages a large portfolio of community assets required to deliver a wide range of services to the community. These assets represent a large part of the Council budget and require close management to ensure they are maintained, renewed, and upgraded in an affordable manner that delivers the agreed level of service to the community.

Council's assets include roads, drains, water, sewerage, parks and recreation areas, and public buildings. Their lifecycle and condition can be difficult to determine and are subject to the impacts of adverse climatic conditions and natural disasters. The lifecycle costs of these assets can be large and difficult to determine and often the financing of works goes through peaks and troughs as grants become available.

Council's responsibility for the operation, maintenance, renewal, and upgrading of community assets places a significant burden on its budget. To ensure that Council maintains a sustainable asset base, detailed analysis and difficult decision making are required.

Asset Classes

To better enable Council to effectively manage assets, asset classes are used to divide assets into groups of similar assets. Council will manage its assets in the following classes:

- Operational Land
- Community Land
- Land Under Roads
- Roads and Bridges, including roadside footpaths
- Storm Water
- Facilities and Buildings
- Parks and Recreations
- Swimming Pools and Caravan Park
- Cemeteries
- Waste
- Vehicle Fleet
- Water Supply, and
- Sewerage

Funding for Council managed assets is divided between four funds: General, Waste, Water and Sewer. Asset Management Plans will be completed for all asset classes in the General and Waste Funds and reviewed in accordance with the annual budget cycle.

Asset management plans for the Water Supply and Sewerage asset classes will be completed as part of the 4 yearly requirements to complete an Integrated Water Cycle Management Plan and are financed and managed in accordance with the *Water Management Act 2000*. The funding for these services is provided through a combination of access and user charges in accordance with the *Best Practice Pricing Guidelines*. The information pertaining to the asset management of these assets is therefore not duplicated within this Asset Management Strategy.

Within Council, asset management is the responsibility of the Asset Owner. The Asset Owner is the Business Unit Manager responsible for the Asset Class. Asset Owners are:

- Manager Engineering Services
 - Land Under Roads

- Roads and Bridges
- Storm Water
- Manager Facilities and Waste Services
 - Operational Land
 - Community Land
 - Facilities and Buildings
 - Waste
 - Cemeteries
 - Vehicle Fleet
- Manager Parks and Recreation
 - Parks and Recreation
 - Swimming Pools and Caravan Park
- Manager Water and Wastewater
 - Water Supply
 - Sewerage

Asset Management Challenges and Risks

Funding

Funding for General and Waste Funds infrastructure assets is subject to the constraints of rate pegging, which is set annually by the Independent Pricing and Regulatory Tribunal (IPART). The rate pegging amount is often set at a rate below the rate of actual cost of operations and maintenance, and capital construction increases, all which are influenced by aspects such as the cost of labour, materials, energy, increasing community expectations and higher standards (e.g., work, health and safety, environmental approvals, disability inclusion) which all increase the cost of undertaking works.

Growth

The Yass Valley is currently experiencing significant growth and as a result many of the current assets managed by council are no longer appropriate for the needs of the community. The Yass Valley Settlement Strategy notes that most of the growth in the Yass Valley will be because of the increased demand for a rural lifestyle of people working in the Australian Capital Territory (ACT). The duplication of the Barton Highway and the reduced travel times will result in development along the Barton Highway corridor, particularly in Murrumbateman and Yass.

Many areas of the Yass Valley that were once rural, experienced little traffic, and had minimal population have been sub-divided into smaller farms and rural-residential areas where commuters from the ACT are now using roads daily that were once only used on a weekly basis. New subdivisions in the towns and villages are also placing increased demand on the road network not accounted for in a single development which will need addressing in the coming years as the population of commuters continues to grow.

Development within the villages and townships has led to the need for additional community parks and recreational assets, as house yards have become smaller and community recreation has become more popular. Historically, these have been provided by Council, however, due to the current growth, new larger developments are also providing parks which are handed over to Council to manage. The existing sports fields are reaching capacity and demand for increased maintenance and usage has placed additional demand on Council's resources.

Aging Assets

Most Council managed buildings are old and suffer from minimal maintenance and renewal over an extended period due to budget limitations of small councils. This has resulted in a significant backlog of maintenance and renewal, with some buildings, most notably the Yass Soldiers Memorial Hall (including the library) and the Council Chambers and Offices, now below the standards expected by the community and not meeting modern safety requirements or the increased community demands for provision of services. The Swimming Pool and Caravan Park are also reaching the end of their serviceable life and will require significant upgrades within the next ten years, this is a particular risk for the swimming pool as a leak is likely to be expensive to fix and shut the pool for a significant period.

The Yass Water Treatment Plant, currently the subject of the Water Treatment Plant Upgrade Project, is also reaching the end of its serviceable life and requires an upgrade of the electrical and mechanical control systems in addition to the improvements needed in process to provide high quality water on a consistent basis.

Resilience

All council Assets are subject to a wide range of potential hazards from the environment. Fires, floods, extended drought, persistent wet weather, and storms are all likely to impact on how Council manages and delivers services to the community.

Council's water and sewer network relies heavily on communications and electrical power infrastructure to ensure that it can continue to provide services to the community. These assets require back up power and communication capabilities. This will only be a short-term solution. Council will continue to work with service providers to ensure resilience of supply.

Council's road and bridge network is also subject to reduced service and damage from a wide range of environmental impacts. This may include destruction of the asset, blocking of bridges, degradation of the road wearing surface through rutting or potholes or large washouts, and blocking of roads by fallen branches or trees. The future needs of the road network, including bridge upgrades, upgrades to drainage, and maintenance strategies will consider the extreme event environmental impacts on the ability of Council to conduct maintenance and repair works, as well as the likelihood of damage and failure of the network. It is not likely that Council will have the resources to complete all works needed in a timely manner. Maintenance and repair works will need to be prioritised and upgrade works will need to be funded through grants.

Community and Work Health & Safety

All asset management will consider the increased demands placed on Council to provide a safe environment for the Community and Council Staff. The continued increase in requirements for safety will place an increased demand on resources to upgrade and maintain assets. All Council community assets, such as: pools, community halls, and the Council administration building, are of a significant age and do not meet all modern fire and safety standards. These will need to be continually upgraded to meet the base level requirements for fire safety and access. Prioritisation will be used where funding is not available for the completion of all works needed. This may reduce the level of service provided to the community and may see restricted use of some assets until upgrades can be completed.

Transport network upgrades for safety of pedestrian and vehicular traffic will also require prioritised funding. Safety and condition analysis of the network will be completed using Transport for New South Wales (TfNSW) tools and road safety guidelines. This analysis will then be used to prioritise Council and Grant funding.

Water Supply

Water supply from the Yass Water Treatment Plant and the Yass Water Supply Network has been the cause of significant community concern for several years. The quality of water delivered to households can vary significantly, and while only minimal safety issues have been identified, colour and odour can still be an issue. The Yass Water Treatment Plant Upgrade Project is ongoing and aims to deliver more consistent, higher quality water. This will need to be supplemented with an upgrade and cleaning programme for the water supply network, including new trunk mains and cleaning of several areas of the network to remove built up deposits.

Changing Community Expectations

As more residents in the Yass Valley either work in the ACT or have moved to the Yass Valley from larger metropolitan areas the expectations of the services provided by Council are changing. This is most evident in the increased demand for recreation assets such as playgrounds, parks, sporting fields, and pedestrian & bike paths. Increased levels of service for road maintenance and upgrade, sporting fields, and waste services are also demanded.

Grant Dependency

Council, through its own resources, cannot operate, maintain, renew, and upgrade all assets to provide the desired levels of services of the community. Council's Asset Management Policy provides that funding allocation should be made on a risk-based priority to ensure that assets are maintained to an appropriate standard. Council will also rely on State and Federal grants for renewal and upgrade works for many assets.

Goals and Objectives of Asset Management

Legislative Requirements

The Local Government Act 1993, Chapter 13, Part 2, Section 403, clauses 1 and 2 requires that *'a council must have a long-term strategy (Resourcing Strategy) for the provision of the resources required to implement the strategies established by the community strategic plan that the council is responsible for. The Resourcing Strategy is to include long-term financial planning, workforce management planning, and asset management planning.'*

This Asset Management Strategy is in response to the above requirement that sets out the broad framework Council will undertake Asset Management in a structured and coordinated manner; outlines why and how Asset Management will be undertaken; and provides key principles that underpin Asset Management conducted by Council.

The proper care and maintenance of infrastructure assets also has a significant impact on the risk to the community, particularly community safety. Council is required to demonstrate the sound management of infrastructure assets to mitigate these risks to the community and Council, and to ensure legislative compliance, particularly with the Civil Liability Act, 2002 and Roads Act, 1993.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) framework consists of a Community Strategic Plan, a four-year Delivery Program, and one-year Operational Plan (or budget). These are accompanied by a Resourcing Strategy consisting of a Long-Term Financial Plan, Asset Management Strategy, and Workforce Management Plan, consistent with the direction set by the elected Council for the four-year term. Importantly, this Asset Management Strategy is consistent with the Long-Term Financial Plan.

To ensure Council has reflected the community aspirations, extensive community engagement has been undertaken to develop Council's Community Strategic Plan. These aspirations are then converted into a Delivery Program and Operational Plan.

This Asset Management Strategy takes account of the direction set by the current Council. It is intended that this Asset Management Strategy be updated on an annual basis to support the activities and decision making of Council during its term.

A more significant review will be undertaken following each election of a new Council to take account of the strategic direction established in developing the Community Strategic Plan and the associated four-year Delivery Program.

Asset Management Policy Objectives

Council's Asset Management Policy sets out the guiding principles on which Asset Management will be completed by Council. This Asset Management Strategy is consistent with the Asset Management Policy principles outlined below:

- Asset operation and maintenance requirements to meet agreed levels of service and to meet Council's commitment to community safety will be given priority funding.
- Asset renewals required to meet agreed service levels and identified in infrastructure and asset management plans and long-term financial plans will be given second priority for funding.
- Upgrading of infrastructure to provide a new agreed level of service as defined in infrastructure and asset management plans will be a tertiary consideration for funding.

- Systematic and cyclic reviews will be applied to all asset classes to ensure that the assets are managed, valued, and depreciated in accordance with appropriate best practice and applicable Australian Standards.
- Whole of life costs will be reported and considered in decisions relating to new assets and upgrading of existing services and assets.
- Asset Management Plans will consider the implementation of sustainable development and upgrade to reduce the financial and environmental impact of Councils assets.
- Continuous improvement of asset management through investment in Council staff and information systems to ensure best practice asset management is delivered through a risk management approach.

Asset Management Funding Priorities

To ensure that funding is allocated in a sustainable way to meet the needs of the community, Council must provide for the whole of life costs of all infrastructure assets under its care in both the short and long term, prioritising the cost of:

- Adequate provision for maintenance and operations including inspections, recurring and planned maintenance, repairs, energy, water, and the like.
- Capital renewal works to replace asset components in poor or very poor condition.
- Capital renewal or upgrade works to improve the functionality of assets to meet community need (e.g., accessible buildings, higher capacity roads).
- Capital upgrades or new infrastructure to meet current and future capacity needs (e.g., a new building or park).

Council will also seek to dispose of infrastructure assets at the end of their useful life or no longer needed to provide community services to eliminate any future liability costs, where required.

Sound financial management requires that Council considers the financing of the whole of life costs of existing assets as a priority over the construction of new infrastructure assets. It is important to recognise that as soon as an asset is built, the maintenance, operation, and annual depreciation costs impact Council's budget.

Levels of Service

Council has limited documented agreed levels of service for assets which it manages. Current levels are based on historical provision or staff interpretation of policies. Improvement in this area will be delivered over the course of this Strategy to identify the levels of service that the community expects, as well as the levels of service that are affordable within the available funding.

Asset Management Strategies

Purpose

Asset management requires a series of complimentary strategies to enable existing assets to be operated, maintained, renewed, upgraded, and disposed of as well as new assets to be incorporated. Effective asset management requires all elements of Council and the community to work together to seek to ensure that the assets Council manages on behalf of the community are affordable and meet the needs of the community. The strategies that Council will use to ensure sound management will fall under four broad categories:

- Understanding and improving knowledge of the Assets
- Funding of Asset Management activities
- Community consultation and support, and
- Risk Management.

Understanding and improving knowledge of Assets

Strategy 1 – Improving asset knowledge management by progressively improving the quality of data in the asset database through the conduct of revaluations of all asset classes once every three years, the conduct of condition assessments of all council assets once every three years, and the conduct of training in asset management as well as the use of asset management tools and software for asset management staff.

Strategy 2 – Strategic review of all assets under Council care to optimise the assets that Council is responsible for and to reduce the duplication of similar assets in any one location, to identify assets that can be upgraded as opposed to building new assets, or to identify assets that can be disposed of or returned to community or private ownership.

Strategy 3 – Ensuring land use planning optimises the infrastructure assets that Council is responsible for through the development of policies and strategies to guide development of roads, footpaths, storm water drainage, parks and recreation facilities, and water and sewer lines.

Strategy 4 – Requiring developers to construct appropriate infrastructure at their own cost. Infrastructure handed over to Council should be of a high quality, with a long life, and with an appropriate life cycle cost so as not to burden the community when it is complete.

Funding of Asset Management Activities

Strategy 5 – Prioritise funding for operations and maintenance of existing assets for the agreed level of service to ensure that assets are safe and appropriate for community use.

Strategy 6 – Funding the annual infrastructure renewal cycle for short lived assets (i.e., useful life less than 20 years) to progressively lower the overall cost to bring assets to a satisfactory condition over time. For instance, resealing bitumen roads or replacing the carpet in a building.

Strategy 7 – Budgeting for capital works to renew or rehabilitate long lived assets (i.e., useful life greater than 20 years) typically taking account of risks of failure and loss of use of an asset. For example, replacement of a structural road base in poor condition or replacing the roof of an ageing building.

Strategy 8 - Prudent use of borrowings, typically for infrastructure assets with a long useful life, for example, a new library, major urgent bridge upgrade, or an upgrade to the Sewerage Treatment Plant to accommodate expected growth.

Strategy 9 - Partnering with State and Federal Government through grants to fund infrastructure replacement and/or upgrades such as new bridges or sealing unsealed roads.

Strategy 10 – Applying appropriate user charges for use of community assets. Council will seek to recover 15-30% of general operations and maintenance costs (cleaning, mowing, water, electricity, etc) for appropriate assets as well as 100% of operational costs where the costs can be directly attributed to the organisation using the facility, such as the costs for setup and pack up of the facility and the costs of using lights at sports fields.

Strategy 11 – Disposal of assets no longer required to deliver services to the community.

Community consultation and support

Strategy 12 – Prioritising the development or procurement of new assets and the required level of service in consultation with community user groups to ensure new assets are appropriate and affordable, as well as meet community needs.

Strategy 13 – Adjusting the level of service provided to the community by Council, such as increased community and sports field mowing, or requiring community groups using the assets to take on a greater share of the operation of the community assets, such as cleaning of facilities before and after use.

Strategy 14 – Partnering with community groups to secure funding for renewal and upgrading of community assets, this could be through community groups applying for grants that are either restricted from Council application or require a significant co-contribution if Council is the applicant or by direct funding by community groups.

Risk Management

Strategy 15 – Implementation of targeted risk management processes to extend the life and reduce maintenance of assets such as temporarily closing assets or increasing inspection regimes.

Strategy 16 – Integration of works programmes to enable the reuse of materials from one project on other projects, such as using crushed concrete from the Waste Transfer Stations for road sub-base.

Strategy 17 – Use of new and emerging technologies to reduce maintenance costs, such as using pipe relining technology as opposed to digging up pipes for replacement.

Council Asset Breakdown

Asset Value

Council's current asset breakdown does not match the planned structure outlined in this Strategy due to necessary changes made in the Council Asset Management structure in late 2020. The change to reporting and management will occur over the period of this Strategy as asset classes are revalued and the asset management system is updated. The value of assets managed by Council as of July 2021 is outlined in the Council's Financial Statements and is reproduced in the table below:

Assets	Gross Carrying Amount (\$ '000)	Accumulated Depreciation and Impairment (\$ '000)	Net Carrying Amount (\$ '000)
Plant and equipment	5,643	-1,812	3,831
Land			
Operational land	15,107	–	15,107
Community land	18,769	–	18,769
Land under roads (pre 1/7/08)	4,333	–	4,333
Land under roads (post 30/6/08)	2,915	–	2,915
Infrastructure			
Buildings – non-specialised	5,715	-2,657	3,058
Buildings – specialised	32,573	-21,161	11,412
Other structures	1,118	-782	336
Roads	211,782	-60,029	151,753
Bridges	39,375	-21,137	18,238
Footpaths	6,257	-1,374	4,883
Bulk earthworks (non-depreciable)	78,289	–	78,289
Stormwater drainage	19,158	-4,825	14,333
Swimming pools	3,207	-1,338	1,869
Other open space/recreational assets	9,660	-2,465	7,195
Waste	2,012	-568	1,444
Water supply network	85,411	-29,199	56,212
Sewerage network	48,706	-22,469	26,237
Reinstatement, rehabilitation, and restoration assets:			
Tip assets	1,236	-1,140	96
Quarry assets	102	-95	7
Capital Works in progress as at 30 June 2021	9,419		9,419
	\$600,787	-\$171,051	\$429,736

Asset Consumption Ratio

The asset consumption ratios provide an identification of the remaining service life of assets managed by Council. It is the ratio of the Written Down Value of an asset divided by the Gross (or replacement) Value of the assets. The asset consumption ratio gives an indication of the remaining life in the asset classes and provides a high-level indication of the life remaining in the assets managed by Council. The ratio provides a high-level analysis and is suitable for identifying trends,

however detailed analysis of each asset class is required and the renewal requirements for each class will be outlined in the Asset Management Plans.

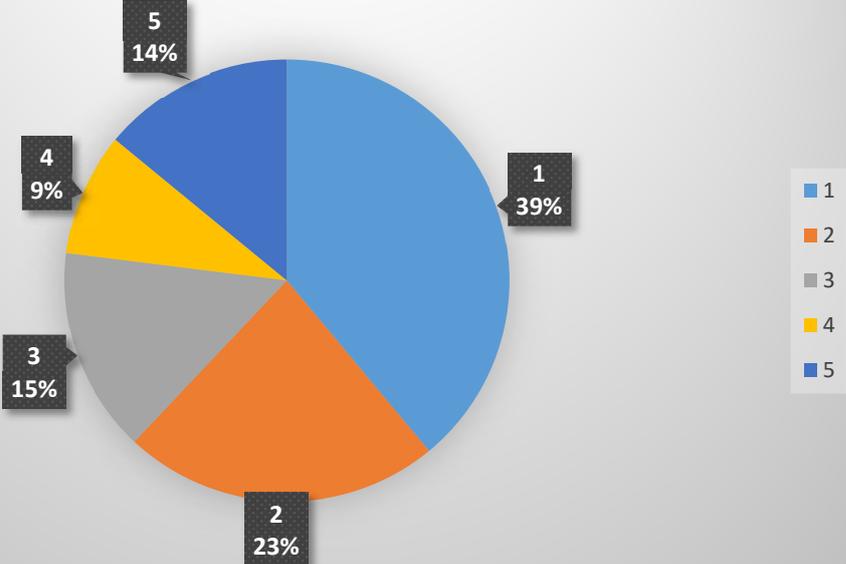
Assets	Gross Carrying Amount (\$ '000)	Net Carrying Amount (\$ '000)	Asset Consumption (% of life Remaining)
Buildings – non-specialised	5,715	3,058	54%
Buildings – specialised	32,573	11,412	35%
Other structures	1,118	336	30%
Roads	211,782	151,753	72%
Bridges	39,375	18,238	46%
Footpaths	6,257	4,883	78%
Stormwater drainage	19,158	14,333	75%
Swimming pools	3,207	1,869	58%
Other open space/recreational assets	9,660	7,195	74%
Waste	2,012	1,444	72%
Water supply network	85,411	56,212	66%
Sewerage network	48,706	26,237	54%

The asset consumption ratio demonstrates that there are several challenges that will require specific work to address. The key challenge is the need for renewal of a substantial portion of the buildings, pools, and bridges managed by council as they have consumed much of their useful life.

Asset Condition Rating

Asset condition is a combined subjective and objective assessment of the condition of the asset to enable it to continue to deliver on the required levels of service. This allows Council to prioritise the conduct of renewals to ensure that asset condition for all assets remains above the required minimum standard. Assets are assessed on a 5-point grading scale: Condition 1 being Excellent to 5 being Unserviceable. Council aims to keep the assessed condition of all assets it manages above Condition 3 (Fair). The current condition breakdown of non-property assets based on replacement value is presented in the chart below. It shows that 23%, or about \$125m, of non-property assets are below the required standard and need work.

Asset Condition as a Percentage of Replacement Value



Asset Management Improvement

Asset Management Planning

The following commentary discusses each of the eleven asset management planning elements.

Strategic asset management planning

This Asset Management Strategy 2022 to 2032 replaces the previous Asset Management Strategy 2011. This strategy aims to set the links to the Community Strategic Plan and the Long-Term Financial Plan to ensure that assets managed by Council are done so in accordance with community expectations. Council also conducts regular updates to the plans that underpin the development of assets into the future that will impact on the assets managed by Council. Council currently has the following strategies that impact on asset management:

- Bike Plan and Pedestrian Access Mobility Plan (PAMP) - 2017-2027
- Park & Playground Strategy - 2017-2022 to be reviewed as part of the Yass Valley Open Space Strategy in 2022
- Walker Park Strategic Plan - 2017
- Yass Gorge Plan of Management - 2017-2027
- Yass Main Street Strategy – 2014 to be reviewed as part of the Yass Main Street Masterplan in 2022
- Yass Valley Settlement Strategy - 2017-2036
- Victoria Park Masterplan
- Murrumbateman Recreation Ground Masterplan
- Crown Reserves Sport and Recreation Grounds Plan of Management
- Crown Lands Miscellaneous Reserves Plan of Management
- Yass Valley Strategic Weeds Plan
- Public Art Policy
- Yass Flood Study and Flood Risk Management Study and Plan
- Gundaroo Flood Study and Floodplain Risk Management Plan
- Sutton Flood Study and Floodplain Risk Management Plan
- Murrumbateman, Bowning, Bookham, and Binalong Flood Study

Annual budget

Each year Council prepares an operational plan containing the annual budget. This is aligned to the asset management plans and strategy and long-term financial plan. Council undertakes community engagement on the Operational Plan prior to consideration and determination. Work in the Fit for Future area, particularly in the reporting of financial ratios and strategies to improve ratios to the desirable levels as set by the OLG, demonstrates that we are beyond a core level in this area. With some more work in the financial partitioning of operations, maintenance and capital budgets, an advanced level of maturity will be achieved.

Annual Report

Each year we produce an Annual Report in accordance with the Australian Accounting Standards which is made available to the community on Council's website. The Annual Report is audited and then tabled to Council. The report includes the measures achieved for financial performance against short and long term financial sustainability indicators.

Asset Management Policy

Council has an adopted Asset Management Policy which defines the Council's vision and service delivery objectives for Asset Management. The policy has a direct linkage with Council's Community

Strategic Plan and the Long-Term Financial Plan. The policy requires an Asset Management Strategy to be developed in accord with the integrated planning and reporting framework.

Asset Management Strategy

Council has developed this Asset Management Strategy 2022-2032. The Strategy is linked to the Asset Management Policy, Asset Management Plans, specific infrastructure strategies, plans and studies, and Council's integrated planning and reporting requirements including the long-term financial plan. This link is still in its infancy and will need continued improvement over the period of this Strategy.

Asset Management Plans

Council will develop asset management plans for all asset classes. These Plans will link asset maintenance, renewal and upgrading priorities to the long-term financial plan. Asset Management Plans will be developed for each asset class over the 2021/2022 and 2022/2023 financial years and be subject to reviews every year along with the Operational Plan.

Governance and Management

This strategy is developed by the Infrastructure and Assets Directorate within Council. It is reviewed by the Executive Management Team and briefed to Council for approval to be placed on public display for consultation. After public consultation it is approved by Council as part of the annual Operational Plan.

Levels of Service

Levels of Service for the delivery of Council services and infrastructure are not well understood and are mostly developed in policies or through informal agreements. The identification of the desired and affordable levels of service are to be developed over the 2022/2023 financial year.

Data and Systems

Council is currently undertaking a review of all software as part of the implementation of the new corporate information technology solution. Council currently operates Assetic as the single asset management software system. The version of Assetic currently used by Council provides tracking and financial data. Analysis of future asset management software to include service requests and maintenance tracking will be conducted during the 2022/2023 Financial Year.

Skills and Processes

Processes are required to be developed and put in place to review and update the Asset Management Strategy and Asset Management Plans on a regular basis. There is also a need to develop processes to identify asset and operational risks, assign responsibilities and to monitor risk treatment actions. We have a process to annually review and update the financial forecasts for all asset classes and update the associated long term financial plan.

Evaluation

This Asset Management Strategy provides a process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and in some instances reported to our Risk and Audit Committee. Council complies with annual reporting requirements established by the Office of Local Government including through Note 9 and Special Schedule 7. The successful management of our assets is demonstrated through meeting the NSW Government's Fit for Future benchmark requirements.

Asset Management Improvement Tasks

The Asset Management Improvement Tasks to be delivered in the period up to June 2024 are detailed in the table below. Asset Management Improvement Tasks will be updated annually in line with the Operational Plan.

Number	Task	Action	Responsibility	Time Period
1	Asset Management Plans	Develop or update Asset Management Plans for all asset classes to inform the Operational Plan, including IWCM and Waste Business Plan. To include requirements of the Community Strategic Plan, Delivery Program and inform the Operational Plan and the Long-term Financial Plan.	Asset Owners	Complete by December 2023
2	Levels of Service	Review levels of service for all asset classes and develop a level a level of service section within Asset Management Plans to highlight levels of service provided for operational and maintenance use of facilities, this is to include appropriate community consultation.	Asset Owners	Complete by December 2023
3	User Fees and Charges	Develop user fees and charges to meet required recovery rates for community use of facilities.	Asset Owners	Complete by December 2022
4	Facility User Agreements	Identify all user groups for community facilities and develop Facility User licences or leases for all Council managed land and facilities.	Manager Parks and Recreation Manager Facilities and Waste	Complete by December 2023
5	Asset Data Management	Upgrade current Asset Management Software to Assetic Cloud to enable asset maintenance and capital works management and asset tracking.	Manager Engineering Services	Complete by July 2023 (pending budget allocation)
6	Asset Maintenance Data Capture	Implement SmartSheets for data capture of asset maintenance to support better asset maintenance decision making,	Manager Roads Delivery Manager Maintenance Delivery	Initial implementation and trial complete June 2023.