

ASSET MANAGEMENT POLICY

Intent: The purpose of this policy is to:

- Set a Framework¹ and guide for Council's Asset Management.
- Provide a foundation for setting Council's Asset Management objectives.
- Support optimal service delivery to the community.
- Enhance sustainable Asset Management.
- Support sound financial management practices.

Scope: This Policy applies to all assets owned by Cairns Regional Council (Council) and all aspects of each asset, including planning, design, construction, operation, maintenance, renewal, and disposal.

Relationship: Appendix 2 shows how this Policy is related to other Council strategies and plans.

PROVISIONS

Council is committed to delivering sustainable Asset Management services to its community.

To achieve this, Council will commit to:

- Prioritising Asset Management and creating organisational success through a strong Asset Management culture.
- Ensuring Council's Asset Management is aligned to ISO55000 standard.
- Ensuring resources and operational capabilities are identified and responsibility for Asset Management is allocated.
- Using evidence-based Asset Management decision making to drive optimum value for the community.
- Ensuring alignment between Asset Management Strategy, Financial Strategy, the Corporate Plan and other relevant Council Strategies.
- Demonstrating transparent and responsible Asset Management processes that align with demonstrated good practice.

PRINCIPLES

- Risk management, best practice and sustainability will be considered in Asset Management.
- Whole of life costs will be considered in infrastructure and community assets investment decisions.
- Service levels will be defined taking into consideration the needs of the community, affordability, and overall sustainability.

¹ Framework attached as Appendix 1

- Asset Management along with service requirements will drive capital and maintenance expenditure on assets.
- The performance of Council's Asset Management System will be routinely monitored and reported.
- Processes and practices impacting efficiency of Council's Asset Management System will be continually evaluated and addressed through continuous improvement process.
- Asset Management decision making will be optimised to ensure:
 - Best value services can be delivered to the community,
 - Provision of a safe environment for employees, contractors, and the community,
 - Compliance with legislative and regulatory obligations.

◆◆◆◆◆

The policy to remain in force until otherwise determined by Council.

Officer Responsible for Review:

Associate Director Engineering Services

ORIGINALLY ADOPTED: 24/02/2005
CURRENT ADOPTION: 26 July 2023
DUE FOR REVISION: 26 July 2026



Mica Martin
Chief Executive Officer

ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK

[#7048063](#)



ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK

ENDORSEMENT TABLE

Position	Date Endorsed	Print Name	Signed
Director Cairns Infrastructure & Assets Cairns Regional Council	Date 8/5/2023	Mark Wuth	
Chief Financial Officer Cairns Regional Council	Date 04/05/2023	Lisa Whitton	
Director Lifestyle & Community Cairns Regional Council	14/04/2023	Destry Puia	
Director Planning, Growth & Sustainability Cairns Regional Council	Date	Ed Johnson	
Associate Director Service Delivery Cairns Regional Council	Date 3/5/2023	Gary Everson	
Associate Director Engineering Services Cairns Regional Council	Date 3/5/2023	Sarah Stephen	

INTRODUCTION

Cairns Regional Council (Council) vision is “Shaping the Future”, with a focus of promoting, protecting, and enhancing the iconic natural environment now and for generations to come, while creating a safe, sustainable, and connected place that supports a quality of life.

Council currently owns, manages, and operates (on behalf of the community) approximately ~\$5.4 billion portfolio of infrastructure and natural assets. These assets play a significant part in achieving and delivering on Council's vision.

The Asset Management Accountability Framework (Framework) provides a framework that defines the roles and responsibilities for the management of these assets.

The framework has been developed to align with the key stages of asset lifecycle management as illustrated in Figure 1 below.

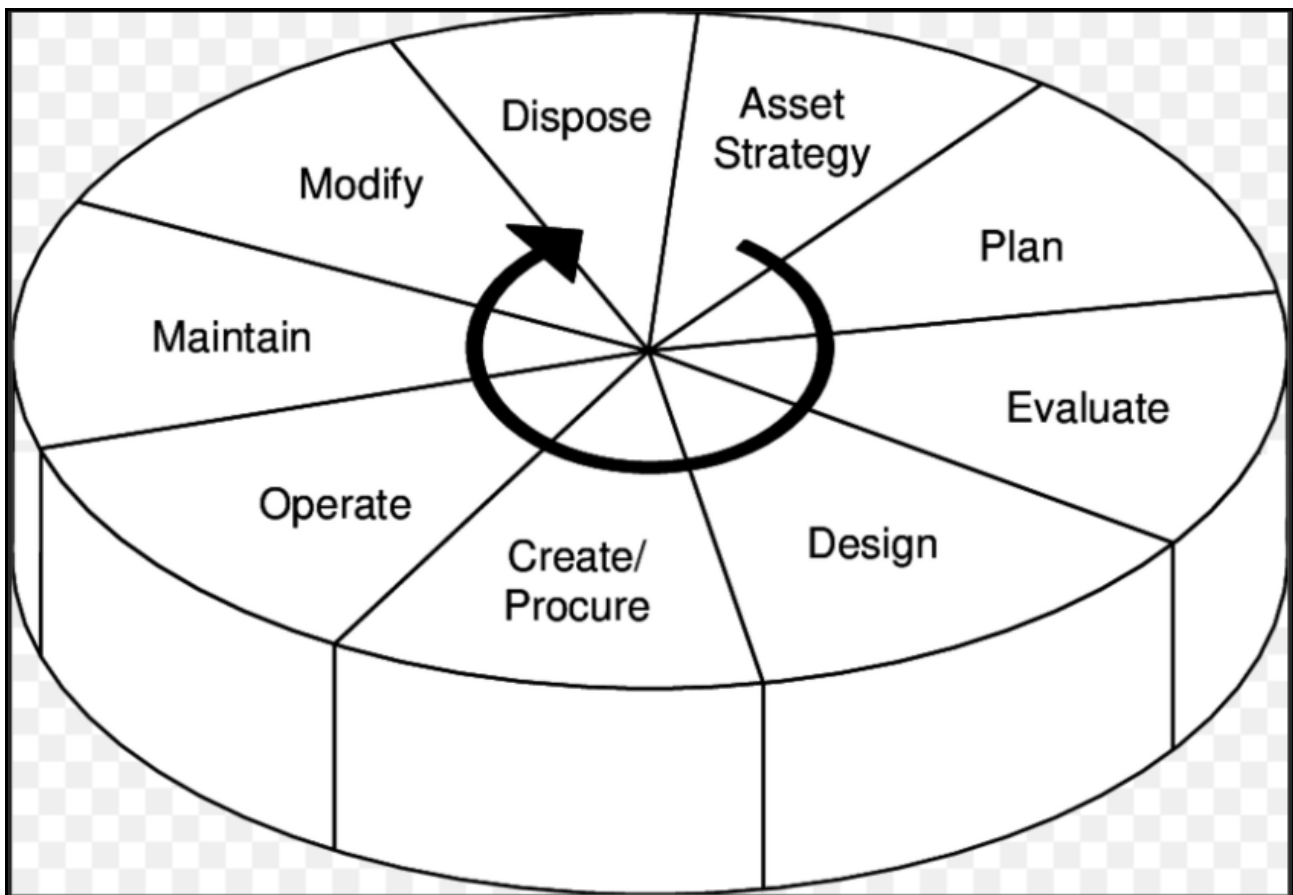


Figure 1: Asset Lifecycle Management Stages

ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK PURPOSE

The purpose of this framework is to:

- Make roles, responsibilities, and expectations for Council's asset lifecycle management clearer
- Strengthen our shared responsibility for service delivery to the community
- Assist Council in managing its asset portfolio and providing better services to the community
- Increase efficiency and boost productivity
- Support Council's goal of continuously improving its asset management²

ASSET LIFECYCLE MANAGEMENT ROLES & RESPONSIBILITIES

The assignment of roles and responsibilities for asset lifecycle management within Council is a delegated process as illustrated in Figure 2.

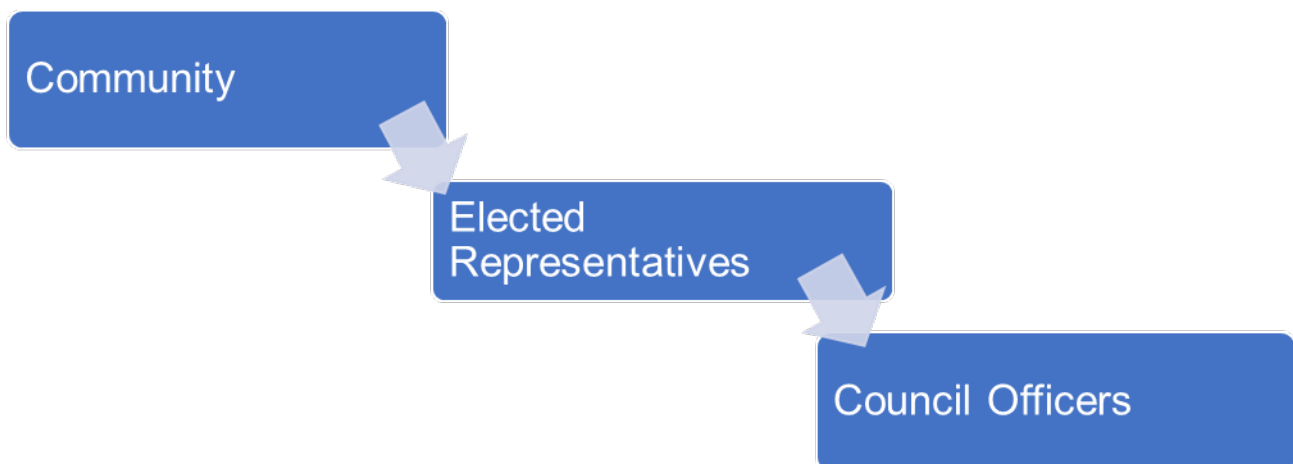


Figure 2: Council Asset Lifecycle Management Delegation

Council's asset lifecycle management is centred on the services that the assets support, with the service ownership being at the directorate level.

This responsibility for the purposes of asset governance has been defined as the Service Owner (Director). The appointed Service Owners further sub delegate the roles and responsibilities into four distinct asset lifecycle management roles, being:

- Strategic Asset Management & Planning
- Tactical Planning & Optimisation
- Asset Acquisition
- Operation & Maintenance

Each identified position may have a role in one or more of these categories, these are identified in the RACI document [7053003](#), and may differ dependent on the stage within the asset lifecycle. Each of these elements is expanded upon in the following paragraphs.

² Asset Management is the coordinated activity of an organisation to realise value from assets-ISO 55000

The Service Owner

Within Council, the Service Owner is the Director that has been assigned the ultimate responsibility of ensuring that the service under the directorate is sustainably delivered to the community.

The key roles of the Service Owner are:

- Setting the future direction for service requirements
- Establishing the “why and what” needs to be provided to deliver the service

Strategic Asset Management & Planning

Strategic Asset Management responsibility is discharged by specific Council Executive Managers, within their designated areas of responsibility. They are responsible for the following lifecycle stages in relation to the assets and services they support.

The key functions of Strategic Asset Management are:

- Defining the scope, and objectives of Asset Management to ensure assets deliver the agreed service levels.
- Defining what needs to be delivered, when where and why.
- Driving information based responsible investment decisions related to the asset, based on service objectives.
- Disposal – Identification of assets that are no longer able to fulfil their primary objective

Tactical Planning & Optimisation

Tactical Planning & Optimisation responsibility is discharged largely by the Lead Asset Performance and optimisation. SCADA, Fleet, IT and Land tactical planning and Optimisation is the responsibility of the specific Executive areas for these particular asset types.

The key functions of Tactical Planning & Optimisation are:

- Levels of service performance monitoring and reporting framework
- Optimisation of strategies to ensure Council’s assets deliver the required service levels
- Development of asset criticality & risk assessment frameworks
- Preventative maintenance planning
- Condition assessments planning

Asset Acquisition (Design, Create Procure)

The responsibility for Designing, Creation and Procurement of assets is discharged by multiple Executive Managers dependant on what is being delivered and how that delivery is to be achieved. This process involves the creation of new assets, collection of and submission of appropriate asset information into the Asset Information and Financial Systems in a timely manner.

New assets will generally fall under one of three delivery models below:

- Adoption of new assets only under the donated assets process.
- Self-delivered new, upgraded or renewal projects by Councils Project Management Office (PMO)
- Self-delivered new, upgraded or renewal projects under the Lean Project model for simple lower cost / risk projects

Operations & Maintenance

The Operator is responsible for the day-to-day activities that are set by the Service Owner. The Maintainer is responsible for planned preventative and reactive maintenance activities set by the Service Owner.

The key roles of the Operator are:

- Implementing the operational asset service standards
- Operating the asset, including
 - Adjustment of asset components to allow for variability external conditions
 - Routine inspection
 - Replenishment of consumables
 - Ensuring operational parameters are met

Key roles of the Maintainer are:

- Implementing the maintenance asset service standards

Summary

Council is responsible for planning across the entire lifecycle of a diverse and extensive portfolio of assets, by defining and assigning responsibilities across these assets throughout the various lifecycle stages we will improve our ability to achieve effective asset management outcomes.

Service Type	Service Owner	Assets Supporting the Service	Strategic Asset Management (Evaluation, Planning for- new, renewals, upgrades, modifications, disposal)	Tactical Planning & Optimisation	Asset Acquisition (Design, Create/procure)	Operate & Maintain
Lifecycle Stages			Asset Strategy, Planning, Evaluation, Disposal	Design, Modify, Disposal	Design, Create /Procure, Modify, Disposal	Operate & Maintain
Water Supply	Director Cairns Infrastructure and Assets (CIA)	Dams, intake structures, water mains, pump stations, reservoirs, treatment plants, service connections, CFD EWS)	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Utility / Asset Services (Lean) / Development & Planning (Donated)	Utility Services / Asset Services
		Buildings	Asset Services-to transition to Strategic Asset Management & Planning	Asset Services-to transition to Asset Performance & Optimisation	Project Management Office (PMO) / Asset Services (Lean) / Development & Planning (Donated)	Asset Services
		Roads	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		Drainage	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		SCADA	Utility Services-to transition to Strategic Asset Management & Planning	Utility Services / Information & Technology Services	Project Management Office (PMO) / Utility Services (Lean) / Development & Planning (Donated)	Utility Services
		IT	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
		Fleet (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Fleet Custodian / Asset Services
		Land	Strategic Asset Management & Planning	Property & Compliance	Property & Compliance	Utility Services / Community Spaces
Drainage & Marine	Director Cairns Infrastructure and Assets (CIA)	Drainage - Underground Drainage Infrastructure, Open Drains, Flood Mitigation, Storm Water Quality	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		Marine - Beach, Boat Ramp, Jetty, Sea Wall	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		SCADA	Utility Services-to transition to Strategic Asset Management & Planning	Utility Services	Project Management Office (PMO) / Utility Services (Lean) / Development & Planning (Donated)	Utility Services
		IT	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
		Fleet (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Fleet Custodian / Asset Services
		Land	Strategic Asset Management & Planning	Property & Compliance	Property & Compliance	Utility Services / Community Spaces

Service Type	Service Owner	Assets Supporting the Service	Strategic Asset Management (Evaluation, Planning for- new, renewals, upgrades, modifications, disposal)	Tactical Planning & Optimisation	Asset Acquisition (Design, Create/procure)	Operate & Maintain
Lifecycle Stages			Asset Strategy, Planning, Evaluation, Disposal	Design, Modify, Disposal	Design, Create /Procure, Modify, Disposal	Operate & Maintain
Transport	Director Cairns Infrastructure and Assets (CIA)	Roadway, Bridges Traffic Facilities	Strategic Asset Management & Planning	Asset Performance & Optimisation (Strategic Asset Management & Planning - Traffic signals only)	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works / Asset Services (Lights)
		IT	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
		Fleet (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Fleet Custodian / Asset Services
		Land	Strategic Asset Management & Planning	Property & Compliance	Property & Compliance	Utility Services / Community Spaces
Wastewater	Director Cairns Infrastructure and Assets (CIA)	Ancillary Assets, Infrastructure Buildings, Scientific & Technical Equipment, Sewer Pump Stations, Treatment Plants, Underground Sewer Network	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Utility Services (Lean) / Development & Planning (Donated)	Utility Services / Asset Services
		Buildings	Asset Services-to transition to Strategic Asset Management & Planning	Asset Services-to transition to Asset Performance & Optimisation	Project Management Office (PMO) / Asset Services (Lean) / Development & Planning (Donated)	Asset Services
		Roads	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		Drainage	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		SCADA	Utility Services-to transition to Strategic Asset Management & Planning	Utility Services	Project Management Office (PMO) / Utility Services (Lean) / Development & Planning (Donated)	Utility Services
		IT	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
		Fleet (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Fleet Custodian / Asset Services
		Land	Strategic Asset Management & Planning	Property & Compliance	Property & Compliance	Utility Services / Community Spaces

Service Type	Service Owner	Assets Supporting the Service	Strategic Asset Management (Evaluation, Planning for- new, renewals, upgrades, modifications, disposal)	Tactical Planning & Optimisation	Asset Acquisition (Design, Create/procure)	Operate & Maintain
Lifecycle Stages			Asset Strategy, Planning, Evaluation, Disposal	Design, Modify, Disposal	Design, Create /Procure, Modify, Disposal	Operate & Maintain
Parks, Leisure, Community and Cultural	Director Lifestyle & Community	Community Spaces including - Parks, Cemeteries, Aquatic Facilities, Caravan Parks & Campgrounds, Sports Facilities, Community Facilities, Recreation Centres,	Community Spaces	Community Spaces	Project Management Office (PMO) / Community Spaces (Lean) / Development & Planning (Donated)	Community Spaces
		Creative Life including - Museums, Art Studios & Galleries, Performing Arts Spaces, Libraries, Heritage Cemeteries (specific), Court House, Art Works & Book Collections	Creative Life	Creative Life	Project Management Office (PMO) / Creative Life (lean) / Development & Planning (Donated)	Creative Life
		Community Life (non-process CCTV, Car parking, animal control facility)	Community Life	Community Life	Project Management Office (PMO) / Community Life (lean) / Development & Planning (Donated)	Community Life
		Community Spaces Buildings	Community Spaces	Asset Services in consultation with Community Spaces	Project Management Office (PMO) / Asset Services (Lean) / Development & Planning (Donated)	Asset Services
		Creative Life Buildings	Creative Life	Asset Services in consultation with Creative Life	Project Management Office (PMO) / Asset Services (Lean) / Development & Planning (Donated)	Asset Services
		Community Life Buildings	Community Life	Asset Services in consultation with Community Life	Project Management Office (PMO) / Asset Services (Lean) / Development & Planning (Donated)	Asset Services
		Roads	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		Drainage	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean) / Development & Planning (Donated)	Works
		SCADA	Utility Services-to transition to Strategic Asset Management & Planning	Utility Services	Project Management Office (PMO) / Utility Services (Lean) / Development & Planning (Donated)	Utility Services
		IT	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
		Fleet (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Fleet Custodian / Asset Services
		Land	Community Spaces	Community Spaces	Property & Compliance	Community Spaces

Service Type	Service Owner	Assets Supporting the Service	Strategic Asset Management (Evaluation, Planning for- new, renewals, upgrades, modifications, disposal)	Tactical Planning & Optimisation	Asset Acquisition (Design, Create/procure)	Operate & Maintain
Lifecycle Stages			Asset Strategy, Planning, Evaluation, Disposal	Design, Modify, Disposal	Design, Create /Procure, Modify, Disposal	Operate & Maintain
Resource Recovery	Director Cairns Infrastructure and Assets (CIA)	Buy Back Shop, Landfill, Material Recovery Facility, Transfer Station	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Resource Recovery (Lean)	Resource Recovery
		Buildings	Asset Services-to transition to Strategic Asset Management & Planning	Asset Services-to transition to Asset Performance & Optimisation	Project Management Office (PMO) / Asset Services (Lean)	Asset Services
		Roads	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean)	Works
		Drainage	Strategic Asset Management & Planning	Asset Performance & Optimisation	Project Management Office (PMO) / Works (Lean)	Works
		SCADA	Utility Services-to transition to Strategic Asset Management & Planning	Utility Services	Project Management Office (PMO) / Utility Services (Lean)	Utility Services
		IT	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
		Fleet (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Fleet Custodian / Asset Services
		Land	Strategic Asset Management & Planning	Property & Compliance	Property & Compliance	Utility Services / Community Spaces
Non-Aligned to individual service provision	Director Planning Growth & Sustainability	Land - Non-Aligned	Property & Compliance	Property & Compliance	Property & Compliance	Executive Manager Community Spaces
	Director Cairns Infrastructure and Assets (CIA)	Buildings & Facilities - Non-Aligned (Corporate)	Asset Services-to transition to Strategic Asset Management & Planning	Asset Services-to transition to Asset Performance & Optimisation	Project Management Office (PMO) / Asset Services (Lean) / Property & Compliance (Leasing)	Nominated Officer / Asset Services
	CEO	Local Disaster Coordination Centre / SES buildings (NOTE - SES buildings are state QFES assets, no formal SLA or funding in place. They are currently treated as CRC assets until this situation is resolved)	Asset Services-to transition to Strategic Asset Management & Planning	Asset Services-to transition to Asset Performance & Optimisation	Project Management Office (PMO) / Asset Services (Lean) / Property & Compliance (Leasing)	Local Disaster Coordinator / Asset Services
	CFO	Technology - Non-Aligned	Information & Technology Services	Information & Technology Services	Information & Technology Services	Information & Technology Services
	Director Cairns Infrastructure and Assets (CIA)	Fleet & Equipment (pool) (See Fleet AI DM# 4610879)	Asset Services	Asset Services	Asset Services	Asset Services

Appendix 2 Relationship of the Policy to Other Council Strategies & Plans

