

Asset Management Policy

April 2025

Version: 7



City of
Newcastle

Table of Contents

Part A - Preliminary	1
1 Purpose	1
2 Context	1
3 Scope	1
4 Principles	1
Part B - Policy Statement	2
5 Organisational Commitment	2
6 Asset Management Activities	2
7 Custodian-Manager-Delivery Partner Model	2
Part C - Roles and Responsibilities	3
Annexure A - Definitions	4
Annexure B - Policy Authorisations	5
Document Control	6

Part A - Preliminary

1 Purpose

1.1 The purpose of this Policy is to:

- a) Establish a framework for the strategic and sustainable management of City of Newcastle's (CN) assets.
- b) Ensure that CN's asset management practices enable the efficient delivery of services in line with Newcastle 2040 objectives.
- c) Promote accountability, transparency, and continuous improvement in the stewardship of CN's infrastructure.

2 Context

2.1 This Policy supports compliance with the Local Government Act 1993 (NSW) and the Local Government (General) Regulation 2005. It aligns with the Integrated Planning and Reporting (IP&R) Guidelines for Local Government in NSW and the International Infrastructure Management Manual (2020).

3 Scope

3.1 This Policy applies to:

- a) All built infrastructure and associated physical assets owned, controlled, or managed by CN that directly support service delivery, including related land under CN's care.
- b) Natural assets under CN's care and control.
- c) CN's Asset Custodians, Asset Managers, and Delivery Partners.
- d) CN employees, Councillors, and contractors involved in asset management related activities.
- e) Projects, programs, and activities that utilise CN's assets, including those funded by external grants.

4 Principles

4.1 CN commits to the following objectives:

- a) **Accountability and transparency** – Providing clear decision-making processes for asset management.
- b) **Sustainability** – Promoting cost-effective, fit-for-purpose assets, considering climate adaptation, emissions reduction, and lifecycle costs.
- c) **Alignment with CN strategies** – Ensuring asset management aligns with Newcastle 2040 and supporting documents.
- d) **Risk Management** – Proactively identifying and mitigating risks relating to community, people, services, and property.
- e) **Levels of Service (LOS)** – Defining and maintaining measurable, sustainable LOS to meet community needs and where feasible expectations.
- f) **Legislative Compliance** – Ensuring adherence to applicable laws and regulations.
- g) **Continuous Improvement** – Embedding best practices and innovation in asset management.

Part B - Policy Statement

5 Organisational Commitment

- 5.1 CN is committed to strategically managing its assets to deliver sustainable, value-for-money services aligned with community needs and Newcastle 2040 objectives. Asset management will follow a structured framework aligned with the NSW Office of Local Government's (OLG) Integrated Planning and Reporting (IP&R) framework, ensuring coordinated, transparent, and accountable planning, delivery, maintenance, and renewal.

6 Asset Management Activities

- 6.1 To support this Policy and comply with the IP&R framework, CN and its officers will undertake the following asset management activities across defined roles. CN will:
- a) Provide organisational leadership and governance to support integrated asset management practices.
 - b) Conduct lifecycle planning for all assets, including acquisition, operation, maintenance, renewal, and disposal with the IP&R framework.
 - c) Maintain a corporate asset management system for accurate data collection, analysis, and reporting.
 - d) Integrate community consultation into asset management planning ensuring service expectations are considered.
 - e) Ensure role clarity across asset portfolios through defined responsibilities for Asset Custodians, Asset Managers, and Delivery Partners.

7 Custodian-Manager-Delivery Partner Model

- 7.1 CN applies a collaborative stewardship model across all asset classes, comprising three core roles:
- a) Asset Custodians – Rely on assets to provide their services. Accountable for defining service needs and LOS aligned with community and operational requirements.
 - b) Asset Managers – Provide life-cycle planning, technical oversight and stewardship to enable assets to meet defined LOS in a cost-effective and sustainable manner.
 - c) Delivery Partners – Responsible for executing works and services to maintain, renew and upgrade assets supporting both Asset Custodians and Asset Managers in achieving service outcomes.

Part C - Roles and Responsibilities

POSITION	RESPONSIBILITY
Executive Director City Infrastructure	Oversee the implementation and compliance with the Asset Management Policy.
Executive Manager Assets & Facilities	Support Asset Custodians by leading the development and review of the AMS and SAPs, ensuring asset management alignment with CN's strategic objectives.
Asset Custodians (Service Unit Manager)	Define and review service needs and levels of service (LOS) in line with CN's strategic objectives, legislative requirements and engagement with the community, contribute to Service Asset Plan (SAP) development, monitor asset performance, and support continuous improvement through maturity assessments.
Asset Managers (Service Unit Manager)	Lead implementation of the Asset Management Policy, Strategy (AMS), and SAPs in line with the IP&R framework; align planning and lifecycle strategies; plan & oversee condition assessment; and maintain up-to-date asset data to support informed decision-making.
Delivery Partners (Service Unit Manager)	Support to Asset Custodians and Asset Managers through delivery of asset-related projects and services to agreed standards, provide operational feedback to inform planning and improvements, and ensure accurate documentation of completed works to support asset data integrity.
Executive Leadership Team	Approve LOS and significant asset management initiatives.
Council Committees in relation to built infrastructure and natural assets	Provide advice and guidance in support of asset management, including the development of strategies, and identification of challenges and opportunities, in relation to built and natural facilities and systems within the local government area.

Annexure A - Definitions

Act means the Local Government Act 1993 (NSW).

Asset means a physical item that is owned, managed or maintained by CN to provide services to the community such as land, plant, machinery, building that has a lifecycle greater than 12 months.

Asset Custodian means the CN Service Unit Manager responsible for the stewardship of an asset, including defining its required level of service.

Asset Management means the coordinated application of management, financial, economic, and engineering practices to physical assets, with the objective of providing the required level of service in the most cost-effective manner.

Asset Management Strategy (AMS) means the high-level long-term approach to managing CN's asset portfolio.

Asset Manager means the CN Service Unit Manager with responsibility for providing ongoing advice, maintenance, renewal and support services to facilitate the service provided by the Asset Custodian.

CEO means Chief Executive Officer of the City of Newcastle and includes their delegate or authorised representative. References to the Chief Executive Officer are references to the General Manager appointed under the *Local Government Act 1993* (NSW).

City of Newcastle (CN) means Newcastle City Council.

CN Staff means employees of CN (including full time, part time, fixed term and casual) or Specific Talent Contractor who is engaged under a CN position description.

Council means the elected Council.

Councillor means a person elected to civic office as a member of the governing body including the Lord Mayor.

Delivery Partner means the CN Service Unit Manager responsible for supporting both the Asset Custodian and Asset Manager in the delivery of asset related works to plan, build, renew, maintain, demolish, and/or dispose a CN asset.

Landowner Consent means the formal approval granted by CN as the legal or delegated landowner for development or use of CN-owned land, required in certain planning and regulatory processes.

Level of Service (LOS) means the specific standards or outcomes CN Asset Custodians intend to provide to customers.

Lifecycle means the total time span of the asset from the initial planning or acquisition of an asset, throughout its operation, maintenance, renewal, and eventual disposal.

Predictive Analytics means the use of data analysis to anticipate asset performance, identify potential failures, and optimise maintenance and renewal strategies for cost effective and proactive asset management.

Regulation means the *Local Government (General) Regulation 2021*.

Service Asset Plans (SAPs) mean the detailed operational plans for effectively managing assets that support service delivery.

Annexure B - Policy Authorisations

This Policy Authorisation may be updated and amended by the CEO from time to time.

In accordance with section 378 of the *Local Government Act 1993*, the Chief Executive Officer delegates the following functions to the positions listed:

Title of Authorisation	Description of Authorisation	Position Number and Title
Landowner Consent	Authority to provide land owner's consent on land owned by CN, or where CN otherwise has authority to grant such consent, and in accordance with CN's Managing Conflicts of Interest for CN related development Policy.	P60629 - Executive Director Corporate Services P60631 - Executive Director Creative and Community Services P60630 - Executive Director City Infrastructure P60632 - Executive Director Planning and Environment

Document Control

Policy Title:	Asset Management Policy
Audience:	CN Staff, Councillors, Contractors
Service Unit:	Assets and Facilities
Policy Owner:	Executive Director City Infrastructure
Policy Writer:	Executive Manager Assets and Facilities
Approved by:	Council
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Required on Website:	Yes
Key Words:	Asset, asset management, infrastructure services, asset lifecycle, Asset Custodian, Asset Manager

Related Document Information, Standards & References

Related Legislation:	Local Government Act 1993 (8B) Local Government (General) Regulation 2005 Local Government Amendment (Planning and Reporting) Act 2009 Integrated Planning and Reporting Guidelines for Local Government in NSW (Division of Local Government) Integrated Planning and Reporting Manual for local government in NSW (Division of Local Government (s3.4) International Infrastructure Management Manual (2020) Australian Infrastructure Financial Management Guidelines Edition 2 2015 (ISO 55000).
Related Policies (Council & Internal):	Enterprise Risk Management Policy
Related Procedures, Guidelines, Forms or documents:	Asset Management Strategy 2025-2035 Service Asset Management Plan 2025-2035
Standards, Codes or other references:	N/A

Relevant Newcastle 2040 Theme/s

Term / Abbreviation
Liveable, Sustainable.

Version History

Version No - Date Approved - ECM
Version 1 - April 2010 - ECM: 2935100, Version 2 - August 2012 - ECM: 3438058, Version 3 - June 2016 - ECM: 4873789, Version 4 - July 2020 - ECM: 6525846, Version 5 - April 2022 - ECM: 7363544, Version 6 - June 2024 - ECM: 7421116.