EAST RENFREWSHIRE COUNCIL

CABINET

25 OCTOBER 2018

Report by Deputy Chief Executive

ICT ASSET MANAGEMENT PLAN 2016-2020

PURPOSE OF REPORT

1. To advise the Cabinet on the updated ICT Asset Management Plan 2016-2020. A copy of the plan is attached as Appendix 1.

RECOMMENDATIONS

2. It is recommended that the Cabinet approves the updated ICT Asset Management Plan 2016-2020.

BACKGROUND

3. ICT created a new Asset Management plan in 2016 to bring up to date the methods and detail on the management of the breadth of assets under the control of ICT.

4. Work undertaken in 2017 to align and standardise all the Asset Management Plans within the Council resulted in a further update to the plan.

5. This 2018 update of the ICT Asset Management Plan reflects changes to the volume and type of assets managed by ICT.

REPORT

6. This ICT Asset Management Plan seeks to provide a context for an overview of the scope, scale and current state of the Council ICT estate.

7. It identifies future actions and potential risks and seeks to provide a well-managed and cost effective ICT estate.

8. The context for this Plan is informed by a range of legislation, policy, plans and strategies. There are also a range of key drivers which serve to shape the content of the plan and these are mainly development issues, performance measures and future activities.

9. The Plan highlights that ICT asset management and maintenance within the Council is effective, with significant work being undertaken. Increased emphasis on improving processes and using modern technologies will have beneficial effects in reducing the management burden of the ICT assets whilst increasing their effective life span.

10. There is now a greater coordination between strategic and operational Council Services which has helped develop a better understanding of the Council's assets in terms of condition, future requirements and associated financial expenditure.

FINANCE AND EFFICIENCY

11.   The ICT Asset Management Plan will be used to inform and prioritise future capital and revenue spend while detailing the costs associated with the maintenance of ICT equipment.

CONSULTATION

12.   The Asset Management Plan has been jointly prepared by the ICT Service and the Corporate Asset Management Group.

IMPLICATIONS OF THE PROPOSALS

13.   The Plan will enable a long term strategic and more informed approach to ICT asset management resulting in multiple benefits and value for money. This plan will have no negative impact on staffing, legal, IT or equalities.

CONCLUSIONS

14.   With the continued pressure on budgets and expenditure, asset management is a critical tool in ensuring best use is made of available funding. The ICT Asset Management Plan will be regularly updated to assist in this process and highlight progress and improvements.

RECOMMENDATIONS

15.   It is recommended that the Cabinet approves the updated ICT Asset Management Plan 2016-2020.

REPORT AUTHOR

Deputy Chief Executive

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Report Date: 28th October 2018

East Renfrewshire Council

Corporate & Community Services Department

Information & Communications Technology (ICT) Asset Management Plan

2016 - 2020

Original – May 2016
Reviewed and Amended – May 2017
Reviewed and Amended – August 2018
Next Review – August 2019

Contents

Executive Summary

Efficient management of Council assets is critical to the delivery and performance of public services. In the current financial climate we must improve the performance of our investment in physical assets over their available life.

The ICT Asset Management Plan is one of a suite of strategic documents that collectively define, control and improve the management of Council assets. It has been developed in accordance with the Council's Capital Asset Management Plan and summarises East Renfrewshire Council's aims and objectives for our assets to ensure that they are used in an effective and efficient manner.

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This ICT Asset Management Plan (AMP) provides an overview of the ICT assets in use and how they are managed. It details future actions as well as identifying potential risks.

It is important that the ICT AMP reflects and is aligned to the wider strategic outcomes that the Council is committed to achieving as set out in our key plans and strategies. The Council's vision, highlighted in the Outcome Delivery Plan 2018 -2021(ODP) is to be ' A modern, ambitious council creating a fairer future with all , with the ultimate aim of making people's lives better '. A key strategic outcome in the plan is that our Council is forward thinking and high performing. The plan identifies the main contribution the ICT service need to achieve to ensure our physical, information and financial assets are efficiently managed. This is to have in place digital foundations which are secure, best value and user friendly. Critical to achieving this outcome requires the ICT service to lead on the implementation of a modern and resilient ICT infrastructure drawing on the principles of enterprise architecture, to enable council-wide digital capabilities.

The role of the ICT Service and the effective management of our IT assets are central to the achievement of our strategic outcomes and the Council's modernisation and digital

ambitions set out in our Digital Strategy. The service continues to act as an enabler in many of the digital projects included in Council Departments' and HSCP digital implementation plans.

Investment in ICT assets are prioritised to enable the delivery of all 5 Community Plan strategic outcomes (spanning these areas: Early Years and Vulnerable Young People; Learning, Life and Work; Environment and Economy; Safer Supported Communities and Older People and People with Long Term Conditions. For example, ICT investment supports the direct delivery of digital learning to pupils in schools (e.g. deployment of class-sets of Virtual Reality headsets to schools to augment learning and to libraries' customers, contributing to Strategic Outcome 2 - Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure work. ICT investment also enables the delivery of efficient customer focused digital services to customers as well as efficient internal services across the Council (e.g. modernised financial, HR and payroll systems).

ICT has adopted a run, grow and transform approach to its forward planning as it encapsulates the three areas of fundamental activity; to maintain the business as usual, enable growth, and deliver transformational change.

In order to ensure that assets are appropriately managed, this ICT AMP describes a model for the management of ICT assets which is based on ICT industry practice, ensuring that ICT is able to provide the most efficient use of resources and be able to maximise ICT investment in line with the Council's business priorities.

The goals of ICT Asset Management are:

- To acquire appropriate ICT assets for the Council with minimum costs and maximum benefits
- To optimise the use of each ICT asset during its life
- To dispose of ICT assets when they no longer provide a benefit compared to the cost to maintain them
- To support ICT asset compliance with relevant standards
- To provide the information needed for internal and external requirements

ICT currently manage 566 physical core and 15,403 physical end-point assets across corporate and education environments. Current planning will result in 650 of these assets being replaced under a rolling refresh programme. This continual activity ensures appropriate and operational assets are always deployed across the Council.

ICT also currently manages a significant number of software assets across the corporate and education environments. Through the numbers change projects underway a number of these will replaced or decommissioned following appropriate review and assessment of their fitness for purpose.

1.   Introduction

This ICT Asset Management Plan sets out East Renfrewshire's plan for the management of Council ICT assets for the period 2016 – 2020.

The effective use of ICT by East Renfrewshire Council is vital in ensuring the operational performance and delivery of many of the Council's key objectives.

The ICT AMP has direct links with the Council's Outcome Delivery Plan (ODP).

The use of ICT has a clear influence and impact on the Council's ability to deliver the outcomes of the ODP:

Customer, Efficiency and People Outcomes

Customers -	*Our customers receive a high level of service from the Council and are satisfied with the services the Council delivers.*

Efficiency -	*Our streamlined systems and processes use technology to improve customer accessibility and responsiveness.* *Our assets are used more effectively and efficiently.* *Residents benefit from a Council that complies with financial, legislative and scrutiny requirements and is continuously improving on all aspects of best value.* *Our residents benefit from cost effective services.*

People -	*Our workforce is skilled and supported to deliver on our outcomes.*

Investment in ICT assets are also prioritised to contribute to the delivery of all 5 Community Plan strategic outcomes. For example, ICT investment supports the direct delivery of digital learning to pupils in schools (e.g. deployment of class-sets of Virtual Reality headsets to schools to augment learning) and to libraries' customers, contributing to Strategic Outcome 2 - Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure work.

To achieve these outcomes for local residents, the Council realises the need to be able to respond effectively and smartly to a changing environment. That means responding to external factors such as demanding budget reductions, challenging demographic changes and new and emerging legislation. East Renfrewshire Council has developed 5 organisational capabilities that define where the Council needs to excel to meet future challenges and use resources in the right way. The 5 capabilities are as follows:

- **Prevention**: Invest in activity that prevents problems occurring in local communities, rather than trying to fix things when they have already gone wrong
- **Community Engagement**: Working hand in hand with local communities to redesign services to ensure they work for and with the people who need them
- **Use Data, Evidence & Benchmarking**: Ensuring that all decisions taken are grounded in evidence and what the local communities agrees works well
- **Modernising How We Work**: Ensuring that East Renfrewshire Council is an ambitious, lean organisation, which has the systems and processes in place that are fully modernised, to ensure increased levels of productivity
- **Digital**: Develop digital conference across the Council and local communities, making services accessible for all.

The Digital Council Strategy has recently been updated to reflect the evolving focus of the organisation and its digital transformation. As a result of this update ICT will build a new ICT Strategy through 2018 which will be underpinned by effective ICT asset management.

As the reliance on ICT grows at an unprecedented rate, it is clear that good ICT asset management is crucial in helping the Council to attain its objectives. Indeed, it is a cornerstone of professional standards for ICT Service Management, providing the information required to effectively deliver the ICT services which underpin the delivery of Council services, as well as providing the information upon which to base longer term financial planning, as part of the Capital Asset Management Strategy.

The priorities for future capital investment will be:

- **Business as Usual:** Delivery and management of assets that help run the Council. Typically a stable asset group with regular forecasted refresh and lifecycle;

- **Enablement:** Identification, delivery and management of assets that help grow the Council. Often results in the introduction of new technology to Modernise and support change and growth within the Council service areas;

- **Line of Business:** Assets which are tailored to specific service areas and which can transform the Council in some way. Often these will allow services to transform service delivery to meet the Digital ambitions of the Council and improve customer service experience.

The focus of priorities will shift over the period as ICT moves from the current Capital-based model to a Revenue-based spend model which is required to meet the efficiency, growth and digital ambitions of the Council.

Business as Usual asset priorities will reduce over the period while Line of Business priorities will increase, ensuring spend is focussed on assets that deliver efficiency to the Council and service benefit to the customer over the longer term. Enablement assets priorities will peak around the mid-point of the period to support the shift from Business as Usual to Line of Business.

Due to the continual changing nature of ICT, it's essential that we have effective asset management to support service delivery in which we must support national initiatives such as data sharing and the sharing of other ICT resources including ICT infrastructure and business applications as well as the changing nature of service delivery e.g. mobile working and technologies.

The ICT Asset Management Plan is a live document which will require regular review and updating to reflect new business needs, changing customer need and demand and to reassess priorities in the context of the changing operating environment, economic climate and the availability of funding etc.

The table below provides a high level summary of the current Council's ICT assets.

ICT Assets across East Renfrewshire Council

Type	Number (% Variance from 17/18)	Replacement Cost
Desktop Computers	8300 (17%)	£3,142,968
Laptop Computers	4510 (501%)**	£1,691,250
Network Equipment	389 (11%)	£1,314,290
Telephone Handsets	2850 (-19%)	£427,500
Business Applications	172 (43%)	£2,916,318
Mobile Handheld Devices	2593 (369%)**	£335,217
Servers	172 (4%)	£1,381,657
Heating, Ventilation and Air Conditioning (HVAC) Equipment	5 (67%)	£73,333

** Significant increase due to inclusion of Education unmanaged devices in calculation

2.   ICT Asset Management Principles

2.1   General

2.1.1   In designing our approach to ICT Asset Management we have identified the following 5 overarching principles that will seek to ensure that the Council's hardware and software ICT Assets are fit for purpose within the current budgetary landscape:

- **Usability** – that the ICT assets are fit for purpose by meeting the needs of the people who are using them and that those people are confident in their operation.
- **Economically Sustainable** – that our ICT assets provide best value. This will be helped by ensuring that they are appropriately managed throughout their lifecycle
- **Environmentally Sustainable** – the ICT assets in use should be sustainable. This will be achieved by ensuring that throughout asset lifecycles, we replace products with new, greener alternatives which will help to reduce energy consumption and CO2 emissions
- **Compliance** – that ICT assets are safe, secure and comply with all appropriate legal and regulatory requirements
- **Alignment with Business Priorities** – that ICT assets link to the Council's strategic business objectives. This means that governance and decision making around ICT assets are integral to the strategic planning process and managed to deliver its strategic priorities and services, thus providing value for money services for the benefit of local communities

2.1.2   ICT use a standard model for the management of ICT Hardware and Software Assets from selection and procurement through to end-of-life disposal and which is based on the ICT industry best practice ICT Lifecycle Model.
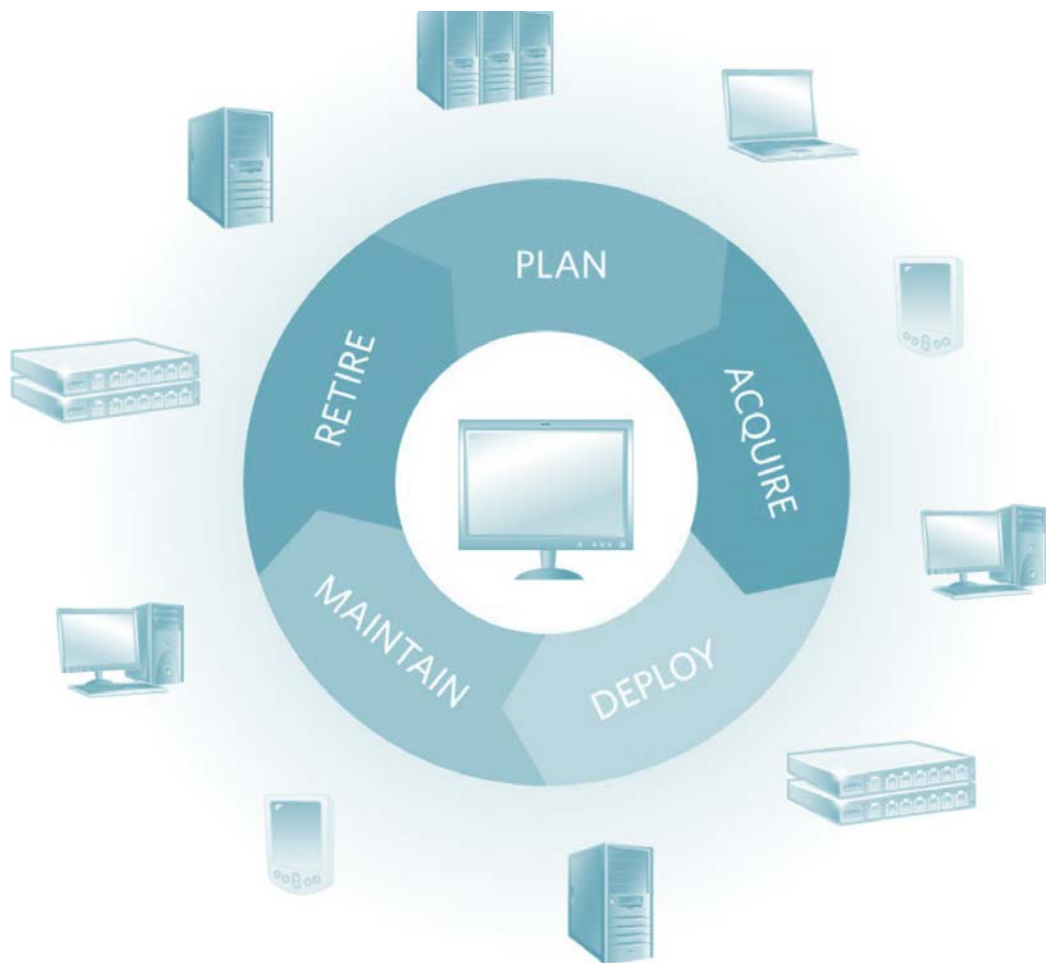
Plan - Asset planning is performed through two key processes. The first process focusses on core assets that are implemented and managed by ICT. This forecasting activity takes in to account planned projects and defined asset refresh cycles or contract cycles. The second process looks at external factors, such as departmental change programmes, service reviews and planned projects

Acquire - Acquiring technology assets and services involves executing the recommendations identified in the planning stages. Appropriate business processes are followed to ensure that assets are acquired in line with best practice to ensure that we attain value for money and that practical performance measures and controls are put in place to help manage the asset throughout its lifecycle.

Deploy - Asset management and provisioning ensure that assets are correctly configured and distributed to assist services in line with best practice.

Hardware assets are appropriately tagged or identified at this stage to facilitate tracking and control throughout their lifecycle. Software assets are tracker through their contract information.

Maintain - Maintaining assets throughout their active life is generally performed via centralised controls that allow us to remotely control devices. This control facilitates

essential security updates and patches and for any other operational updates which will serve to improve security and performance throughout the lifecycle of the asset.

Retire - Assets can be retired for several reasons such as a fault or age or being superseded with newer technology. At these times, such assets are decommissioned and retired.

For hardware assets this involves removing the asset from service and replacing it with a new asset as appropriate. The destruction of the retired asset and its removal from our central register follows, albeit that detail is retained for audit and historical purposes.

The Council has a responsibility under the Waste Electronic & Electrical Equipment Directive (WEEE), to ensure that final disposal of all Waste Electronic and Electrical Equipment is responsible and traceable. In order to meet this obligation, it is the responsibility of the Council to follow the procedures outlined in this policy both when initially purchasing electronic equipment and when disposing of such items.

For software assets this involves undertaking a Fitness for Purpose assessment prior to decisions being made on whether to continue to invest, maintain or remove. The removal or replacement of software assets typically involves a more managed transition and retiral. The risks associated with are managed through the relevant project.

3.   Current ICT Asset Management Performance

3.1   Introduction

3.1.1   The ICT service is a centralised service covering all Council departments, including support of educational establishments. The Service has three functions: **Digital Solutions**, **Digital Services** and **Data & Information Services**. Information security and Enterprise Architecture is also within the remit of ICT.

The ICT Service is a mixed economy of an in-house team and a number of significant contracts, for example, Capita PLC for the communications infrastructure. As such, the service has a duty to monitor and maintain a number of key contracts and service level agreements which govern key Council services. This monitoring is performed proactively within the service to ensure contracts and suppliers are performing to contract and acting in the best interests of the Council at all times.

3.1.2   The ICT service has an annual revenue budget of £4,305,900 and an asset replacement value of £11,282,533.

3.1.3   The Council currently operates a device allocation policy which aims to ensure that the devices supplied are commensurate with the roles being performed. This policy is reviewed in line with the AMP annual review to ensure it continues to meet the needs of the business.

3.1.4   The value and benefit of a robust asset management is maintained through the management of the core asset information. For ICT this exists in the central asset register which is maintained within Microsoft System Centre Configuration Manager (SCCM). This central register acts as Configuration Management Database (CMDB), which is the core data source in the adopted Service Management principles of ITIL v3.

Data is gathered through both manual intervention and automated discovery, and informs the Asset Lifecycle, audit demands and operational management.

3.1.5   For all ICT assets, base information is recorded including details of age to enable life cycle management of its infrastructure and enable trend analysis. Minimum information captured is specific to the asset category as shown below:

Asset Category	Minimum Information
Hardware Asset	- Type of Asset - Unique Asset Identifier - Specification Description of the Asset - Date the ICT Asset came into effect - The initial cost of the ICT Asset - Who uses the ICT Asset - The location of the Asset (where known)
Software Asset	- Type of Asset - Unique Asset Identifier - Specification Description of the Asset - Date the ICT Asset/Contract came into effect - The initial cost of the ICT Asset - The ongoing annual cost of the ICT Asset - Who uses the ICT Asset - Link to Fitness for Purpose Assessment (if available)

3.2   Maintenance and Key Performance Indicators (KPIs)

3.2.1   There are no statutory KPIs for ICT Assets. However, several of the standard SOCITM Performance Indicators are measured and monitored.

Those that are routinely measured are:

KPI Title	KPI Description	2017/18 Result	2018/19 Target
KPI 1 – User Satisfaction	Measures the extent to which users are satisfied with the ICT Services that they receive	No Survey Performed	5
KPI 3 – Project Governance & Delivery	Establishes the success of the organisation in managing ICT Projects	96%	90%
KPI 15 – Systems Availability	Measures the availability of the ICT Service to users during core hours	98.47%	99%

In addition, we also report (quarterly) on the following:

KPI Title	KPI Description	2017/18 Result	2018/19 Target
% availability of network	Measures the % that the network was available	98.87%	98%
% availability of email	Measures the % that email was available	99.68%	98%
% availability of telephony	Measures the % that telephony was available	99.8%	99%
% of Service Requests	Details the % of Service Requests received at Service Desk	94.8%	91%
% availability of ERC Website	Measures the % that the ERC website is available	99.95%	100%

Current measures of KPI's inform the Service Plan process and also reporting to the Trust for their Service Level Agreements.

3.3 Condition Survey Information

3.3.1 It is essential that there is an understanding of the condition of all ICT Assets. Typically, all assets are refreshed on a cyclical basis. For example, servers are replaced on a 4 year cycle with switches following a similar pattern. In a new policy introduced in 2018/19 to achieve budget savings, desktops and laptops are replaced on a 5 year cycle on the corporate estate.

3.3.2 *Desktop Computers, Laptops -* there are a large number of desktop and laptop computers across both corporate and educational establishments. All PC's and laptops should be refreshed on a 5 year cycle across both network environments. At present, the standard operating systems are Microsoft Windows 7, Office 2010 and Internet Explorer 11.

During 2018/19 Microsoft Windows 10 and an upgrade of the Microsoft Office environment will be undertaken.

3.3.3 *Network Switches -* through continual investment in previous financial years, these ICT Assets are generally fit for purpose. A small stock of spares are retained to allow faulty equipment to be swapped out and returned for repair.

3.3.4 *Telephone Handsets -* through continual investment in previous financial years, these ICT Assets are generally fit for purpose. A small stock of spares are retained to allow faulty equipment to be swapped out and returned for repair. However, departments are expected to replace these assets themselves when they fail.

A strategic telephony review is currently underway which will define the onward strategic with regards these handsets. This review has completed the 'as-is' capture and analysis, and is now working with partners to define a 'to-be' state.

3.3.5 *Interactive Whiteboards –* the Council has invested significantly in the installation of interactive whiteboards with associated data projectors to support its learning and teaching environments and to facilitate sharing of information through electronic presentation. Whiteboard Assets are purchased with a 3 year warranty and it is anticipated that the lifespan of this equipment is around 7 years.

3.3.6 *Wide Area Network (WAN) –* a register of leased lines is maintained with annual recurring costs (from SWAN Capita). Please note that these circuits are *rented* and thus, not considered assets of the Council in the purest sense. Investment has been made to implement a Wireless Wide Area Network (WWAN) to reduce annual running costs from traditional leased line circuits, where appropriate.

3.3.7 *Wireless Local Area Network (WLAN) –* this technology is available across all corporate and education properties at this time to support agile working for staff and Bring Your Own Device (BYOD) for education properties.

During 2018/19 and 2019/20 further investment will be made to implement Public Access Wi-Fi across corporate and Trust properties, including some main street locations.

3.3.8 *Business Applications –* ICT maintains a Contract Tracker which tracks the details and contract position for all applications. ICT is committed to reducing the number of packaged business applications down to a core set comprising corporate business applications and specialist applications.

Specialist applications are being identified and used to service customer needs in each functional area where corporate solutions are not able to offer an appropriate level of functionality.

Applications which trigger contractual or other events will undergo a Fit for Purpose Assessment to ascertain the correct course of action to meet the business need, contractual compliance and Enterprise Architecture principles.

3.3.9 *Mobile Handheld Devices –* mobile phones and smart phones and tablets (for example, Samsung Galaxy J3 and J5, Galaxy Tab 3 and Lenovo Tab 3. These devices will change over time as mobile technologies evolve.

3.3.10 *Physical Servers and Virtual Servers –* the Council has invested significantly in the use of server virtualisation technologies (for example, VMWare) to reduce the number and environmental impact of server hosting.

3.3.11 *Storage –* to facilitate the use of virtualisation technologies, the Council has made significant investment in the use of shared storage (storage devices that can be used by multiple systems simultaneously). We employ the use of Dell Equallogic systems which gives us better server availability, better performance and more efficient backups.

3.3.12 *Security –* the security of data has never been more vital to the organisations and as such, the Council has invested significantly in technology to minimise the threat of electronic attack through the introduction of anti-virus, encryption, etc. within the infrastructure, with different layers of technology. There is a continuing need to review threats.

4. Future ICT Needs

4.1 General

4.1.1 The Council has moved to a 5 year replacement policy for most categories of ICT hardware assets to ensure the most cost effective operation of our assets. During 2018/19, we will replace 20 of core assets and 630 of end-points utilising centralised funding for this purpose.

4.1.2 There is a continuing requirement of the Council to increase efficiencies and deliver more for less. Each ICT Asset in East Renfrewshire must be used to its maximum potential and obtain maximum value and return on investment. We must therefore maximise use of corporate systems and services and decommission of underused and/or underperforming assets, maximise license usage and redeploy or cancel licences and support to recoup savings on licence contracts.

4.1.2 As the Council seeks to maximise its corporate office accommodation, and reduce spend on property assets, the ICT Assets must be able to support mobile and flexible working which is required to facilitate this. A Digital Workplace has received funding to specifically address those office needs.

4.2 Modern, Ambitious Programme (MAP)

4.2.1 The Council has embarked on a Modern Ambitious Programme as part of the wider Transformation agenda. Much of MAP is about redesigning our services end to end from a customer perspective; putting in place technologies to make these journeys more streamlined and efficient and ensuring that employees and customers have the skills, motivation and trust requires to use them.

4.2.2 Each department and the Health and Social Care Partnership (HSCP) has its own programme reflecting its priorities for modernisation and service redesign. This is underpinned by cross cutting, enabling projects, mainly around technology.

4.2.3 Key benefits of the MAP Programme include financial savings, redesigned processes, improved customer outcomes, less paper and better job satisfaction for our employees.

4.2 Acquisitions and Disposals

4.2.3 While the Council can replace its existing assets, the main financial challenge will come from the creation of new assets and the future funding of these assets over their lifecycle. New asset items are those items that create a new asset that did not previously exist, or items which upgrade or improve an existing asset beyond its

original capacity. The creation of new assets will be considered via the Council's integrated asset management and capital planning framework which incorporates the corporate prioritisation of projects across all services. The Capital Project Appraisal (CPA) is governed by the Capital Asset Management Group (CAMG) and is detailed within the Capital Asset Management Plan.

4.2.4   Procurement of ICT assets will follow Council practice. The Council's Procurement Strategy is designed as a framework for the Council to obtain best value in all its procurement activities. All procurement decisions are made using whole life costing principles which spans from the identification of need, to appraising "make or buy options", through to the end of the contract or asset life. The Council will ensure that all capital project procurement reflects corporate objectives of the Council through the prioritisation of projects under the Capital Project Appraisal (CPA). Further detail on the Council's Procurement Strategy is provided in the Corporate Asset Management Strategy.

4.2.5   As previously mentioned, The Council has a responsibility under the Waste Electronic & Electrical Equipment Directive (WEEE), to ensure that final disposal of all Waste Electronic and Electrical Equipment is responsible and traceable. In order to meet this obligation, it is the responsibility of the Council to follow the procedures outlined in the WEEE policy both when initially purchasing electronic equipment and when disposing of such items.

4.2.6   All unwanted / unrequired ICT equipment must be returned to ICT. If ICT equipment is still useable ICT follows a general policy of internal cascading of surplus equipment within the authority. If no use can be found within the Council for unwanted equipment, or it is no longer functioning then ICT may use the equipment for parts.

4.2.7   ICT equipment will not be donated to charities etc., unless the disposal company takes on full responsibility for disposal of the equipment, as this puts the responsibility onto the Council of ensuring that the equipment is kept track of and returned to the Council for disposal, as it is still classed as being owned by the Council. If no use can be found within the Council for unwanted equipment it must be disposed of in line with WEEE policy.

4.3   Sustainability

4.3.1   The strategic direction for both the Digital Strategy and the ICT Asset Management Plan has the capacity to reduce the Council's energy consumption and carbon emissions. It will lead to a consolidation and reduction of the overall size of the

server estate and a managed replacement programme will ensure that the Council is benefiting from improvements in energy efficiency of ICT equipment.

4.3.2   The Lifecycle management approach to managing assets will also ensure that the Council complies with its responsibilities to dispose of equipment in accordance with Waste Electrical and Electronic Equipment (WEEE) directives.

4.3.3   The wider Environmental Sustainability Strategy and Action Plan 2015/16- 2017/18 strengthens the Council's commitment to the environmental aspects of sustainable development and details specific activities that will be undertaken by the Council to deliver against challenging targets. The Action Plan will be used to monitor progress towards addressing environmental sustainability, climate change and carbon reduction.

5. Opportunities

5.1.1   The ICT Service will continue to seek innovation and challenge existing working practices in order to identify ICT Asset Management opportunities. These opportunities should be appraised to ensure that they help to meet corporate objectives.

5.1.2   The ICT Service will be introducing additional best practice Service Management and Performance Management processes and methods during 2018/19. These methods include additional robust asset management principles which will be adopted, with processes amended as required.

5.1.3   The ongoing management of assets is a significant proportion of the Total Cost of Ownership (TCO) of the assets and the service will continue to explore new ways of reducing the TCO. This includes reduction of total estate, stretching asset life and procurement of services such as Infrastructure (IaaS) and Platform (PaaS) as a Service. Whilst there are revenue challenges to overcome for these latter opportunities, the TCO Will be reduced over the active life of the resource.

5.1.4. The ICT Service will look to explore the opportunities arising from the adoption of Bring Your Own Device (BYOD) or Choose Your Own Device (CYD) principles. These principles could facilitate a reduction in asset procurement and help align with customer expectations of devices and device capability.

5.1.5   The ICT Service will actively seek partner organisations and Public Sector bodies with which knowledge or service sharing will bring additional service of financial benefit to the Council. These collaborations will seek to drive more efficient asset TCO outcomes for ICT. At present there are no shared systems for asset management with external partners.

5.1.6   The Council's MAP Programme and overarching Digital Strategy will help inform future asset requirements. The ICT Business Relationship Managers (BRMs) will act as both influencer and point of contact to ensure a two-way interaction around asset requirement and deployment is in place.

5.1.7   To further enhance the ICT Asset Management capability and performance, the service will continue to develop appropriate performance indicators which are both meaningful and stand up to external benchmark activities.

6. Investment and Funding

6.1 General

6.1.1 Capital and Revenue spend on ICT investment is controlled by the Head of ICT and Digital Enablement.

6.1.2 The funding for existing projects is approved within the Capital Programme. This ICT AMP sets out a guiding direction and principles rather than a project by project approval.

6.1.3 Whilst it is not possible to predict with certainty future ICT requirements, changes in technology, social and economic factors, legislative changes and changes in business requirements may all impact how we use ICT and what we use it for. There may a requirement to seek additional investment either in new systems or to adapt existing systems to new uses as technology and local government landscapes evolve over time.

6.1.4 The Council has adopted an integrated asset management and capital planning framework which incorporates the corporate prioritisation of new capital projects across all services. It follows a structured Capital Project Appraisal (CPA) process which starts in April of each year and concludes by November with the Corporate Management Team (CMT) making recommendations to the Budget Strategy Group. The full CPA is detailed within the Capital Asset Management Plan. The Capital Asset Management Group oversees both the capital funding and capital expenditure for the capital programme, taking into account the disposal programme, prudential borrowing and funding strategy, together with oversight and monitoring of the CPA processes.

6.1.5 The ICT Service will continue to develop its delivery and funding models. Over the period of the MAP Programme, ICT will pursue a funding model that balances revenue and capital budgets appropriately to meet the needed of the Council and its steady progression to a consumption-based model of ICT Services.

6.2 Capital

6.2.1 The 8 Year General Fund Capital Plan 2018/19 – 2025/2026 provides a breakdown of planned expenditure and is included in the table below.

Project	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Total	£2,884,000	£2,987,000	£2,294,000	£2,140,000	£1,980,000	£1,980,000
ICT Network Refresh	£654,000	£500,000	£500,000	£500,000	£500,000	£500,000
Education Refresh	£180,000	£131,000	£100,000	£100,000	£100,000	£100,000

ICT General		£540,000	£1,280,000	£1,380,000	£1,380,000	£1,380,000
Information Security	£8,000	£71,000	£35,000	£35,000		
Wireless Local Area Network	£50,000	£130,000				
Cashless Catering	£49,000					
School Server Storage	£310,000					
Software Asset Management	£34,000					
EDRMS	£20,000	£11,000				
Enterprise Public WiFi (BYOD)	£60,000	£235,000	Pub Wifi + Ent Wifi			
Software Asset Management	£34,000					
Information as an Asset	£80,000	£21,000				
CCTV Refresh	£246,000	£246,000				
Modern Smart Forms	£94,000	£50,000	£50,000			
Enterprise Mobile Device Management	£80,000	£20,000				
My Account Middleware and Vendor APIs	£40,000	£120,000	£50,000			
My Account – Online Services	£55,000	£0	£79,000			
Internet/Intranet Presence	£44,000					
Safety Net & Modernising the Responder Service	£0	£180,000				
Care First	£110,000					
Digital Workplace	£150,000	£221,000	£100,000	£125,000		
Debt Recovery	£39,000					
Major ICT Contract Renewals	£300,000	£700,00	£100,000			
GDPR Requirements	£125,000	£125,000				

Income Management (e-Store)	£0	£106,000				
Corporate GIS	£0	£100,000				
Flexi Application Replacement	£0	£80,000				
Education Digital Classroom initiatives	£87,000					
PCI DSS	£35,000	£100,000				

6.3   Revenue

6.3.1   There is currently £4,305,900 revenue within ICT to fund annual hardware, software and ICT services arranged on behalf of the Council by ICT. This encompasses all salary costs as well for FTEs.

6.4   Future Investment

6.4.1   ICT Assets can be considered in 2 broad areas: core infrastructure and business applications. The purpose of ongoing investment in the Council's core infrastructure is to create a flexible and adaptable platform which can be used by all business applications. The key to future-proofing investment in ICT is to build an infrastructure which:

- Is reliable and flexible;
- Is interoperable with other systems;
- Conforms to Open Standards; and
- Can be adapted easily to accommodate future requirements.

East Renfrewshire Council is in a strong position from which to build the core infrastructure required for the next generation of service delivery. Many of the basic building blocks are already in place.

6.4.2   The priorities for future investment will be:

- To maintain our ability to store, manage and protect valuable information Assets;
- To enable sharing of Assets and infrastructure with partners and the community;
- To support new ways of working and flexible service delivery aligned to the MAP Programme and the constituent Departmental Change Boards

- To continue to build the core infrastructure platform which will allow business applications to deliver services in modern ways and enable more flexible use and re-use of Assets;
- To update and integrate legacy systems to allow more efficient ways of working, driving down the cost of service delivery and improving the quality of service delivery through access to up to date and accurate information;
- To consolidate and centralise – fewer systems shared by more services; and
- Extend and improve capacity of the core Council data network to support delivery of services to move towards an "any service anywhere" delivery model

7. Governance & Structure

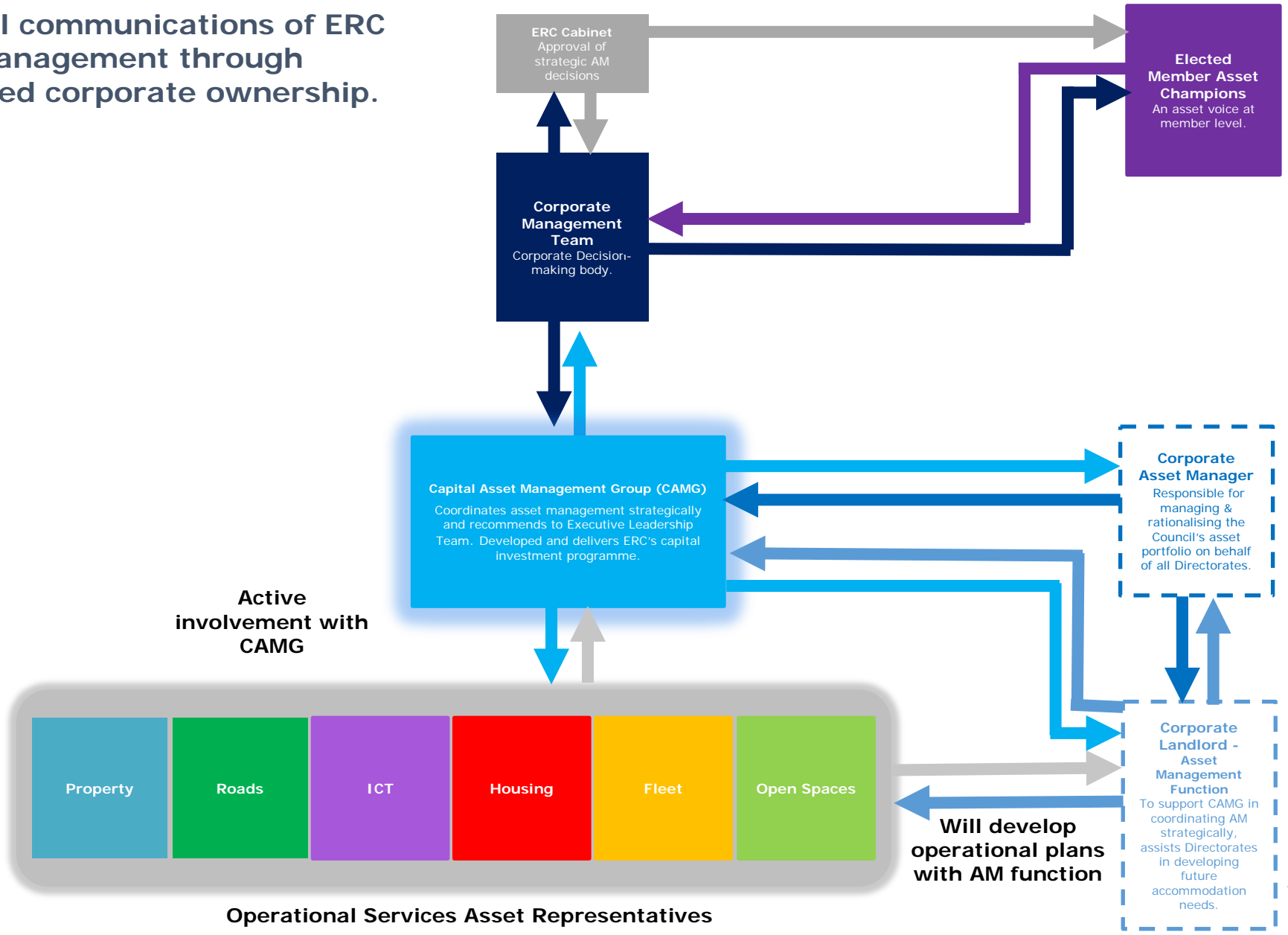## 7.1 Asset Management Governance

East Renfrewshire Council has created an integrated corporate ownership model for the management of Council assets. This model ensures that all service's needs, as well as those of local residents are considered when strategic decisions are being made.

The figure below details the principal governance structure within East Renfrewshire Council for asset management.

2016-20

Principal communications of ERC asset management through integrated corporate ownership.

ERC Cabinet
Approval of strategic AM decisions

Elected Member Asset Champions
An asset voice at member level.

Corporate Management Team
Corporate Decision-making body.

Capital Asset Management Group (CAMG)
Coordinates asset management strategically and recommends to Executive Leadership Team. Developed and delivers ERC's capital investment programme.

Corporate Asset Manager
Responsible for managing & rationalising the Council's asset portfolio on behalf of all Directorates.

Active involvement with CAMG

Property | Roads | ICT | Housing | Fleet | Open Spaces

Will develop operational plans with AM function

Corporate Landlord - Asset Management Function
To support CAMG in coordinating AM strategically, assists Directorates in developing future accommodation needs.

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Operational Services Asset Representatives

7.2   Capital Asset Management Group (CAMG)

The need to manage Council's ICT assets as a corporate resource is recognised and championed at the highest level. The Capital Asset Management Group (CAMG) provides an oversight of the management of corporate assets within the Council and a decision-making gateway to ensure that management decisions are undertaken in a corporate manner. The group also provides co-ordination, direction and operational asset management planning.

Andrew Corry, Head of Environment (Operations) continues to chair the CAMG, with the following officials representing each service:

- Phil Daws, Head of Environment (Strategic Services)
- Murray Husband, Head of ICT and Digital Enablement
- Candy Millard, Head of Strategic Services, HSCP
- Fiona Morrison, Head of Education Services
- Margaret McCrossan, Head of Accountancy
- Anthony McReavy, Chief Executive, ERCLT
- Alison Keenan (Secretariat)
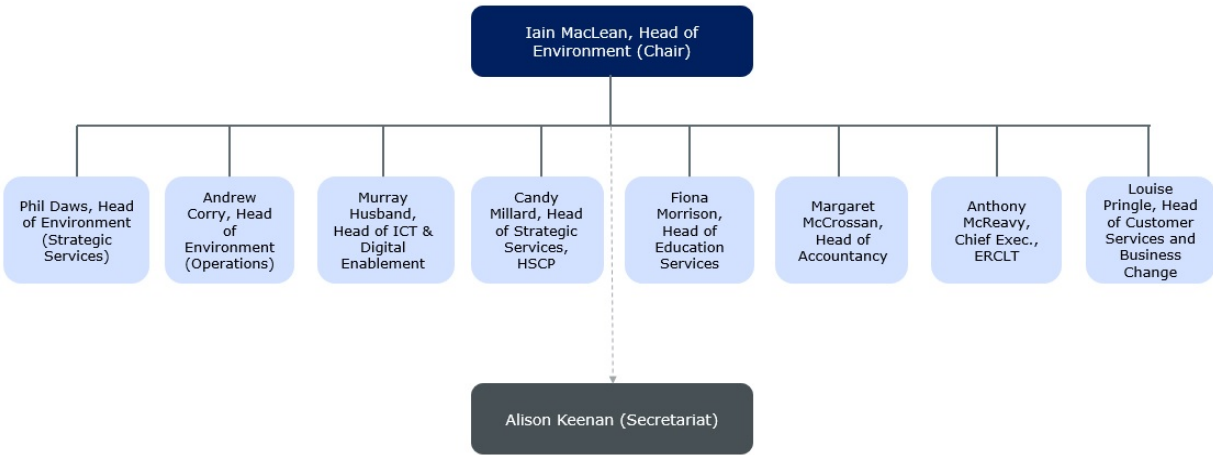
Organisational Structure of the CAMG

7.3   Ownership of the ICT Asset Management Plan

7.3.1   The ICT Asset Management Plan will become a live, controlled document with a named officer responsible for:

- Distribution to appropriate staff, members and the public
- Monitoring of improvement actions and the implementation plan

- Authorising and actioning the updates to the plan

The named officer is Murray Husband, Head of IT and Digital Enablement.

7.3.2 The persons charged with the delivery of this ICT AMP and their roles within the process are detailed below:

Position	Name	Role
Head of IT and Digital Enablement	Murray Husband	Asset Management Plan Owner
ICT Digital Services Manager	Eleanor Campbell	Asset Management Plan adherence and measurement responsibility
Service Desk	N/A	Asset Management Plan operational responsibility.

7.4 Resource Management and Workforce Planning

7.4.1 East Renfrewshire Council has recently undertaken a strategic review to better understand what improvements can be made to ensure best value across the services. The Council's Workforce Plan 2018-21 builds on the previous Workforce Planning Strategy 2014-18 and continues to drive change within the organisation. The key workforce priorities identified to support the Council delivery of services are:

o to ensure that we have established a workforce with the right skills, tools, environment and knowledge that meet current and future demands;

o to ensure that we have engaged employees who are motivated to deliver our outcomes; and

o to ensure that we have a workforce that has a digital approach and supports business transformation.

7.4.2 Part of this change is the creation of a dedicated corporate asset management function, which will mature and develop the Council's asset management capabilities. The function will work across all services within the Council and will see the full strategic management of council's corporate assets, where asset utilisation is better co-ordinated.

7.4.3 A key focus of this reorganisation is to ensure a more commercial and outcome focussed approach to asset management through the use of commissioning,

monitoring and managing delivery rather than self-delivery. This will enable our resources to be prioritised and directed where they are most needed and ensures that the asset and property portfolio is aligned with ERC's strategic objectives. By embedding this new model to manage the Council's portfolio effectively, we will be in a better position to provide best value for our services and the people of East Renfrewshire.

7.4.4   Corporate management of the Council's ICT Asset portfolio is central to the Council's transformation agenda and will include:
- Oversight of day to day management including maintaining and repairing existing ICT assets
- Improved ICT investment decisions and better alignment with the Council's wider objectives
- Acquiring new ICT assets that are well designed and fully meet service needs
- Reduced cost and risk
- Identifying and disposing of surplus assets
- Improving the utilisation of current ICT assets
- Effective management of leases, licences, contracts and SLA's
- Ensuring that the Council's ICT asset base is used as effectively and efficiently as possible.

7.4.5   Part of this restructure will be the creation of a Corporate Asset Manager role. The Corporate Asset Manager will be responsible for co-ordinating and driving forward, on a corporate basis, the Council's approach to asset management. They will engage with representatives from all service departments and will maintain oversight of the Capital Asset Management Plan, and each of the individual Service Asset Management Plans, supporting the improvement of asset performance and delivery of the Council's priorities.

7.4.6   The Council is committed to providing access to appropriate learning and development opportunities to all employees involved in asset management in order to enable them to acquire the necessary skills, knowledge, abilities and qualifications, to carry out the duties of their posts efficiently and effectively, and to acquire new skills relevant to the duties they will have to undertake in the future. Officers responsible for asset management have a good appreciation of the importance and role of the Council's assets and there is a good range and basic level of asset management skill and experience within the Council, including professional and technical expertise and a depth of commitment and approach. In the long term, a specific training programme and continual professional development for asset managers and asset management staff will be a key requirement within East Renfrewshire Council.

7.4.7   This restructuring will contribute to the wider reduction in costs needed by the Council but is also an opportunity to establish better structures and embed the skills needed to manage the Council's assets and deliver the agenda set out in the Capital Asset Management Plan.

7.5 Equality and Diversity

7.5.1 The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.

7.5.2 East Renfrewshire's Equality Mainstreaming Report and Equality Outcomes 2013 – 2017 provides an overarching framework and focus for the Council's work on equalities, helps ensure compliance with the Equality Act 2010 and describes the Council's commitment to equality for all citizens, service users and employees. It sets out the Council's journey to embed equality considerations into our policies and the outcomes we will pursue to ensure that no one is disadvantaged or left behind in East Renfrewshire. It is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.

7.5.3 Management and investment in the Council's assets and operational estate has the potential to make a significant difference to opening up access to services and enabling service delivery to become more inclusive and physically accessible as well as responsive to risk.

7.5.4 Equality and Diversity Training is mandatory for all Council staff. Within the first 6 months of their appointment employees must complete either the e-learning module called Equality and Diversity Overview or attend an appropriate workshop facilitated by the Corporate Equality team. Within corporate training, we are looking to mainstream equality into other courses as appropriate in addition to offering equality and diversity specific training.

7.6 Communications

7.6.1 Effective communication is critical to the successful implementation of the ICT Asset Management Plan, and as we move forward with delivery it is recognised that communication and consultation will be key to our success.

7.6.2 The basis of a communications plan for the Council is provided in the Capital Asset Management Plan (CAMP) which focuses on the following fundamentals to good communication:

- **Identify stakeholders:** this is the process of recognising all the people and organisations affected by the AMP and documenting specific information concerning their interests, level of involvement and impact on the success of the project

- **Plan communications:** this involves identifying stakeholder information needs and approach to communications

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- **Distribute information:** this is the process of making relevant information available to stakeholders as planned

- **Manage stakeholder expectations:** this is about working with the stakeholders to meet their communication needs and dealing with issues as they occur

- **Report performance:** this involves collecting and distributing performance data, such as status reports, progress measurements and forecasts.

7.7 Project Reviews and Lessons Learned

7.7.1 Arrangements for governance and performance monitoring include post project reviews of completed capital schemes to ensure that the Council has delivered the outcomes we expected and to understand any lessons learnt that need to be embedded within the organisation. Post project reviews are informal and occur at project level. These are monitored by the CAMG and the outputs are used to inform future activity.

7.7.2 The focus of closure reviews are the outcomes that were achieved, benefits realised as well as the processes followed. There is also a focus on the how risk is managed and efficiency delivered.

7.8 Customer Feedback and Complaints

7.8.1 Feedback from our customers, both positive and negative, is analysed to identify areas of the service that require extra attention in response to customer needs. This may include altering the specification standards or targeting problem areas with additional resources.

7.8.2 The service will utilise customer / user surveys, and feedback from comments and complaints logged on the Council's Corporate Complaints Procedure to resolve complaints quickly and as close to the point of service delivery as possible.

7.9 Performance Improvement

7.9.1 ICT Asset Management is a fundamental component of IT Service Management (ITSM). East Renfrewshire Council, in common with most organisations has a strong focus on continuously improving processes to improve quality of service, manage risk, deliver best value and manage effectively the ICT costs associated with new business initiatives and technologies. To further enhance the ICT Asset Management capability and performance, the service will continue to develop appropriate

performance indicators which are both meaningful and stand up to external benchmark activities.

8. The Way Forward

8.1 The Vision

8.1.1 East Renfrewshire Council's vision for ICT Asset Management is to modernise the way we work as a Council by becoming more agile, but also providing our customers with more accessible technology that meets their needs and demands.

8.1.2 There is a lot more to ICT than just equipment and websites, our focus will now be on how digital technology can improve outcomes for our customers, particularly in big spend areas such as Education and Social Care where the impact of these technologies is only just becoming apparent. This ranges from completely new learning technology, to sensors that support vulnerable people to live independently but with the comfort that their wellbeing is being monitored.

8.1.3 Furthermore, our schools need to be at the forefront of digital technology where best practice teaching will be supported by the best practice in digital learning technology. We need to take advantage of new developments in digital health technology to support our ageing population. For us as a Council, we need to be able to use these new technologies ourselves to gather data, which will provide quicker services and support those of our customers who cannot access digital technology easily. To enable agile working we need to remove unnecessary barriers to this in terms of devices, information security and governance.

8.2 ICT Future Priorities

8.2.1 As mentioned, the focus of priorities will shift over the period as ICT moves from the current Capital-based model to a Revenue-based spend model which is required to meet the efficiency, growth and digital ambitions of the Council.

8.2.2 Business as Usual asset priorities will reduce over the period while Line of Business priorities will increase, ensuring spend is focussed on assets that delivery efficiency to the Council and service benefit to the customer over the longer term. Enablement assets priorities will peak around the mid-point of the period to support the shift from Business as Usual to Line of Business.

- Harnessing the power of Data analytics by using technology to provide the right information at the right time, to facilitate informed decision making;
- Realising the Councils Digital ambitions through empowering residents to access more services online;
- By continuing to Modernise how we work, providing increased agility of the workforce.

8.2.3   The ICT Service will continue to seek to provide staff with the right technology at the right time with the right level of support to further enhance agility in a modern, digital workplace ensuring that our services are fit for purpose.

8.2.4   The ICT Service will further develop robust performance measures from industry best practice that will ensure that the service is appropriately managed and that the service is transparent to our customers.

8.2.5   The ICT Service will develop further resiliency by introducing a second Data Centre capability which will ensure that we are able to develop robust business continuity and disaster recovery capabilities.

8.2.6   The ICT Service will continue to work with other agencies in terms of national initiatives and sharing data as necessary and appropriate in controlled environments.

8.2.7   The ICT Service will continue to explore different delivery methods e.g. cloud and mobile technologies and how these can be exploited to the advantage of the Council.

8.2.8   The ICT Asset Management Plan (AMP), and its associated Action Plan (Appendix 1), is a strategic document. On this basis it will be reviewed annually at a minimum and re-written in 2020. Appendix 3 outlines a programme of activity required to further develop this AMP in line with good practice criteria. The Council will be address these priority actions as a matter of urgency.

9.   Risks

9.1   There are several risks associated with the delivery of this ICT Asset Management
Plan which are summarised in Appendix 2.

Appendix 1. Action Plan

Section	Key Actions	Status & Completion Date	Responsible Officer/Monitoring & Reporting	Update
3.2.1	Revise KPI's to support wider benchmarking	In progress March 2019	E. Campbell Digital Services Manager	
3.3.4	Conclude and implement recommendations from Strategic Telephony Review	In progress March 2019	B Devine (Digital Solutions Manager)	
4.1.2	Implement Digital Workplace initiatives	In progress March 2020	M Husband (Head of ICT)	
5.1.4	Undertake proof of concept to test value of BYOD	In progress August 2019	B Devine (Digital Solutions Manager)	

Appendix 2. Risk Register

No	Risk (Threat/Opportunity to achievement of business objective)- *include the consequence of the risk in this description*	Risk Control Measures currently in place *(need to be SMART e.g. detail of what type of training took place with dates in evidence column)*	Assessment of Risk [As it is:]		
			Likelihood (Probability) **[L]**	**Impact (Severity)** **[I]**	**Risk Score** **[L x I]**
1	Lack of available resource in light of the volume of work / projects both underway and planned has resulted in delays both to projects and specific pieces of work. This problem is further compounded when staff are absent or diverted to other conflicting priorities and/or failing to attract and/or retain skilled staff.	- Promote Skill training - ensure that there is A cascade/buddy system to eliminate single points of failure - Make full use of PRD process and ensure staff have robust training plans that help them to develop new skills - Manage absence in line with Maximising Attendance Policy. - Framework Contract now in place to allow ICT to draw down suitable ICT resources as required.	4	2	8

2	Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes.	- ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats. - the CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling Information securely. A policy and awareness of this is being developed. - Security standards are reviewed and revised using A risk management approach. - the council is A member of several Information / cyber Security groups to monitor emerging threats and risk and share Security alerts. - ensure the Security architecture follows layered approach as defined by best practice.	3	3	9
3	Loss of confidentiality, integrity or availability of critical information (including support, hardware, software, databases and physical resources).	Patch Management in place Change Control via Change Advisory Board in place to ensure that change is managed appropriately Access control procedures in place e.g. joiners and leavers etc. New classification Scheme introduced to assist employees in correctly labelling data.	3	3	9

| 4 | Failure to maintain accreditation to the PSN (Public Sector Network) from the Cabinet Office. This would lead to the Council being unable to deliver key services such as the registration of Births, Deaths and Marriages by electronic means. | Removal of OWA on corporate estate. Removal of Citrix thus ensuring that the only method of connection is via View with 2 Factor Authentication and an encrypted laptop. | 2 | 4 | 8 |

5	Interruption to service or total inability to provide ICT Services due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).	- Ensure that a robust data back-up and protection schedule for data is in place. - Perform complete review of all current back-up arrangements to optimise resilience. - Ensure that the Council has up to date Business Continuity Plans. - Ensure that equipment is regularly maintained and replaced as required. - Ensure supplier(s) contracts support recovery activities. The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed. - Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability. Improve monitoring and alerting of hardware and environmental systems to provide a proactive response. - Secure a co-located Data Centre or equivalent geographically different Disaster Recovery capability at a commercial or partner location to increase resilience and provide necessary service continuity.	2	3	6
6	Unable to keep up with the pace of technological change meaning that the Council will fall behind and this would affect service delivery	Undertake relevant research and development activities Maintain an awareness of technology trends and how they can be exploited to ERC's advantage Attend relevant product roadmap supplier sessions to	3	3	9

	understand current & future product offerings			
7	Failure to obtain PCI (Payment Card Industry) Compliance which may lead to the Council and Leisure Trust's ability to take card payments being withdrawn which would have a significant impact on ERC's reputation and ability to generate revenue.	Quarterly Pen Tests Robust digital defences Completion of Remedial Actions from Pen Test Reports Explore possiblity of network segregation to segregate card payments from the rest of the network to reduce exposure & compliance costs.	3	3	9
8	Lack of internet resilience for Council connectivity as the Council operates a single shared internet pipe across the Council. If "down", the service impact would be that there would be no access to any hosted or cloud based applications.	- Use of JaNET connectivity managed by SWAN and part of national infrastructure - Proactive monitoring for alert & detection of problems to facilitate more proactive approach	3	3	9

Appendix 3. ICT AMP Priority Actions

The following Action Plan identifies the activities that need to be carried out not only corporately across all services, but also activities that are specific to each of the services, in order to ensure a robust asset management approach across the Council.

Ref	Capital Asset Management Actions (Applicable to all services)	Owner	Timescale	Progress (%)	Comments
AMP1	All individual service asset management plans require to be updated to reflect new 2017 performance and condition data.	Andrew Corry, Head of Environment (Operations)			
AMP2	Across all services Medium (3-5 years) and Long (5-10 years) term objectives for asset management need to be set and stated in each individual asset management plan.	Andrew Corry, Head of Environment (Operations)			
AMP3	Priority will be given to the development of a robust set of KPI's to be used in all services across the Council to better manage and understand the performance of our assets.	Andrew Corry, Head of Environment (Operations)			
AMP4	We will put a more robust performance management system in place that will be used across the services to inform decision making for the improvement of assets over time	Andrew Corry, Head of Environment (Operations)			
AMP5	Develop and maintain a 10 year Investment Programme across all services. This plan will take into account – funding options,	Andrew Corry, Head of			

	whole life costing and sustainability.	Environment (Operations)			
AMP6	Asset management training programme to be developed and rolled out to all relevant employees.	Andrew Corry, Head of Environment (Operations)			
AMP7	Succession planning in all areas of the Council for asset management inclusive of a risk assessment undertaken for asset management staff to ensure there is not a loss of knowledge.	Andrew Corry, Head of Environment (Operations)			
AMP8	Asset management workforce planning to drive forward objectives will be developed in each services individual asset management plan.	Andrew Corry, Head of Environment (Operations)			
AMP9	With a push towards embedded asset management across the Council, the CAMG will review to meet fortnightly. This will allow them to review / challenge all the asset management plans on an ongoing basis and identify areas for improvement, strategically challenging the asset management approach.	Andrew Corry, Head of Environment (Operations)			
AMP10	We will put in place robust procedures for data collection, management and reporting across all services which are clearly defined and embedded to ensure the quality of	Andrew Corry, Head of Environment			

	data collected, this will include regular reporting to the CAMG.	(Operations)			
AMP11	We will put a greater emphasis on customer consultation across all services, with a clear process embedded throughout the Council, where asset management is concerned.	Andrew Corry, Head of Environment (Operations)			
AMP12	We will take an active role in driving forward external partnership working in areas of asset management, and be able to evidence this, this includes sharing of assets.	Andrew Corry, Head of Environment (Operations)			
AMP13	The Council will ensure all services identify and manage future savings on assets and how these savings will be used more closely.	Andrew Corry, Head of Environment (Operations)			
AMP14	The Council will carry out a demand analysis across all services to further develop the future needs of each service. This will allow us to develop a framework for continual review of supply and demand needs.	Andrew Corry, Head of Environment (Operations)			
AMP15	Push forward all activities and initiatives that ensure the sustainability of all assets.	Andrew Corry, Head of Environment			

		(Operations)			
AMP16	For each individual service, key stakeholders involved in asset management need to be identified to ensure that they are fully involved, correctly managed and kept informed.	Andrew Corry, Head of Environment (Operations)			
AMP17	All future asset management plan revisions for the individual services will follow the same template and structure.	Andrew Corry, Head of Environment (Operations)			

Ref	ICT Asset Management Actions	Owner	Timescale	Progress	Comments
AMP17	Detailed costs of future investment needs across the service need to be developed to understand the requirement of implementing new ways of working – particularly outside the cost of the replacement programme.	Murray Husband Head of ICT & Digital Enablement	2018/19	100%	Changes to Capital budgeting for ICT are now in place to achieve this.
AMP18	ICT to begin a process of benchmarking performance with other Local Authorities.	Murray Husband Head of ICT &	2019/20	25%	Discussions ongoing with SOCITM regarding relevance of their benchmarking measures

		Digital Enablement			
AMP19	ICT needs to develop a specific sustainability strategy with regards to ICT assets, that details how the service will contribute to sustainability targets across the Council.	Murray Husband Head of ICT & Digital Enablement	2019/20	**0%**	
AMP20	ICT to develop an operational action plan to be appended to the asset management plan highlighting the short to medium term needs of the service.	Murray Husband Head of ICT & Digital Enablement	2017/18	**100%**	Completed (see appendix 1)