

EAST RENFREWSHIRE COUNCIL

CABINET

16th October 2014

Report by Deputy Chief Executive

ICT ASSET MANGEMENT PLAN

PURPOSE OF REPORT

1. To seek Cabinet approval for the ICT Asset Management Plan.

RECOMMENDATIONS

2. The Cabinet is asked to approve the ICT Asset Management Plan.

BACKGROUND

3. The Council has already recognised the importance of effective asset management with the approval of the Corporate Asset Management Plan on the 14th January 2010 which recommended that six services, including ICT, would develop their own individual asset management plans.

4. The ICT Asset Management Plan will be updated on an annual basis to reflect changes in structures, systems and processes and will be presented to the Corporate Management Team for note.

REPORT

5. East Renfrewshire Council has a diverse ICT estate, encompassing both corporate and education networks, with an annual revenue budget of £2.3 million and a replacement value of £5.6 million.

6. The ICT Asset Management Plan aims to ensure that the Council's ICT assets are fit for purpose by ensuring:

- That they meet the needs of the end users;
- That they are economically sustainable;
- That they are environmentally sustainable;
- That they are safe, secure and comply with current legal and regulatory requirements as well as known future requirements; and
- That they link to the Council's strategic business objectives.

7. The ICT Asset Management Plan will help East Renfrewshire Council to respond more efficiently to ICT related information requests from both Scottish and UK Government.

CONSULTATION

8. The ICT Asset Management Plan was prepared by ICT in consultation with Property and Technical Services.

CONCLUSIONS

9. This is the Council's first ICT Asset Management Plan (Appendix 1) which along with the Council's other five Asset Management Plans will feed into the overarching Corporate Asset Management Plan, and comply with Audit Scotland and CIPFA guidance.

RECOMMENDATIONS

10. To seek Cabinet approval for the ICT Asset Management Plan.

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BACKGROUND PAPERS

12. ICT Asset Management Plan

KEY WORDS

13. ICT, ICT Asset Management Plan, Corporate Asset Management Plan

East Renfrewshire Council

Finance Department

**Information & Communications Technology (ICT)
Asset Management Plan 2014**



August 2014

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1. Introduction and Scope

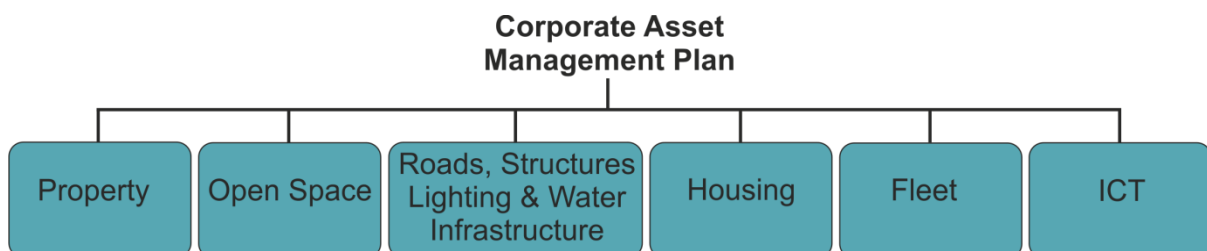
1.1 Role of Asset Management

1.1.1 The Council recognises that its assets are a significant and valuable resource to delivering efficient and effective services and in achieving the vision, aims and objectives of the Council. In order to maximise the potential from its Assets they must be aligned with the organisation's strategic corporate goals and objectives and managed in an active, effective and efficient manner.

1.1.2 This is the Council's first ICT Asset Management Plan (AMP) and will be submitted (by the Head of ICT) to the Cabinet for approval, in the same way as the Council's other AMPs. The ICT AMP will be updated on an annual basis (by the Head of ICT) to reflect changes in structures, systems and processes, and presented to the Corporate Management Team (CMT) for note. Upon completion of the annual update to the ICT AMP, this will be passed to the Principal Officer (Asset Management) to be signed off and then returned to the ICT service for presentation to the CMT. This will ensure that all AMPs take the same format and comply with target setting, performance management, audit requirements, etc, and that as high a level of consistency is achieved as possible given the diverse nature of the categories of Assets.

1.1.3 The ICT AMP along with the Council's other AMPs will feed into the overarching Corporate AMP. There are 6 specific AMPs that have been established by the appropriate Council department (*and approved and subject to regular review*), and comply with Audit Scotland and CIPFA guidance:

- Property;
- ICT;
- Roads;
- Fleet;
- Housing; and
- Land / Open Space.



1.2 Information and Communications Technology (ICT)

- 1.2.1 East Renfrewshire Council approved a new ICT Strategy in October 2012 for 3 years (2012-2015) which sets out the Council's vision for the use of ICT to support the delivery of services.
- 1.2.2 Effective and efficient use of ICT by East Renfrewshire Council is vital in ensuring the delivery of many of the Council's key objectives. There are direct links with the Council's Outcome Delivery Plan (ODP) and ultimately Single Outcome Agreement (SOA). (see East Renfrewshire Council ICT Strategy 2012-2015)

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

Our streamlined systems and processes use technology to improve customer accessibility and responsiveness.

Efficiency - 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.

1.2.3 East Renfrewshire Council supports 2 x ICT environments, corporate and schools. The ICT AMP covers the following key ICT Assets:

- Data Centre (DC1 in Barrhead) and computer rooms incorporating Server Racks, Uninterrupted Power Supplies (UPS), Generators and Air Conditioning;
- Network infrastructure including cabling, wireless access points, controllers, switches, routers and hubs;
- Telephone systems and handsets, including mobile phones and other smart phone devices;
- Desktop computers, laptops and thin client devices;
- Servers (physical and virtual);
- Shared network and local storage and backup facilities;
- Shared network and peripheral devices (for example, printers, scanners, etc);
- Local peripheral devices (for example, USB memory sticks, cameras, etc);
- Enterprise applications (for example, Internet / Intranet, E-mail, Content Management, Firewall, Security, etc);
- Business Applications (for example, Council Tax, Benefits, Payroll, HR, Care First, etc);
- Interactive display screens and whiteboards;
- Enterprise database systems (for example, Oracle, SQL Server, etc);
- Enterprise agreements, licenses, contracts and certificates; and
- Data and information.

1.2.4 Procurement of ICT Assets is carried out through framework contracts, open tender and Scottish Government contracts. A strong procurement capability and good practice exists within ICT, which carries out ICT procurement for all Council services in conjunction with the Chief Procurement Officer.

1.2.5 The following table provides a summary of the types, numbers and value of ICT Assets across East Renfrewshire Council.

ICT Assets across East Renfrewshire Council

Type	Number	Replacement Cost
Desktop Computers	6198	£2,479,200.00
Laptop Computers	573	£271,029.00
Thin PC Devices	17	£3,555.00
Network Switches	347	£1,117,000.00
Telephone Handsets	3500	£525,000.00
Wide Area Network (WAN)	63	£258,785.00
Wireless Local Area Network (WLAN)	0	Not yet in place
Business Applications	120	£2,500,00.00
Mobile Handheld Devices	385	£50,723.00
Physical Servers	229	£984,524.00
Security	Various	£229,660.00
No of e-mail accounts	6,000 (including teachers)	n/a
No of user accounts	20,000 (including pupils)	n/a
ICT Spend 2012/2013	£2,964,403.00	n/a

2. ICT Asset Management Aims & Objectives

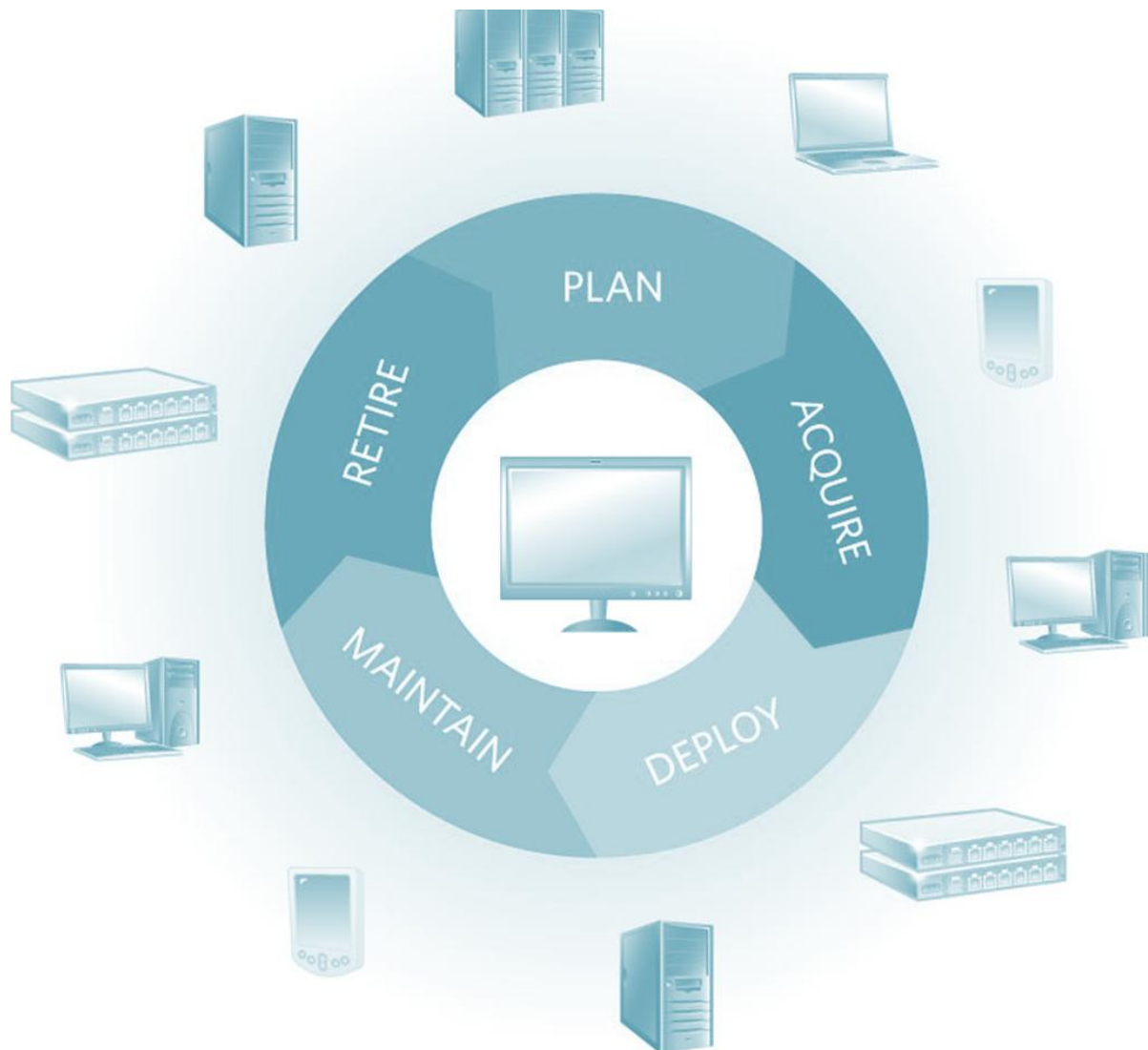
2.1 General

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

- ICT Assets should meet the needs of those that use them. This includes staff, members, pupils, visitors, customers and the general public through the different access channels (for example, face to face, telephone, online, etc);
- ICT Assets should be economically sustainable with minimal operating costs on a whole life costing model. This means keeping running costs down, maximising existing Asset use, reducing duplication and waste while planning for future capacity requirements, prioritising capital and revenue spending, proper option appraisal incorporating whole life costing and assessing opportunity costs. ICT Asset acquisition will follow evaluation and consideration of full life cycle costs and benefits appraisal;
- ICT Assets should be environmentally sustainable. This means considering local and global environmental factors, monitoring and reducing energy consumption and CO2 emissions through the whole ICT life cycle from manufacture, packaging, utilisation and disposal;
- ICT Assets must be safe, secure and comply with current legal and regulatory requirements and known future requirements. This means ensuring regular audits for DSE requirements and PAT testing of all ICT Assets, regular preventative maintenance and testing of critical ICT Assets such as UPS and air conditioning within the Data Centre (DC1 in 211 Main Street, Barrhead, G78 1SY) and communication room facilities, compliance with WEEE regulations for electrical disposals, compliance with software licensing terms and conditions, compliance with Data Protection Act (DPA) and Disability Discriminations Act (DDA) when designing new ICT systems; and
- ICT Assets should 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 service in line with risk, providing value for money services for the benefit of the local community.

2.1.2 The ICT AMP sets out a model for the management of ICT Assets which is based on the ICT industry best practice ICT Lifecycle Model:

- Plan
- Acquire
- Deploy
- Maintain
- Retire



2.1.3 To achieve our aims and objectives, the ICT Manager (Service Support) will hold and maintain a comprehensive ICT Asset Register which will record all its ICT Assets including details of their age to enable life cycle management of its infrastructure and enable trend analysis. This Register will be updated as items are added and deleted as appropriate. The Register will also be reviewed on an annual basis to ensure accuracy and completeness.

Minimum details which will be recorded will be:

- Type of Asset;
- Unique Asset identifier;
- Specification description of the Asset;
- Serviceability status (for example, Asset is serviceable or requires repair / disposal and / or replacement);
- Date the ICT Asset came into effect;
- The initial cost of the ICT Asset;
- The ongoing annual cost of the ICT Asset;
- Who uses the ICT Asset?
- The location of the ICT Asset;
- Details of what other ICT Assets are linked to the Asset; and
- How effectively the ICT Asset is supporting the business (fitness for purpose assessment)

In the short term (14/15 financial year), we will install the latest version of our Asset Management software (ALTIRIS). This will allow us to automate the registration of ICT assets and help us to determine the best format in which to keep this information. Additionally, we will undertake an exercise to give a unique asset identifier to all assets that currently do not have one.

In the medium term (15/16 financial year), we will ensure that all assets are captured and logged as appropriate in the agreed format (see above). This will mean that the ICT Section will have a complete record of all ICT Assets deployed throughout the Authority.

In the long term, we will ensure that the ICT Asset Register is regarded as the definitive record of all ICT assets deployed throughout the Authority by keeping it as current as possible.

In order to this, modify access to the Register will be strictly controlled and regular spot checks (quarterly) will be carried out by the ICT Manager (Service Support). This will help to ensure Value for Money as we will have a complete history of the lifecycle of products from their inception to their retirement. In turn, this will allow for better financial planning in terms of replacement ICT kit.

- 2.1.4 In addition, the ICT Manager (Service Support) will maintain a service catalogue outlining all ICT services provided and have in place robust reporting processes to assist the Council to make prompt Asset related decisions regarding new or changed use of ICT Assets. This Service Catalogue will be updated on a regular basis (at least quarterly) and reviewed formally on an annual basis by the Head of ICT.
- 2.1.5 The achievement of these activities ties into the Council's Outcome Delivery Plan in terms of ensuring that our systems and processes are streamlined, thus enhancing customer access to services. In addition, much of the work contained within this plan can be attributed to 2 of the 5 capabilities (notably: Modernising how we Work and Digital) as it is evidences that we are continually striving to adapt to the ever-changing technology landscape to ensure that we are making the best use of technology that we can to meet the needs of the residents of East Renfrewshire.

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. It consists of 3 units: **Service Support**, **Infrastructure**, and **Business Applications**. Information security 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, Virgin Media Business for the Communications infrastructure. As such, it has a duty to monitor and maintain a number of key contracts and service level agreements which govern key Council services.

3.1.2 The ICT service has an annual budget of £2,368,000.00 and a replacement value of £5,685,691.00

3.1.3 The Service Support team is responsible for the ICT Service Desk. The Service Desk is the main focal point for ICT contact on operational issues. It ensures that incidents and service requests are logged and resolved as quickly as possible and to the customer's satisfaction. This team also provide ICT support to all school establishments. In addition to this, this team are also responsible for the administrative and business related activities of the ICT Section which include: budgetary management, contract management and performance management.

3.1.4 The Infrastructure team's role is to plan and operate a robust, reliable and secure technical architecture with appropriate arrangements for telephones, network and cabling, servers, backups and disaster recovery, hardware support via 3rd parties, 2nd line support for fault calls to the ICT Service Desk; and project work as may be required.

3.1.5 The Business Applications team's role is to plan and operate a family of software applications that are fit- for-purpose and that are upgraded or replaced over time in order to meet the Council's changing needs. The role also includes ICT Business Partnering, 2nd line support for the ICT Service Desk, fault calls and project work as required. The applications include both the development and support of service applications such as CHCP (Care First) and Revenues (ORBIS) and corporate applications such as Human Resources and Payroll (Resource Link). The Council web presence (intranet and internet) is also developed and supported by this team.

3.1.6 ICT has responsibility for Information Security and the Council's Information Security Officer is responsible for working with departments to mitigate information security risks via awareness, policy and enforcement.

- 3.1.7 Essential to the process of ICT Asset Management is a detailed understanding of the current ICT portfolio. This understanding is gained by the collection of a considerable amount of data gathered for each ICT Asset. The ICT service has procured and implemented the Altiris Client Management Suite.
- 3.1.8 The Altiris Client Management Suite tightly integrates industry-leading technologies to reduce the total cost of owning client systems. The suite automates time-consuming and redundant tasks to minimize efforts and costs associated with deploying, managing, securing and troubleshooting client systems.

Features:	<p><i>Comprehensive Client Discovery and Inventory (Optimize software licenses, better support end users, and reduce costs associated with OS deployments and software rollouts).</i></p> <p><i>Industry Leading Imaging & Deployment (Reduce the time associated with imaging and cloning PCs. Reduce support and maintenance costs by deploying standardized, corporate approved, hardware-independent images).</i></p> <p><i>Intelligent Software and Patch Management (Update software automatically, reliably and remotely).</i></p> <p><i>Flexible Remote Assistance (Reduce the costs and time associated with troubleshooting and remediating client systems remotely).</i></p>
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Benefits:	<p><i>Increase visibility with a comprehensive inventory of all hardware and software for each client system.</i></p> <p><i>Deploy Windows, Mac, and Linux with a complete touch-free imaging and provisioning. Migrate to the latest version of Windows with less interruption to end-users.</i></p> <p><i>Provision applications and software with fewer errors using intelligent, policy-based software deployment. Use vendor provided packages or create corporate standard conflict-free software packages created with Wise technology.</i></p> <p><i>Troubleshoot and fix client PCs with flexible remote management capabilities. Remote control client systems using Symantec pcAnywhere technology or use real-time systems management to fix problems without disrupting end-users.</i></p> <p><i>Reduce energy and costs associated with client PCs by using intuitive power management policies throughout the organization without losing manageability.</i></p>
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We are about to embark on a project (Apr-Jun 2014) led by the ICT Manager (Service Support) that will upgrade this software to the latest version and allow us to take advantage of new functionality such as more effective remote assistance & troubleshooting capability, increased reporting functionality and improved workflow management of specific types of incidents and service requests.

3.2 Maintenance and Key Performance Indicators (KPIs)

3.2.1 There are no statutory KPIs for ICT Assets. However a number of the standard SOCITM Performance Indicators are measured and monitored. A Benchmarking Service can be purchased from SOCITM to compare these figures with other Councils but to date this has not been used. Those that are routinely measured are:

KPI Title	KPI Description	2013/14 Result	2015/16 Target
KPI 1 – User Satisfaction	Measures the extent to which users are satisfied with the ICT Services that they receive	Not yet available	5.0
KPI 3 – Project Governance & Delivery	Establishes the success of the organisation in managing ICT Projects	90%	92%
KPI 7 – Workstation Support	Measures the cost efficiency of providing support for users of workstations as well as the productivity of support specialists	N/A	Info Only
KPI 14 – Investment in ICT by ICT User	Measures the total level of investment in ICT	Not yet available	Info Only
KPI 15 – Systems Availability	Measures the availability of the ICT Service to users during core hours	95%	95%
KPI 90 – Investment in ICT by head of Population	Measures the total level of investment in ICT	Not yet available	Info Only

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

KPI Title	KPI Description	2013/14 Result	2014/15 Target
% availability of network	Measures the % that the network was available	97.83%	98%
% availability of email	Measures the % that email was available	99.83%	98%
% availability of telephony	Measures the % that telephony was available	99.82%	98%
% of Service Requests	Details the % of Service Requests received at Service Desk	90.3%	At least 90%
% of incidents	Details the % of Incidents received at Service Desk	9.7%	No more than 10%

3.3 Condition Survey Information

3.3.1 It is essential 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. Most desktops are replaced on a 4 year cycle as well though on the corporate estate, this is now changing with a move to VIEW which means that we can “sweat” the asset by keeping it for a longer period of time than we would traditionally.

3.3.2 **Desktop Computers, Laptops and Thin PC Devices** - there are a large number of desktop and laptop computers across both corporate and educational establishments. Introduction of VIEW (or Virtual Desktop Infrastructure (VDI)) can extend the lifespan of desktop computers working wholly in a VIEW environment. The objective is to migrate all desktop computers into the VIEW environment, where applicable. The VIEW environment supports Microsoft Windows 7 and Office 2010.

For those desktop computers which require too operate in a non VIEW environment, they need to be replaced every 4 years or as and when any new application or operating system requirement requires additional memory and / or processing power. VIEW is currently not viable in the curriculum environment. Desktop and laptop computer operating system standard is currently a mixture of Microsoft Windows XP (i.e. corporate network) and Windows 7 (i.e. education network).

Microsoft is ending support for Windows XP (SP3) and Office 2003 on the 8th April 2014.

[In 2002 Microsoft introduced its Support Lifecycle policy based on customer feedback to have more transparency and predictability of support for Microsoft products. As per this policy, Microsoft Business and Developer products, including Windows and Office products, receive a minimum of 10 years of support (5 years Mainstream Support and 5 years Extended Support), at the supported service pack level.]

Therefore there is a project underway to upgrade desktop and laptop computers to Microsoft Windows 7 and Office 2007 by May 2014. Where a desktop computer cannot be upgraded to Microsoft Windows 7 and Office 2010, the device will be virtualised (i.e. thin pc – thus, suitable to operate in a VIEW environment). Where a desktop computer can be upgrade to Microsoft Windows 7 and Office 2010, this upgrade will be undertaken as soon as practicable. At a later date, such computers will be virtualised where applicable.

When we have completed the rollout of Windows 7 and office 2010, we shall work towards developing a roadmap/migration path to Windows 8.1 and Office 2013.

- 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.
- 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 Virgin Media Business). 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. The table below provides details of the WAN:

Site	Bandwith	Recurring Costs
Athol Project	2mb	£1316.48
Auchenback & Springhill	10mb	£2665.00
Barrhead High	100MB	£4006.00
Barrhead Offices	1GB	£6659.00
Bonnyton House	10MB	£2665.00
Braidbar Primary	10MB	£2665.00
Busby Library	10MB	£2665.00
Busby Primary	10MB	£2665.00
Busby Road SW Offices	10MB	£2665.00
Calderwood Lodge	10MB	£2665.00
Carlibar Primary	10MB	£2665.00
Carolside Primary	10MB	£2665.00
Clarkston Library	10MB	£2665.00
Depot, Thornliebank	1GB	£6659.00
Crookfur Primary	10MB	£2665.00
Cross Arthurlie Primary	10MB	£2665.00
Dickie Building	10MB	£2665.00
DTTO Greenock	8MB	£1616.48
Dunterlie RC	8MB	£1448.46
Eaglesham Library	10MB	£8391.00
Eaglesham Primary	10MB	£8391.00
Eastwood High	100MB	£5006.00
Eastwood HQ	1GB	£6659.00
Giffnock Library	10MB	£2665.00
Giffnock Primary	10MB	£2665.00

Site	Bandwith	Recurring Costs
Glen Family Centre	10MB	£2665.00
Glenwood Nursery	10MB	£2665.00
Graham St	2MB	£1316.48
Hazeldene Nursery	10MB	£2665.00
Housing – Bank Street	10MB	£2665.00
Isobel Mair Scool	131MB	N/A – Wireless WAN
Jewish Care	2MB	£1316.48
Kirkhill Primary	10MB	£2665.00
Lygates House	10MB	£2665.00
Madras Family Centre	10MB	£2665.00
Mearns Castle High School	100MB	£4006.00
Mearns Library	10MB	£2665.00
Mearns Primary	10MB	£2665.00
Neilston Library	10MB	£2665.00
Neilston Day Centre	2MB	£1148.46
Netherlee Primary	10MB	£2665.00
NHS – St James Street	10MB	£2665.00
OLM Primary	10MB	£2665.00
Overlee Lodge	10MB	£2665.00
Rhuallan House	10MB	£2665.00
Robslee Primary	10MB	£2665.00
Spiersbridge	100MB	£2665.00
St Andrews House	10MB	£2665.00
St Cadoc's Primary	10MB	£2665.00
St John's Primary	1GB	£6659.00

Site	Bandwith	Recurring Costs
St Josephs Primary	10MB	£2665.00
St Luke's High	100MB	£4006.00
St Mark's Primary	10MB	£2665.00
St Ninian's High	100MB	£4006.00
St Thomas' Primary	10MB	£2665.00
Thornliebank Library	10MB	£2665.00
Thornliebank Primary	10MB	£2665.00
Thornliebank RC	8MB	£1194.75
Thorntree Hall	10MB	£3262.00
Uplawmoor Primary	10MB	£9096.00
Williamwood High	100MB	£4006.00
Woodfarm High	100MB	£4006.00

3.3.7 **Wireless Local Area Network (WLAN)** – to meet the Council's objective for agile working and learning, and to support the anticipated demand for Bring Your Own Device within educational establishments, the Council is investing in the implementation of internal wireless technologies within Council office accommodation and educational establishments including:

- Barrhead Health Centre;
- Eastwood Headquarters; and
- Mearns Castle secondary school.

Significant investment will be required to complete installation in all Council office accommodation and educational establishments. The level of ICT investment required to achieve this is yet to be identified.

3.3.8 **Business Applications** – ICT maintains an ICT Business Applications Register. 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. The Council currently uses either ORACLE or SQL Server databases as its preferred underlying database.

- 3.3.9 **Mobile Handheld Devices** – mobile phones and smart phones (for example, Samsung Galaxy s2, s3,s4 and Fame) are currently provisioned via the O2 contract which expires in December 2014. Currently this contract is owned and managed by Procurement.
- 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. The table below provides details of the security systems currently in place within the Council.

Security Systems Currently in Place

Description	Functionality
McAfee	<p>This product set is used for anti-virus and anti-spyware for desktops, laptops and servers. It updates with a daily dat file to protect against viruses and/or malware and performs on-access scanning when reading/writing files. It runs scheduled daily tasks and if infected files are found, they are then cleaned.</p> <p>In addition, this product set encrypts the hard disk of laptops which protects them if lost or stolen as the data is not easily accessible. In addition, it encrypts USB keys so data is again protected if lost or stolen. Data Loss Prevention is used in monitoring when data is leaving the Council's network and being copied onto removable media. McAfee Security for Exchange is installed on Corporate Exchange Servers, scanning email coming into the email system.</p> <p>If virus or malware content is found, the software will clean the email and drop any attachments.</p>
Checkpoint Firewall	<p>This product set gives us a stateful firewall which provides VPN (virtual private network), NAT (network address translation), IPS (intrusion prevention system) and content inspection (web filtering and anti-virus).</p>
Mimesweeper for SMTP	<p>This product set processes email for incoming and outgoing mail. It routes email to GSX and NHS Trend AV. It runs checks with incoming and outgoing mail for spam, encryption, blocked data types, large emails with attachments and profanity.</p>
Egress	<p>This product set routes incoming or outgoing mail which has been sent securely by Egress client software and requires to be encrypted or decrypted by the Egress Gateway Server.</p>
Trend SMTP	<p>This product set routes mail for outgoing and incoming mail to NHS, Corporate, GSX and Education. In addition, it also does an anti-virus check and removes viruses, quarantines spam and checks IP reputation.</p>
Trend HTTP	<p>This product set is used for HTTP scanning, blocking URL's based on IP filtering or if it contains virus/malware content</p>
Websense	<p>This product set is used for URL filtering. It also contains anti-virus filtering and more category options for social media e.g. giving access to Facebook but not allowing status updates or ability to post photos or videos.</p>

4. Future Service Delivery Aspirations

4.1 General

- 4.1.1 Delivery of Council services will change significantly in the coming years. The Scottish Government Digital Infrastructure programme and Local Government ICT Strategy is driving a move to delivery of services as digital by default.
- 4.1.2 The development of the national Scottish Wide Area Network (SWAN) to be used by all Scottish public sector bodies will influence the way in which agencies share information and service provision.
- 4.1.3 Investment in broadband infrastructure will result in significantly improved connectivity in homes and local businesses in coming years.
- 4.1.4 The nature of devices owned and used by the public has changed significantly and continues to change rapidly. The advent of smart phones and mobile tablet technology creates both challenges and opportunities in terms of usability, scalability and support.
- 4.1.5 There will be growing expectation amongst citizens, partners and customer of the Council that business will be conducted electronically and service will be available at the time and on the device which suits them similar to consumer based computing.
- 4.1.6 A whole range of smart devices is becoming common place which will further enable digital delivery of services.
- 4.1.7 There is a trend towards sharing of systems and information with other agencies. This will almost certainly require investment to harmonise and replace systems as the Councils seeks to share systems and services with partners such as neighbouring Councils (for example, ICT Collaboration with Renfrewshire and Inverclyde) and the Health Service (for example, Greater Glasgow & Clyde).
- 4.1.8 Councils face the challenge of investing in new ICT infrastructure to enable efficiencies to be realised and new ways of working to be implemented at a time when economic conditions are restricting budgets and capacity to deliver change. In addition, Councils must deliver secure networks which presents many challenges and costs.

4.2 Opportunities

4.2.1 East Renfrewshire Council must continue to seek innovation and challenge existing working practices in order to identify ICT Asset Management opportunities. These opportunities should be appraised with a view to meeting corporate objectives and a number of opportunities have so far been identified and these are as indicated below potentially generating savings, easing revenue funding requirements and enhancing service provision:

- View (or VDI);
- WWAN;
- WLAN;
- Agile Working; and
- Managed Print Service
- Cloud Computing

5. Investment and Funding

5.1 General

5.1.1 Capital and Revenue spend on ICT investment is controlled by the Head of ICT.

5.1.2 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. It is likely that this ICT AMP will generate a number of new projects which require to be fully scoped out.

5.1.3 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. We may require additional investment either in new systems or to adapt existing systems to new uses.

5.2 Capital

5.2.1 The 8 Year General Fund Capital Plan 2014/2015 – 2021/2022 provides a breakdown of planned expenditure and is included in the table below.

Project	2014/15	2015/16	2016/17	2017/18	2019/20	2020/21	2021/22
ICT Infrastructure	£650,000	£800,000	£800,000	£500,000	£500,000	£500,000	£500,000
Information Security	£100,000	£100,000	£100,000	£100,000			
Education Refresh	£125,000	£125,000	£125,000	£125,000			
Corporate Mobile Platform & Integration Server	£150,000	£0	£0	£0	£0	£0	£0
Business Objects Enterprise (BOXI)	£130,000	£0	£0	£0	£0	£0	£0
Oracle to Windows Transition	£95,000	£0	£0	£0	£0	£0	£0
Software Asset Management	£65,000	£0	£0	£0	£0	£0	£0
Agile Working Solution	£831,000	£145,000	£128,000	£20,000	£0	£0	£0

5.3 Revenue

- 5.3.1 There is currently £2,368,000.00 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.

5.4 Future Investment

- 5.4.1 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 in place. Investment in systems such as wireless, thin client computing and IP telephony are well established models which other Councils are now adopting.

- 5.4.2 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;
- 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;
- Extend and improve capacity of the core Council data network to support delivery of services; and
- Build capacity to allow and support 1:1 devices.

6. The Way Forward

6.1 General

- 6.1.1 The entire content of this ICT AMP is focused on improving the efficiency and making more effective use of ICT within East Renfrewshire Council.
- 6.1.2 The ICT AMP will be a dynamic document which will be adaptable and will be reviewed annually by the ICT Manager (Service Support) and signed off by the Head of ICT as a true and accurate reflection of the ICT assets deployed throughout the organisation.
- 6.1.3 The ICT Strategy 2012-2015 identifies a programme of changes which will update our infrastructure and deploy new technologies. [It should be noted that many of these are already in place or underway within East Renfrewshire Council.]
- 6.1.4 We will put in place technology solutions which support the aims of the ICT Strategy 2012-2015. The activities contained within the Strategy will be completed by 2015 and will be overseen by the Head of ICT. Technology will be targeted in 3 main areas:
- Using ICT as a driver for business change;
 - Providing innovation; and
 - Increasing effectiveness and agility.
- 6.1.5 We will update and modernise our core Council systems to ensure that they are fit for purpose and a good fit for the next generation of ICT business applications and infrastructure. This is an ongoing activity that is reviewed annually.
- 6.1.6 We will rationalise our ICT infrastructure, and ensure that smart ICT infrastructure is embedded in the design of new facilities. This is an ongoing activity that is reviewed annually.
- 6.1.7 We will develop further our use of virtualisation and thin client technologies (for example, VIEW) to reduce our energy use and to reduce the number of different physical devices used in our infrastructure. The ICT Manager (Infrastructure) will be responsible for this. Work has already started on this activity and it will be reviewed annually.
- 6.1.8 The ICT Manager (Infrastructure) will investigate the use of Cloud architecture and collaboration to deliver services. This will be achieved by mid 2015 (medium term).
- 6.1.9 The ICT Manager (Business Applications) will move business applications and services to the Web as our standard interface where this is practicable. This will be done on an ongoing basis and reviewed annually.

- 6.1.10 The ICT Section will continue to develop our remote access solutions to enable access to the Council network from any location. We will seek to deploy solutions which make this as easy as possible for end users while still satisfying our obligations to maintain effective security including Public Sector Network (PSN) compliance. This is an ongoing activity which changes as technology evolves but one which is reviewed on annual basis.
- 6.1.11 The ICT Manager (Infrastructure) will develop our network infrastructure and security systems to support the trend towards personalisation of devices, including the ability to Bring Your Own Device within educational establishments. This will be a medium term goal and will be done by the end of 2015/16.
- 6.1.12 The ICT Section will develop the use of modern mobile platforms such as tablets and smart phones to exploit the benefits they offer in usability and flexibility. This is an ongoing activity that will be reviewed on an annual basis.
- 6.1.13 The ICT Manager (Infrastructure) will make suitable arrangements to assure business continuity and disaster recovery to ensure that risks to service delivery are effectively managed. This activity will be completed by the end of 2015/16.

7. Risks

- 7.1 There are several risks associated with the delivery of this ICT Asset Management Plan which are summarised in Appendix 1.

RISK REGISTER - ICT ASSET MANAGEMENT PLAN

Department / function

Corporate & Community Services, ICT Section

Completed by:

Jennifer Blake

Date originated:

Apr-14

Date reviewed:

No	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Assessment of Residual Risk [With proposed control measures implemented]			Responsible Officer	Timescale/ Review Frequency	Evidence held (where and verified by whom?)
			Likelihood (Probability) [L]	Impact (Severity) [I]	Risk Score [L x I]		Likelihood (Probability) [L]	Impact (Severity) [I]	Residual Risk Score			
1	Lack of available resource in light of the other work/projects both underway and planned may result in delays to the fulfilment of certain activities within the ICT Asset Management Plan	Manage absence as stringently as possible. Promote skill sharing where possible.	4	4	16	Generate awareness of commitments at the highest level which will highlight resourcing implications. This can be done via the ICT Capacity Board.	3	4	12	ICT Senior Management Team	Quarterly	Minutes of the ICT Capacity Board CMT reports on ICT resource Minutes of ICT Senior Management Team Meetings
2	Lack of available funding making it difficult to deliver on certain aspects of the ICT Asset Management Plan e.g. upgrade of Altiris system	Ensure relevant funds are in place by bidding for capital funding.	3	4	12	Ensure that any funding required is highlighted as soon as possible, thus helping to ensure that this can be appropriately planned and budgeted for.	3	3	9	ICT Senior Management Team	Quarterly	Details of the Capital Programme