CITY OF
TEA TREE GULLY
Naturally Better

2025-2034
Information Technology Asset Management Plan

Asset management plans (AMPs) are used to guide the planning, construction, maintenance and operation of our infrastructure.

These plans are key components of our Long-Term Financial Plan and include detailed information about each asset and define which services will be provided, how they will be provided and what funding is required to cost-effectively deliver them over a 10-year period.

For more information call 8397 7444
or visit cttg.sa.gov.au/amp

Contents

Introduction 1
Background 3
Service levels 6
Current levels of service 8
Future demand 9
Demand drivers 9
Demand forecasts 9
Demand management plan 10
Asset programs to meet demand 11
Lifecycle management 13
Risk management 14
Routine operations and maintenance 16
Renewal/replacement plan 17
Managing the risks 21
Financial summary 22
Creation/acquisition/upgrade plan 23
Plan improvement & monitoring 25
Status of asset management practices 25
Improvement planning 26
Monitoring and review procedures 26
Performance measures 27
Appendices 28
Appendix A – Projected 10-year IT asset expenditure 28
Appendix B – IT application roadmap – 10 year projected projects 30
References 32

Introduction

The City of Tea Tree Gully's Information Technology (IT) assets provide foundational infrastructure and tools for the delivery of functions and services.

Council maintains Information Technology (IT) infrastructure and applications which enable the delivery of functions and services to the community. IT assets are planned and provided in partnership with all business areas of Council for planning, organisation, sharing and use of applications, knowledge and data to meet our strategic objectives.

Asset management planning is a comprehensive process to ensure that delivery of services and infrastructure is provided in a financially sustainable manner. Asset management plans detail information about infrastructure assets and maintenance, including actions required to provide an agreed level of service in the most cost-effective manner. The plan defines the services to be provided, how the services are delivered and what funds are required to maintain the services.

Customer expectations continue to change and increase pace toward a preference to transact digitally, especially following the COVID-19 pandemic. The trend remains consistent across all industries and will require Council to provide relevant, timely and accessible services to succeed in achieving customer satisfaction. This plan sets out a roadmap for technology initiatives which are ready to support a broad range of functions and services to be adaptable, agile and provide effective outcomes for our community.

Council aims to maintain modern and reliable technology platforms and tools, which can enable services and functions to be delivered digital first, streamlined and automated. Principles which will guide the implementation of this plan are to provide platforms and services which enable Council to deliver;

- Enhanced, transparent and self-led customer experiences which eliminate waste, streamline and automate delivery of services.
- Technology investments and digital channels which achieve improved internal collaboration, knowledge and information sharing to support timely and accurate customer services.
- Greater reporting, enabling informed and educated decision making by seeking optimisation of processes, data capture and quality.
- Maintain technology assets which provide the agility of our workforce to respond to customer needs, while maintaining a security posture which protects Council assets and data from cybersecurity threats.

The previous asset management plan was endorsed by Council in June 2019 and has been delivered over the following 4 years. Asset lifecycles have been extended where service levels were still being met without increased risk and other maintenance and renewal items brought forward, where practical, to balance sustainable delivery of initiatives and costs set out by the plan.

Key outcomes of the previous plan include;

- 11 major projects delivered under previous plan, including a desktop hardware refresh, bookings system enhancements and commencement of Council's ERP replacement.
- The expenditure target was achieved within a variance of 2% budget to actuals.
- IT services and availability have been maintained and delivered above 99% uptime

Council's Project Management Framework has been adhered to for project delivery, including stage gate approvals, program governance across multiple projects and reliably conducting post implementation reviews for each project or program on completion.

Learnings which have been brought forward to support improvements to this plan include;

- Initiatives which plan delivery and split the forecast total budget and scope over 2 financial years has shown benefit in reducing implementation risk of delivery and provisions capacity to ensure all activities in scope are completed to a high level of quality and prevent technical debt.
- Assessing assets by condition and performance instead of age alone enables greater return on investment to be achieved and lifecycles extended within the plan by deferring review, renewal and upgrade activities where service levels continue to be met.
- Transformation and improvement opportunities which extend beyond the core scope of IT asset maintenance and renewal achieve greatest results when initiated by the subject matter experts and responsible area of Council. These will be raised by business case in the Annual Business Planning process.

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) over the 10-year planning period is $11m;

- Hardware $7.8m or $0.78m on average per year.
- Software $3.2m or $0.32m on average per year.

Background

This asset management plan (AM Plan) aims to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements and to outline the funding needed to provide the required levels of service.

The expectations associated with IT levels of service held by Council staff and the community continue to increase. Historically, IT investment has been opportunistic and driven by demand, resulting in inadequate resources to maintain and upgrade IT assets.

A strategic and planned approach to IT investment has been taken (and is formalised by this AM Plan) to ensure that the Council can respond to current needs, such as delivering digital services, and to anticipate future opportunities.

The AM Plan follows the format recommended in Section 4.2.6 of the International Infrastructure Management Manual (IPWEA, 2011, Sec 4.2.6, *Example of an asset management plan structure*, pp 4|24–27).

The IT AM Plan is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Council Strategic Plan 2025
- Long-Term Financial Plan (LTFP)
- Annual Business Plan
- IT Solutions Business Plan
- IT Disaster Recovery Plan

The IT hardware asset categories covered by this Information Technology AM Plan are shown below. These categories are used in Council's Asset Register to define IT services.

Asset sub-category	Quantity	Replacement value ($M)
IT Hardware		7.82
Audio-visual – Projectors, screens, audio, headset	543	0.69
Desktops - laptops, monitors, docks	2,053	3.47
Infrastructure –Network, telephony, UPS, Wi-Fi, security	244	2.73
Mobile – Devices and SIMs	850	0.54
MFD – Printers, scanners, plotters	486	0.40

Assumptions

This IT AM Plan is based on current service levels and purchase dollars. External costs for implementation of replacement equipment have been included in the replacement costs.

In previous years some IT equipment has been leased; however, from the 2012-2013 financial year, this approach moved to the purchase of all IT equipment. For the purposes of this AM Plan it is assumed that the current outright capital purchase for assets approach will continue.

There is genuine potential for the use of cloud computing and software subscription models to increase, which would result in a shift from capital to operating funds for these Application assets. Ongoing expenditure and funding will be considered in Council's Annual Business Planning process and long-term financial planning.

Council currently maintains on-premise networking, storage and compute. Significant changes to architecture such as data centre locations, building asset utilisation or architectural may vary some elements of the plan.

Key Stakeholders

Key stakeholders in the preparation and implementation of this plan are shown below

Key stakeholders	Role in IT Asset Management Plan
Councillors/Board members	Represent needs of the community Allocate resources to meet the organisations objectives in providing services while managing risks Ensure the organisation is financially sustainable.
CEO/Director	Adopting plan, annual infrastructure budget approvals, portfolio sponsor.
Internal and External customers	Staff users and community members interacting with Council services.
Insurers	Partner with Council to mutually cover risk exposure.
IT Solutions Department	Plan and facilitate asset acquisition, renewal, upgrade and disposal in accordance with this plan and annual program. Validate useful lives and renewal costs. Establish service levels, risk management and asset monitoring.

Goals and objectives of asset management

The organisation exists to provide services to the community and aims to make a positive difference in people's lives. Many of the services and functions delivered by Council are underpinned by IT assets. IT assets have been acquired by purchase, contract or subscription to meet increased demands for services.

Our goal in managing IT assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of IT asset management are:

- Providing a defined level of service and monitoring performance
- Managing the impact of growth through demand management and IT investment
- Taking a life cycle approach to developing cost-effective management strategies for the long term that meet the defined level of service
- Identifying, assessing and appropriately controlling risks
- Having a LTFP which identifies required, affordable expenditure and how it will be financed.

Framework of the plan

Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by the organisation
- Future demand – how this will impact on future service delivery and how demand will be met
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service
- Financial summary – funds required to provide the defined services
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation’s objectives
- Asset management improvement planning.

Service levels

Community Survey

Council has conducted a community survey on a largely annual basis for over 20 years. In 2022 the focus of this survey shifted so as to better understand the current role that Council plays in relation to community wellbeing.

A demographically representative random sample of CTTG residents is collected by an independent market research company on Council's behalf.

The most recent 2022 Community Wellbeing Survey reported overall satisfaction with Council's performance at 72%. The community wellbeing score for City of Tea Tree Gully residents has remained consistently above the national benchmark.

Online Services Survey

In 2022 Council sought feedback from customers on their experience when interacting with Council's digital online platforms, known as a "Digital Economy" including existing customer facing platforms, supported business processes and integration with other enterprise systems. A digital economy describes the range of online interactions, economic and social activities that are enabled by information and communications technologies.

The survey was designed to capture feedback from recent users of Council's online services, asking them to respond to questions including:

- Overall service level satisfaction with online tool/platforms
- Ease of navigating/interacting with the CTTG online services to access relevant information, online resources or to complete a task
- Suggestions for improving the online service/experience

The feedback has been reviewed and considered by Council staff involved in the preparation of this plan to achieve improved online and operational services, and better serve our community who choose to interact with Council digitally.

Legislative Requirements

The organisation has to meet many legislative requirements including Australian Government and State legislation and State Regulations. These include:

Legislation	Requirements
Local Government Act, 1999	Sets out role, purpose, responsibilities and powers of local governments, including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
State Records Act, 1997	Sets out responsibilities and requirements in relation to the management of Council records
Freedom of Information Act, 1991	Sets out the framework for processing requests for Council information and records
Work Health and Safety Act, 2012	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work
Local Government Act, 1999	Sets out role, purpose, responsibilities and powers of local governments, including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.

Current levels of service

In an IT environment, there are typically two aspects to service level. These are:

- Appropriate facilities (hardware and software) provided to users, replacement of which is usually determined by age and technological development rather than deterioration of an asset
- Availability of IT services in terms of robust systems and resolution of user problems.

Service and asset managers plan, implement and control service levels to optimise customer service levels. Council's current IT service levels are set out in the table below:

Current service levels

Responsiveness	Definition	Target for completion
IT problem resolution		
Priority 1 Critical impact	Affects all or large groups of users, or mission critical systems	<24 hours, or dependent on external service provider SLA
Priority 2 Highest impact	Affects multiple users or prevents multiple users from performing their work	<48 hours, or dependent on external service provider SLA
Priority 3 Moderate impact	Affects fewer than five users with workarounds available	<5 business days or dependent on external service provider SLA
Priority 4 Low impact	Affects individual users but does not prevent them from performing their work	<20 business days or dependent on external service provider SLA
Application upgrades	Minimum of one upgrade annually for enterprise applications	
Information management	Compliant, secure and accessible information and data assets	
Cybersecurity	Maintain a secure posture of all IT Assets, infrastructure, information and data	

Future demand

Demand drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, environmental awareness.

Demand forecasts

The present situation and future projections regarding demand drivers are documented in below.

Demand drivers, projections and impact on services

Demand drivers	Present position	Projection	Impact on services
Community expectations of service value and ease of interaction	Customer Experience strategy implementation, Unified Communications review, Community Space Wi-Fi.	Provide multiple customer service channels and improved customer experience	Increased investment and resources required to meet demand and maintain existing services
Information and data asset maintenance and utilisation demand	Service reviews committee, Information and data governance tools	Increase data maturity and awareness to support efficient, effective operations and delivery of services	Increased investment and resources required to meet demand and maintain existing services
Staff expectations, financial sustainability and continuous improvement	Office 365 adoption, ERP system refresh, processing automation trials	Deliver services promptly and efficiently, build financial capacity to increase investment	Increased investment and resources required to meet demand and maintain existing services

Demand management plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets. Management actions include reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures. Other examples of non-asset solutions include providing services from existing infrastructure, such as aquatic centres and libraries, which may be in another community area, or providing access to public toilets in commercial premises.

Opportunities identified to date for demand management are shown in the table below. Further opportunities will be developed in future revisions of this IT Asset Management Plan.

Demand management plan summary

Demand driver	Impact on services	Demand management plan
Community expectations of service value and ease of interaction	Need to maintain multiple customer service channels, and increasingly respond to demand for online services	Maintain and extend the capability of digital services for connected customers and community who can interact with Council 24/7
Infrastructure asset renewal and maintenance demand	Need for more advanced asset management systems and tools	Design our places and spaces to anticipate community expectations and to deliver sustainably
Staff expectations, financial sustainability and continuous improvement	Need for highly available and mobile solutions and systems for streamlining and automating processes	Provide IT solutions to increase the agility of our workforce to respond to customer needs

Asset programs to meet demand

This plan and Council's strategic approach is developed and maintained through workshops with internal stakeholders to identify the key strategic priorities to meet organisational and community demands over the following three to five years.

The IT AM Plan provides a roadmap for delivery by outlining the key change initiatives (programs and projects) that the IT Solutions Department expect to lead and participate in over the next ten years.

Organisational and community demand will continue to outstrip our existing IT application suite's ability to meet evolving needs in the areas of customer service, fiscal controls and continuous improvement. Organisational and community drivers will shape future IT investment decisions, including considerations for:

- Providing the community with fast, reliable and effective services
- Responding to community and staff expectations in a dynamic environment with constantly changing business models and rapid advancements in technology
- Greater demand for solutions to support flexible working styles, and for the right information to be available to the right person, at the right time
- A need for improved governance over key IT strategic and investment decisions and a coordinated approach to ensure consistent delivery
- Persistent and increasing protection required to protect the privacy, data and information Council holds in order to deliver functions and services
- Business demand outstripping our ability to deliver solutions within desired timeframes
- Emerging opportunities to rationalise applications through alternative service delivery methods and technologies, including outsourcing and cloud solutions
- Investment decisions which balance business needs and IT solutions within budgetary constraints.

Modern enterprise architecture will deliver enhanced and/or new systems and business capabilities over the next ten years including:

- Financial management system improvements
- Property, rates & compliance system change
- Corporate reporting & analytics growth (Business Intelligence BI)
- Master data management, warehousing and data sharing
- Field services optimisation and streamlining
- Delivery of the Customer Experience (CX) strategy
- Improvements raised by the Digital Economy community engagement
- Integration of systems and API standards
- Content services to ensure compliance and enrich records and data
- Spatial visualisations, maps and integration
- Cybersecurity maturity

Any initiatives beyond the core activities in this plan will be initiated through an approved business case, with the timing and implementation approach being subject to change based on the business case outcomes.
Outcomes of the IT AM plan will support Council's Strategic Plan 2025 and Customer Experience Strategy, including:

- Fiscal control with improved and cost-effective delivery of services
- Agreed levels of service to the community for optimal cost, value and satisfaction
- Access to the right person, for the right information, at the right time
- Continuous improvement of services and platforms
- Online systems and services are available when our community expect them to be
- Integrated and frictionless customer interactions
- Great customer experience is facilitated by employees with the right knowledge and tools
- Primary sources of truth provide high levels of data quality and reliability
- Services are co-designed with our community needs first to meet their needs

Renewal and acquisition of IT assets will commit the organisation to fund ongoing operations, maintenance and renewal costs for the period. Many enhancements expect to achieve operational efficiencies and cost savings, in conjunction with service reviews and delivery of the CX Strategy.

Lifecycle management

The Lifecycle Management Plan details how the organisation plans to manage and operate its assets at the agreed levels of service (defined in Section 3) while optimising costs.

This data covers owned assets and renewal or replacement of new asset. It is assumed that an ongoing operational budget will be available to cover expenditure for maintenance of subscription services and non-tangible assets.

The assets covered by this IT AM Plan are shown on page 3.

The organisation's services are generally provided to meet design standards where these are available. Locations where deficiencies in service performance are known are detailed in the table below.

Known service performance deficiencies

Service	Service deficiency
Enterprise IT applications	Ongoing IT Enterprise Application management is required to manage the risks of a growing IT application suite and to maximise the performance of our IT applications to meet organisational and community needs.
Project management	There is a continued need to build IT program and project management capabilities for better resource estimation and allocation and to increase customer satisfaction with IT projects.
Data management	Growth in data management framework, formal procedures and broader skills are needed in relation to the operational aspects of data management. Roles and responsibilities (e.g. data custodians) need to be more broadly established and understood, with a focus on data strategy and security to improve governance and protect our critical information assets and customer data.

Risk management

An assessment of risks associated with service delivery from IT assets has identified critical risks. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' – requiring immediate corrective action and 'High' – requiring prioritised corrective action, are identified in the IT Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational, are summarised in the table below. These risks are reported to management and Council.

Critical risks and treatment plans

Service or asset at risk	What can happen	Risk rating (VH, H)	Risk treatment plan	Residual risk	Treatment costs
Security of Council information	Loss, misuse, or disclosure of information assets – resulting in cyber threats, vulnerabilities, sabotage, fraud, inaccessibility	H	Implemented and continuous assessment of information security assessment aligned to the Essential 8 Security framework	M Continual Process	$Covered under operational budget and capital submissions
Security of IT network and Council information	IT network breaches, outages, unreliability, performance issues and lost productivity	H	Continual review of internal network improvements, undertake technical vulnerability assessment and heighten security awareness	M Continual Process	$Covered under operational budget and capital submissions

Service or asset at risk	What can happen	Risk rating (VH, H)	Risk treatment plan	Residual risk	Treatment costs
Recovery of IT assets and Council information	Loss of essential staff access and recovery of critical IT applications and information in the event of a disaster	H	Continue to refresh and implement system enhancements where Recovery Time Objectives and Recovery Point objectives are reduced to <1h. Provide IT disaster recovery capabilities that will meet the Council's Business Continuity Plan	M Continual Process	$Covered under operational budget and capital submissions

Note – The residual risk is the risk remaining after the selected risk treatment plan is operational.

Routine operations and maintenance

Routine maintenance is the regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. We regularly update our software to latest versions as they become available and utilise monitoring tools to ensure that hardware and equipment is being managed and being utilised efficiently.

Operations and maintenance strategies

The organisation will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce costs and improve outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50–70% planned desirable)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets; report Very High and High risks, and residual risks after treatment to management and Council
- Review current and required resource effort effective workforce planning to meet required operations.
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over-utilised assets and customer demand management options
- Maintain a current hierarchy of critical assets and required operations and maintenance activities
- Develop and regularly review appropriate emergency response capability
- Review management of operations and maintenance activities to ensure Council is obtaining best value from resources.

Critical assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenances activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.

Within the IT AM Plan, the following asset sub-categories are considered critical:

- Infrastructure and network (including telephony)
- Servers and Storage Area Networks (SAN's) (including IT disaster recovery)

Previous audit reports and business continuity planning recommend that the identification of critical assets within sub-categories is still required.

Standards and specifications

Maintenance work is carried out in accordance with the following Standards and Specifications.

- Hardware – as per manufacturer warranty conditions or service conditions
- Applications/software – as per manufacturer warranty, support level conditions and common vulnerabilities and exposures
- Council standards, specifications and acceptable risk

Renewal/replacement plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is classed as upgrade/expansion or new works expenditure.

Renewal plan

Assets requiring renewal/replacement are identified from one of three methods provided in the 'expenditure template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year
- Method 2 uses capital renewal expenditure projections from external condition modelling systems
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the expenditure template.

Method 1 was used for this AM Plan.

The useful lives of assets used to develop projected asset renewal expenditures are shown in table on the next page. Asset useful lives were reviewed with the development of this plan in 2023.

Indicative useful lives of assets

Asset (sub) category	Useful life	Comments
IT hardware		
Audiovisual		Audio visual, electronic whiteboards and peripheral equipment
• Auxiliary equipment	5–7 years	
• Video-conferencing equipment	3-4 years	
Desktop		Laptops and 2–in–1 devices, installed over 2 year program for staging, setup, installation and delivery
• Desktop PCs	3–5 years	
Infrastructure/network		Patched and replaced if risk is increased, or until technology makes this redundant
• Network infrastructure (links)	10–15 years	
• Desk phones	5–8 years	
• Switches and other network hardware	5 years	
• Uninterrupted power supply (UPS)	5–7 years	Serviced annually
• Other IT infrastructure	3–5 years	Technology will make this redundant and growth of systems will require upgrade
Mobile		Replaced on a rolling, staggered rotation to reduce all being required at once
• Mobile devices	2–3 years	
Printers/scanners/plotters		
• Printers	3 years	Desktop printers
• Scanners/plotters	3–6 years	Replacement determined by requirements
• Multi-function devices	5–7 years (or if leased, life of lease)	Replacement determined by cost effective maintenance life of the units
Servers	4–6 years	Dependent on business criticality and condition assessment

Asset (sub) category	Useful life	Comments
IT applications/software		
Desktop productivity software	3 years	e.g. Microsoft Office
Core Enterprise applications	7–10 years	e.g. Technology One financials (ERP) system, Content Manager
Specialised applications	3–10 years	e.g. Business specific tools
IT service management tools	5 years	e.g. IT Helpdesk software

Renewal and replacement strategies

The organisation will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify:
- service delivery deficiency, present risk and optimum time for renewal/replacement
- project objectives to rectify the deficiency
- range of options, estimated capital and life cycle costs for each option that could address the service deficiency.
- Evaluating the options against evaluation criteria adopted by the organisation
- Selecting the best option to be included in capital renewal programs using low cost renewal methods (cost of renewal is less than replacement) wherever possible
- Maintaining a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- Review capital renewal and replacement activities to ensure Council is obtaining best value from IT resources.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate, or
- To ensure the infrastructure is of sufficient quality to meet the service requirements.
- Mitigate or control an identified risk, service level degradation or end of life.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high incidence of failure
- Have heavy use and so impact of failure on users would be greatest
- The total value represents the greatest net value to the organisation
- Have the highest average age relative to their expected lives
- Are identified in the IT AM Plan as key cost factors
- Have high operational or maintenance costs
- Would yield material savings if replaced with modern equivalent assets.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in the table below.

Criteria	Weighting
Age	40%
Technology	20%
Service level	40%
Risk assessment	As required
Total	**100%**

Renewal and replacement standards

Renewal work is carried out in accordance with the following standards and specifications.

- As per the manufacturer's recommendations
- As per the manufacturer's stated life expectation
- As per current IT trends and industry standards.

Managing the risks

Quality

IT assets will be maintained in a usable condition. Defects found or reported that are outside our service standard will be repaired. See our maintenance response service levels.

Function

Our intent is that appropriate IT infrastructure and applications are maintained in collaboration with the Local Government sector, other levels of government and stakeholders for the sustainable delivery of IT systems.

IT assets will be maintained at a secure and reliable level and associated equipment and tools will be provided to ensure key business goals are met:

- Improve customer experience
- Achieve financial sustainability
- Deliver continuous improvement.

The main functional goal of our IT services is to deliver more efficient and effective services to our community, and thereby achieve Council's strategic objectives by:

- Developing and implementing strategies to build knowledge and information management capabilities and stimulate innovation
- Proactively managing the IT environment to ensure high reliability, performance and customer service levels
- Leveraging alternative sourcing models and aligning with a workforce strategy to improve service delivery and cost- effectiveness.

Reliability

There are risks associated with providing the service and not being able to complete all identified activities and projects. We monitor IT assets through proactive platform monitoring and alerting and actioning user requests and ensuring that maintenance programs are undertaken in a proactive manner.

We will endeavour to manage these risks within available funding by:

- Monitoring and prioritising the risks
- Keeping IT users informed
- Managing IT assets throughout their lifecycle.

Flexibility

Our IT strategies balance a due diligence approach through the development of business cases at each stage, which examine the cost benefit of various options and offer the flexibility to adapt to emerging trends and opportunities, such as Shared Services or collaborative initiatives.

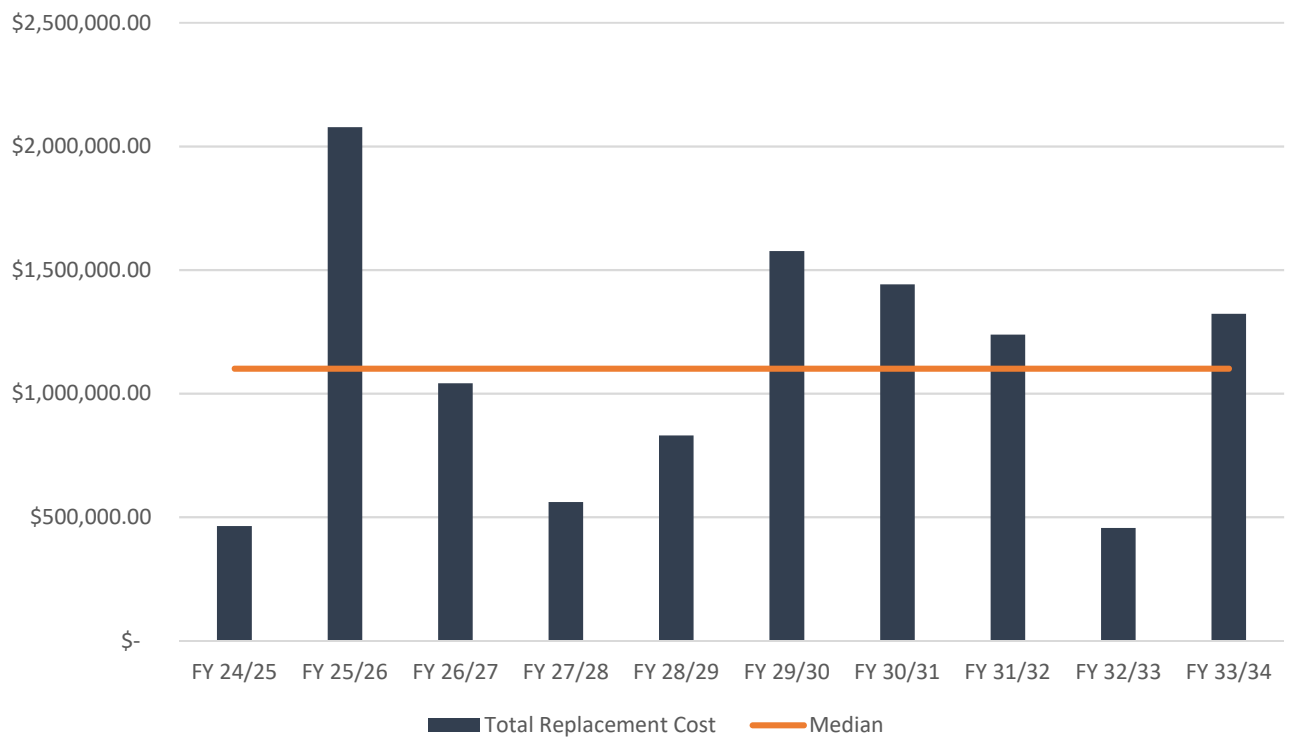
Financial summary

Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock increases from growth, however the total cost of this plan has reduced from the previous plan. The primary reasons for this are long renewal cycles where condition assessments anticipate that IT assets can be extended to meet service levels, and a reduction in planned software and application roadmap initiatives.

The total combined expenditure is $11m (IT Hardware $7.8m and IT Applications $3.2m). Assets identified for renewal and/or replacement and not scheduled in capital works programs will be analysed for risk in the risk management plan and raised as a business case in the annual business planning process.

Renewal and replacement expenditures in Council's capital works program will be accommodated in Council's LTFP.



Expenditure may be brought forward or postponed based on condition assessment and ability to meet service levels. Values above the average line reflect significant investments in some years which include storage and compute server upgrades (2025/26, 2031/32) and desktop refresh (2025/26, 2031/32 and 2029/30, 2030/31) cycles.

Creation/acquisition/upgrade plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from technology, growth, social or environmental needs.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources, such as councillor/general manager or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programs. In most cases where Council is not responding to a critical threat or risk, new initiatives will be included in the Annual Business Plan. The priority ranking criteria is detailed below.

New assets priority ranking criteria

Criteria	Weighting
Demonstrated strategic alignment	25%
Business criticality/obligations	25%
Organisational risk impact (if we don't proceed)	20%
Benefit realisation	20%
Financial benefits/sustainability	10%
Total	100%

Capital investment strategies

The organisation will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all capital upgrade/new projects to identify:
    - The service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
    - The project objectives to rectify the deficiency, including value management for major projects
    - The range of options, estimated capital and life cycle costs for each option that could address the service deficiency
    - Management of risks associated with alternative option
    - Evaluate the options against evaluation criteria adopted by Council
    - Select the best option to be included in capital upgrade/new programs

- Review current and required skills base and implement training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal.

Key assumptions made in financial forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this IT AM Plan and risks that these may change are:

- Replacement capital calculated only for currently owned assets
- Software assets (and annual license costs) included
- Increased use of cloud applications, which would result in a shift from capital to operating funds.

Accuracy of financial forecasts may be improved in future revisions of this AM Plan by the following actions.

- Improved tracking of operation/maintenance and rehabilitation costs
- Centralised asset management and data analysis
- Asset audit and improved data collection
- Ongoing identification of limitations and adoption of improved processes.

Forecast reliability and confidence

The expenditure and valuations projections in this IT AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. With the majority of IT hardware being manufactured overseas, fluctuations in the Australian dollar will naturally impact the projections. Appendix E provides the expenditure estimates (+/-20 %) for each initiative within the IT AM Plan, which are based on past experience, current research and market scans. These estimates will be refined within the business cases to be developed for each initiative.

Plan improvement & monitoring

Status of asset management practices

Accounting and financial systems

Council uses Technology One Financials as its accounting / financial system.

Accountabilities for financial systems

The Technology One Platform also holds Council's asset management information and data. It is linked with Council's financials and geographical information system (GIS).

Accounting Standards and Regulations

The Australian Accounting Standards provide the benchmark against which Council reports on asset accounting.

Capital/maintenance threshold

Council's draft Capitalisation Policy considers issues other than just monetary or materiality thresholds when defining whether expenditure be considered as either maintenance or capital.

Asset management system

Information Technology assets are managed using the Solarwinds helpdesk and asset management solution which associates problem tickets with IT assets and tracks the history of asset service requests and complaints. The use of this system has significantly improved Councils ability to effectively manage IT assets throughout their life cycle, and continuous improvement of our asset management practices, processes and procedures will ensure an increased maturity in the development of future IT AM plans.

The Assets Register includes:

- Data on size, age, value, and remaining life of the network
- The unit rates for categories of work/materials
- The adopted service levels
- Projections of various factors affecting future demand for services
- Correlation between maintenance and renewal
- Data on new assets acquired by Council.

Improvement planning

This is the third IT AM Plan developed under the IPWEA framework. Ongoing improvements to the management of Council IT systems and asset mean that increased maturity can be expected from future revisions of this plan.

The improvement plan generated from this AM Plan is shown below

Task No	Task	Responsibility	Resources required	Timeline
1	Council endorsement of this plan	General Manager Corporate Services	Manager IT Solutions	Q4 2024
2	Monitor performance and customer satisfaction surveys to better understand asset performance and service delivery	Manager IT Solutions	Internal resources	Ongoing
3	Continuous improvement of IT asset management practices, processes and procedures	Manager IT Solutions	Internal resources	Ongoing
4	Update the AM Plan	General Manager Corporate Services	Manager IT Solutions Internal resources	December 2027

Monitoring and review procedures

This IT AM Plan will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/ new and asset disposal expenditures and projected expenditure values incorporated into the organisation's LTFP.

The plan is due for complete revision and updating within two years of each Council election.

Performance measures

The effectiveness of the IT AM Plan can be measured in the following ways:

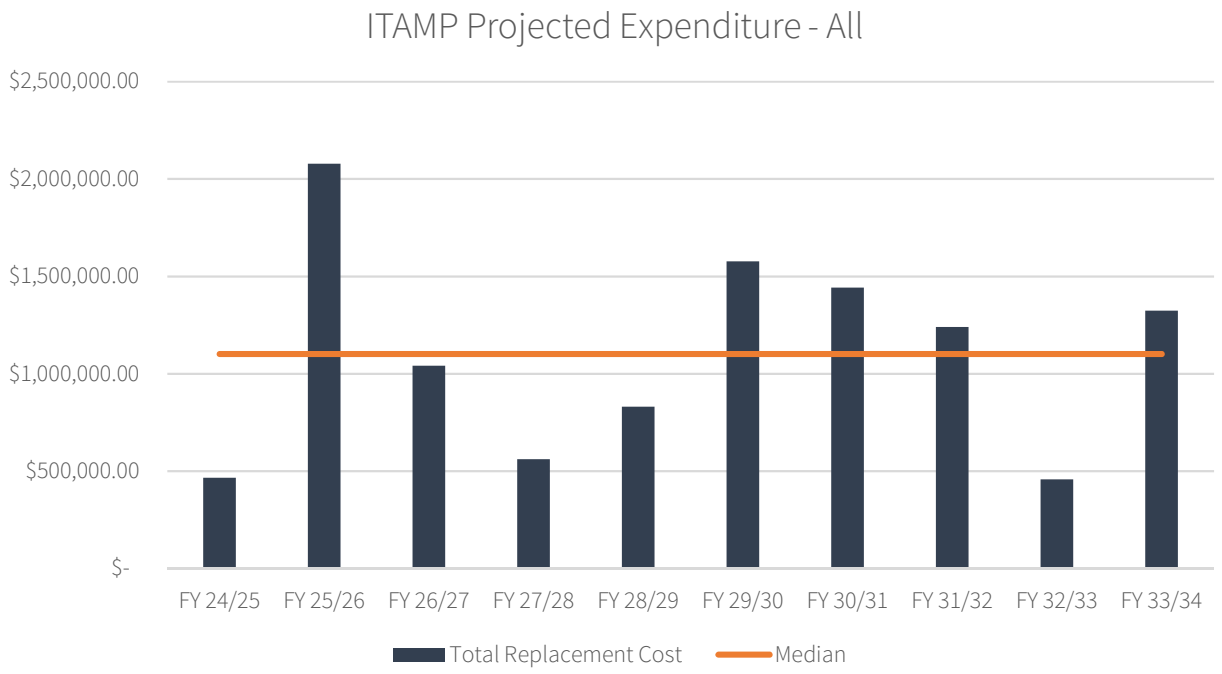
- The degree to which the required projected expenditures identified in the plan are incorporated into Council's LTFP
- The degree to which 1 to 5-year detailed works programs, budgets, business plans and organisational structures take into account the global works program trends provided by the plan
- The degree to which existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into Council's Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

Appendices

Appendix A – Projected 10-year IT asset expenditure

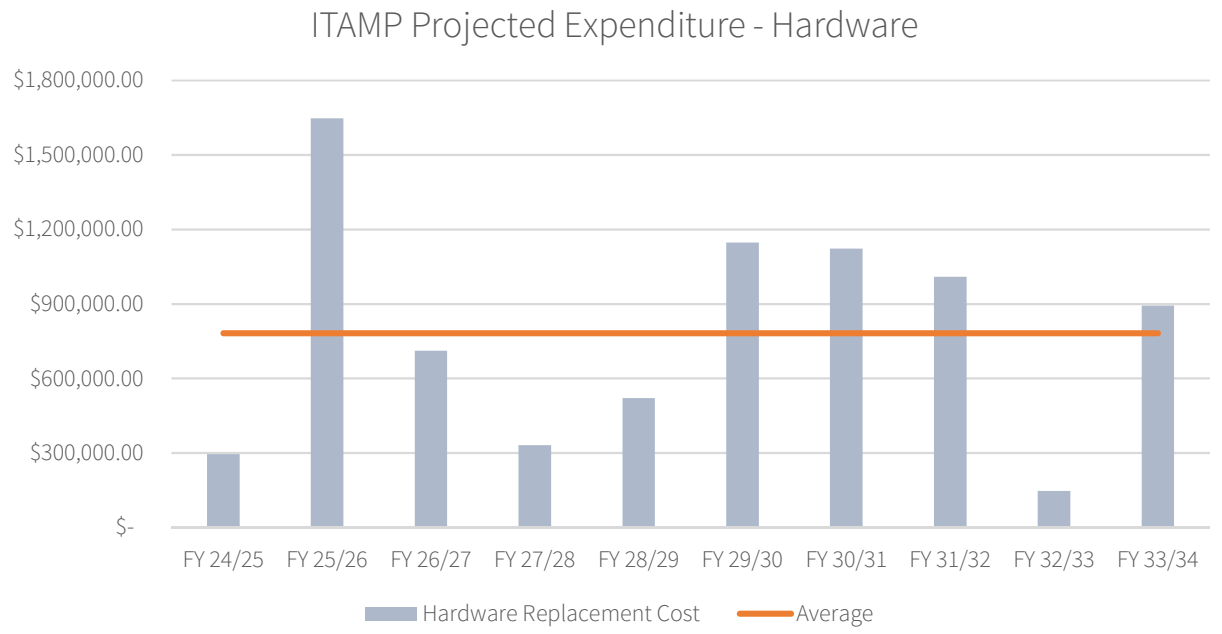
Overall expenditure

Total projected overall expenditure $11m



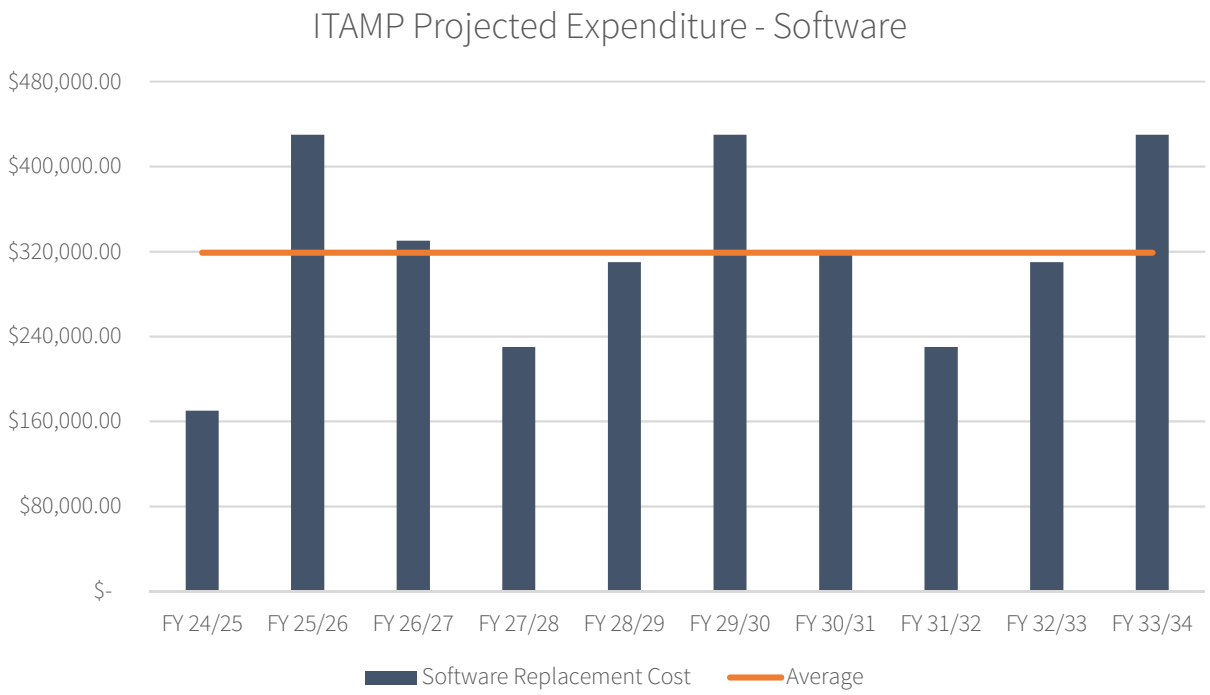
Hardware expenditure

Total projected hardware expenditure $7.8m



Software Expenditure

Total projected software expenditure $3.2m



Appendix B – IT application roadmap – 10 year projected projects

No	Initiative	10yr Estimated Expenditure +/- 20%	Estimate Cost Reference
1	Salesforce Platform Management	$450,000	Salesforce platform lifecycle upgrades, development, testing and integration, including delivery of enhancement roadmap items and targets under CX Strategy, process improvement and improved customer data quality
2	Data Management and Dashboard Reporting	$450,000	Standardised data management to enable dashboard reporting, connection of core systems to data platforms, reporting templates, configuration and corporate performance reporting improvements
3	Content Manager Upgrade and Content Services	$660,000	Reduced risk of records and content management including upgrade to latest stable and supported version, review of tools for records management across email and M365 environment, system reliability, integration with Tier 1 systems (SF, T1), improved workflow and records automation
4	Enterprise Architecture	$600,000	Improved enterprise application governance, cataloguing and architecture through continued application rationalisation, integration and platform management
5	Integration and Automation	$350,000	Connectivity of core systems and process automation, including support of major software and platform projects and enabling cross-system processes, reporting and automation
6	IP Telephony and Communications	$110,000	Stability of communications, improved call centre and staff call handling through review and renewal of corporate telecommunications and call centre and telephony

No	Initiative	10yr Estimated Expenditure +/- 20%	Estimate Cost Reference
7	GIS management	$280,000	Integration and spatial visualisation of data to support improved planning, field services and presentation of interactive data through maintenance and version upgrades of GIS software, central to works management, capital works reporting and BAU activities
8	Mail and Archiving Management	$290,000	Improved automation of document and mail handling to reduce operational costs, improve service delivery and reduce risk of document and archive holdings through review and renewal of mail management and archive contract, transition costs if required and optimisation of mail automation services

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