

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 FEBRUARY 2024

REPORT ON: IT ASSET MANAGEMENT PLAN

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 10-2024

1.0 PURPOSE OF REPORT

1.1 This report requests approval of the IT Asset Management Plan for 2024-29.

2.0 RECOMMENDATIONS

2.1 It is recommended the Committee approves the IT Asset Management Plan.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report.

4.0 BACKGROUND

4.1 With reference to Article IV of the Minute of Meeting of the Policy and Resources Committee of 26 June 2023 (Report 177-2023 refers). The Committee approved the Council's Corporate Asset Management Plan for the period 2023-28.

4.2 The IT Asset Management Plan outlines the priorities and strategies required to develop and support the IT assets, technology and infrastructure that are in place and or required to support the business objectives of the Council and is designed to be read in conjunction with the overarching Corporate Asset Management Plan which provides the strategic context for the management of Council Assets.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 CONSULTATIONS

6.1 The Council Leadership Team were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 None.

**JACQUI KOPEL
HEAD OF CUSTOMER SERVICES & IT**

DATE: 25 JANUARY 2024

**ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES.**

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IT ASSET MANAGEMENT PLAN

2024 -2029

DOCUMENT CONTROL

Version	Date	Author	Summary
Version 1	19 Feb 2024	Jacqui Kopel/Graeme Quinn	Issued for approval to the City Governance Committee
Update Due	February 2029		

STRATEGIC OBJECTIVES

The IT Asset Management Plan outlines the strategy, processes, and guidelines for managing the Council's IT assets effectively. This plan aims to optimise asset usage, reduce costs, minimise risks, and ensure compliance with regulations. By implementing this plan, the Council can achieve better visibility of its IT assets and infrastructure and improve overall efficiency.

This plan supports the Council's vision for a Modern Council and the guiding principles and themes of the Council's Digital strategy by aligning IT assets and services with those of the business.

The IT Service follow industry standard processes for IT asset management based on the IT Infrastructure Library (ITIL) framework. IT asset information is recorded and updated in the Council's IT Service Management (ITSM) system.

The plan aims to deliver best value in the management and maintenance of IT assets, to achieve best value the life cycle and replacement of our assets requires to be considered. The Council utilises several national frameworks for the procurement of IT assets, the frameworks provide an increased reach of suppliers and competitive pricing at a national level while allowing the Council to utilise and support local suppliers.

The IT Asset Management Plan supports the Council's Digital Strategy designed to support the Council's priority to become a modern council. In addition, the IT service provides extensive support to the school's network and equipment within, to support the strategic priority of reducing child poverty and inequalities in income, education and health.

INTRODUCTION

A Corporate Asset Management Plan for the period 2023 – 2028 was approved by the Policy and Resources Committee on 26 June 2023. This plan provides further detail of the Council's Management of its IT assets and a basis for implementing the overall Council objectives.

The IT Asset Management Plan outlines the priorities and strategies required to develop and support IT assets, technology and infrastructure that are in place or are required to support the business objectives of the Council. Ensuring business continuity and providing a platform for improved efficiencies for service delivery and interaction with residents and businesses.

Informing the Asset Management Plan is the Councils Digital and IT Strategies which include the following aims and objectives:

- Improved customer and stakeholder satisfaction
- Anytime, Anywhere, Any channel access for citizens
- Maximum operational efficiency
- Making the best use of digital technologies to build solutions.

The Council currently has in place over 7,000 workstations and supplies and maintains 10,000+ laptops, together with 2871 mobile devices. In addition, it also maintains 37 core applications and 214 public facing interactive web interfaces.

There are many challenges facing the IT service, including delivering best value. Increasing demand for services, modernising applications, increasing rigour in compliance with standards and ever emerging security risks. A need to develop and maintain an IT Asset Management Plan is key to meeting the challenges we face.

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. To maximise the potential from its assets they must be aligned with the strategic goals and objectives and managed in an active, effective and efficient manner.

Dundee City Council operates a largely independent IT infrastructure for Corporate and Schools IT.

In addition to changes within the corporate environment there has been a significant increase in the number of mobile devices being used in schools, such as laptops and tablets. There has also been an increase in the use of internet for online learning and cloud-based services. The Council are currently investing in high speed fibre internet being installed in all Dundee schools. This will enable improvement in digital learning and allow schools to make greater use of Office 365 and other cloud-based services.

The Scottish Government's strategy for enhancing learning and teaching using digital technology aims to, "Improve access to digital technology for all learners", and "Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery." One of the building blocks of digital learning is digital infrastructure such as high-speed fibre internet.

The IT service for schools will benefit from improved capacity and reliability with the new fibre internet service. This will allow Children and Family Services to take advantage of cloud and other internet-based learning tools. It will also provide enhanced security capabilities to ensure schools are well protected from cyber-attacks and have a safe environment for digital learning.

CORPORATE CONTEXT

The Council's assets are aligned to six key areas:

- Buildings and Property
- Roads and Infrastructure
- Housing
- Open Spaces
- Fleet
- Information and Communication Technology

The Local Government Scotland Act 2003 places a duty on Local Authorities to demonstrate "Best Value" in delivering services and managing any assets they hold. Effective management of the Councils assets is essential and has a positive impact on the services provided.

The plan deals with the Council's IT Assets and will:

- Ensure all our assets are known and the information we hold on them is accurate and held on appropriate systems which support the reporting of effective management information.
- Ensure all assets are used effectively, meet current service needs and support future service delivery.

IT ASSET MANAGEMENT PLAN AND LINKS WITH OTHER PLANS

The IT Asset Management Plan follows the vision and objectives of the Council Plan and supports the Council ambition to be a Modern Council. In designing the IT Asset Management Plan, we have identified the following overarching objectives.

- IT assets should meet the needs of those that use them. This includes staff, elected members, pupils and citizens of Dundee through the different access channels; Face to face, telephone and online.

- IT assets should be economically sustainable with minimal operating costs on a whole life costing model. This means keeping running costs low by maximising existing asset use, reducing duplication and waste while planning for future capacity requirements, and prioritising capital and revenue spending.
- IT asset acquisition will follow evaluation and consideration of full cycle costs and benefits appraisal.
- IT assets should be environmentally sustainable – considering local and global environmental factors, reducing energy consumption and CO2 emissions through the whole life cycle.
- IT assets must be safe, secure and compliant with legal and regulatory requirements.
- IT assets will support the Council's ability to understand and manage cyber risk.
- IT assets will link to the Council's strategic business objectives.

ASSETS

The Council's IT assets covered in this plan are:

DUNDEE CITY COUNCIL ASSET	QUANTITY
Desktop PC	616
Laptop	3008
Tablet	507
Network Computer (NC)	2336
Servers	72
Network Switches	518
Smartphones	3771
DUNDEE SCHOOLS ASSETS	
Desktop PC	6583
Laptop	7205
Tablet	2364
Servers	52

INVENTORY DATA

The IT Asset Management Plan is based on the available inventory data. All assets are assigned a unique identifier and relevant information is recorded in the IT Service Management system.

Dundee City Council currently utilises several disparate systems to provide IT Service Management functions. A new cloud-based system is currently being procured to provide a single point of contact for everyone within the IT Service and will provide an overall view of all IT assets owned by the Council.

PROCUREMENT & FINANCE

IT asset acquisition will follow evaluation and consideration of full lifecycle costs and benefits appraisal. To enable the Council to deliver on the social, economic and environmental priorities, the Council must transform itself by harnessing digital technology and new ways of working.

The table below provides details of the IT capital budget available to support the Council's objective to design a Modern Council as set out in the Dundee City Council Capital Plan 2023 – 2028.

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Purchase Computer Equipment	1,837	1,258	1,258	1,108	835
Desktop Management Software		1,500			
Purchase Desktop Collaboration platform	729	700	700	700	850
Smart Cities Digital /ICT Investment	137				
School Connectivity		1,200			
Asset Management System Replacement		20	130		

Council Standing Orders are observed for IT procurements, collaborative working with the Council's procurement team ensures competitive tenders and utilisation of appropriate frameworks and contracts. Procurement strategies will be developed for all regulated procurements to ensure the optimal route to market is delivered. All competitive tenders are carried out with a relevant split of quality and price criteria, ensuring best value is achieved as well as the appropriate technology solution. Consideration is given to greener alternatives to reduce energy consumptions and carbon emissions.

ASSET LIFECYCLE MANAGEMENT

The purchase of new IT assets is managed through the IT BID process. This process ensures that asset information is recorded within the IT service management system and responsible staff are identified as owning the asset.

Regular maintenance of assets is required to be scheduled to prolong asset lifespan and optimise performance. In addition, regular updates and upgrades to keep software and firmware up to date to enhance security and functionality.

Usage of assets will be monitored and tracked to identify those which are under used or not used. This data will inform future investment.

The current defined lifecycle for an IT asset is 5 years, except for smartphones, which is 3 years. Due to the nature of change within technology, assets can often be used longer than this period therefore an assessment of the suitability for a longer lifecycle will be undertaken before an asset is retired.

DISPOSAL

To ensure maximum value from the IT assets an assessment is made of the suitability of the asset to be used for longer. Consideration is given to the overall performance of the asset, vendor and manufacturer end of support dates, cost of change and cost to maintain the asset for longer. This includes an assessment of the environmental impact of using old equipment that may have higher power consumption.

IT assets being retired are properly disposed of in line with Waste Electrical and Electronic Equipment (WEEE) regulations to ensure there is no negative impact on the environment. The process includes data sanitisation and appropriate recycling or reuse of hardware components or full units. The Council engages a third-party contractor to carry out equipment recycling.

For software and licence assets an assessment is made of the suitability for future use. Replacement of software assets typically requires a managed transition before retiral. The replacement of software assets is managed through a relevant IT project and working with the Council service area.

SECURITY AND COMPLIANCE

The Council's certification for the Public Services Network provides an annual assurance that security and compliance standards are being achieved. IT assets will be maintained and upgraded to manufacturer recommended levels to reduce cyber risk.

Regular scans of the IT infrastructure and assets for vulnerabilities are carried out. Software patches and updates are applied regularly to maintain the recommended security levels and ensure software stays fully supported.

Annual compliance checks are carried out and regulatory and contractual compliance requirements are recorded in the IT Service Management database. Compliance requirement changes are reported to the monthly IT management Team.

RISKS TO THE IT ASSET MANAGEMENT PLAN

The table below details some of the main risks associated with the plan and management of the Council assets.

Risk	Category	Likelihood and consequence	Mitigation.
Risk that downtime leads to operational difficulties.	Operational	4x3 Major - Possible	Regular maintenance carried out. System monitoring alerts. System Backups. Change control
Providing timely maintenance or incident resolution	Operational	3x3 Moderate - Possible	Staff training. Weekly IT service meetings to review maintenance and projects. ITSM Reporting
Risk that current assets do not meet the Council or customer current or future needs.	Technical	3x3 Moderate - Possible	Technology refresh projects. Reporting on IT asset end of support, warranty and asset replacement.
Assets are not maintained and updated and present a security risk.	Security	4x3 Major - Possible	IT Health check. Reporting of unsupported assets. Security scans. ITSM tools monitoring assets.
Assets at risk from cyber attack	Security	4x3 Major - Possible	Security protocols in place to protect mobile devices. User identity management to secure user credentials. Backups of data for recovery from an attack.

PERFORMANCE

The IT Service is an internal service provider to all other Council service areas. IT provides overall management of all IT assets and hold regular meetings with internal customers to ensure optimum use of assets.

This plan is based on delivering the performance standards detailed below.

Key Performance Measure	Performance Measure Process	Performance Target.
Security Compliance	PSN Certification Process	Pass
Legislative compliance	Waste, Electrical & Electronic Equipment Regulations	Certification.
System availability	Uptime of major systems measured through IT Service Management tools. Mon-Fri 9am to 5pm	99.9%
Operation	Monitor and track asset usage to identify assets which are under used.	80%

CONCLUSION

The implementation of the IT Asset Management Plan will support delivery of the Council Objectives and ensure investment is targeted in priority areas.