

THE RURAL CITY OF MURRAY BRIDGE DRAFT INFORMATION TECHNOLOGY ASSET MANAGEMENT PLAN

2025 - 2029





ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today. We recognise the living culture and combined energies of the Ngarrindjeri people our global pioneers and community members today for their unique contribution to the life of our region.

CONTENTS

Executive Summary	4
Strategic Planning Framework	5
• Strategic Planning Framework	6
• Community Plan 2016-2032	7
• Strategic Plan 2024-2028	8
• Great People & Lifestyle	9
• Dynamic Economy	10
• Valued Environment	11
• Connected Communities	12
Asset Management Snapshot	13
• Introduction	14
• Background Data	15
• Annual Business Plan and Budget Process	15
• Assets Categories Covered by this Plan	16
Asset Management Framework	17
• Asset Management Framework	18
• Asset Management Policy	18
• Asset Management Objectives	19
• Asset Management Framework	20
• Roles & Responsibilities	20
Asset Management Drivers	21
• Goals & Objectives of Asset Ownership	22
• Levels of Service	22
• Legislative Requirements	24
• Customer Levels of Service	24
• Future Demand	25
• SA Auditor Generals Observations of Local Government Planning & Operations	27
• Essential Services Commission of South Australia (ESCOSA)	27
• Financial Policies	28
• Risk Management	28
Asset Lifecycle	29
• Lifecycle Management Plan	30
• Financial Summary	34
Asset Performance	37
• Plan Improvement & Monitoring	38
References & Appendices	40
• References	41
• Appendix A - Projected Capital Renewal & Replacement Program	42
• Appendix A - Annual Operating Budgets	43
• Appendix B - Glossary	44

EXECUTIVE SUMMARY

The Information Technology (IT) Asset Management Plan 2025–2029 outlines the Rural City of Murray Bridge’s strategic approach to managing its IT infrastructure, devices, and services in alignment with Council’s broader strategic and financial planning frameworks. It builds upon the foundations of the 2021–2025 IT Asset Management Plan, adapting to significant changes in technology, particularly the shift toward cloud-based services and Software-as-a-Service (SaaS) delivery models.

With an estimated replacement value of \$1.46 million, the Council’s IT asset portfolio underpins the delivery of critical services to staff and the community. The growing reliance on digital platforms increases the importance of structured lifecycle planning, cost forecasting, and risk mitigation. Notably, the move to SaaS reduces capital expenditure but increases operational costs and introduces new risks related to service continuity and vendor dependency.

This Plan:

- Models and forecasts lifecycle and renewal costs;
- Identifies demand drivers such as population growth, digital expectations, and emerging technologies like AI and smart city infrastructure;
- Outlines asset renewal, acquisition, and maintenance strategies;
- Provides a funding strategy aligned with Council’s Long-Term Financial Plan.

Key priorities include:

- Sustaining IT service levels through effective maintenance and renewal;
- Adapting to the financial implications of SaaS and cloud-based solutions;
- Enhancing cybersecurity, business continuity, and enterprise architecture integration;
- Supporting key initiatives such as the enterprise resource planning software (ERP) review, citizen portal, and expansion of digital service offerings.

The Plan will be reviewed annually, with a major review every four years, to ensure alignment with service needs, technological advancements, and community expectations. Its implementation will enable the Council to provide sustainable, secure, and efficient digital services—supporting both operational excellence and long-term community benefit.

STRATEGIC PLANNING FRAMEWORK



STRATEGIC PLANNING FRAMEWORK

Council's Strategic Planning Framework sets out how our suite of Strategic Management Plans together provide direction, key moves, data and resources to deliver the vision of Thriving Communities.

STRATEGIC PLAN

4 YEAR TIME-FRAME

Identifies our **strategic focus** for the next four years and **provides direction** for decision making and how we prioritise our resources and effort.

Our Strategic Management Plans are supported by subject specific plans and strategies that help to identify and prioritise projects, actions or initiatives including those to be considered as part of the Annual Business Plan and Budget process. These plans and strategies are adjusted over time to reflect the direction of the Strategic Plan.

LONG TERM FINANCIAL PLAN

10 YEAR TIME-FRAME

Ensures we can **deliver** services, maintain our assets and achieve our strategic focus in a **financially sustainable manner**.

Council has endorsed a Structure Plan to help guide the future growth and development of our regional city. It identifies what land, services and infrastructure are required to support this growth and helps to prioritise projects for funding and advocacy actions.

ASSET MANAGEMENT PLANS

10 YEAR TIME-FRAME

Supports effective and data driven **management and care** of our **community assets**.

Under the Local Government Act 1999, Council is required to undertake public consultation on its Draft Strategic Management Plans. Council's Community Engagement Policy and Framework provides guidance for and principles of open and effective engagement.

ANNUAL BUSINESS PLAN AND BUDGET

1 YEAR TIME-FRAME

Secures **resources and identifies the work** to deliver the Strategic Plan over a 12 month period.

COMMUNITY PLAN 2016 - 2032

The Community Plan 2016 – 2032 reflects our community’s aspirations and sets out a shared vision of **Thriving Communities**.

The Plan was developed through an extensive community engagement process in 2015 where over 3,500 comments and ideas were shared culminating in the vision. Council is committed to the delivery of this Plan over 16 years, through four strategic plans and 16 Annual Business Plans and Budgets.



The four Community Plan themes define what our Thriving Communities will see and experience. They are:

GREAT PEOPLE AND LIFESTYLE

Where people are friendly, living well and enjoying all the region has to offer.

People thrive when they experience great people and lifestyle.

VALUED ENVIRONMENT

Well cared for river, green spaces and built and natural environment that people value and love.

People thrive when they spend time in a valued environment.

DYNAMIC ECONOMY

Where people, business and industry are seizing opportunities to learn, earn and grow.

People thrive when they participate in a dynamic economy.

CONNECTED COMMUNITIES

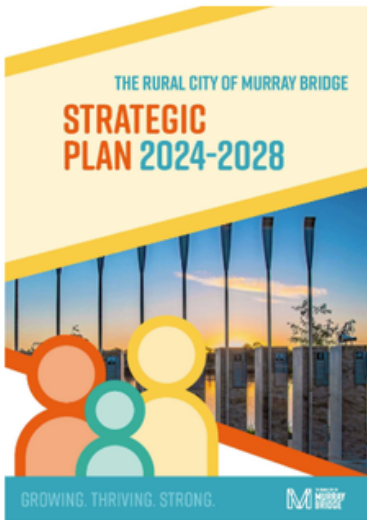
Where people get involved, contribute to, and are supported by the community around them.

People thrive when they belong to connected communities.

STRATEGIC PLAN 2024 - 2028

Our Strategic Plan identifies Council’s strategic focus for the next four years and provides direction for decision making and how we prioritise our resources and effort.

The Strategic Plan 2024-2028 sets out how Council will actively prepare for the growth of our rural city, a critical phase toward our shared vision of Thriving Communities.



The plan was shaped by an extensive community engagement process involving over 900 people. We clearly heard our community say they want well planned growth that complements our rural and river lifestyle.

The direction of the plan reflects the community’s ideas and spirit. As we actively manage growth over this four-year period, we will strive to maximise opportunities for our community and economy and ensure our built and natural environment and lifestyle is enhanced.

The plan includes four focus areas, each describing what our community will experience, our broad direction to guide effort and decisions and the key moves we know we will make.

Over the next four years we will focus on:

1 ACTIVATING OUR RURAL CITY AND ATTRACTING PEOPLE AND INDUSTRY

2 CONNECTING PEOPLE AND PLACES

3 ENHANCING OUR PLACES AND SPACES

4 SUPPORTING OUR COMMUNITIES

GREAT PEOPLE AND LIFESTYLE



Where people are friendly, living well and enjoying all the region has to offer.

- **Safety Enhancement:** Prioritise the city wide communications network that supports the community assets through regular maintenance and reviews including all CCTV camera in public areas and Council operations buildings.
- **Community Engagement in Planning:** Involve our community in planning and design of public spaces, neighbourhoods, and infrastructure projects. Through digital communications and incorporating local input, the community can create liveable spaces that reflect their needs, values, and aspirations.
- **Accessible and Inclusive Design:** Website designed and maintained to be accessible to people of all ages, abilities, and backgrounds. This promotes inclusivity, allowing everyone to fully participate in community life and activities, irrespective of their physical or cognitive capabilities.
- **Preservation of Historic and Cultural Heritage:** Preserve and celebrate the community's history, diversity, and cultural heritage through the use of digital records.
- **Sustainable and Resilient Development:** Incorporate sustainability principles into infrastructure planning, construction, and operations by promoting energy efficiency, renewable materials and supporting technology for water conservation and climate-resilient designs that are environmentally responsible and adaptable to future challenges.

DYNAMIC ECONOMY



Where people, business and industry are seizing opportunities to learn, earn and grow.

- **Infrastructure for Connectivity:** Develop and maintain a robust communications infrastructure that supports the interactions and services required by the community.
- **Entrepreneurship and Innovation Support:** Create programs, initiatives, and technology assets that foster entrepreneurship, innovation, and knowledge-based industries. This may include business incubators, co-working spaces, technology hubs, and research and development centres to nurture a productive community.
- **Quality of Life Enhancement:** Invest in technology assets that contribute to a high quality of life, such as parks, recreational facilities, cultural institutions, and healthcare centres. This attracts and retains talent, making the community an appealing place to live, work, invest, and visit, and fostering a positive economic environment.
- **Collaboration and Partnerships:** Foster collaborations between public and private sectors, academic institutions, and community to leverage expertise, resources, and funding for smart city initiatives and economic growth, contributing to a dynamic and prosperous regional economy.
- **Tourism and Cultural Heritage Preservation:** Digital promotion of tourism assets, attractions, and cultural heritage sites to attract visitors, generate revenue, and celebrate the community's unique identity. This recognises the economic value of tourism and the importance of preserving the community's cultural heritage.
- **Sustainable and Resilient Infrastructure:** Integrate sustainability and resilience principles into technology asset management practices. This includes incorporating energy-efficient technologies, renewable energy sources, and climate-resilient designs to support productivity while minimising environmental impacts.

VALUED ENVIRONMENT



Well cared for river, green spaces and built and natural environment that people value and love.

- **Public Space Enhancement:** Provide the technology to maintain the quality of public spaces along the riverfront, such as parks, promenades, and recreational areas, to create great places for people to gather, socialise and enjoy nature.
- **Energy Efficiency and Renewable Energy:** Implement energy-efficient technologies and practices, in procurement and renewable energy sources. By reducing energy consumption and transitioning to clean energy sources, the community contributes to a more sustainable environment.
- **Waste Management and Recycling:** Improve waste management systems, including recycling programs and waste reduction initiatives, through adoption of technology. Promoting this objective supports the vision of clean and sustainable communities.
- **Collaboration and Partnerships:** Deliver shared goals and positive impact through collaboration and partnerships with local organisations, environmental groups, and government agencies to leverage expertise, resources, and funding for sustainable infrastructure asset management.
- **Monitoring and Evaluation:** Improve monitoring systems to assess the environmental performance of infrastructure assets and track progress towards sustainability goals. Regular review allows for the identification of improvements and ensures that asset management strategies align with the community's vision of a valued environment.

CONNECTED COMMUNITIES



Where people get involved, contribute to and are supported by the community around them.

- **Community Engagement and Participation:** Actively involve community members in information technology communication processes by seeking their input, feedback, and ideas. This promotes transparency, builds trust, and empowers residents to contribute to the improvement of their communities.
- **Education and Awareness Programs:** Develop educational initiatives that enhance community members' understanding of technology developments, including its benefits, challenges, and potential impacts. This empowers residents with knowledge to participate actively.
- **Volunteer and Community Support Programs:** Develop programs that encourage community members to actively participate in technology solutions to assist them. This fosters a sense of ownership and responsibility and leverages local knowledge to enhance asset management.
- **Partnerships and Networks:** Forge partnerships with community organisations, businesses, educational institutions, and other stakeholders to leverage their expertise, resources, and networks in building a better city. This facilitates knowledge sharing, problem-solving and access to funding opportunities.
- **Continuous Feedback and Evaluation:** Provide the mechanism for feedback from the community about projects and initiatives. Regularly evaluate the effectiveness of information technology asset management strategies and adapt them based on community input, changing needs, and emerging opportunities.
- **Long Term Sustainability and Legacy:** Plan and manage infrastructure assets with a long term perspective, considering their lifecycle, maintenance requirements, and future community needs. This ensures infrastructure investments support connected communities for generations to come.

ASSET MANAGEMENT SNAPSHOT



INTRODUCTION

The Rural City of Murray Bridge (RCMB) owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides essential services and facilities to the community.

This Information Technology Asset Management Plan (ITAMP) aims to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements and to outline the funding needed to meet the required levels of service. This is an updated IT Asset Management Plan covering the financial year periods 2025 – 2029.

The expectations associated with Information Technology (IT) levels of service by Council staff and the community continue to increase, as more of our services offerings incorporate technology into their process. The introduction of the plan replaced the historical approach of RCMB IT investments being opportunistic and driven by demand, resulting in inadequate resources to maintain and upgrade the IT Assets. The adoption of a Digital Strategy and the Enterprise Architecture continues to provide the foundation for the revised IT Asset Plans.

This is the first review of the IT Asset Plan since the initial plan was adopted in 2021. The strategy and approach to how IT investment is made and look to formalise, is in line with the other RCMB Asset Management Plans (AMP) which were developed to ensure Council continues to provide effective and comprehensive management of its assets.

The Information Technology Asset Management Plan is to ensure that the Council can anticipate future opportunities and respond to current needs such as delivering our digital and any future services in line with our strategic objectives for the community.

Responsibly funding capital expenditure for the renewal of Council assets is a key factor in the organisation remaining sustainable and creating an environment where there is generational equity.

The focus of this plan is to model, forecast and document the physical and financial performance of IT assets and provide a robust management framework that feeds into Council's Long Term Financial Plan.

It is the intent of Council to manage its IT assets at an agreed level of service while optimising life cycle costs to normalise its infrastructure spend over consecutive budgets.

This Plan covers the assets that provide IT services. These assets have a value estimated at \$1.46 m and include:

- IT Infrastructure
- Computers and Devices

The 2021-2025 Plan had some capitalised Software included but this practice of procuring software has largely ceased with vendors moving to software as a service (SaaS) and annual licensing. This is consistent with the move to cloud delivered services. This approach does introduce new levels of risk into our future service delivery that will require a greater emphasis on those contract negotiations and understanding the liability clauses.

BACKGROUND DATA

This ITAMP aims to demonstrate responsive management of assets (and those services provided via these 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 grow. The last plan has enabled us to maintain and enhance our service delivery in line with our Digital Strategy aspirations. This next cycle of the plan will need to incorporate the changes involved with a move to the cloud and the SaaS model. The move to SaaS will impact both capital and operating budgets as the need to have on premise servers and associated support equipment will impact the capital budget requirement, whilst the operating budget will increase through various service charges required to deliver those services.

The previous plan did highlight this change, and we are now at the point in our Digital Strategy that we will be moving more systems to this type of service delivery, within this planning cycle. We understand the impact this will have on IT Asset plan and the importance to framing our Capital renewal in line with the adoption of future SaaS offerings.

The intent is to take a strategic and planned approach to IT investment in line with existing Asset Plans and is formalised by this the second IT AM Plan, to ensure that the Council can anticipate future opportunities and respond to those changes that have been introduced through the implementation of our strategic plans.

The IT asset management plan is to be read with the organisation's Asset Management Policy and other key planning documents for the Rural City of Murray Bridge:

- ICT & Digital Strategy 2022
- Strategic Plan 2024 - 2028
- IT Systems Architecture 2021-2025
- IT Disaster Recovery Plan 2018
- Community Plan 2016-3032 Rural City of Murray Bridge Thriving Communities
- Long Term Financial Plan & Asset Management Plans 2016-2026

ANNUAL BUSINESS PLAN AND BUDGET PROCESS

Each year as part of our Annual Business Plan and Budget process, we consider the need for and performance of services and assets. This assessment may result in updates to our Asset Management Plans reflecting:

- Continued service delivery and ongoing asset maintenance.
- Further capital investment in their renewal or replacement to existing levels of service or their adaptation through upgrades or expansion.
- Additional capital acquisition of new assets to support new services.
- Asset disposal or decommissioning at the end of the asset's useful life or ceasing a service using circular economy principles.

ASSETS CATEGORIES COVERED BY THIS PLAN

The Rural City of Murray Bridge is responsible for the management of Assets covered by the information Technology Asset Management Plan and the physical properties of each are detailed below.

Table 1 - Assets covered by this Asset Management Plan

Asset Category	Replacement Value
IT Infrastructure	
10. Network UPS excludes the Building Generators	66,390
11. Network Infrastructure (including switches, routers, appliances)	204,533
13. Servers and storage arrays	220,024
15. CCTV network (community and council)	96,947
Computers and Devices	
20. Desk phones	62,000
21. Desktops, laptops, VDI units	413,755
22. Display screens, monitors	233,159
23. Printers, scanners, plotters	25,509
24. Mobile phones, tablets, iPads	134,528
IT Applications and Software	
Desktop productivity software (Microsoft), enterprise resource planning software (ERP), specialised software, IT service management tools	Moved to operating expenses

ASSET MANAGEMENT FRAMEWORK



ASSET MANAGEMENT FRAMEWORK

The Asset Management Framework reflects the resources, systems, processes and information that supports whole of Council asset management activities.

The section below provides an overview of key components of our framework.

ASSET MANAGEMENT POLICY

As a Council actively preparing for significant growth, the effective management of community assets is critical in ensuring that current and future communities can live well and thrive. Council has endorsed an Asset Management Policy that guides the management, renewal and replacement of its asset portfolio in a sustainable manner and at appropriate service levels.

To achieve this, the policy sets out the following key principles to define Council's approach to asset management:

- Assets exist to support the delivery of services.
- Asset management plans and management guidelines will guide management, maintenance and renewal of assets.
- Asset management decisions are integrated with Strategic Planning and Council's Risk Management Framework.
- Asset planning decisions are based on an evaluation of alternatives which consider lifecycles, costs benefits and risk of ownership.
- Systems are developed to provide accountability for asset condition, usage and performance.
- An effective internal control structure is established.
- Council will maintain Asset Management Plans to identify future asset management requirements within the context of a long term financial framework.
- Asset renewal requirements will be separately identified from new assets and all undergo a separate annual approval process by Council.
- Council recognises the need to maintain its asset base and will target a long term asset sustainability ratio in the range of 90-100%.

ASSET MANAGEMENT FRAMEWORK OBJECTIVES

Council's Executive Leadership Team through the Asset Management Leadership Team is committed to the following Asset Management Framework objectives:

Table 2 - Asset Management Framework Objectives

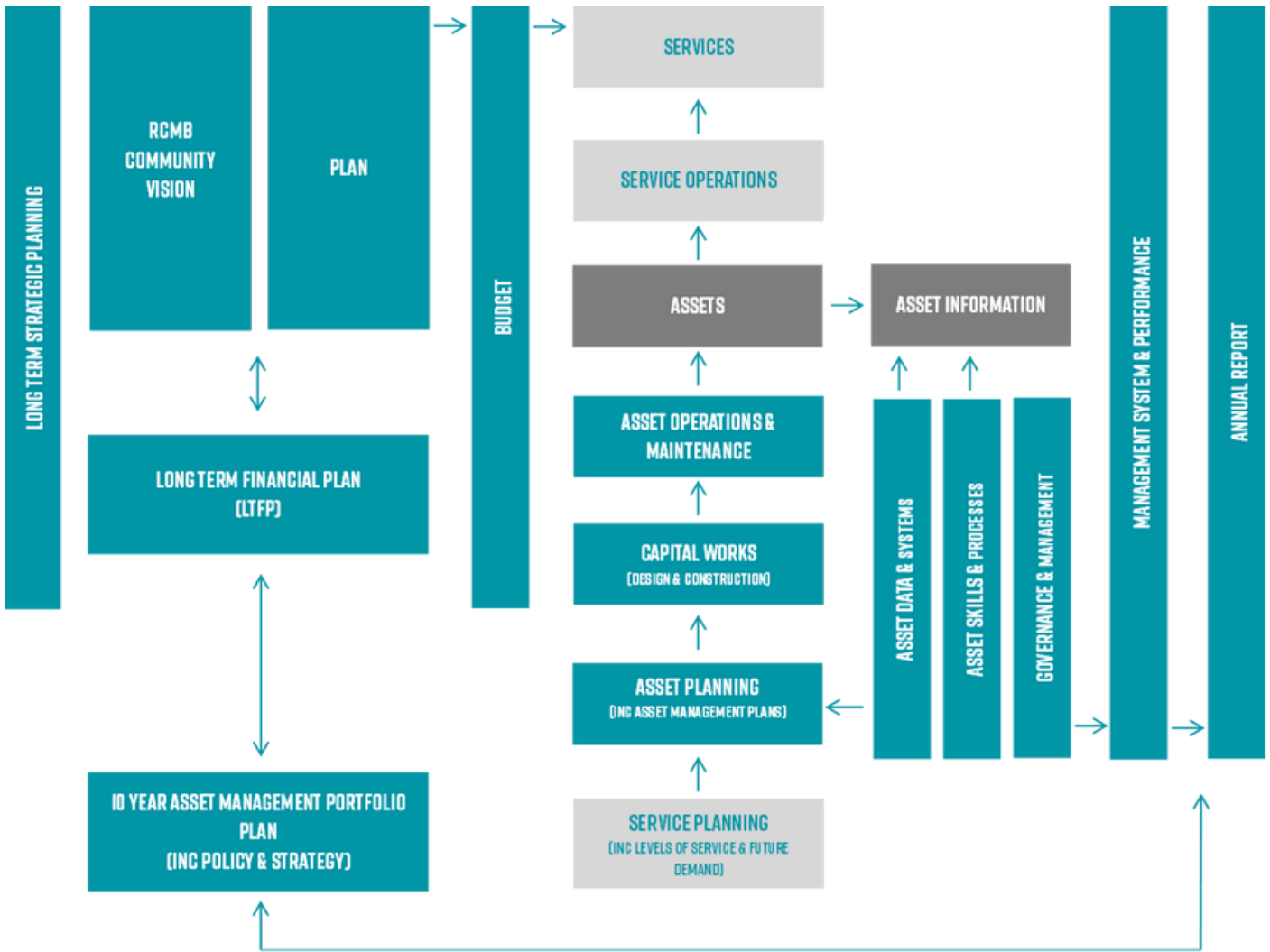
Asset Management Objectives	Details	Strategic Alignment
1. Asset Management	Act on the outcomes from the Asset Management Maturity Audit, forming Leadership Team and Working Group. Ensure actions in each asset plan are pursued.	South Australia's Local Government Act 1999
2. System Improvement		Strategic Plan 2024-2028
3. Integrated long term planning	Annual AMPs update, commitment to fixed frequency condition audits, ensuring data driven AMPs roll up to LTFP	
4. Lifecycle financial sustainability	Improve asset renewals decision making. Use Assetic data to drive planned replacements. Track key portfolio metrics. Enable community feedback and consultation. Ensure gifted assets and acquisitions are funded for the Operation & Maintenance phase.	Community Plan 2016-2032 ESCOSA advice
5. Risk and evidence-based decision making	Ensure proposed acquisition projects are well considered, fit for purpose and align with our Strategic Plan and other projects that have been endorsed and in delivery. Ensure risk is included in decision making.	International Standard for Asset Management (ISO 55000 series)
6. Community and place-based levels of service	Following on from zero based budgeting, improve accountable staff understanding of cost, risk and performance across all asset classes.	International Infrastructure Management Manual (IIMM), IPWEA
7. Constructive and accountable culture	Embed the ownership of asset management functions to roles identified in each AMP. Shift thinking and behaviour from reactive to proactive.	
8. Sustainability and climate resilience	Continued assessment of candidate projects relative to Council policies and communities.	

ASSET MANAGEMENT FRAMEWORK

Our Asset Management Framework outlines the systems and processes that form the critical asset management activities. Each element requires adequate resources with the appropriate skills and experience to deliver. We will continue to build internal asset management capacity through training and development opportunities.

The figure below illustrates the integration of Council's strategic plans with service planning and operations, and key asset management processes.

Figure 1



ROLES AND RESPONSIBILITIES

Council adheres to the policy and framework through its people, business processes, information technology systems and data management under the leadership of the Executive Leadership Team.

To support the ITAMP, Council will implement its Asset Management Accountability Framework which defines relevant responsibilities and accountabilities relating to the framework and over time will establish ownership, control, accountability and reporting requirements for each asset class.

The role of Council members and staff are outlined below:

Council will:

- Act as steward for community infrastructure assets and set corporate vision and policy for asset management.
- Approve resources to maintain community assets for delivering the agreed levels of service.
- Delegate responsibility to the CEO for ensuring that appropriate strategies, plans and systems are implemented for long term sustainability of assets and service delivery.

CEO and Executive Leadership Team will:

- Foster an asset management culture and implement consistent, compliant and best practice asset management across the organisation.
- Ensure that the asset management policy and strategic plans are integrated into the corporate integrated planning and governance frameworks.
- Ensure that sustainable long term financial plans are developed to reflect the state of the assets and agreed levels of service.
- Ensure that accurate and reliable information is presented to Council for optimal decision-making purposes.
- Report on the performance and state of the assets to Council.

Asset Management Steering Committee will:

- Provide top-down leadership across Council by ensuring adequate strategic direction (for example, through the Asset Management Policy) and the clear communication of this to all stakeholders with an interest in asset management.
- Adopt an approach that covers the entire asset lifecycle and nominates appropriate asset planning and design, asset operations and maintenance strategies, levels of service and divestment planning.
- Ensure asset management systems and process development are aligned with the organisation, fit for purpose for the Council and supports the preservation of asset knowledge.
- Deliver robust, well timed and cost-effective asset investment decisions, ensuring decision making criteria addresses customer or custodian needs, and be underpinned by sound knowledge of specific asset condition, criticality and risk.
- Ensure the organisation complies with relevant regulations, policies, procedures, and standards.
- Ensure Asset Management resources have adequate capability and capacity and are sufficiently externally facing, remaining abreast of industry trends and current thought leadership initiatives.
- Regularly measure performance against objectives and continuously improve asset management.
- Provide leadership to staff who are tasked with implementing strategic, tactical and operational strategies and plans that support asset management objectives across the Council asset portfolio.
- Ensure the ITAMP is of sufficient quality to provide effective input into Council's LTFP and that these are regularly updated.

Asset and Service Managers will:

- In line with our Community Engagement Policy, consult with the community and stakeholders to deliver levels of service to agreed risk and cost standards.
- Develop asset management plans that deliver agreed levels of services.
- Develop policy operating statements for their respective areas in asset management and service delivery. Implement asset maintenance, renewal, upgrade, expansion and new acquisition works programs in line with asset management plans and service delivery needs.
- Use an integrated asset management information system to record, view and analyse asset lifecycles.
- Report on asset performance in delivering the required services.

Finance and Procurement Teams will:

- Ensure the long term sustainability of asset expenditure.
- Ensure compliance to relevant standards for financial reporting on assets.

Employees and Contractors will:

- Apply agreed asset management practices in their area of work.
- Ensure all service contracts that impact on the acquisition, expansion, upgrade, renewal and maintenance of assets are structured to support this policy.

ASSET MANAGEMENT DRIVERS



GOALS AND OBJECTIVES OF ASSET OWNERSHIP

Our goal in managing 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 asset management are:

- Providing a defined level of service and monitoring performance
- Managing the impact of growth through demand management and investments. (including grants)
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service
- Identifying, assessing and appropriately controlling risks
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it is to be allocated.

LEVELS OF SERVICE

Customer Research and Expectations

The Council has not carried out any targeted research on customer expectations with regards to preparing this AM Plan. The IT Team has a comprehensive service data base within their online helpdesk software which informs them on current service levels and provides guidance on maintaining / modifying customer service levels. It incorporates customer satisfaction surveys.

A change to any service level will be shared with customers and mutually agreed before being formalised. In addition, we have compiled an asset list by employee which identifies where and how the assets are used. The intention will be to use this information in developing future strategies and in allocation of resources in the budget.

The current internal customer service levels have been established using resource levels from the current Long Term Financial Plan.

Strategic and Corporate Goals

This ITAMP is prepared under the direction of Council's Community Plan 2016 – 32 and Strategic Plan 2024-2028 taking the relevant organisational goals and objectives and how these are addressed in this ITAMP are outlined over-page.

Table 3 - Goals and how these are addressed

Goal	Objective	How Goals and Objectives are addressed in the AM Plan
Valued Environment	Ensure infrastructure meets future demand and stimulates economic development.	Planned maintenance / renewal (pumps, access controls etc.), Communication infrastructure
Great People and Lifestyle	<p>Manage improved community safety through planning, partnerships and design.</p> <p>Deliver contemporary Council services, taking advantage of technology advances and updated service provision methods.</p> <p>Public areas are monitored and protected.</p>	<p>Undertake planned maintenance programs to ensure assets achieve their useful life.</p> <p>Develop and regularly review the Long-Term Financial Plan to ensure long term financial sustainability.</p> <p>Maintain a high CCTV coverage uptime.</p>
Dynamic Economy	<p>Ensure access to information for the business community through development and implementation of smart city initiatives, information automation and big data.</p> <p>Maintain and improve currency of infrastructure in relation to digital technologies.</p>	<p>Undertake planned maintenance programs to ensure assets achieve their useful life.</p> <p>Develop and regularly review the Long-Term Financial Plan to ensure long term financial sustainability.</p>
Connected Communities	<p>Strengthen communication networks within communities and across the Rural City of Murray Bridge.</p> <p>Maximise use of websites and social media. Our communities have access to the digital world through internet coverage and digital hubs.</p> <p>Build digital literacy skills within the community and support the community to make the most of new technologies 24/7 online Council services to the community where appropriate.</p>	<p>Undertake planned maintenance programs to ensure assets achieve their useful life.</p> <p>Develop and regularly review the Long-Term Financial Plan to ensure long term financial sustainability.</p> <p>Regularly review asset management plans for Council approval.</p> <p>Implement asset renewals in line with asset management plans so that the overall condition of assets is not deteriorating.</p> <p>Manage the growth of new assets in response to community demand in a financially responsible way as forecast through the Long-Term Financial Plan.</p> <p>Establish and monitor internal controls in accordance with legislative requirements.</p>

LEGISLATIVE REQUIREMENTS

Table 4 - Legislation requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out roles, 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.
South Australian State Records Act 1997	To ensure the Rural City of Murray Bridge records and stores all relevant information as set out by the State Government of SA.
Work Health and Safety Act SA 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Freedom of Information Act 1991	Sets out the framework for processing requests for Council information and records.

CUSTOMER LEVELS OF SERVICE

The current internal customer service levels are based on resource levels in the current LTFP.

Table 5 - Current Service Levels

Responsiveness	Definition	Target Response Time	Target for Completion
High Priority	System down Key systems – Telephone, ERP applications Large scale infrastructure issues	1 hour	8 hours
Medium	Individual issues relating to printing, phone etc.	8 hours	2 days
Low	New logon Equipment relocation new software	2 days	8 days
Project	Large scale changes	5 days	As per project schedule

FUTURE DEMAND

Demand Drivers

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

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented.

Table 6 - Demand Drivers, Projections and Impact on Services

Demand Drivers	Present Position	Projection	Impact on Services
Increased end users and community preferences and expectations	Current resource is at capacity. Difficulty in attracting staff with required skills	Increased staff and community users due to population growth and augmenting services, and expectations of 24/7 customer service channels and improved customer experience.	Increased need for IT support resources as we move to more digital services both internal and external customers.
Demographics	The Growth and Economic Development Portfolio will provide a level of structure for future planning.	A significant increase in demographic impacts due to population growth, aging population with increasing instance of chronic illness and rising levels of multiculturalism.	Changing customer demands resulting in increased needs for services in community centres and libraries and move to access more services online (capability and capacity).
Environmental	Implementation of environmentally friendly equipment when renewal is due.	Reduce and measure carbon footprint. Introduction of internet of things (IoT) for measuring.	Possibly increased cost of hardware and electricity. New software / hardware to assist in monitoring environment.
Technology Trends	Major emerging technology trends changing the face of IT. Main streams include big data, cyber security, internet of things (IoT), smart cities, social and cloud. Emergence of artificial intelligence (AI) in service delivery options. Sophistication and increase in number of cyber incidents.	Big data, mobility, AI, social and cloud will continue impacting IT services at a rate that is difficult to keep up with. Asset replacement programs need to be proactive to take advantage of emerging trends. IT Staff skill set change to be Cloud and AI ready.	Necessity to provide assets readily adaptable to emerging technology trends. Ability to keep pace with community expectations around technology use in service delivery. Third parties move to SaaS, need to ensure subsequent contracts consider impact on our ability to maintain service delivery, if they fail.

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 can include non-asset solutions, insuring against risks and managing failures.

Our IT strategies will 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 collaborative opportunities.

Opportunities identified to date for demand management are shown in Table 6. Further opportunities will be developed in future revisions of this AM Plan.

Table 7 - Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Planning	<p>Risk of IT not being fit for purpose and unable to deliver services adequately.</p> <p>ERP systems review 2025</p> <p>Adoption of Cloud Services</p> <p>RCMB Enterprise Architecture</p>	<p>IT will aim to realise the following outcomes when planning for demand management:</p> <ul style="list-style-type: none"> Proactively partner with colleagues to provide systems and solutions that enable the delivery of appropriate services to the community. Ensure that staff have the tools and training to enable efficiency and productivity in the delivery of services. Continue to move towards best practice in relation to technology, processes and practices. Explore new and emerging trends and technologies to deliver strategic advantage, promoting innovation and further enhancement of Council's service provisions.
Service Delivery	<p>Inability to provide necessary services</p> <p>Response time of Cloud services</p>	<ul style="list-style-type: none"> Ensure that services provided are driving the demand for our IT assets. Review business as usual activities to identify and prioritise opportunities to streamline and rationalise processes and practices and increase value to the community.
Financial	<p>Financial shortfall will impact on services provided</p>	<ul style="list-style-type: none"> Develop long term financial plans to ensure financial sustainability and transparency. Look at different funding options. Lease, Include in service contracts.

Asset Programs to Meet Demand

The Digital Strategy Plan underpins the Community and Corporate Plans, by outlining the key change initiatives (programs and projects) that the IT Portfolio will lead and participate in over the next five years.

Key change initiatives within these plans are:

- ERP response to review.
- Citizen Central Customer portal
- Continued O365 Implementation
- AI and its role in service delivery and productivity improvements.
- To maintain the IT Strategic Plan in line with the agreed IT Enterprise Architecture.
- Further adoption of Cloud technology where appropriate. (SaaS, IaaS)
- Continued investment in cyber security tools and monitoring.

The Digital Strategy and roadmap provide digital citizen-centric services and enable staff to work anywhere anytime to deliver effective and efficient services (in progress).

The initiatives within the Plan may identify the need for new assets, at which time this AM Plan will be reviewed and updated. Acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required, however the investment in new assets for citizen benefit and business process enhancement may be offset by operational efficiencies and cost savings.

SA AUDITOR GENERAL'S OBSERVATIONS OF LOCAL GOVERNMENT PLANNING AND OPERATIONS

The SA Auditor General's observations (2020) that directly relate to asset management practices for SA councils include:

- Strategic management planning to include levels of service, performance measures and community consultation.
- AMPs to include all information required to manage the asset base including levels of service and KPIs that link to objectives, including risk management plans.
- Ensure up-to-date and regular review of risk management frameworks for individual asset classes.
- Clearly define performance measures for asset maintenance with regular reporting of outcomes.

Council's asset management improvement initiatives specifically address these requirements, noting that improvements are incremental and take time to implement effectively within the organisation.

ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA (ESCOSA)

ESCOSA provides a local government oversight scheme to all South Australian councils and provides advice on a four-yearly rotational basis. They advise on the appropriateness of long term financial, infrastructure and asset management plans, and the proposed financial contributions by the council's ratepayers under those plans. Council works in collaboration with ESCOSA to ensure a best practice approach to asset management.

The following items were identified as improvements during the 2022-23 ESCOSA review of the Rural City of Murray Bridge asset management planning:

- Ensure all AMPs cover a period of 10 years.
- Ensure asset condition assessments, valuations and useful life estimates are up to date and included in AMPs.
- Include more detail in updates to Long Term Financial Plan projections about the renewal and new or upgraded capital expenditure by infrastructure category (including for key projects), to provide better alignment and transparency between Asset Management Plans and Long Term Financial Plan projections.

- Continue to update existing AMPs and complete new AMPs as indicated in the forward program, with a focus on consideration of the community's desired service levels, the resultant capital expenditure requirements, and alignment with Long Term Financial Plan projections.

FINANCIAL POLICIES

The primary purpose of these policies is to reduce Council's reliance on rates income by improving our investment portfolio and strategic revenue.

Our strategic financial principles include being:

- Financially sustainable.
- Aligned with strategic aspirations.
- Fair, stable and predictable revenue and financing mechanisms.
- Effective and efficient capital managers.
- Optimising our assets and investments.
- Prudent financial risk managers.

Our financial policies recognise that risk, volatility, and loss of purchasing power are present to some degree in all types of investment and strategic income. Council is reasonably risk-averse, and any investment we take should deliver a satisfying risk-adjusted return to the Council. Our policies aim to achieve a low-to-medium risk to ensure financial sustainability, including minimum performance targets.

RISK MANAGEMENT

Risk is defined as something that can prevent you from achieving your objectives. Our responsibility is to manage risks and associated opportunities in all operations, including asset management. Managing the risks and opportunities associated with our assets is an integral part of our governance, good management practice and decision-making. Council will understand its exposure to identifiable risks and manage these to a tolerance of moderate risk. This is done by adhering to our Risk Management Policy and making use of a toolkit, procedures and guidelines across each asset class.

The Rural City of Murray Bridge is committed to applying risk management principles at both corporate and community levels to enable its strategic objectives to be achieved. Risk management involves adopting systematic procedures and practices to identify, evaluate, treat and monitor risk in all Council activities so that the risks associated with these activities are controlled and tolerable.

Critical Assets

Critical assets are defined as those which have a high consequence if they fail and will cause significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

The identification of critical business functions has been made within the Information Asset Inventory held in the Local Government Security Framework and reflected in Council's Business Continuity Plan (BCP), which details the operational response and recovery from a critical incident. The IT Disaster Recovery Plan has been aligned with the BCP and identifies the related critical IT assets and the approach to recovery of services.

ASSET LIFECYCLE



LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

The assets covered by this asset management plan are shown in Table 1 on page 16. This data covers currently owned and operated assets where we could ascertain accurate costs. The server rooms are included in the building costs and will remain there. It does not cover IT assets that are located in the Rural City of Murray Bridge facilities but are not owned or leased by the city. Examples of assets like this include vendor supplied communications equipment.

The fibre cabling assets to our sites, do not show on the plan as it only covers 10 years, and the useful life has been put at 25 years. It is anticipated that this will need to be considered when the initial contract period with the Commonwealth and Vocus (originally Agile) for the initial fibre network ends 2035 as both ownership and maintenance will be impacted. This network is key to the delivery of services to the main Council offices. (Station, Performing Arts & Function Centre, Gallery, Library, Local Government Centre, Depot)

Most IT hardware assets tend to have a short estimated useful life when compared to the other Council assets. As such many assets and components will require multiple replacements over the 10-year time horizon. Technology advances and changes in service level requirements are often the primary drivers for renewal in these circumstances. Software assets no longer can be capitalised, as vendors are now only providing (SaaS) options bundled with an infrastructure solution provider which further removes any capitalisation opportunity associated with owning the associated Hardware and Operating Software.

Software vendors have now moved to this licensing model with any future upgrades incorporated into the pricing. The 2024/25 ERP Review will help inform us on our future direction.

Table 8 - Known Service Deficiencies

Asset Class	Service Delivery
IT Infrastructure	<p>The next uninterrupted power supply upgrade will need to be realigned to accommodate the changes the introduction of Cloud SaaS solutions has had on our network.</p> <p>The introduction of Cloud services into the network topology will need to consider performance issues around potential application integration. The expansion of the CCTV network to incorporate additional locations and continued use of local servers. Smart City initiatives. The potential increase in telecommunication charges and operating software charges are changing the return on investment for some assets.</p> <p>In order to respond effectively to these changes, there is a need to continue our planning for and delivery of IT infrastructure and platforms in ways that will support the future technology landscape – by using industry standards, adopting technology which is regarded as best practice, and considered transitioning to a hybrid cloud environment where appropriate.</p>
Computers and Devices	<p>We have been able to build a modern fleet with the aid of the ITAMP 2021- 2025 and will look to maintain and enhance where necessary with the adoption of this plan in line with the Strategic Plan. The new plan is now managing an additional \$500,000 of hardware assets since the last plan. Consideration to move to a financial lease arrangement for some assets may prove beneficial depending on finance rates and the risk residual position taken by the finance company.</p>
IT Applications and Software	<p>Inability to move off non supported software has productivity and cyber security risks. In addition to enterprise applications, there are currently a high number of specialised applications, integration points, custom solutions and scripts with varying levels of support and maintenance. Consolidation of product mix will assist with integration issues.</p> <p>The adoption of the application architecture strategy and the actions taken as part of the recent ERP review will impact the strategic roadmaps for those new IT applications. The strategy continues to be used to proactively guide the maintenance, renewal and investment in them.</p> <p>The need for further investment in Security Information and Event Management tools to increase Council's ability to monitor the network from a centralised view will require an increase in the operating budget.</p>
Freedom of Information Act 1991	<p>Sets out the framework for processing requests for Council information and records.</p>

Maintenance Plan

Maintenance activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels. Routine maintenance is the regular ongoing work which is necessary to keep the assets operating. This may include instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. IT maintenance work is carried out in accordance with the following standards and specifications.

- IT Infrastructure – as per manufacturer warranty conditions
- Computers and Devices – as per manufacturer warranty conditions
- IT Applications and Software – as per license maintenance conditions
- Council standards and specifications

We regularly update our IT Applications and Software to the latest release where possible in line with contracted maintenance conditions. In relation to IT Infrastructure, the maintenance budget is used to either repair or replace where necessary. Those assets less than \$1,000 are generally handled this way. (eg, Receipts printers, Desktop and label printers, etc)

As part of the exercise in preparing this plan we have noticed maintenance expenditure levels are not adequate to meet projected service levels across all assets, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this ITAMP and service risks considered in the Risk Management Plan. One such area is the CCTV network which is maintained on a 6 monthly program however given the varying nature of the environment they operate in, we have looked to the ITAMP to provide support which better reflects the needs of this asset category. Due to varying use cases and the associated environmental conditions the useful life can vary. We therefore have adopted a varying useful life depending on location and look to replace this equipment from the annual depreciated amount for that year. The plan is that through the maintenance cycle we can identify those assets that require replacement within that period.

Maintenance activities for IT assets and annual IT Applications and Software licence maintenance are funded through the annual operating budget. Each time we acquire a new asset, consideration must be given to the impact on the recurrent budget of maintenance activities and annual license maintenance, to ensure that we can fund whilst maintaining reasonable rate increases.

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 service potential. Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future maintenance costs.

For this ITAMP, future funding requirements are based on the Asset Register data to project the renewal costs, using acquisition year and useful life to determine the renewal year. Due to the relatively short life span of some IT asset classes, many assets will be renewed multiple times over the life of this plan. Those assets like CCTV and Wireless Access points can be impacted via the environment and the plan has taken this into consideration as per above.

The annual review of this ITAMP will be vital to ensure that IT assets are renewed where deemed appropriate in alignment with strategic imperatives and to leverage technology advances. There may be an opportunity to smooth the annual expenditure by deferring renewal and replacement where appropriate, to spread the expenditure over two financial years.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in the financial summary.

Projected future renewal and replacement expenditures are shown in Figure 1. This no longer includes the renewal of IT Applications and Software, which will be or are transitioned to cloud services generating Annual Operating Projects and impacting the annual recurrent budget, rather than increasing capital expenditure.

Note that all amounts are shown in current (real) dollars. The projected capital renewal and replacement program is shown in Appendix A.

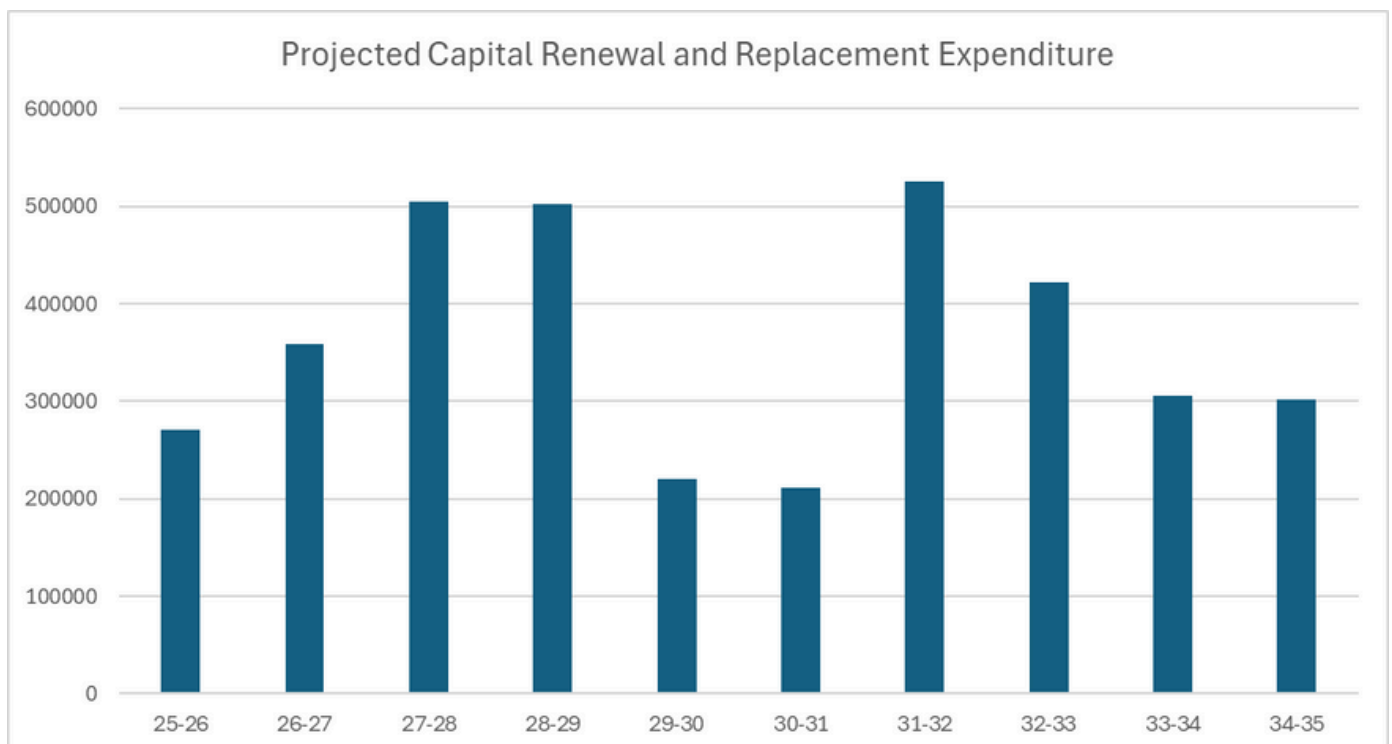
Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from technology, growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in the graph below.

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. All new proposals are evaluated 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.

Due to the nature of IT assets, only planned and specific assets will be budgeted for, most other upgrades will be accommodated via software maintenance. Typically, Software upgrades are signified by a version change eg version 6.11 to 7.1 with the 7.x signifying a change.

Figure 2



These initiatives are primarily anticipated to be Annual Operating Projects, however should the need be identified for further capital upgrades / new assets, this AM Plan will be reviewed and updated. Budget bids will be submitted for new assets in alignment with IT strategies and be assessed by Council, giving regard to the benefit rating, risk management criteria and community consultation.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP to the extent of Council’s support for the strategic initiatives.

Acquiring new assets will commit ongoing maintenance and renewal costs for the period that the service provided from the assets is required. However, the investment in new assets for citizen benefit and business process enhancement may be offset by operational efficiencies and cost savings.

FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

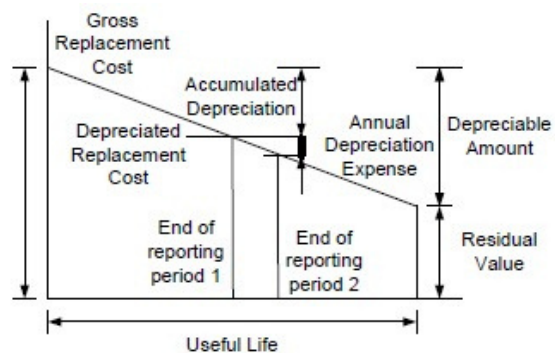
Financial Statements and Projections

Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. IT equipment is carried at cost, less any accumulated depreciation and impairment losses. Assets are valued at actual purchase cost where known or estimated renewal cost based on fair value by internal estimate.

Gross Replacement Cost \$1,602,507
Depreciable Amount \$1,602,507
Depreciated Replacement Cost \$829,763
Annual Depreciation Expense \$369,952

Figure 3



Most IT Application Software (particularly enterprise applications) were implemented over 10 years ago and on this basis are now fully depreciated. Most recent software acquisitions have been cloud based or on an annual subscription basis and are captured within operating budget. Refer Annual Operating Budget Table at Appendix A.

Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

To ensure that we maximise the value of our investment we will review the current funding model mechanisms for hardware, which in recent times has favoured pursuing capital investment over leasing options.

In future the following factors will be considered when determining the most cost-effective solution, having regard to:

- Financing options
- Ongoing recurrent budget implications
- Changes to Systems Architecture Strategy

Valuation Forecasts

Asset values are forecast to increase as additional assets are required to continue the transition to a Digital service delivery.

Additional assets, generally add to maintenance needs in the longer term, as well as the need for future renewal. There will be a reduction in the on-premise acquisition costs through the introduction of Cloud solutions primarily where the purchases related to storage and servers and will not be reflected in future Asset Plans.

The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets.

Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Table 9 - Key Assumptions

Key Assumption	Risks of Change is Assumption
Forecast using Todays \$	If significant change in inflation rate or exchange rate with providers of equipment.
Staffing needs are resourced adequately	Current staff levels do not include any project resourcing and could impact any future rollout schedule where IT staff are required.
Estimates are based on best currently available information	Subject to material changes due to rapid introduction of technology advancements. Example impact of AI

Forecast Reliability and Confidence

The expenditure and valuations projections in this ITAMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale in accordance with the following Data Confidence Grading System.

Table 10 - Data Confidence Grading System

Confidence Grade	Description
A High Reliability	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$
B Reliability	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Data set is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan (Version 2) is considered to have a Confidence grade B. Reliability. Our confidence level has increased as our IT Systems Architecture evolves, and we continue to undertake the initiatives identified in the Digital Strategy, with annual reviews and updates to the AM Plan made accordingly. The historic records for the fibre network remind us that there is no contractual obligation in place for maintenance and the current vendor TPG is not maintaining it.

ASSET PERFORMANCE



PLAN IMPROVEMENT AND MONITORING

Status of Asset Management Practices

The updated IT Asset management list was developed using the data from the Snipe IT Asset Management application as of the end of 2024 and allowing for the final asset (orders) from the 24/25 year in the formation of this plan. The IT Asset system continues to be maintained as the central asset source for all the items covered by this plan and recurrent operating budgets where they relate.

The latest process has proved more successful in capturing all of our IT asset information coupled with centralised procurement. In addition the use of funds provided within some contracts meant some purchases were not being captured within the financial system.

The Council implemented the Civica Authority ERP module during 2000. The system has been capturing all operating and capital expenses (subject to the prevailing thresholds through this time).

The Authority core enterprise suite includes the existing financials module resulting in a consolidated asset source for assisting in the build of this plan.

Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in the following table.

Table 11 - Asset Management Improvement Plan

Task #	Task	Responsibility	Resources Required	Timeline
1	Council Endorsement of updated Plan 2025 - 2029	GM Corporate Services & Innovation	Manager Corporate Services	November 2025
2	Monitor performance and service levels to better understand asset performance and service delivery.	Manager Corporate Services	IT	Ongoing
3	Continue to implement alternative or latest technology options into renewal projects where appropriate.	Manager Corporate Services	IT	Ongoing
4	Continuous improvement of IT asset management practices, processes and procedures – including entry of IT assets into the Works and Assets system, if suitable.	Manager Corporate Services	IT	Ongoing
5	Develop our IT strategies and roadmaps and refine the asset management plan and adjust the long term financial plan accordingly.	Manager Corporate Services	IT	Ongoing

Monitoring and Review Procedures

This 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 because of budget decisions. The first major review has been done during 24/25 financial year (version 1). This plan reflects the changes in IT assets over this period and forecasts the changes more accurately over the next 5 years.

The AM Plan will be reviewed annually and revised when required to ensure it represents the current service levels, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Council's LTFP.

The Local Government Act 1999 sets out the requirements for the organisation in relation to preparing and reviewing its Asset Management Plans.

Chapter 8 – Administrative and financial accountability Part 1 Strategic management plans

'(1a) A Council must, in conjunction with the plans required under subsection (1), develop and adopt

a) A long term financial plan for a period of at least 10 years and

b) An infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years.

(4) A council may review its strategic plans under this section at any time but must –

(a) Undertake a review of

(i) Its long term financial plan; and

(ii) Any other elements of its strategic management plans prescribed by regulations for the purposes of this paragraph,

As soon as practicable after adopting the council's annual business plans for a particular financial year and

(b) In an event, undertake a comprehensive review of its strategic management plans within 2 years after each general election cycle.'

Should the annual review cycle identify material changes that either have a significant financial or service delivery impact then the document will be resubmitted to the Asset Management Committee for review and update.

A comprehensive review of the AM Plan will be conducted every four years, within two years of each general election cycle as prescribed in the Local Government Act 1999 unless required before that time.

Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the IT Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target of 100%

REFERENCES & APPENDICES



REFERENCES

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.

IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

Civica – Authority

Local Government Act 1999, South Australia International Infrastructure Maintenance Manual

APPENDIX A

Projected Capital Renewal and Replacement Works Program

Asset Category	Class	Asset Sub Category	Useful Life	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
IT Infrastructure	10	UPS	12-20 years	-	-	2,750	-	12,036	-	54,354	-	-	-
	11	Network Infrastructure	3-6 years	20,992	58,289	56,142	62,886	25,064	10,044	55,323	53,677	62,858	24,596
	12	Server Rooms (part of Building Assets)	6-20years	-	-	-	-	-	-	-	-	-	-
	13	Servers & Storage Arrays	6-15 years	-	51,134	168,890	-	-	-	51,134	168,890	-	-
Computers and Devices	14	Structured Cabling	30 years	-	-	-	-	-	-	-	-	-	-
	15	CCTV Network	3-5 years	21,606	28,411	26,190	26,190	26,190	26,190	28,357	26,190	26,190	26,190
	20	Desk Phones	9 years	-	-	-	62,000	-	-	-	-	-	-
	21	Desktops Laptops, VDI Units	3-7 years	178,914	109,005	110,198	152,141	116,902	109,242	161,745	100,020	100,198	180,712
	22	Displays, Screens Monitors	3-7 years	38,515	86,816	48,998	88,941	28,900	39,342	94,036	38,556	90,482	36,350
	23	Printers, Scanners, Plotters	4-6 years	-	-	9,560	13,860	-	-	-	-	9,560	13,860
	24	Mobile Phones, Tablets, Ipads	3-4 years	11,116	24,655	82,075	96,684	11,116	26,563	80,167	34,684	16,524	20,406
IT Applications & Software (moved to operating)		Desktop Productivity Software (Microsoft)	Now Operating Expense										
Total Capital Renewal													
				271,144	358,311	504,803	502,701	220,209	211,381	525,116	422,018	305,812	302,114

Annual Operating Budgets

Asset Category	Current Initiatives	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
IT Infrastructure	Library Paytec Equip	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
	Nimble (Disk) Maintenance 5 Yr		7,000					7,000			
IT Applications and Software	Desktop Productivity Software	173,349	173,349	173,349	173,349	173,349	173,349	173,349	173,349	173,349	173,349
	ERP Systems	382,902	382,902	382,902	382,902	382,902	382,902	382,902	382,902	382,902	382,902
	Specialised Software	244,629	244,629	244,629	244,629	244,629	244,629	244,629	244,629	244,629	244,629
	IT Service Management	169,608	169,608	169,608	169,608	169,608	169,608	169,608	169,608	169,608	169,608
Total Operating Expenditure		975,688	982,688	975,688	975,688	975,688	975,688	982,688	975,688	975,688	975,688

APPENDIX B – GLOSSARY

Term	Definition
Asset	A resource controlled by a municipality because of past events and from which future economic benefits or service potential is expected to flow to the municipality.
Asset capacity	The ability of the physical infrastructure to meet demand. Each class has different measures as identified in each AMP.
Asset condition	The physical condition of an asset on a 1 (very good) to 6 (unserviceable) grading system
Asset functionality	The ability of the physical infrastructure to meet service needs including social, environmental and economic performance. Each class has different measures as identified in each AMP.
Asset management framework	Describes how strategic plans relate to service planning and operations; and key asset management processes.
Asset renewal funding	Council is renewing or indicates whether the Council is renewing or replacing existing non-financial assets at the optimal level identified within the Asset Management Plans.
Capital works	Physical infrastructure projects or programs of work that meet certain financial and other criteria.
Customer levels of service	Provide definitions for measures of quality, function and capacity/use
Customer values	Define what aspects of the service is important to the customer, typically related to value and likely trends over time.
Depreciation	The systematic allocation of the depreciable amount of an asset over its useful life.
Funding	The approved budget for the period in question and may include the source of funds.
International Association for Public Participation (IAP2)	The Standard for stakeholder engagement structure and principles.
International Infrastructure Management Manual (IIMM)	IPWEA is a key Australian local government industry reference manual/group
Lifecycle decision making	Defines the decision-making criteria used in making decision as to whether invest in acquisition, operations and maintenance, renewal and disposals for each asset class.
Lifecycle management of assets	Describes how our various activities relate to our services, our assets and whether those activities are considered capital or operational.

Term	Definition
New	New assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are required to be identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the Long Term Financial Plan.
Renewal projects	Provides for the maintenance of Council's existing assets and is determined by Council's Asset Management Plans and current condition of assets.
Security Information and Event Management (SIEM)	These types of solutions collect, aggregate and analyse large volumes of data from applications, devices, servers and users in real time.
Strategic enhancement	The Program of new and enhanced facilities in accordance with the Strategic Plan objectives and Council responsibilities.
Technical levels of service	Operational or technical measures of performance that deliver the customer values and impact the desired Customer Levels of Service.
Upgrade	Works to improve an asset to a capacity or capability greater than its previous state. For example; road upgrade - replace a previously unsealed road surface with an asphalt or paved surface.
Valuation	The process of valuing assets in accordance with the Australian Accounting Standards Board (AASB). Specific Standards may include: AASB 13: Fair Value Measurement, AASB 116 Property Plant and Equipment, AASB 5 Asset Held for Sale, AASB 140 Investment Properties, and AASB Impairment.



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