ICT asset management

Audience

Department-wide

Purpose

This procedure outlines the responsibilities and processes for employees who manage the defined lifecycle stages and activities for the department's enterprise or local information and communication technology (ICT) assets to enable proactive investment planning for ICT assets so that optimal performance requirements are met to support front-line and corporate services.

This procedure should be read in conjunction with the department's Purchasing and procurement procedure, Equipment management for schools procedure, Equipment management for business units procedure and the Financial Management Practice Manual (DoE employees only).

Overview

The management of ICT assets within an established lifecycle is pivotal to ensuring the ongoing performance of departmental services and functions in accordance with customer and community expectations.

The objectives of the ICT asset management procedure are to ensure:

- all ICT assets are identified and documented throughout their ICT asset lifecycle

- all ICT assets are maintained and renewed according to defined asset specifications and expected life

- all ICT assets are risk managed throughout their lifecycle

- ICT asset owners are identified and are aware of their responsibilities

- replacement of ICT assets are planned well in advance

- roles and responsibilities are clearly defined within the asset management lifecycle

- lifecycle stages for ICT assets (i.e. plan, purchase, implement, utilise and enhance/retire) aligns with relevant Queensland Government and departmental policies and procedures to ensure maximum compatibility with existing systems and the provision of proper support.

Responsibilities

Information and Technologies Branch (I&T Branch)

- developing architectures to support the integration of the department's services catalogue online

- managing the lifecycle of enterprise ICT assets including core departmental hardware infrastructure assets, enterprise platforms and I&T Branch managed ICT assets

- developing and maintaining ICT asset related standards, procedures and supporting documents

- providing ICT related leadership, advice and/or assistance to ICT asset owners within the school, regional or central offices on the management of the lifecycle stages for their local ICT assets (i.e. plan, purchase, implement, utilise and enhance/retire)

- ensuring enterprise ICT assets are immediately registered and/or updated within the SAP asset register when the status of the ICT changes within the lifecycle, such as when acquired or disposed

- assisting local ICT asset owners within the school, regional or central offices, to understand and implement ICT asset related standards, procedures and supporting documents

- auditing compliance with ICT asset related standards, procedures and supporting documents.

Local ICT asset owners in central office

- managing the lifecycle of their local ICT assets. Refer to Figure 1

- engaging I&T Branch to provide advice and/or assistance in the management of all stages of their local ICT assets' lifecycle

- budgeting and obtaining funds for the ongoing costs of their local ICT assets with support from Finance Branch, as required

- developing local processes and procedures to manage all stages of their ICT assets' lifecycle in compliance with related departmental standards, procedures and supporting documents

- ensuring local ICT assets are registered and/or updated within the SAP asset register immediately when the status of the ICT asset changes within the lifecycle, such as when acquired or disposed.

Local ICT asset owners in schools or regional offices

- managing the lifecycle of local ICT assets within their school or regional office (i.e. plan, purchase, implement, utilise and enhance/retire). Refer to Figure 1

- engaging the Regional Technology Manager to provide advice and/or assistance in the management of all stages of their local ICT assets' lifecycle, such as when acquired or disposed

- budgeting and obtaining funds for the ongoing costs of their local ICT assets with support from the Regional Financial Advisory Services Manager, as required

- ensuring local ICT assets are registered and/or updated within the SAP asset register (regional offices) or the OneSchool's Agresso asset register (schools) immediately when the status of the ICT asset changes within the lifecycle

- developing local processes and procedures to manage all stages of their ICT assets' lifecycle in compliance with related departmental standards, procedures and supporting documents.

Regional Technology Managers

- providing ICT related advice and/or assistance to local ICT asset owners in schools or regional offices in the management of all stages of their local ICT assets' lifecycle

- assisting local ICT asset owners in schools and regional offices develop local processes and procedures to manage all stages of their ICT assets' lifecycle in compliance with related departmental standards, procedures and supporting documents.

ICT Project Managers

- selecting a model that suits the local implementation requirements for enterprise or local ICT assets

- developing and managing a suitable project plan in accordance with standards, procedures and supporting documents relating to the implementation of enterprise or local ICT assets

- developing and maintaining a project risk register for local implementation activities, and developing mitigation plans

- proactively overseeing implementation activities and the performance of local contractors

- identifying and working collaboratively with I&T Branch staff, Regional Technology Managers and external providers to coordinate the required outcomes

- addressing change management aspects of the implementation of ICT assets

- developing a local training plan for the use of new ICT assets

- ensuring enterprise and/or local ICT assets are immediately registered and/or updated within the SAP asset register or the OneSchool's Agresso asset register (schools) when the status of the ICT changes within the lifecycle, such as implementation.

Finance Branch

- provide financial support and advice to ICT asset owners within the school, regional or central offices on the financial implications of managing their local ICT assets.

Process

The five stages of the department's ICT asset management lifecycle are:

- **plan** – future planning for replacement or enhancement of ICT assets (i.e. budgeting, risk management, requirement definition and solution options)

- **purchase** – funding and procurement of the required solution from established arrangements in accordance with departmental procurement policies, procedures and practices

- **implement** – register, install and commission new ICT assets and solutions including training and change management activities

- **utilise** – utilisation and on-going management and maintenance of ICT assets within their useful life

- **enhance/retire** – enhancement of ICT assets within their useful life or retirement and disposal of the assets that have reached the end of their useful life or no longer meet business requirements.
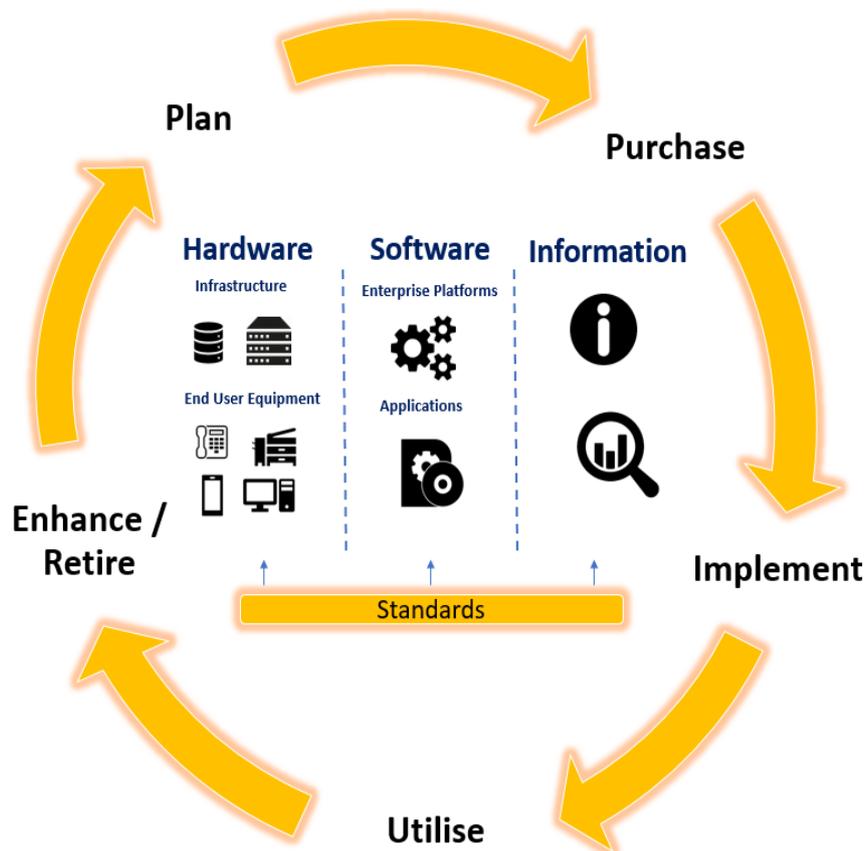
Figure 1 – ICT asset management lifecycle

The school, regional or central offices will consider the following when making investment decisions regarding their ICT assets:

- communication and collaboration requirements in a digital future

- location and local infrastructure capacity

- regional diversity and remote schooling

- size and scale of different divisions and schools

- demographic and community expectations

- safety and security requirements

- individual schooling, student and staff requirements

- budgetary considerations and investment sustainability.

Plan stage

During the plan stage, local ICT asset owners in the school, regional or central offices need to conduct annual investment planning processes for their controlled ICT assets to ensure the longevity of the investment.

This includes assessing their ICT assets' requirements, selecting solutions and prioritising and/or obtaining funding before progressing to the purchase stage.

The planning and recording processes for fixed assets (e.g. portable and attractive items <$500 and assets $500-$4999) and capital assets (<$5000) may be performed as part of the department's School planning, reviewing and reporting framework (DoE employees only) and equipment replacement plan activities documented within the department's Equipment management for schools procedure and Equipment management for business units procedure.

During the plan stage, I&T Branch will:

- develop and maintain a consistent methodology towards future ICT investment planning, in accordance with departmental and whole-of-government approach to ICT portfolio management

- conduct annual investment planning for enterprise ICT assets

- collate a whole-of-department portfolio view comprised of local ICT investment plans

- report to the Deputy Director-General, Corporate Services on investment trends and likely project requirements

- manage the I&T Branch budget for enterprise ICT assets and develop funding requests (where required) for I&T Branch managed ICT assets

- provide a range of specialist ICT advisory services to assist local ICT asset owners to conduct annual planning activities for ICT assets

- provide a range of corporately approved ICT assets through Services Catalogue Online (SCO) (DoE employees only)

- develop whole-of-department funding requests

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- develop and maintain support tools to be utilised during this stage (e.g. risk assessment tools and associated data, decision support tools to assist in the identification of short and long term requirements and suitable solutions) and provide business case guidelines and templates.

During this stage, Finance Branch will:

- provide input to the development of consistent methodology for ICT asset management, in accordance with departmental and whole-of-government approach to ICT management

- provide relevant financial advisory services to assist local ICT asset owners to manage their ICT assets.

During this stage, local ICT asset owners in the school, regional or central offices will:

- conduct annual investment planning process for local ICT assets within their school, region or corporate office as part of the department's School planning, reviewing and reporting framework (DoE employees only) and equipment replacement plan activities documented within the department's Equipment management for schools procedure and Equipment management for business units procedure

- conduct a risk assessment of local ICT assets at least annually

- develop local ICT asset replacement/upgrade priorities, in consultation with I&T Branch and Finance Branch to align with the department's ICT investment portfolio

- determine and access any new requirements (e.g. Services Catalogue Online (SCO) (DoE employees only))

- identify and prioritise funding to support the management, maintenance and replacement of local ICT assets

- when required, consult with I&T Branch and Finance Branch to develop funding requests and/or business cases to seek funding where funding is not available for priority ICT investments

- assume ongoing financial responsibility for local ICT assets which are not funded through I&T Branch

- collect and define business requirements for ICT asset related projects.

During this stage, Regional Technology Managers will:

- provide ICT asset owners in schools and regional offices leadership, advice and/or assistance when they are engaging in the plan stage.

During this stage, ICT Project Managers will:

- develop and maintain a suitable project plan (DoE employees only) in accordance with standards, procedures and supporting documents relating to the implementation of the ICT assets

- identify ICT assets in scope to be provided, replaced, enhanced and/or retired

- identify and determine ongoing support for the management, maintenance and replacement of the ICT assets.

Purchase stage

During the purchase stage, local ICT asset owners commence purchasing activities in accordance with the department's Purchasing and procurement procedure to supply and implement the chosen ICT asset. Activities include the selection of the product and delivery model, developing a purchase requisition and raising a purchase order/s before progressing to the implementation stage.

During the purchase stage, I&T Branch will:

- when requested obtain regular reports from the department's SAP asset register (regional and central offices) and the OneSchool's Agresso asset register (schools)

- develop the required purchasing arrangements to support standard hardware and software ICT assets, including Standing Offer Arrangements (SOAs)

- provide access (DoE employees only) to information and decision support tools to assist local ICT asset owners to simplify the procurement of ICT assets

- provide a range of corporately approved ICT assets through Services Catalogue Online (SCO) (DoE employees only)

- provide technology assistance and advisory services for local ICT asset owners when making purchasing decisions

- maintain the required contract and vendor management functions to support high quality external service delivery.

During this stage, local ICT asset owners within the school, regional or central offices will:

- evaluate and determine the appropriate ICT asset/s using Standing Offer Arrangements (SOAs), Services Catalogue Online (SCO) (DoE employees only) and other tools

- conduct all ICT procurement in accordance with the department's Purchasing and procurement procedure

- collect and define business requirements for any purchasing activities to manage the ICT assets through their lifecycle

- enter and maintain local ICT assets within the department's SAP asset register (regional and central offices) and/or the OneSchool's Agresso asset register (schools) in accordance with the department's Equipment management for schools procedure, Equipment management for business units procedure and the Financial management practice manual (DoE employees only).

During this stage, Regional Technology Managers will:

- provide ICT asset owners in schools and regional offices leadership, advice and/or assistance when they are engaging in the purchase stage.

During this stage, ICT Project Managers will:

- develop the required purchasing arrangements to support the ICT assets

- conduct all ICT procurement in accordance with the department's Purchasing and procurement procedure

- enter and maintain local ICT assets within the department's SAP asset register (regional and central offices) and/or the OneSchool's Agresso asset register (schools) in accordance with the department's Equipment management for schools procedure, Equipment management for business units procedure and the Financial management practice manual (DoE employees only).

Implement stage

During the implement stage, local ICT asset owners need to consider a range of factors to ensure a smooth transition of the local ICT asset into a work environment to achieve the intended benefits once purchasing requirements have been successfully completed.

During the implement stage, I&T Branch will:

- provide specialist project management related resources to conduct implementation activities for all enterprise ICT assets

- oversee the implementation of ICT assets that are performed by third parties

- ensure all local implementation activities are subject to quality management activities, including but not limited to, testing, piloting and robust commissioning processes

- ensure all enterprise ICT assets comply with Enterprise Architecture standards

- ensure all implementation activities comply with departmental and whole-of-government project management policy and guidelines (DoE employees only)

- maintain the required departmental and whole-of-government reporting requirements for projects that meet certain criteria.

During this stage, local ICT asset owners in the school, regional or central offices will:

- coordinate local implementation activities

- ensure the receipting of the new ICT asset, registering it into the department's SAP asset register (regional and central offices) or the OneSchool's Agresso asset register (schools)

- coordinate any local change management activities including but not limited to, training, process enhancement, stakeholder consultation etc.

- ensure ICT asset users understand the processes for ensuring their information within the ICT asset and the ICT asset is managed in accordance with the Information security classification and handling guideline

- work closely with the project manager to participate in the required project quality management activities prior to the commissioning of any new ICT assets, including testing

- update local business continuity plans (DoE employees only) in the event of a business disruption

- develop or modify local guidelines and processes to accommodate the new ICT asset

- ensure the disposing of the previous ICT asset in accordance with the enhance/retire stage.

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During this stage, Regional Technology Managers will:

- o provide ICT asset owners in schools and regional offices leadership, advice and/or assistance when they are engaging in the implement stage.

During this stage, ICT Project Managers will:

- select an implementation model that suits local requirements for the ICT assets

- perform pre-requisite activities, test and implement the chosen product, go-live, and change management activities

- develop and maintain a risk register for any local implementation activities and develop mitigation plans

- proactively oversee implementation activities and the performance of local contractors

- identify and work collaboratively with I&T Branch staff, local staff and external providers to coordinate the required outcomes

- address change management aspects of the implementation of ICT assets

- develop a local training plan for the use of new ICT assets (if required)

- transfer ownership of the new ICT assets to the new ICT asset owners in accordance with the department's Equipment management for schools procedure and the Equipment management for business units procedure, if ownership is not to be retained within I&T Branch (e.g. including providing maintenance requirements)

- dispose of previous ICT assets within the scope of the project in accordance with the enhance/retire stage.

Utilise stage

During the utilise stage, local ICT asset owners need to regularly manage and maintain their ICT assets once they have been implemented. Over time the ICT asset will need to be replaced. When this occurs, proceed to the enhance/retire stage.

During the utilise stage, I&T Branch will:

- provide support services for ICT assets in accordance with the department's Services Catalogue Online (SCO) (DoE employees only), including but not limited to:

  - o provision of the department's IT Service Centre for contact via telephone 1800 680 445 or online via Services Catalogue Online (SCO) (DoE employees only)

  - o managing all incidents and problems for the department's enterprise ICT assets and services

  - o managing the configuration of the department's enterprise ICT assets

  - o managing the capacity of I&T Branch managed ICT assets

  - o facilitating structured change management processes and risk mitigation for ICT assets and services.

During this stage, local ICT asset owners in the school, regional or central offices will:

- ensure the lifecycle of local ICT assets are managed in accordance with manufacturer standards

- ensure local ICT assets are covered by the appropriate levels of manufacturer support and warranty

- review the capacity of the ICT asset on a regular basis to ensure the operation aligns with operational requirements

- manage the ongoing configuration of the ICT asset

- manage upgrades in accordance with manufacturer recommendations, including conducting required levels of testing and validation of changes (if required)

- report any incidents or problems with enterprise or corporately purchased ICT assets or services to the department's IT Service Centre for resolution

- ensure information within the ICT asset is managed in accordance with the Information security classification and handling guideline

- perform regular risk management activities for local ICT assets

- ensure local ICT assets are used in accordance with departmental standards, procedures and supporting documents such as the Use of mobile devices procedure and Use of ICT systems procedure

- manage contracts and supplier's activities including performance.

During this stage, Regional Technology Managers will:

- provide ICT asset owners in schools and regional offices leadership, advice and/or assistance when they are engaging in the utilise stage.

During this stage, ICT Project Managers will:

- complete change management aspects of the implementation of ICT assets

- update, if required, the local training plan for the use of new ICT assets

- validate the transfer ownership of the new ICT assets to the new ICT asset owners in accordance with the department's Equipment management for schools procedure, Equipment management for business units procedure, if ownership is not to be retained within I&T Branch (e.g. including providing maintenance requirements).

Enhance/retire stage

During the enhance/retire stage, local ICT asset owners need to decide and manage processes relating to enhancing an existing ICT asset and, their eventual retirement or write-off and replacement in accordance with depreciation schedules and manufacturer recommendations.

The enhancement of a pre-existing ICT asset often occurs as requirements evolve over time or local capacity needs to be increased. The enhancement process includes but is not limited to:

- obtaining additional capacity for the existing ICT asset

- delivering new functionality to the existing ICT asset

- integrating new services into the existing ICT asset.

The enhancement of an existing ICT asset directly links into the purchase and implement stages of the lifecycle.

During the enhance/retire stage, I&T Branch will:

- triage requests for enhancement of existing ICT assets

- assist ICT asset owners to define requirements and scope enhancement requests

- oversee enhancement projects in accordance with the implement stage of the ICT asset lifecycle

- dispose of I&T Branch managed ICT assets subject to retirement

- provide information and advice on the correct disposal of information within the ICT asset and the ICT asset in accordance with the Information security classification and handling guideline.

During this stage, local ICT asset owners in the school, regional or central offices will:

- if the ICT asset is being enhanced, define the requirements and arrange for it to be assessed by I&T Branch through the Services Catalogue Online (SCO) (DoE employees only) or the Regional Technology Manager:

    o if the enhancement is for a local ICT asset the ICT asset owner will schedule the change, test the enhancement/s, go-live, then proceed to the utilise stage

    o if the enhancement is for an enterprise ICT asset, I&T Branch will schedule and manage the enhancement

- define business requirements to support any enhancement project/s

- identify and provide funding to support enhancement project/s

- if the ICT asset is being retired, proceed to the purchase stage if a replacement is needed

- dispose of the ICT asset in accordance with the department's Equipment management for schools procedure, Equipment management for business units procedure, Information security classification and handling guideline and the Financial management practice manual (DoE employees only)

- mitigate the risks associated with continued use of ICT assets (e.g. telephony and collaboration systems) that have reached the end of their useful life.

During this stage, Regional Technology Managers will:

- provide ICT asset owners in schools and regional offices leadership, advice and/or assistance when they are engaging in the enhance/retire stage.

During this stage, ICT Project Managers will:

- dispose of the previous ICT assets in accordance with the department's Equipment management for schools procedure, Equipment management for business units procedure, Information security classification and handling guideline and the Financial management practice manual (DoE employees only).

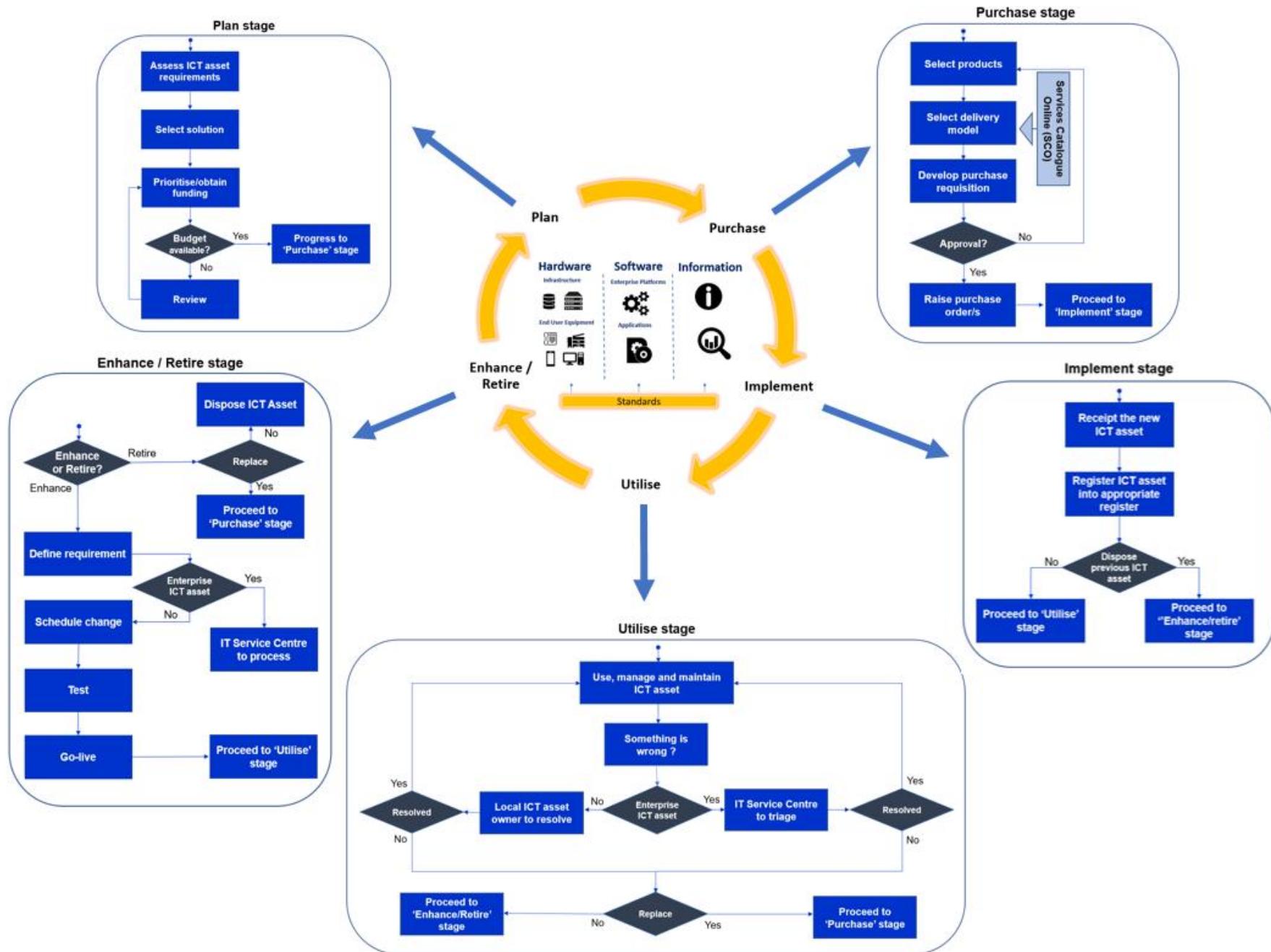**Figure 2 – Detailed ICT asset lifecycle process**

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Definitions

Disposal	Disposal is the removal of an ICT asset from use including destroying, decommissioning, transferring or writing-off.
Enhance / retire stage	The enhancement of ICT assets within their useful life or the retirement and disposal of ICT assets that have reached the end of useful life or no longer meet business requirements.
Enterprise ICT assets	Key ICT assets that are centrally owned, managed and funded by Information and Technologies Branch and are used to deliver services to the school, regional or central offices, for example, the department's Wi-Fi infrastructure.
I&T Branch managed ICT assets	ICT assets that are owned and funded by the school, regional or central offices that enables Information and Technologies Branch to provide further on demand services that are in addition to the department's enterprise needs.
ICT	Information and communication technology
ICT asset	ICT hardware, software, systems and services including voice, video and unified communication such as telephony and collaboration systems that are used in the department to process, store or transmit information such as computers, telephone systems, closed circuit television (CCTV) and video surveillance systems, servers, switches, wireless network equipment, cabinets, scanners, multifunctional printers, mobile phones, laptops, iPads, Surface Pros, digital cameras, electronic whiteboards, projectors etc.
ICT asset lifecycle	The ICT asset lifecycle consists of a sequence of stages the asset goes through during the span of its ownership i.e. plan, purchase, implement, utilise and enhance/retire.
ICT asset owner	Owners of ICT assets in schools, regional and central offices who have the authority and are accountable for managing the lifecycle of their ICT asset (i.e. plan, purchase, implement, utilise and enhance/retire). Ownership is often delegated to the operational Assistant Director-General, Executive Director, Regional Director or Principal.
ICT investment plan	A plan that documents future selection, funding, implementation, support and ongoing development of ICT assets to ensure the longevity of the investment.
ICT investment portfolio	The ICT investment portfolio is managed by the Innovation and Information Steering Committee (IISC).
Implement stage	The registration, installation and commissioning of new ICT assets and solutions including training and change management activities.
Information asset	An identifiable collection of data stored in any manner and recognised as having value for the purpose of enabling the department to perform its business functions.

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IT	Information technology
Lifecycle	The life of an asset, from when a need for it is first established, through its acquisition, operation and any maintenance or upgrading, to its disposal. It describes the natural evolution of an asset in terms of the increase and decrease in its use and value from inception to retirement.
Local ICT assets	Local ICT assets are either funded and owned by the school, regional or central offices or considered to be owned by the school, regional or central offices once they have been delivered or transferred following the completion of an ICT project or program.
Plan stage	Future planning for the replacement or enhancement of ICT assets e.g. budgeting, risk management, requirement definition and solution options.
Purchase stage	The funding and procurement of a required solution from established arrangements in accordance with departmental procurement related practices, standards, procedures and supporting documents.
Regional Technology Manager	A Regional Technology Manager is a strategic member of I&T Branch's State Wide ICT Service Delivery business unit that provides seamless and consistent ICT related services to regional and school leadership teams. For this procedure, a Regional Technology Manager provides ICT related advice and/or assistance to local ICT asset owners in schools and regional offices in the management of all lifecycle stages of their local ICT asset/s (i.e. plan, purchase, implement, utilise and enhance/retire).
Utilise stage	The utilisation and on-going management and maintenance of ICT assets within its useful life.
Write-off	Write-off is concerned with recording and approving the loss of an asset because it is missing or has been stolen etc.

Legislation

- [Financial and Performance Management Standard 2019 (Qld)](http://ppr.det.qld.gov.au) (section 23)

Delegations/Authorisations

- Nil

Related policies

- [ICT asset management]()
- [School planning, reviewing and reporting framework]() (DoE employees only)

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Related procedures

- [Purchasing and procurement](#)

- [Equipment management for business units](#)

- [Equipment management for schools](#)

- [Use of ICT systems](#)

- [Use of mobile devices](#)

Guidelines

- [Financial management practice manual](#) (DoE employees only)

- [Information security classification and handling guideline](#)

Supporting information/websites

- [ICT asset management](#) (DoE employees only)

- [ICT asset management lifecycle process](#) (DoE employees only)

- [ICT asset management FAQs](#) (DoE employees only)

- [Enterprise portfolio and planning](#) (DoE employees only)

- [Business continuity management](#) (DoE employees only)

- [Regional Financial Advisory Services](#) (DoE employees only)

- [Regional Technology Managers](#) (DoE employees only)

Contact

For further information, please contact:

State Wide ICT Service Delivery
Information and Technologies Branch
Email: ITB.StateWideICTServiceDelivery@qed.qld.gov.au

Asset Accounting
Finance Branch
Email: AssetAccounting.FINANCE@qed.qld.gov.au

IT Service Centre
Information and Technologies Branch
Contact: via [Services Catalogue Online](#) (SCO) or telephone (1800 680 445)

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Superseded versions

Nil

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