STRATEGIC PLAN:-	
Title:	Information Technology (IT) Strategic Plan 2019-2021
File Reference:	F10/618-03
Date Plan was adopted by Council initially:	25 January 2007
Resolution Number:	17/07
Other Review Dates:	17 June 2010 and 19 December 2013
Resolution Number:	235/10 and 405/13
Current Plan adopted by Council:	21 February 2019
Resolution Number:	18/19
Next Plan Review Date:	2022

RESPONSIBILITY:-	
Plan developed by:	Director of Finance and Administration and Information Systems Coordinator
Committee/s (if any) consulted in the development of this Plan:	N/A
Responsibility for implementation:	Director of Finance and Administration
Responsibility for review of Plan:	Information Services Coordinator

1. Executive Summary

The Information Technology (IT) Strategic Plan has been developed to document the strategic steps that the Council will take to utilise Information Technology to improve the following:-

- To allow users to maintain accurate data to allow well informed decisions to be made by Council employees, Management and Councillors;
- To allow quality information to be made available to the community;
- To assist Council in their interaction with the community; and
- To improve the productivity of Council employees.

The Information Technology Strategic Plan will become an integral component of Council's strategic direction and will continue to evolve with ongoing consultation with Councillors, Council's senior management and employees at all levels in the organisation.

2. Introduction

The need to plan and document ideas, advice and recommendations in a clear and coherent manner is something that organisations of all sizes must satisfy to ensure the correct decisions can be made. The IT Strategic Plan is designed to implement Upper Lachlan Shire Council's business objectives and service requirements to users, constituents and regulatory authorities.

Information Technology is not just about software and hardware, but rather is about how Council integrates their corporate applications to improve the decision making capabilities at a planning level. It is also about being effective in the areas of management practice, applications choice, user sophistication, technical and human resources. This plan is designed to ensure that IT strategically positions itself to support Council in its endeavour to make better decisions about its future.

The IT Strategic Plan provides the framework to ensure the efficient use and continued growth and development of Council's information systems and technical infrastructure. The adoption and implementation of the identified strategies are intended to develop better access to, and use of Council Information Technology investment.

The IT Strategic Plan presents a series of projects to be carried out in a 3 year period with the intention of ensuring all facets of the overall objectives of Council are being met.

The IT Strategic Plan recognises that priorities change over time, budgets are altered, and the information technology marketplace is highly dynamic, and that specific implementations may require deviation in order to achieve maximum benefit to the Council.

3. Objectives

The objectives of Upper Lachlan Shire Council's IT Strategic Plan are to address the following issues and provide improved services:-

- Provide authorised and secure access to Council's data and applications;
- Establish a common and consistent approach to IT initiatives;
- Ensure that short and medium term goals for IT are satisfied;
- Provide recommendations detailing a number of options to progress the Council's IT infrastructure and systems in support of the Shire's vision;
- Present and account for Council's present technological state of infrastructure;
- Provide the appropriate IT infrastructure to allow the delivery of services to its constituents through well informed decisions to be made by Council employees, management and Councillors; and
- To control the selection and implementation of systems and technologies that best meet the Council's needs and promote a whole of organisation approach.

4. Vision and Document Intent

1. Information Technology is important to the Council in the delivery of information and services to the community and essential for the administration of the business.

2. This document serves to clarify the way forward for IT developments within the Council. It sets out a vision and a plan for the next 3 years. It is intended to guide medium and short term decisions on technical, staffing and financial issues relating to the development, use and support of IT infrastructure, services and applications;

3. The IT strategy will be flexible and responsive to changes in technology and the needs of the Council and the community. This will be achieved through ongoing consultation and open discussion and will be used as the input for preparing the IT project list which will be formally reviewed on an annual basis;

4. The IT Strategic Plan projects will require independent professional advice and expertise not available in-house, therefore IT consultants will be utilised for high level IT developments and installations;

5. The Information Technology recurrent budget (outlined in Clause 6.6) and internally restricted reserve funds will be the primary source of funding used by Council for financing the IT strategies, services and applications.

Assumptions

1. More aspects of the Council's core functions will be conducted electronically;

2. Users will require a high standard of current facilities, ease of use, reliability, richness of information, integrated services and excellent support; and

3.	The number of staff with networked capable devices, increasingly of a portable type, will continue to increase.

4.	There will be greater connectivity demand for requirements between Council worksites including water and sewer treatment sites and construction sites.

5.	There will be an increased demand for Council to provide Information Technology facilities to allow for staff working away from the office and from remote locations.

Factors influencing the IT Strategic Plan

The IT Strategic Plan and policy decisions will be influenced by, among other things:-

- Requirements of our community;
- Technological advancements in all core business practices;
- Changing dynamics of Council's workforce requirements;
- The objectives as described in the Council's Integrated Planning and Reporting Framework and other Council strategy documents;
- Best practice and opportunities for improvement in all activities;
- Contractual and legal requirements; and
- Financial considerations.

**5.	Current Issues and State of Play**

Upper Lachlan Shire Council network consists of three Council administration offices at Crookwell, Gunning and Taralga, two works depots at Crookwell and Gunning, Crookwell Library and Crookwell Visitor Information Centre, totalling 70 network users at these sites.

ATI Australia were contracted in November 2017 to replace the 3 Mbps managed wide area network (WAN) previously provided by Telstra between the Crookwell and Gunning offices with a new 1 Gbps Microwave link via five radio sites. This has greatly improved the efficiency and availability of computing resources at both offices.

Other sites serviced by Council IT staff that are not connected to Council's microwave link are the Gunning Library, Crookwell Water Works, Crookwell Sewerage Treatment Plant, Gunning Water Treatment Plant, Taralga Water and Sewerage Plants.

Council's Information Systems Coordinator and Information Technology Systems Support Officer operate from the Crookwell office and primarily install, maintain and support Council's IT requirements in conjunction with specialist external contractors.

A total of 104 desktops are deployed with the primary software installed being Microsoft Windows 7 operating system, Civica Authority 6.11, HPE Content Manager 9.1 records management, Microsoft Office 2013, Exponare Enquiry 5.5 GIS and InfoCouncil.

In June 2018 the National Broadband Network (NBN) became available in Crookwell. In August 2018 Council switched from ADSL to two NBN connections which resulted in an improvement in Council's internet access from a maximum of 1 Mbps to 20/48 Mbps and provided the VPN tunnel for the network connection to the Taralga office.

The increasing need for staff IT mobility and computing anywhere at any time is delivered to Councillors and Staff on 30 tablets and 28 smartphones. The main apps in use are Bigtincan Hub for viewing of Council's Business Paper and Minutes, Horizon Water Meter for recording water meter readings, ACTUS for customer request management in the field and Reflect for onsite inspection and maintenance management.

The importance of IT security has been enhanced through a number of initiatives. There is now a network password policy enforcing a minimum of 14 characters which must be changed every 60 days. Dual authentication is required for remote access to Council's network. SonicWall Firewalls are installed to secure our network from unauthenticated access and provide content filtering to block prohibited websites e.g. pornographic, gambling. The SonicWall Analyser provides reporting to track web usage by users, errors or attacks on the network and bandwidth use. Symantec Cloud Endpoint Protection provides centralised device management to block security threats such as viruses and malware.

Hitech Support was contracted for the project to virtualise Council's six servers on one physical server in December 2016. VMWare vCenter 6.5 software now centrally manages ten virtual servers and the two VMWare ESX 6.0 hosts in production and disaster recovery. Veeam 9.5 software is used to backup to disk and tape the virtual servers on a daily basis and replicate to the disaster recovery server. Hitech Support undertake an annual review of the deployment and status of Council's VMWare and Veeam and they are both in a state of minimal risk.

In recent history a new virtual server was implemented by Hitech Support for Microsoft Windows Server Update Services which enables Council IT administrators to centrally manage the distribution of updates and hotfixes released for Microsoft products to network computers. A number of major software upgrades have occurred. Civica's Authority software was upgraded from version 6.5 to 6.11, Trim was upgraded to HPE Content Manager 9.0, Microsoft Exchange 2003 to Microsoft Exchange 2013, Microsoft Windows 2003 server to Microsoft Windows 2012 server, Microsoft Windows XP to Microsoft Windows 7, Microsoft Office 2007 to Microsoft Office 2013.

Outcomex was contracted to replace our outdated and unsupported PABX with a new Cisco telephone system at the Gunning and Crookwell offices. Among other improvements, the new system has provided Council with the capability of an Interactive Voice Response (IVR) which directs callers to choose the Council Department they wish to speak to without having to tell an operator. Outcomex are contracted to assist Council with maintenance and support of the CISCO telephony system.

6. Planning and Funding

A formal planning and prioritising process will be employed to identify strategic IT projects. This process will be agreed to, communicated between relevant stakeholders and appropriately funded on an annual basis.

There are 4 planning component categories as detailed below:-

▪ **Business Systems**
These are Council wide specialised systems that are used for mainstream or core business. This is the software component of IT and where Council's data is stored, processed and delivered.

▪ **Data Security / Integrity**
How our data within the Business Systems is protected from loss or corruption and data back-up storage and how it links to other components of Business Systems.

▪ **End User Support**
How the end user at the desktop is supported. This includes desktop support, standard operating environment and how users interact daily with the Business Systems.

▪ **Infrastructure**
The non-software component or IT hardware; such as microwave telecommunication network, servers, PC's, smart portable devices, tablets, iPads and network devices. Infrastructure is the delivery mechanisms or conduits for data within the Business Systems.

To achieve the objectives of this Strategic Plan, Council needs to ensure that there is provision of sufficient resources to achieve the following required outcomes:-

1. The provision of sufficient hardware to be able to run programs and to allow all necessary users access so that productivity is enhanced throughout the organisation;

2. The provision of training in these systems so that staff can utilise all options available to the user that are applicable;

3. The provision to be able to upgrade the hardware and software to maintain the current strategic position;

4. E-Commerce (use of website) - Council will assess need for customers to have the ability to electronically lodge services on-line; bookings on-line, lodgement of customer service requests (CRM), and greater availability of general information;

5. Local Area Network (LAN) - Assessment of current network infrastructure and its ability to provide for current business requirements and future growth;

6.   Microwave communications and Wide Area Network (WAN) - Assessment of current infrastructure and its ability to provide for current demand and future growth;

7.   Information Technology Systems - The location and the usage of data stores and database systems, their purpose and their ability to support functionality and demand, including Civica's Authority platform, CRM and HPE Content Manager EDMS; and

8.   Storage Backup and Recovery - The amount of data, where and how it is stored, backup strategies and restore capabilities.

6.1   IT Strategy Project list

1.   Planning for future IT considerations must not be an isolated activity but will be purposely integrated into Council's operational planning;

2.   The IT Strategy Project list will be completed prior to the completion of the draft budget. The IT project list will be submitted to Council annually for approval; and

3.   Any proposed changes to the IT Strategy Project list will require presentation of the proposed project inclusion to the Council Directors. The proposed project submission would need to include detailed information of all resource implications.

6.2   IT services planning will take into account the implications on the number and the required skills of staff

1.   Due consideration will be given to the retention of skilled staff, including investment in substantial personal development and training;

2.   Workload and support implications will be taken into account when planning new systems and developments. This whole-life costing approach may lead to higher initial costs to reduce long-term demands on staff. This has the following implications:-
   ▪ The desktop operating system and key applications will be standardised. There will be a continued trend to control the desktop environment to reduce the incidence of user service problem requests;
   ▪ Major developments, such as hardware changes to the standard desktop and other IT equipment upgrades will be made when appropriate and will only be followed where there are sound business reasons; and
   ▪ Hardware equipment purchases (i.e. desktops, printers, notebooks and file servers etc.) will be standardised wherever possible. Standardised hardware will simplify administration and configuration of equipment. All IT hardware will be purchased as specified by the Information Technology Support Officer or the Information Systems Coordinator to ensure standardisation, compliance, connectivity and financial approval.

6.3   The planning of new systems will be based on required standards, reliability, ease of upgrade and maintenance

1.   Reliability, support and maintainability will be major considerations in the choice of equipment and systems. This will lead to a relatively cautious attitude to the purchase of recently released products and a preference for proven technology. The dangers of acting as a pilot site for new products are recognised and avoided;

2.   Reliability and availability will be monitored where average figures would expected to be over 99% for availability of IT services during business hours.

6.4   The Council network infrastructure will continue to be developed with a view to long-term benefit

1.   Network infrastructure hardware will be standardised where feasible to simplify maintenance and administration, and preference given to approved manufacturers with extensive warranty terms and responsive and reliable replacement processes;

2.   Data cabling for all locations will be specified by the Information Technology Support Officer in collaboration with Council consultants; and

3.   The Council will collaborate as appropriate with other bodies over infrastructure design and installation where there are shared interests in non-Council buildings.

6.5   IT infrastructure funding and projects

1.   The IT internally restricted reserve is established and is maintained at an adequate level to ensure emergency relief funding is available for disaster recovery purposes;

2.   The IT recurrent budget is designed to initiate corporate IT projects. All IT project processes will identify the ongoing maintenance costs of each project, and the implications upon the IT recurrent budget and IT purchases and planning is to incorporate life-cycle costing mechanisms.

6.6   IT Budgeted Resources

The following table is the 2018/2019 recurrent operating budget and capital expenditure program contained within Council's Operational Plan.

The 2018/2019 Information Technology Operating Budget:-	
IT - Information Services Employees - Salaries / Overheads	$190,248
IT – Civica licences/software/hardware/ASA/helpdesk support	$85,000
IT - Website maintenance and support	$4,000
IT - MapInfo and Exponare - licence/maintenance/data integration	$27,000
IT - Printing, stationery, equipment maintenance and supplies	$18,000

IT - Consultants Server and Network Support Services	$15,000
IT - Server and Network Software	$10,000
IT - Vehicle / Travel expenses and Wi-Fi licence	$2,000
IT - 5 x Konica Minolta Photocopiers leased	$18,935
IT - Telephone Handsets and equipment leased	$9,000
IT - Telstra Connect-IP Managed WAN connection	$27,500
IT - Telstra iPad and iPhone data plans	$7,680
IT - InfoCouncil Business Paper Licence Costs and Support	$10,700
IT - Microwave Towers ACMA Licences, Maintenance and Support	$17,800
IT - MS Office and MS Project Licence Costs	$8,000
IT - EFTsure Licence Fees and Support	$4,560
IT - HPE Content Manager EDMS Licence Costs and Support	$7,500
Total Information Technology Operating Expenditure	**$462,923**
Other operating expenditure:-	
IT Equipment Depreciation expense	$153,307
Total Budgeted Operating Expenditure	**$616,230**
2018/2019 Capital Budget:-	
Data Projector Purchase	$5,500
IT Software Program management	$11,600
IT Hardware (Computers (PC) replacements, offices and library)	$48,500
Hardware – iPads purchases	$25,500
Hardware – iPhone purchases	$9,500
Hardware – Works IT equipment	$12,700
Hardware – E&P additional PC Monitors	$2,000
Software – Works Civil3D CAD	$9,000
IT Backup Systems Improvements	$14,500
IT – Unified CISCO telephone system	$56,098
UPS Equipment	$6,800
Replace Printers	$20,700
Network Improvements	$7,200
Software – Windows Licences	$5,000
Software – Electronic Stamping and Stormwater System	$13,500
IT – ePlanning Suite and integration	$40,000
IT – Civica Business Portal Migration	$40,000
Total Budgeted Capital Expenditure	**$328,098**

## 7.	Risks

A number of risks have been identified and are fundamentally related to scalability, reliability and productivity. Possible consequences are:-

- Loss of data due to a system and / or file server crashing;
- Loss of data and / or productivity through staff down time caused by external supply outages such as electricity and Telstra interruptions. There is currently no power generator at all three offices;
- Poor decision-making due to poor data output;
- Inability to comply and meet legislative deadlines;
- Inefficient use of IT systems resources;
- Cyber-attacks or hacking into Council databases and email systems corrupting data and taking Council electronically off-line for varied time periods;
- Staff down-time due to systems being unavailable;
- Increased difficultly in recruiting quality staff;
- Failure to satisfy NSW State Records regulation requirements in relation to information security and safeguards;
- Increased reliance on external support or consultants at expensive contract hire rates;
- Financial and legal liability for data breaches;
- Decrease in productivity; and
- Reduction in customer service.

7.1 Technology related

- That systems and data backups do not work and vital and irreplaceable corporate data is lost; and
- Some of our applications and PCs are not easy to use, given their age and other factors and this reduces productivity.

7.2 People related

- There is an over-reliance on "key" users in some areas of Council and these people have become islands of knowledge, therefore creating a risk if they should leave Council;
- Some staff are not following Council IT policies and procedures with the risk of the loss of corporate data; and
- Some employees are using local hard drives to store important documents instead of using network server drives (which are backed up) or HPE Content Manager.

7.3 Process related

- Business processes not clearly defined, therefore impacting on consistency and makes it very difficult to bring new staff up to speed;
- Some workflows are not as efficient as desired and involve duplication;

- Documentation and inspection processes must be up to date and complete in order to monitor the proper functioning of hardware and to flag the expiration of items subject to deterioration (tapes, UPS batteries, etc.) or other equipment; and
- Systems are in place to ensure software security patches are up to date on servers and PCs.

8. Security Issues

8.1   Security is a vital element of IT provisions; including equipment and privacy of information security

1. Backup copies of all information stored on centrally managed file servers will be made daily to disk and tape and will be carefully stored. The primary purpose of such backups is to make it possible to recover critical systems, software and corporate data. The IT Services will not be held responsible for any data stored on local machines except where express permission has been given;

2. The virtual servers are replicated daily to the offsite disaster recovery server;

3. Data backup tapes are to be stored offsite;

4. All equipment will be identifiable in case of theft and appropriate measures will be taken to prevent theft of equipment;

5. All reasonable measures will be taken to preserve privacy;

6. The Council will comply with the Data Protection and Privacy and Personal Information Protection Act 1998 (PPIPA) and the Government Information (Public Access) Act 2009 (GIPA). All non-public information will be protected by an authorisation (password) system and users will be advised on the best practices for data management and security;

7. Appropriate measures will continue to be implemented to protect Council information and systems from external electronic attack (hacking), for instance by the use of up-to-date firewall technology and software for the protection of computing resources from malware and viruses;

8. Central computer equipment will be located in best available accommodation providing adequate space, power supplies, environmental control and security, within the limitations imposed by the current inadequate administration offices;

9. Basic information on the usage of IT systems will be logged and used for general capacity planning and also to enable the tracing of actions which are malicious, cause complaint or contravene Council's Internet and Email Policy, Records Management Policy and /or senior management directives. Such logs will be handled in compliance with all relevant laws and policies;

10. Data storage backups are to be tested at minimum bi-annually to ensure functionality and usability;

11. Storage of sensitive information, particularly employee personal information, on the shared I:drive will be controlled by restricting folder access, creating additional restricted shared drives or by other means available; and

12. Users who have access to, or control of, electronic information will be educated on information security to minimise the risk of a cyberattack.

8.2 IT Disaster Recovery.

1. The Council Business Continuity Plan will incorporate an IT disaster recovery plan;

2. The Council Business Continuity Plan and risk assessments will be reviewed and tested by the Emergency Response Committee.

9. Access and Usability

9.1 Information will be available to those authorised to access

1. This includes Council information which may be sourced from any location using Council owned equipment;

2. A long-term aim is that it should be possible to access (with authorisation) all Council information and systems from any computer, without compatibility constraints or complex setup procedures. This aspect applies to both staff, Councillors and business partners;

3. Improved access, systems speed, functionality and performance will continue to be a major priority where it is technically and economically feasible;

4. Council has implemented electronic security systems for all three administration offices to secure information and ensure the safety of employees and equipment;

5. The web interface will be preferred for all services wherever feasible and it will continue to be utilised as an interface to the ratepayers and community for the provision of free, timely and accurate information relating to Council services, policies and frequently updated information; and

6. IT systems which are compatible with Civica Authority software and allow data integration and interface with their product will be considered as a high priority when purchasing new IT software packages.

9.2   IT will continue the commitment to improve the performance for staff to work from remote locations

1.   Working from remote locations is integral to Council's operations. The aim is to improve efficiency and convenience for staff at remote locations;

2.   The increasingly electronic nature of the Council will lead to changes in working practices. Working from remote locations in the future should not present data accessibility problems for Council staff; and

3.   The provision of services via the internet continues to be a requirement for user access at remote locations.

9.3   Council networked IT systems authorisation for access to equipment

1.   A unified authentication system is implemented under which users will be identified by a single user-name and password, not by separate passwords for each system used; and

2.   A single point of sign-on, meaning that each user not only has one password, but also needs to give it only once to gain access to many systems.

9.4   Software will be chosen on the basis of suitability, effectiveness and standardisation

1.   The cost of software is a significant part of the IT budget and all software licenses will be managed by the Finance and Administration Department. The use of diverse packages for the same task, or the choice of unsuitable packages on price alone, will be discouraged;

2.   Software selection will be reviewed in an ongoing process. This will generally be undertaken prior to the update of an application; and

3.   Prior to the purchase of any software the IT Systems Coordinator and / or IT Support Officer must be consulted to evaluate the suitability, cost and on-going maintenance requirements. The IT Systems Coordinator will be responsible for the implementation of any new IT systems and will provide support and training in conjunction with key users nominated by a departmental Director. Any new purchases of software systems to be implemented that require IT labour intensive resources for maintenance are to be avoided.

4.   The IT Systems Coordinator and / or IT Support Officer will be consulted prior to the commencement of any major infrastructure projects or plant acquisitions with a significant IT component that will require the services of the IT section.

9.5   Hardware evaluation and approval

1.   Prior to the purchase of any hardware the IT Systems Support Officer and /or IT Systems Coordinator must be consulted to evaluate the suitability, cost, compatibility and on-going maintenance requirements. The IT Systems Support Officer will be primarily responsible for the installation and ongoing maintenance of hardware purchased.

10.   Information Systems and Equipment Status

An outline of Council's Information Technology Systems and equipment is a follows:-

- The Upper Lachlan domain is hosted by CommsChoice;
- The Upper Lachlan Council website is hosted by Morpht;
- Upper Lachlan Shire Council's microwave linked wide area network (WAN) consists of three Council administration offices at Crookwell, Gunning and Taralga, two works depots (at both Crookwell and Gunning), Crookwell Library and the Visitor Information Centre in Crookwell. ATI provide maintenance support;
- Two NBN connections used for Council's internet access at 20/48 Mbps and the VPN tunnel for the network connection to the Taralga office;
- Crookwell and Gunning offices contain adequate LAN capabilities in the way of cat 5e and cat6 Ethernet and POE switches;
- Crookwell office has 2 servers (1 Production, 1 Disaster Recovery) hosting the following virtual machines:-
  o   Civica Authority financials with Informix database,
  o   Civica web server for ACTUS mobile communications,
  o   Exponare Server as GIS,
  o   Microsoft Windows System Updates Server;
  o   Windows 2012 domain controller, file and print sharing,
  o   Content Manager (Electronic Document Management Systems for files),
  o   Microsoft SQL Server database for Content Manager and InfoCouncil,
  o   Microsoft Exchange 2013 for email,
  o   Sonicwall GMS/Analyser virtual appliance,
  o   Sonicwall Secure Mobile Access virtual appliance,
  o   VMWare vCenter Server Appliance.
- Crookwell office has 2 servers (1 Production, 1 Disaster Recovery) for the Unified Telephone Communications System;
- Gunning office has one (1) server – a file and print sharing server;
- There are 104 workstations (PC's) in total:-
  o   51 at Crookwell office,
  o   11 at Gunning office,
  o   3 at Taralga office,
  o   6 at Visitor Information Centre and Crookwell Library office,
  o   2 Offsite General Manager laptop and the Roads Laptop,
  o   9 public PCs at Crookwell Library,
  o   9 public PCs at Gunning Library,

- o 2 at Crookwell Sewerage Treatment Plant,
  - o 3 at Crookwell Water Treatment Plant,
  - o 3 at Gunning Water Treatment Plant,
  - o 3 at Taralga Water Treatment Plant,
  - o 2 at Taralga Sewerage Treatment Plant.
- A daily backup is obtained in Gunning and Crookwell, the tapes are taken off-site on a daily basis;
- Crookwell and Gunning offices utilise a number of UPS devices that protect equipment from power grid failures and power fluctuations;
- 14 Printers in Crookwell office;
- 4 Printers in Gunning office;
- 2 Printers in Taralga office;
- Receipt Slip Printers – 3 at Crookwell office and 1 each at Gunning and Taralga office;
- 1 Main Line Printer – Gunning;
- 3 Colour Multifunction Photocopiers at Crookwell office;
- 1 Colour Multifunction Photocopier at Gunning office;
- 1 Photocopier in the Taralga CSC office and 1 at Crookwell Depot;
- 1 Canon ipf815 large format printer at Crookwell office;
- 1 Plan Copier at Crookwell;
- 1 Fax Machine at Crookwell, 1 Fax Machine at Gunning office;
- 6 Laptops;
- Provide sufficient PCs for staff training purposes;
- 1 Digital Camera;
- Televisions – 1 at Crookwell office and 1 at Gunning office;
- 22 Apple iPads;
- 65 mobile telephones;
- 3 Data projectors at Crookwell and 1 Data Projector at Gunning;
- Crookwell Library equipment – 10 public access PC's, 1 PC for Library Manager, 1 Konica Photocopier, 1 Fax, ADSL Modem;
- Gunning Library equipment – 10 public access PC's, 1 Konica Photocopier, ADSL Modem;
- Tourism Office has 4 PC's, 1 laser printer, 1 Photocopier, 2 HP desktop Printers and facsimile, ADSL Modem and accounting software;
- 8 tablet devices;
- Symantec Endpoint Virus and Malware Protection;
- Microsoft Office software;
- MapInfo Professional software;
- Exponare Enquiry software;
- AutoCAD software;
- Clear SCADA Telemetry Software;
- Adobe Acrobat Professional;
- Adobe Photoshop;
- Crystal Reports software;

- Microsoft Excel – Asset Register databases;
- Microsoft Excel – Risk Register and Legislation Compliance databases;
- Microsoft Access – Civica Management Reporting databases;
- Microsoft Access – Civica 2019 database;
- Insight Software for Fob Electronic Security System;
- Reflect and RMAP – RMS software;
- Metrocount – Traffic data;
- MicroFocus Content Manager;
- InfoCouncil;
- CBA CommBiz Electronic Banking Software;
- Veeam Backup and Replication;
- VMWare vSphere.

A comprehensive asset register will be maintained to record all Information Technology Systems and equipment showing all relevant details to allow for the identification of:-
- all physical assets including location, original cost and purchase date;
- full descriptions of all software in use including all annual licence fees and expiry dates;
- any other information to allow for informed decisions to made on the planned replacement and/or upgrade of all Information Technology Systems and equipment;
- warranty information;
- contact details for service or support; and
- details to ensure all licencing requirements are being met.

Photocopiers

A lease agreement with Konica Minolta commenced on 1/5/2018 and expires on 1/5/2023 for these two photocopiers:-
- Bizhub C658 located in the Administration building,
- Bizhub C368 located in the Environment and Planning building.

A lease agreement with Konica Minolta commenced on 2/6/2016 and expires on 2/6/2021 for these six photocopiers:-
- Bizhub C258 located at the Taralga Office,
- Bizhub C258 located at the Crookwell Depot,
- Bizhub C368 located at the Crookwell Visitor Information Centre,
- Bizhub C258 located at the Crookwell Library,
- Bizhub C368 located at the Works Department office Crookwell,
- Bizhub C368 located at the Gunning Office.

The Gunning Library has a Konica Minolta C360 photocopier with no contract and is copy per print service agreement only.

11. Information Systems Selection - Strategic Principles

The principles that should be applied to any Information Technology Services strategy, development, purchase or project must:-

- Support and meet the changing needs of the organisation and its customers;
- Continuously improve business processes and reducing maintenance costs;
- Be reliable and ensure risk management principles are adhered to;
- Interface to current and future systems;
- Improve management of corporate information;
- Promote electronic commerce and communications;
- Be secure, robust and easy to maintain;
- Optimise use of all related technologies;
- Maintain information that is readily available to internal and external users;
- Be based on IT industry standards;
- Ensure the management of existing and future systems should be driven by core policy decisions that identify the aims and objectives of Council's IT systems, and link technology to the cost effective achievement of those objectives; and
- Ensure a business case for all IT initiatives should be developed to demonstrate need and technical requirements and are scalable to accommodate projected future needs.

12. Training

The Council will ensure that employees who use IT systems are able to acquire appropriate skills by the following means:-

1. Training needs will be made apparent in the annual Council Training Plan;

2. The Human Resources Coordinator in conjunction with the relevant Departmental Manager will be responsible for the coordination and provision of training for staff;

3. Civica Authority computer system modules training will be provided as is required and will be coordinated by the Human Resources Coordinator;

4. All relevant staff will be provided with the appropriate training to utilise the HPE Content Manager electronic document management system (EDMS);

5. Manuals and application help will be made available to users of various IT systems wherever it exists and is feasible;

6. Consultants will be used in high end technical areas where training required is extensive, expensive and support opportunities within the Council network are limited;

7. IT staff will be provided with training to support the Council network and other information services infrastructure.

13.   IT Recommendations - Next 3 Year Period

1.   Replacement program for PC's in order of:-
   - On a needs basis (users who rely on modern PC's for the majority of their duties);
   - Oldest and outdated equipment; and
   - Ideally, on a three year rotational basis.

2.   Replacement of a number of PC's at the Crookwell and Gunning Libraries as required in accordance with PC replacement schedule;

3.   To provide specialised high end computers to specific personnel to suit their unique needs as authorised by the General Manager;

4.   Redundant PC's will have Council information removed from hard drive and will be disposed of in line with Council Disposal of Assets Policy and / or be used for spare components for other PCs;

5.   PC's that have operating programs and other such unsupported and outdated programs this software will be replaced immediately;

6.   Implement Windows 10 operating system;

7.   Monitor the microwave link to achieve the desired network speed and data transfer capacity between Council sites;

8.   Improve the networking (fibre/Wi-Fi) to the Gunning depot;

9.   Continue to provide improved internet speeds for all users;

10.   To coordinate the implementation of mobile smart phones, tablets and laptop computers;

11.   Implement mobile device management software e.g. Airwatch;

12.   Continue to use automated data backup to disk and tape to ensure data is captured and securely stored off-site on a daily basis;

13.   Increase the storage capacity of the backup server;

14.   Implement the test restore of data, servers and the environment on an annual basis for disaster recovery readiness;

15.   A register will be developed (excel spreadsheet) and maintained to document the inspection and testing undertaken to monitor the proper functioning of hardware and

to flag the expiration of items subject to deterioration (tapes, UPS batteries, etc.) or other equipment;

16. Implement VMWare-to-UPS system Power Management integration to elegantly shutdown servers in the event of an extended power outage;

17. Replace redundant UPS units (Uninterruptible Power Supplies);

18. Anti-virus software and spam removal software will be kept up to date;

19. The continued improvement and upgrade of information for Council's website, Facebook and future social mediums;

20. Review the Business Continuity Plan incorporating the IT Disaster Recovery Plan on an annual basis;

21. Arrange Civica, Exponare and other IT software and hardware training as required for Council employees in accordance with Council's Training Plan coordinated by Human Resources Coordinator in conjunction with IT Systems Coordinator;

22. Maintain an Information Technology internal cash reserve so that sufficient funds are available for the necessary and emergency replacement of IT systems;

23. The ongoing documentation of all IT systems, applications and supporting infrastructure;

24. Staff will be instructed annually not to store corporate files on their local c:/drive and passwords should not be shared;

25. Redundant users and former employees logins and email addresses will be promptly deleted by Information Systems Coordinator and IT Systems Support Officer;

26. Train the Works Department staff in the use of ACTUS and attaching photos to CRMs;

27. Implementation of online CRM and online payments and link these to Council's website;

28. Continued ongoing upgrade, at minimum annually, of Council's mapping databases, cadastral data and other GIS data layers;

29. Continued ongoing maintenance and support for the various databases, however review these databases with the view to full integration into the Civica application if the opportunity exists rather than having multiple databases to support;

30. Upgrade of Exponare 5.5 to Spectrum Technology Platform;

31. Continue to meet Council's photocopier requirements, replace as required and monitor usage;

32. Ensure the operating systems of desktops and servers are upgraded to supported versions which are compatible with Council's software;

33. Configure vCentre to utilise Active Directory as an identity source for greater reporting and compliance capability;

34. Increase storage (possible NAS) and memory available for Council's virtual servers;

35. Replace the server at Gunning, make the new server a secondary domain controller and ensure its backup capabilities are sufficient.

36. Implement webcasting and audio recording of Council Ordinary Meetings;

37. Upgrade to InfoCouncil 7 64bit version;

38. Implement Oosoft e-Comp software for position evaluation purposes;

39. Implement Authority Employee Kiosk and emailing of payslips to employees;

40. Implement Authority electronic leave applications and timesheets;

41. Implement the Department of Planning's online development application lodgement when introduced;

42. Implement Authority Building Professionals Board Reporting;

43. Implement Authority Single Touch Payroll requirements;

44. Provide IT requirements in order to meet the ISO 3rd Party certification standard as required by Roads and Maritime Services (RMS);

45. Organise cyber security awareness training for staff including a phishing test (which determines the vulnerability level of our network by indicating how many people may be susceptible to an email-born security attack); and

46. IT staff to attend training and relevant IT related meetings to keep their knowledge and skills current.

14. Future IT Requirements

1. Investigate the expansion of the microwave link system to include the Crookwell Water Treatment Plant, Sewer Treatment Plant sites and Gunning Library;

2. Investigate the expansion of the unified communication system to include the Taralga office, Crookwell Library and Visitor Information Centre;

3. Investigate feasibility of the upgrade of servers to currently supported versions of software, including VMWare, Authority, Content Manager, Windows server and Exchange;

4. Investigate upgrading to Veeam Enterprise to allow for restoration of single files from tape backup;

5. Investigate SNMP Monitoring for network management;

6. Investigate the provision of free public Wi-Fi at the Visitor Information Centre in Crookwell and to consider the eventuality that free public Wi-Fi may be made available in other public areas in towns;

7. Investigate and costing for a complete Asset Management software solution;

8. Investigate the expansion of our social media presence to include other sites e.g. Instagram;

9. Investigate and costing for the provision of an Employee Kiosk eservices;

10. Investigate an intranet solution e.g. SharePoint to improve staff collaboration;

11. Assist where required with the IT provisioning of a new Community and Civic Centre (subject to receiving grant funding for the Civic Centre); When new building constructed provide for a dedicated restricted access climate controlled IT server room and plan for a secure storage area for keeping IT equipment purchases, training PCs, spares, consumables and equipment awaiting decommission.

15. References - Related Legislation, Policies and Plans

The following legislation and policies should be read in conjunction with Council's Information Technology Strategic Plan:-

Relevant Legislation

The following Legislation may affect the operation of this Plan:-
o Local Government Act 1993;
o Local Government (General) Regulation 2005;

o   Local Government (State) Award 2017;
o   Anti-Discrimination Act 1977;
o   Government Information (Public Access) Act 2009;
o   Industrial Relations Act 1996;
o   Independent Commission against Corruption Act 1988;
o   Privacy and Personal Information Protection Act 1998;
o   Work Health and Safety Act 2011;
o   Fair Work Act 2009;
o   Equal Employment Opportunity Act 1972;
o   Ombudsman's Act 1976;
o   Environmental Planning and Assessment Act 1979;
o   Public Interest Disclosures Act 1994; and
o   Crimes Act 1900.

Related Council Policies and Procedures

The following Council Policies and documents that are relevant to this Policy include:-

o   Code of Conduct for Councillors, staff, contractors and delegates of Council;
o   Council's Code of Meeting Practice;
o   Council's Integrated Planning and Reporting suite of documents;
o   Records Management Policy;
o   Internet and Email Policy;
o   Human Resource Training Plan;
o   Staff Training Policy;
o   Equal Employment Opportunity (EEO) Management Plan;
o   Privacy and Personal Information Management Plan;
o   Complaints Management Policy;
o   Grievance Policy;
o   Disciplinary Policy;
o   Service Delivery Policy;
o   Interaction between Councillors and Staff Policy;
o   Bribes, Gifts and Benefits Policy;
o   Fraud and Corruption Prevention Policy;
o   Purchasing and Acquisition of Goods Policy and Procedures;
o   Delegations of Authority Policy;
o   Work Health and Safety Policy;
o   Mobile Telephone Policy;
o   Payment of Expenses and Provision of Facilities Policy;
o   Electronic Security System Policy;
o   Digital Information Security Policy;
o   Social Media Policy;
o   Gathering Information Policy;
o   Access to Council Documents Policy; and
o   iPad Policy.