2013-2017

Information Communications and Technology Plan

Shire of Woodanilling

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SHIRE OF WOODANILLING ICT PLAN

Introduction

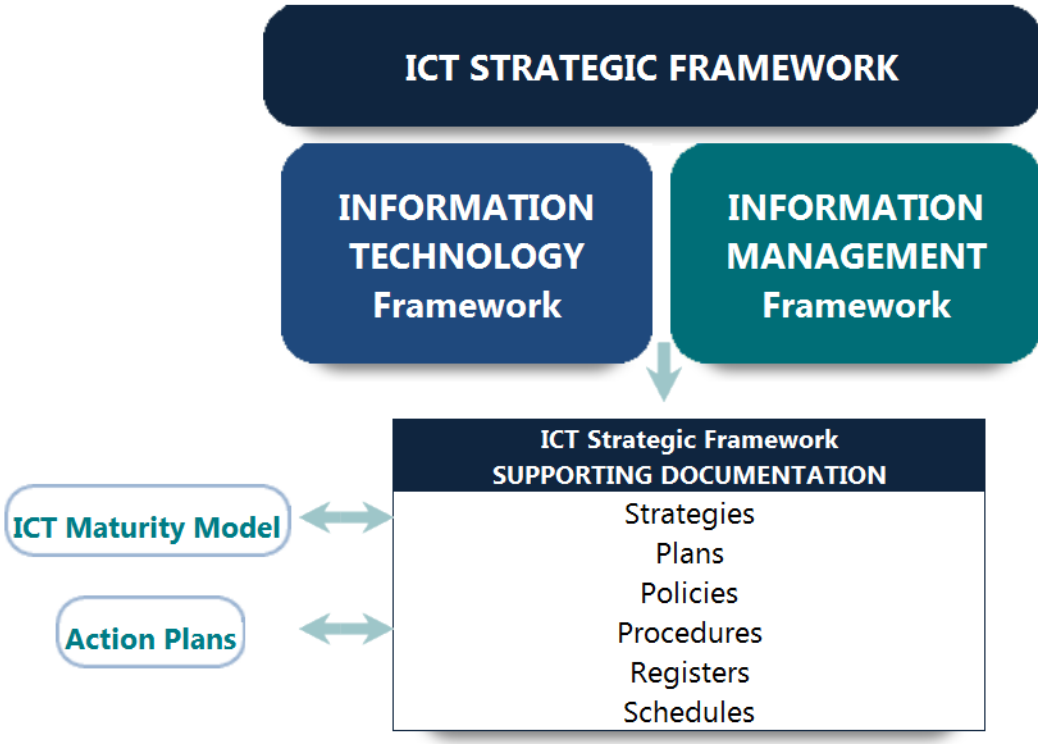
Information is a strategic resource that underpins the key functions and decision making processes of a local government. The way information is managed, including the technology used to support it, is central to local government practices. Alongside its physical, human and financial resources, a local government must manage its information in a way that enables services to be delivered that best meet community needs and the priorities set by Council.

An ICT Framework has been developed to assist local governments such as the Shire of Woodanilling manage its information requirements. The Shire of Woodanilling ICT Plan based on the ICT Framework sets out how it will meet the management of its information.

About the ICT Strategic Framework

Information Communications and Technology or ICT refers to the technology that will store, retrieve, manipulate, transmit or receive information electronically or in digital form. It includes hardware, communication devices or applications including computer hardware, software, network infrastructure, video conferencing, telephone and mobile enterprise technology (e.g. mobile phones, tablets, iCloud).

The ICT Strategic Framework for local government is shown as follows:



As such the ICT Strategic Framework is made up of eight elements as shown in table 1:

Element	Definition
1. Governance	The guiding strategies, principles and practices that guides the correct and effective delivery of ICT, and provides a framework for ICT decision making: • ICT Strategy & Planning, Risk Management, • ICT Procurement, • Policy, Process and Procedures; • Performance Management; • Monitoring & Compliance; • ICT Resource Management; • Sourcing Models
2. Emerging Trends and Technologies	The emerging trends and technologies which provide challenges and opportunities for local government in managing ICT systems and resources, and delivery of future ICT services: • Social Media; • Smart Phones and Devices; • Bring Your Own Device; • Cloud Computing; • Online Services; • Open data
3. Business systems and Applications	Refers to all the systems used by a local government: • Software Acquisition; Design and Development; Maintenance & Management; • Business Process Analysis; • Integration; • Software Scoping and Requirements Definition; • Testing and Implementation
4. Infrastructure and Technology	Is the hardware and network infrastructure used to deliver local government ICT services; • Infrastructure and Architecture; • Virtualisation; • Capacity Management; • Communications and Network Management; • Data Storage; • IT Asset Management; • Systems Acquisition; • Systems Design and Development
5. IT Business Continuity	Describes the activities undertaken to enable the Shire to perform its key functions and deliver its ICT services.: • Disaster Recovery; • Contingency Planning; • Backups; • Replication; • Redundancy; • Data Recovery
6. Security	Means protecting information and systems from unauthorised access, use, modification, disclosure or destruction: • Access Management; • Authentication; • Audit; • Remote Access; • Incident Management Reporting and Response; • Physical and Environmental Security; • Network and Communications Security; • Change Management; • Version Control
7. Project Management	Is the discipline of planning, organising, controlling, and managing resources to achieve specific goals: • Project Initiation; Project Planning, Project Execution; Project Reporting; • Monitoring and Controlling; • Project Closing
8. Information Management	What aspects of information management should be considered to ensure that information is captured, stored, accessed, maintained and disposed of securely and effectively.

Table 1: ICT Strategic Framework

The first seven elements make up the Information Technology Framework. The eighth element is the Information Management Framework shown in Figure 1.

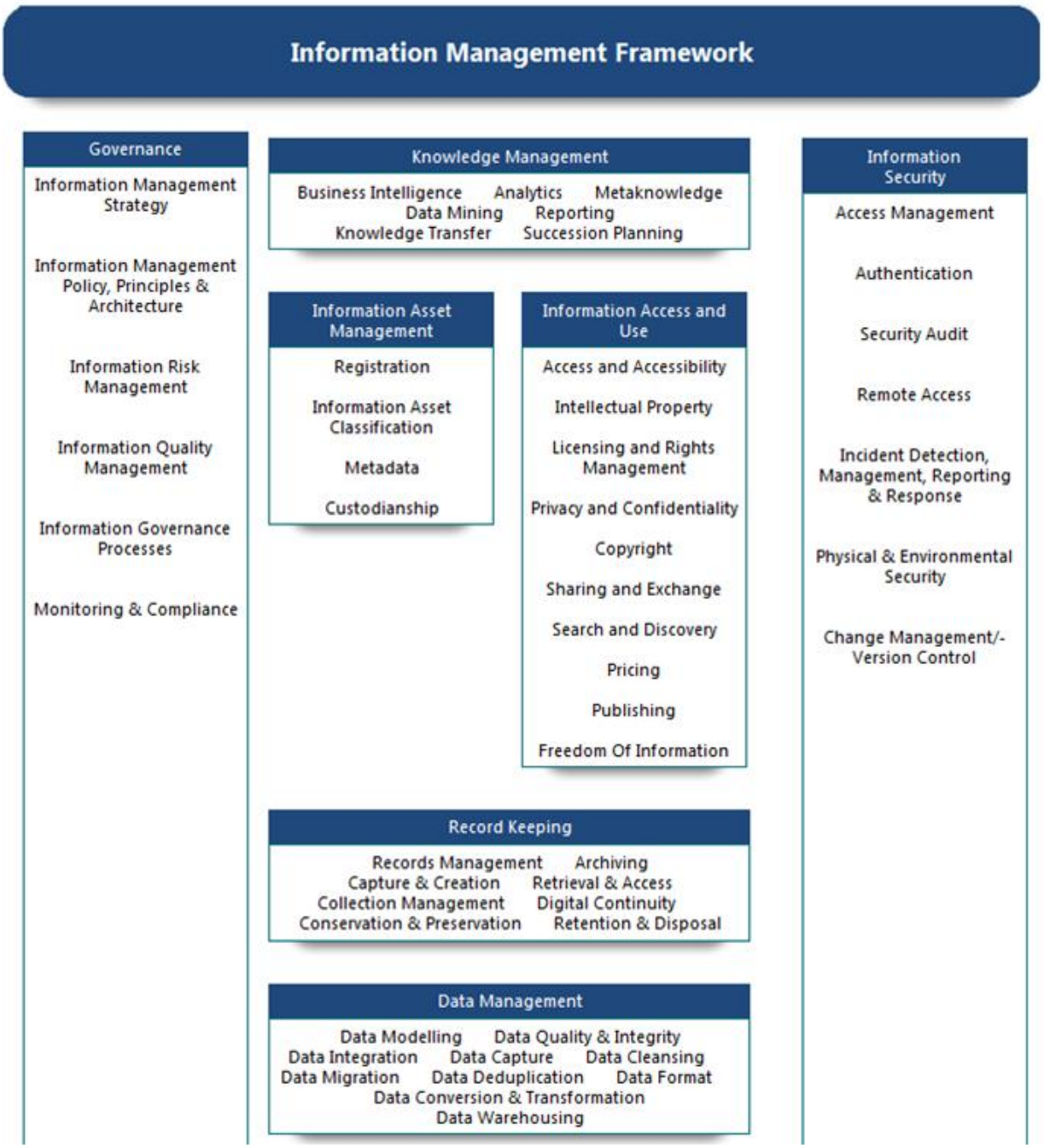


Figure 1: Information Management Framework

The framework has been designed with Knowledge Management as the highest level, and Data Management as the lowest level activity. Record keeping is in the middle representing that it is central to all information management activities. Governance and Security apply to all aspects of the framework.

The key elements are each made up of a number of lower level elements. Together, these lower level elements describe the discipline of managing each of the key elements identified within the framework.

It is important to note that all elements of the framework are related and consideration should be given to how the elements relate to each other when using and implementing the framework.

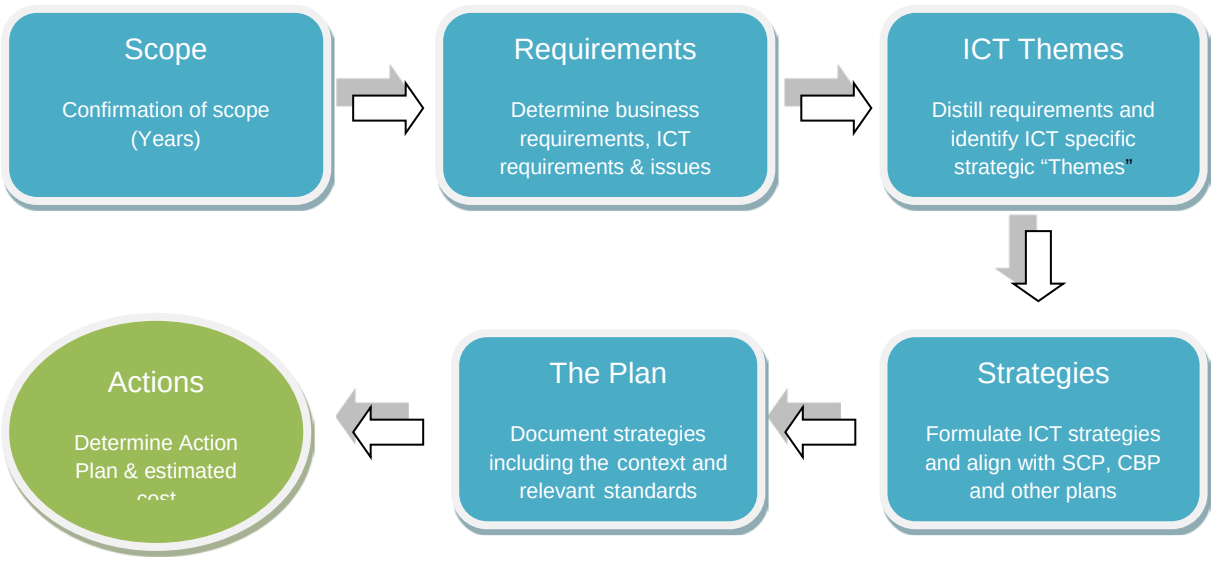
Shire of Woodanilling Maturity Level

The Shire of Woodanilling's ICT maturity level should be at the baseline level. This is due to its size and the size of the community it supports and so does not need the same level of ICT found in a medium or large local government. However, there are some requirements that should be at the recommended level.

The Shire's ICT Plan shows that the Shire maturity level is currently at the basic level regarding the Information Management Framework although some further work is required and below the basic level regarding its Information Technology Framework. The challenge for the Shire is to reach the intermediate (recommended) level. In order to do this the Shire will implement an action plan and work towards this over the next four years.

Methodology

A simple methodology was used to develop this plan as outlined in the stages below:



The Shire of Woodanilling's ICT Plan reflects the requirements of the ICT Strategic Framework.

Further Information

Inquiries regarding the Shire of Woodanilling ICT Plan can be directed to the Shire's Executive Support Officer.

Belinda Knight
Chief Executive Officer

Background

Integrated Strategic Planning and Reporting Framework

The Shire of Woodanilling is one of the small rural communities who are going against the trend by continuing to have a growing population. With a changing and possibly ageing population, Woodanilling is moving towards creating a village atmosphere with rural living, underpinned by a vibrant town centre and streetscape in place with strong support for the farming community. Shire assets and infrastructure is changing to cater for this growing community including information and technology (Shire of Woodanilling, 2013).

Information Communications and Technology (ICT) has profoundly changed all aspects of our society. It is now central to how people communicate, interact, make decisions, and do business. For the Shire of Woodanilling this includes the way we operate and deliver services. A key role for ICT is the transformation of services created by current and emerging technologies. ICT services are currently provided to approximately 20 full time, part time and casual employees across three sites (the shire office/town hall, depot and recreation centre), a variety of mobile locations undertaken by the outside workforce as well as the community and stakeholders.

The Shire's ICT Plan is one of the informing strategies and plans that form part of the Integrated Strategic Planning and Reporting Framework (IPR). This relationship is shown diagrammatically in Figure 1 re Information Communications and Technology.

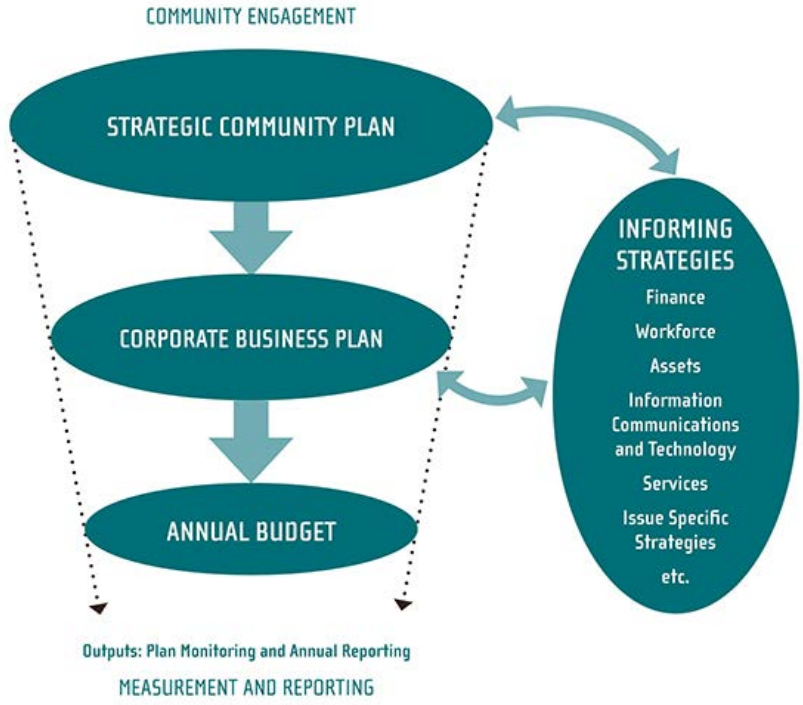


Figure 1: Integrated Strategic Planning and Reporting Framework

Business Context

The Shire of Woodanilling has developed an ICT plan to meet the requirements regarding its business operations and community requirements. The aspirations relevant to achieving the plan are encapsulated as follows:

Corporate Vision

The Shire of Woodanilling's vision is:

""In 2022 the Shire of Woodanilling will be a Shire that is energetic and progressive with a strong connection to its community and environment. It will be a Shire that embraces its independence and encourages the sustainable development of the natural environment through ways that value the cultural heritage and sense of place provided by living in Woodanilling.

ICT Vision

To underpin the delivery of services to the community and to assist the Shire of Woodanilling in achieving its vision, the following ICT statement has been developed to drive the ICT Plan:

"Deliver business and community focussed ICT products and services that are relevant, hardy and scalable."

Accordingly the objectives of the ICT Plan are:

Relevant ICT Systems and Technologies:

Carefully select ICT systems and technologies that support the needs of the organisation and meet the community aspirations.

Improve Effectiveness:

ICT will be used to improve how the Shire's services are delivered and will also allow for new services and tasks to be carried out.

Appropriate Level of Scalability:

The Shire will select ICT that will allow its systems, network and processes to handle a growing amount of work in a capable manner.

Confidence in ICT Providers:

The Shire of Woodanilling will have confidence in its ICT provider(s) to deliver the required products and services.

Appropriate Documentation in Place:

The Shire will ensure that appropriate documentation is in place regarding the ICT Framework.

Key Information

The Shire of Woodanilling has developed both a Strategic Community Plan and a Corporate Plan as one document. From this document is derived the key future requirements regarding the Shire's ICT.

Shire of Woodanilling Strategic Community Plan

The themes or key result areas identified by the community during the development of the Strategic Community Plan include:

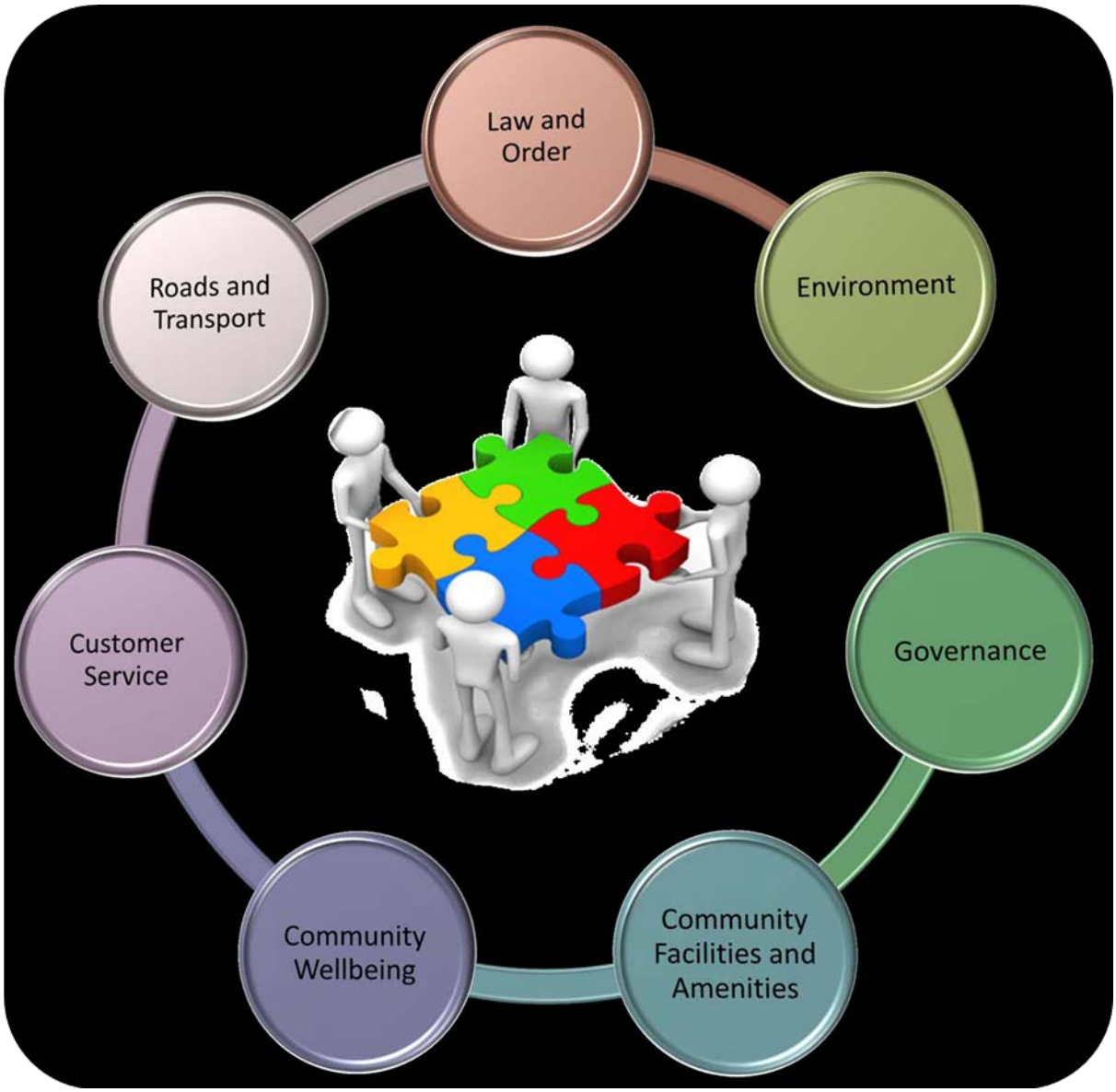


Figure 2: Shire of Woodanilling SCP Key Result Areas

Specific strategies have been developed for ICT through analysis of business (i.e. Shire operations) and community requirements along with general factors that are driving ICT change. The key requirements driving the level of ICT required for the Shire are outlined in the SCP under the following Key Result Areas:

Community Well Being:

CW.4 - Co-ordinated Community Calendar that is owned and used by the community. On-line or hardcopy access to a community calendar that has information regarding key local events including sporting activities is an important part of the community fabric.

Customer Service:

CS.2 - Understanding and use of industry innovations to enable improvements in customer service in all areas of the Shire. The Shire is committed to engaging specialty consultants to advise the Shire of new industry innovations. This will lead to innovations that have a direct benefit to the Shire and the community.

CS.4 – Embracing the use of new technology to deliver services. The key strategy here is to develop an IT Plan that meets the Shire's needs including those of the community. Key actions include:

- Implementing strategies to reduce paper usage. This includes activities that would lead to having in place the "paperless office" e.g. implementation of mobile devices and the use of iCloud technologies;
- Utilising social networking sites such as Facebook.

Roads and Transport:

RT.4 Advocacy for Regional & State based transport systems. There must information or access to information to support this process. This includes ensuring that staff can access external portals such as Main Roads WA and the Roads to Recovery website and data recording software such as ROMANS II.

Governance

GO.8 Councillor resourcing to ensure high level of compliance, ethics, skills & knowledge. ITC is an important part of supporting the decision making process.

Activities of Growth and Change

External Issues

The rate of change in terms of business service requirements supported by ICT is increasing. It is essential for the Shire of Woodanilling to understand how it will take advantage of ICT to deliver improvements to services over the life of the Plan.

The Shire of Woodanilling is seeing a continuous need to adopt new technologies and systems and upgrades to their ICT investment. The external drivers of this change are:

- Regulatory obligation. Information recording and reporting to meet the varied local government statutory obligations along with interaction with the community are vitally important.
- Funding and staffing imperatives. Efficiencies can be gained through the implementation of integrated systems thus allowing staff more time to do other work.
- Obsolescence of ICT hardware and software. In this situation, software updates drive the need for new hardware. The Shire of Woodanilling is faced with this impact regarding its financial management system.
- More frequent emergence of new technologies and application improvements. Organisations must have flexible and interoperable systems in place to ensure continuity of the business. The Shire cannot afford to fall behind with this impact.
- Ability to maintain and control ICT assets. This must be in line with the requirements regarding asset management plan(s).

- Making more efficient use of technology platforms and smart enterprise technology devices such as mobile phones, tablets and other independent devices.

Internal Issues

Current Resources

The Shire currently has in place a range of ICT resources including hardware and software.

Hardware - Computers and Laptops

The Shire of Woodanilling currently has 8 Desktop Computers and 3 Laptops in use. They are all located in the administration office apart from the Depot computer which is located in the Works Office in the Works Depot. It is clear that the Shire is committed to a level of resourcing that allows staff to keep their work up to date.

Data Back-Up Processes

There are currently two back up procedures in place. The Financial System LOGIS is backed up every day using cassette tapes and stored onsite. These tapes run on a fortnightly cycle. The Data Network is backed up on a hard drive daily and is also on a weekly cycle. Once a fortnight both systems are backed up on Cassette and Hard Drive and that copy is taken offsite.

The Rates database (Prospect) is backed up online through an external provider.

Continuity management in this regard has been met.

Finance Systems

LOGIS is an accounting program released in 1997. The Shire of Woodanilling is the only Local government in WA that currently uses LOGIS.

This is a key concern for the Shire. This is explained in more detail in the section regarding “Recognition of Changes Required”.

Records Management System

Records Management is recorded in two separate areas. The Metadata (what the document is about, who has responsibility for the matter, the file number and so on) is recorded on the LOGIS system and the document is filed electronically in the common drive on the Server Hard Drive. This hard drive is backed up daily. Records Management procedures allows only necessary physical documents to be kept such as assessment correspondence and important statutory documents.

The current Records Management procedures are very user friendly and time proficient. However, the weakness here is the reliance on LOGIS regarding at what point does it become redundant i.e. the current CEO no longer has the time to invest in keeping this program up to date and can no longer be integrated into other systems and software.

General Software

The administration computers are run through the Windows program. There are at least 3 different Windows versions currently in the Office. The Prospect Desktop cannot be updated due to compatibility issues.

Adobe Office suites are on all computers but once again the version needs to be unified (i.e.

the most current version). The CEO's and ESO's suite are the best suited versions for the administration's use however updates are necessary.

Microsoft Office 2007 Software is installed on all computers. However only two Desktops have Microsoft Access installed and all computers are due to be upgraded to the Microsoft Office 2013 version (Word, Excel, PowerPoint, OneNote, Outlook, Access, Lync, Publisher).

The operating system and Internet Explorer will need to be same for each device when it is replaced.

Frustration has been experienced regarding internet access and so this requires resolution.

Specialised Software

TimeBase. Is software that provides access to a legislation database that is tailored for the Shire's requirements. The statutory information is used to support reports submitted to Council for decision making.

MetroCount version 3.2 is used by the Works Supervisor for road counts and reporting. This information is vital in providing evidence when applying for key funding from such programs as Roads 2025 and Roads to Recovery.

ROMANS II. The Shire is in the process of implementing ROMANS II, the key data collection software for Local Government in Western Australia regarding the management of the road network. Shire staff are also in the process of learning how to use the new program.

Server

The Shire has in place the following Servers:

- Spiritech Custom Built for LOGIS. Installed 1999;
- Xeon 2.4 Dual Processor – Purchased 2012.

Other Organisations

The Shire of Woodanilling also supports a number of other community based organisations including:

Wagin Woodanilling Landcare Zone (WWLZ)

The role of WWLZ is to support the local community to protect and improve the condition of the environment. The Shire makes a financial contribution to this organisation.

The WWLZ does have an Information Technology Plan that addresses its ICT requirements until 30 June 2013. The level of ICT resourcing required here is maintained by the WWLZ manager with oversight undertaken by the management committee.

Bushfire Brigades

The Shire of Woodanilling has three bushfire brigades that are supported by the Community Emergency Services Manager (CESM). The key ICT resource that the BFBs need are bushfire radios.

The level of ICT resourcing here is maintained by the CESM and met through the FESA levy.

Treatment of Software

The issue of when to replace software is outlined in the ICT Action Plan under Action 3 and Action 4 and the section Software Updates in Appendix A to this plan.

Recognition of Changes Required

The need to make appropriate changes regarding the Shire's ICT has been recognised. In particular, the following was included in the Acting CEO's Shire Review report dated December 2012:

Technology

In terms of the operating systems in place, these are at the base level. However, technology is progressing at a rate that is impacting on the systems the Shire has which means it will need to start upgrading its systems and process over the next two years including:

- A generic local government software system that has the following:
  - Financial management including financial reporting, debtors/creditors, rates, budgeting;
  - Agendas and minutes;
  - Customer service module – track works requests and allocation of jobs;
  - Human resources and payroll management;
  - Records management.

  The Shire currently uses the LOGIS system. As per the CEO's report to Council (Knight, 2011), the Shire of Woodanilling is the only local government that still uses this system and so maintenance and support is a major concern. Other users that did use LOGIS either moved on to Quickbooks (Haines Norton), Network One (Haines Norton in conjunction with Technology One) or Synergy Soft (IT Vision). The cost to implement a new system ranges from $30 000 to $90 000, subject to the modules required. Then there are the annual support fees of between $12 000 to $20 000. The 4WDL VROC (2012) has the implementation of Synergy Soft listed as a key strategy. However, the VROC to date has not been able to reach agreement on its implementation. Lake Grace has the current version, Dumbleyung the previous version and Wagin is going to implement it as soon as it can. West Arthur and Williams are also hanging back in terms of undertaking a changeover. The CEO recommended Network One.
- Other software and Hardware. Not all staff have Office 2010 and the library PC is an issue. Keeping the server, internet capability and photocopier technology up to date is a challenge.

  Planning for such requirements can be achieved through the development and implementation of an Information Technology and Communication Plan.

Recommendation Number 9:

That Council makes provision for the implementation of new local government information system (e.g. Synergy Soft) over 2013/2014 and 2014/2015.

Future Requirements

Council and the CEO have identified that there is a need to consider mobile enterprise technologies or iCloud technologies to reduce the level of paper used and address issues regarding instant communication. Such innovations include mobile tablets such as the iPad which can act as an electronic document reader or processor.

A briefing paper was prepared during 2012 that considered this issue.

Information Technology Framework Supporting Documentation

The following is based on the Shire's current capabilities and expected level of resourcing (strategies, policies, schedules and plans) in place that are relevant to the ICT Information Technology Framework.

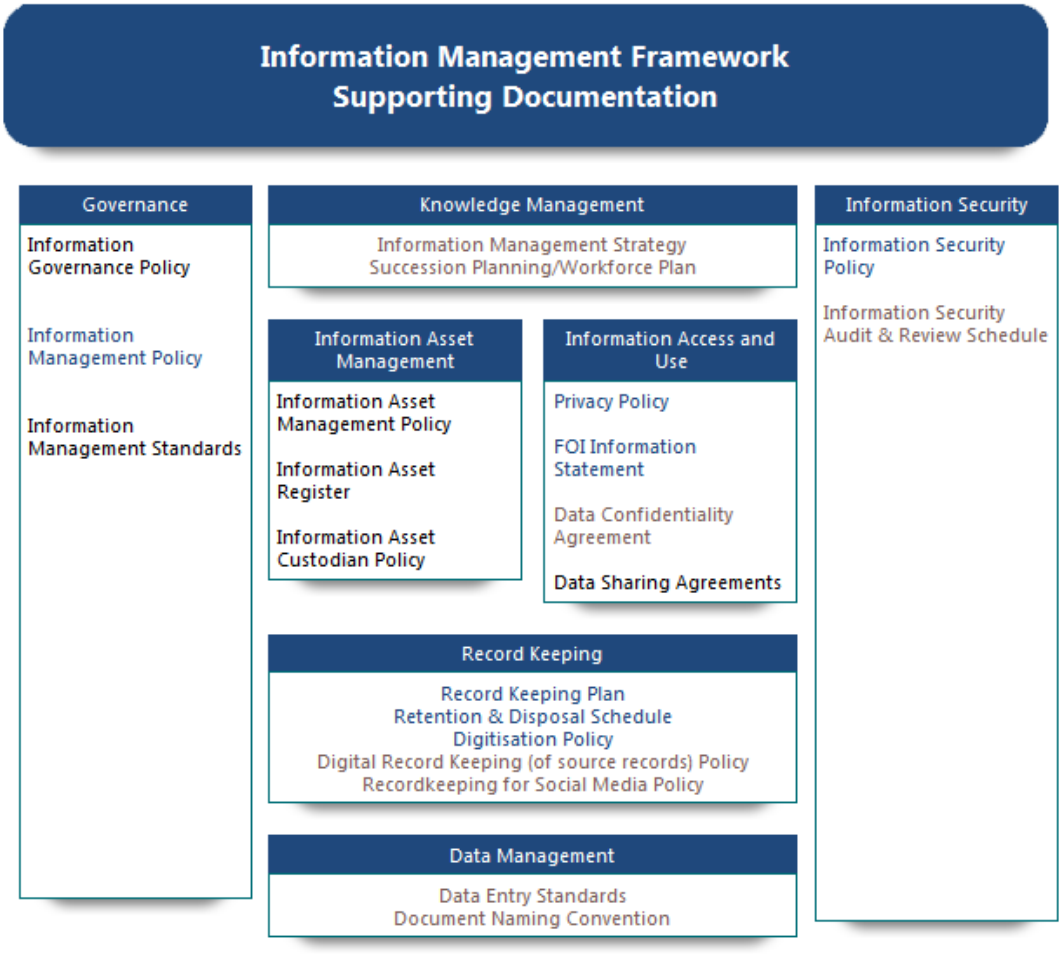
Element	Document Maturity Levels	Assessment of Current Level	Recommended Level Required
1. Governance	ICT Strategic Plan ICT Annual Business Plans Risk Management Strategy and Plan Internal KPIs & Service Level Agreements	**Basic level partially met** • ICT Strategic Plan developed • Risk Management Strategy and Plan defined within Records Disaster Management Plan	**Basic level required** i.e. • ICT Annual Business Plans based on ICT Action Plan in place; and • Risk Management Strategy & Plan updated
2. Emerging Trends and Technologies	Social Media Policy On-line Services Plan Bring Your Own Device Cloud Computing Policy Open Data Policy	**Not met.**	**Basic level required** i.e. Social Media Policy. May be a case to develop a plan for services provided on-line
3. Business Systems and Applications	Systems Documentation Systems Test and Implementation Plans Website and Intranet Business Plan Website Accessibility Policy Systems Upgrade Policy Software Asset Policy	**Basic level partially met:** • System processes documented Note: Systems Test and Implementation conducted by external provider	**Basic level required** i.e. Systems Documentation regarding • Requirements Definition or the documentation of business needs
4. Infrastructure and Technology	ICT Acceptable Usage policy Systems Documentation IT Asset Register IT Asset Management Plan Virtualisation Policy IT Replacement Policy Infrastructure Capacity Policy	Partially met – IT Asset Register and IT Asset Management Plan in place	**Basic level required** i.e. • ICT Acceptable Usage Policy (Outlines what is appropriate use of ICT); and • Systems Documentation (System configuration)
5. IT Business Continuity	IT Disaster Recovery Plan Backup Policy IT Risk Assessment Matrix IT Risk Mitigation Plan	Basic Level met	**Intermediate level required** i.e. • IT Risk Assessment Matrix; and • Mitigation Plan
6. Security	IT Security Policy Password Policy Incident Management Plan Security Audit Policy Incident Response Policy Change Management Version Control Policy	Not met	**Basic level required** i.e. • IT Security Policy ;and • Password Policy
7. Project Management	Business Case Project Statement Project Schedule Project Status Report Project Risk Register Project Issues Register Post Implementation Review Project Communication Plan Project Quality Plan	Not met	**Basic level required** In this case the business case template or format justifying the use of ICT to meet policy or service delivery obligations

Basic Level Standard
Intermediate (Recommended) Level
Advanced (Ideal) Standard

Table 1 Assessment of IT Framework Supporting Documentation

Information Management Framework Supporting Documentation

Underpinning the Information Management Framework is the Information Management Framework Supporting Documentation model. This model is used to establish the ICT Maturity Model or the level of uptake of key elements or documents within the Information Management Framework Supporting Documentation model. This can be at the Basic (ICT Baseline) standard, Intermediate (Recommended) standard or the Advanced (Ideal) standard.



Colour Coding represents suggested minimum requirements to meet the standards below. The actual level of uptake needs to be determined by each local government based on its size and specific business requirements.
= Basic (ICT Baseline) standard
= Intermediate (Recommended) standard
= Advanced (Ideal) standard

The Shire due to its size, level of functionality and prospective potential for growth has been assessed against the baseline requirements for a local government except for knowledge management and record keeping where it has been determined the appropriate level is the

intermediate standard . The following documents (strategies, policies, schedules and plans) are relevant to the Shire's ICT Information Management Framework:

Element	Required Document	Documents in Place	Gap - Standard Assessment
Information Governance The system by which the current and future use of information and its management is directed and controlled	• Information Governance Policy • Information Management Policy • Information Management Standards	Draft Strategic Community Plan that incorporates the Corporate Plan: • Key ITC requirements identified; • External and Internal issues identified	**Basic (ICT Baseline) level met**. Below recommended (Intermediate) level as key policies and standards not in place.
Knowledge Management Concerned with improving organisational outcomes and learning, through maximising the use of knowledge and capturing and applying learning	• ICT Plan; • Workforce Plan.	Draft ICT Plan and Workforce Plan require finalisation. Both plans identify the importance of knowledge transfer and succession planning.	**Intermediate (Recommended) level met**
Information Asset Management Is the valuing and managing of information assets with the same rigour as applied to other strategic assets	• Information Asset Management Policy • Information Asset Register • Information Asset Custodian Policy	• Information assets identified and register with replacement program in place • Custodianship of Information Assets broadly defined in Records Management Policy & Procedures	**Basic standard met** Information Asset Management Policy lacking. However, overall AMP is in the process of development. .
Information Access and Use Concerned with how information is to be accessed, exchanged and used, by whom and on what terms	• Privacy Policy; • FOI Information Statement • Data Confidentiality Agreement • Data Sharing Arrangements	• FOI policy (33) in place; • FOI statement is included in Annual Reports; • Public Library & Internet Access (53) in place	**Basic level partially met.** • FOI statement should be on website as well; • Privacy, data confidentiality and sharing policies required
Record Keeping	• Record Keeping Plan; • Retention and Disposal Schedule; • Digitisation Policy • Digital Record Keeping (of source records) Policy • Recordkeeping of Social Media Policy	The following are in place: • Record Keeping Policy. Broadly refers to: o Digitisation: o Digital Record Keeping • Record Keeping Plan; • Records Management Policy and Procedures Manual. Broadly refers to digitisation; • Records Disaster Management Plan.	**Between Basic (ICT Baseline) and Intermediate (Recommended standard):** • Relevant polices require updating • Retention and Disposal Schedule not in place • Social Media not accounted for.
Data Management	• Data Entry Standards • Document Naming Convention	Guidelines and instructions in place for existing systems (LOGIS) and processes. Although the manual filing system has a naming convention in the Record Keeping Plan, there is no reference to how this translates to the Shire's Z Drive	**Basic standard almost met.** Documented procedures regarding the document naming convention required

Information Security	• Information Security Policy • Information Security Audit & Review Schedule	Security requirements broadly captured in Record keeping policy Records Management Policy & Procedures Manual encapsulates: • Security of records; • However, security audit schedules required	**Basic level met** Security audit process required

Table 2 – Shire of Woodanilling Information Management Maturity Level

Table 2 shows that the Shire is at the base level of maturity regarding its ICT requirements. A key strength regarding the Shire's ICT is the preparations it has made regarding knowledge management due to the development of the ICT Plan (this document) and the Workforce Plan. A key area of concern is information access and use. In otherwords the controls needed regarding access to the Shire's key ICT systems have yet to be developed.

Risk Management

The Shire has in place a risk management process regarding its information and records as set out under the Records Disaster Management Plan. The sources of risk listed in this plan include;

- Natural hazards;
- Criminal of terrorist attack;
- Industrial accidents;
- Systems failure.

Estimating the probability of risk occurring is based on the following measures of likelihood within the plan (Please note that the rankings would normally be in reverse order i.e. 1 would be 5 and so on):

Ranking	Likelihood	Description/Frequency
1	Very Likely	Expected to happen in most circumstance
2	Likely	Probably will occur in most circumstance
3	Possible (Moderate)	The event should occur at some time
4	Unlikely	The event could occur at some time
5	Rare	The event may occur in exceptional circumstances

Table 3: Description of Likelihood of Risk

Similarly, the Records Disaster Management Plan sets out the consequences of risk using a key range of 1 – 5 where 1 represents irreplaceable (Extreme) and 5 represents easily replaceable at little or no cost (Insignificant). Therefore the measures of consequence would be (Please note that the rankings would normally be in reverse order i.e. 1 would be 5 and so on):

Ranking	Consequence	Description
1	Extreme	Irreplaceable
2	High	Major effect on operations, major financial impact
3	Medium	Significant effect on operations, replaceable at high cost
4	Low	Replaceable at some or little cost, minimal effect on operations
5	Insignificant	Replaceable at little or no cost

Table 4: Description of Consequence of Risk

Although the level of "risk appetite" or risk tolerance (the band the risk identified falls into based on a 5x5 risk rating for a risk matrix) has not been set, the risk impact can be inferred. Accordingly, the risks arising from the information technology framework and the information management framework with the corresponding treatment is as follows:

Risk	Likelihood	Consequence	Treatment
Failing to action the upgrade of IT hardware and software	Possible	Medium	**Risk is High**. Also, the risk of not commencing the upgrade of the Shire's hardware and software will move from high to extreme. In this instance, LOGIS would have fallen over. Ideally, the new information system such as Synergysoft should be implemented during 2013/2014. The Shire has identified that the cost would be in the order of $108,500. This would reduce the risk from **high to low**.
Governance: • ICT Annual Business Plans based on ICT Action Plan in place; and • Risk Management Strategy & Plan updated	Possible	Medium	**Risk is High** A simple business plan each year seeking the replacement of ICT as per the Action Plan is appropriate. Of greater concern is revising the Risk Management Plan within the Records Disaster Management Plan so that if reflects ANZS: 31000/2009 The above would reduce the risk to **low**
Emerging Trends and Technology: • i.e. Social Media Policy; • May be a case to develop a plan for services provided on-line	Possible	Low	**Risk is Medium** If the Shire implements a Facebook Page or equivalent and does not have a policy in place to deal with erroneous or nuisance behaviour and comments by users then this could be damaging for the Shire's reputation. Reduces the risk in this instance to **Low**
Business Systems and Application i.e. Systems Documentation regarding: • Requirements Definition which is the process of identifying and documenting what the business needs are when acquiring or modifying software systems	Possible	Medium	**Risk is High** The current knowledge of the systems and level of integration rests with the CEO and outside service providers. Documentation of requirements would ensure access to this knowledge by existing and new staff. This has been partially addressed through the Shire Review 2012. **Reduces the risk to low**

Infrastructure and Technology: • ICT Acceptable Usage Policy (Outlines what is appropriate use of ICT); and • Systems Documentation (System configuration)	Unlikely	Medium	**Medium Risk** The inappropriate use of the Shire's ICT by staff could have a significant impact on the Shire's operations. However, the Shire has low turnover of staff and generally are supportive of one another. The Shire has documents (strategies, policies, schedules and plans) in place that are relevant to the ICT Information Management Framework. Appropriate documentation would reduce the risk to **low**
IT Business Continuity: • IT Risk Assessment Matrix; and • Mitigation Plan	Rare	High	**Low Risk** The Shire has an appropriate plan re disaster recovery and business continuity. However it needs updating regarding the risk process and a review of the mitigation strategies Maintains the risk as **low**
Security: • IT Security Policy ;and • Password Policy	Unlikely	High	**Risk is Low** The potential here is extreme if an employee or person outside the organisation undertakes malicious behaviour. By putting an IT security and password policy in place ensures that the risks stays l**ow**

Information Management Framework is lacking some key documentation or requires revision of processes in a number of key areas	Possible	Medium	**The Risk is High**
			Good governance is essential for an organisation to embrace its future.
			
			By implementing a number of key documents, and through the review of appropriate key processes on an ongoing basis, the Shire will achieve the baseline level of maturity (and recommended level of maturity in some areas) that is appropriate for this size organisation. Appropriate documents/processes/changes include:
			• Information Governance Policy;
			• Information Management Policy;
			• Information Management Standards;
			• Information Asset Management Policy;
			• FOI statement on the website;
			• Privacy, data confidentiality and sharing policies;
			• Record keeping/management:
			  o Polices & plans updated;
			  o Retention and Disposal Schedule in place;
			  o Social Media accounted for.
			• Documented procedures regarding the document naming convention; and
			• Security audits.
			
			Will reduce the risk to **low**

Table 5 Treatment of Risks

Reflections

Due to the nature of the size of the Shire of Woodanilling and the requirements regarding the future needs of both the organisation and the community, the level of ICT required is not the same as it would be for a medium or large sized local government.

As such, the Shire is steadily working towards the relevant ICT equipment and software it requires at the baseline level with some areas either meeting or needing to meet the recommended level. Accordingly, the Shire's level of maturity regarding its ICT is as follows:

- Information Technology Framework. Below the baseline level. Key documents are required across most key areas.
- Information Management Framework. Is at the baseline level, but does have some documentation lacking or requires revision in a number of key areas.

The following Action Plan 2013/14 – 2016/17 will help the Shire of Woodanilling address these ICT issues.

SHIRE OF WOODANILLING ICT ACTION PLAN 2013/14 – 2016/17

Objective	Action	Who	Resources	2013/14	2014/15	2015/16	2016/17
Relevant ICT Systems & Technologies: **Carefully select ICT systems and technologies that support the needs of the organisation and meet the community aspirations.**	1. Replace LOGIS with an information system such as SynergySoft or equivalent over 2013/14 at a cost of $108,500	CEO	$108,500	X			
	2. Consider the implementation of social enterprise applications e.g. Facebook (Free applications) by end of 2014/15	ESO	Staff time		X		
	3. Review ICT innovations/software with staff & service providers on an ongoing basis	CEO	$	X	X	X	X
Improve Effectiveness: **ICT will be used to improve how the Shire's services are delivered and will also allow for new services and tasks to be carried out.**	4. Implement tablets for elected members and key staff during 2013/14	CEO	$	X			
	5. Implement Community Calendar (4WD project) during 2013/14	PO	Staff time	X			
	6. Implement use of ROMANS II by 30 June 2014	WS	$	X			
Appropriate Level of Scalability: **The Shire will select ICT that will allow its systems, network and processes to handle a growing amount of work in a capable manner.**	7. Align ICT Asset Register and ICT Replacement Program with Shire's Asset Management Plan by 30 June 2014	ESO	Staff time	X			
	8. Review ICT Asset Register & Replacement Program on an ongoing basis	ESO	$	X	X	X	X
	9. Implement Records Retention and Disposal register by 30 June 2015	ESO	Staff time		X		
Confidence in ICT Providers: **The Shire of Woodanilling will have confidence in its ICT provider(s) to deliver the required products and services.**	10. Ensure sufficient funding available for outside IT support services	CEO	$	X	X	X	X

Objective	Action	Who	Resources	2013/14	2014/15	2015/16	2016/17
Appropriate Documentation in Place: **The Shire will ensure that appropriate documentation is in place regarding the ICT Framework.**	11. Develop ICT related policies on an ongoing basis.	ESO	Staff time	X	X	X	X
	12. Review Record Keeping Plan on an ongoing basis.	ESO	Staff time	X	X	X	X
	13. Develop Data Confidentiality Agreement or statement for use on key documents by end of 2014/15	ESO	Staff time		X		
	14. Develop Data Sharing Agreement template or guideline by 30 June 2014.	ESO	Staff time	X			
	15. Put FOI statement on Shire website by 31 December 2013	ESO	Staff time	X			

Note: The above costs are reflected in the Shire's Long Term Financial Plan, Asset Management Plan and Forward Capital Works Plan.

Appendix A - ICT Replacement Program

IT Hardware for Staff

It is recommended to replace IT equipment on a regular cycle to keep up with emerging trends and technologies. The following cycle has been established:

Replacement timeframe	
Laptops	3 Years
Desktops	4 Years

Other Hardware Updates

Equipment Replacement Program

Photocopier	5 years
Server	As needed
Printers	2 years
Shredder	6 years
Telephone network	As capacity is reached

Communication Devices

Mobile Phones	2-3 years
UHF Radios	As recommended by DFES (CESM)
VHF Bush Fire Radios	As recommended by DFES (CESM)

Software Updates

Windows program	12-14 months after version release
Microsoft Office *	12-14 months after version release
Accounting	As recommended by IT provider

*Next version is 2013 and will contain Word, Excel, PowerPoint, OneNote and Outlook. Office Professional 2013 will contain Publisher and Access.

Security Requirements

Virus Security

Microsoft Security Essentials - Virus protection software including firewall protection..

Network Security

AVG Network installed. Suitability reviewed every two years.

Hardware Security

UPS and surge protectors in place.

Hardware Replacement Program for Officers/Other

The following is the type of IT device used by Shire of Woodanilling staff (indicative costs only):

Position	Serial/ Asset No	Description	Brand	Year Purchased	13/14 Cost	Replacement/Providence	14/15 Cost	15/16 Cost	16/17 Cost	17/18 Cost	18/19 Cost	19/20 Cost	20/21 Cost
CEO Prospect		Desktop	Dell	2009		None	2,500				2,500		
CEO		Laptop					1,500				1,500		
ESO		Desktop	Dell	2010	2,500	Dell Windows 7 (Office 2010) Laptop				2,500			
FO		Desktop	Dell	2010	2,500	Dell Windows 7 (Office 2010) Laptop				2,500			
Prospect		Desktop											
PO		Laptop	Dell	2010	2,500	Dell Windows 7 (Office 2010) Laptop				2,500			
Admin		Laptop	Dell	2012									
WS		Desktop	Outcom		2,500	Dell Windows 7 (Office 2010) Laptop				2,500			
Depot		Desktop			0	WS previous Desktop							
Library		Desktop	Dell	2005	2,500	Dell Windows 7 (Office 2010) Desktop				2,500			
Total					**$12,500**		**$4,000**			**$12,500**	**$4,000**		

Note:

The WWLZ has a separate IT Plan regarding its requirements including inventory and the Bushfire Brigades requirements including inventory are managed by the CESM.

Inventory of Current Software

The following is an inventory of the current software on each device operated by Shire of Woodanilling staff.

Position	Device Type	Operating System	Security	Microsoft Office	Adobe	LG System	Internet	Other
Executive Support Officer	Desktop	Windows Professional 7	Microsoft Security Essentials	Version: 2007: • Word • Excel • Outlook • Publisher • PowerPoint Version 2003: • Access	• Adobe Reader 9 • Adobe Acrobat 9 (standard) • Acrobat Distiller 9 • Adobe Flashplayer 11 ActiveX	AccuTerm97 (LOGIS)	Internet Explorer 9	• Team Viewer 6 • IBM Lotus Organizer 6
Finance Officer	Desktop	Windows Professional 7	Microsoft Security Essentials	Version: 2007	• Adobe Acrobat 9 (standard) • Acrobat Distiller 9	AccuTerm97 (LOGIS)	• Google Chrome • Internet Explorer 9	Team Viewer 6
Project Officer	Laptop		Microsoft Security Essentials	Version: 2007	Adobe Reader 9			
Works Manager	Desktop		Microsoft Security Essentials	Version: 2007 Version 2003: • Access	• Adobe reader 7 • Adobe reader 8 • Adobe Flashplayer 11	AccuTerm97 (LOGIS)		• ROMAN 5.1 • Team Viewer 6 • IBM Lotus Organiser • Metro Count • Nero 7 Essentials • ER Mapper • Catalyst Control Centre • Google Earth