INFORMATION MANAGEMENT STRATEGY 2014 - 2019

(Trim Ref 10/40/51-5)

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Approved by <mark>ELT</mark> 12 January 2015

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EXECUTIVE SUMMARY

The development and adoption of a long term Information Management Strategy for the provision of technology to NSC (Narrandera Shire Council) has been identified as an urgent priority. It is expected that the Information Management Strategy will be reviewed every five years in the future.

During the past five years, NSC has experienced major changes in information technology with the implementation of the following systems:

- MapInfo / Exponare enterprise Geographic Information System.
- Fibre Optic network connections to the Visitors Centre, Library, Teloca House and Works Depot.
- Upgrade and expansion of the VoIP phone system to include the Visitor Centre, Library and HACC.
- Virtualisation of the server environment.
- Apple iPads and the Big Tin Hub for the Councillors and senior staff.
- Wide format printer and scanner.
- CMS system for Council Website.
- Platinum 5.0 Aged Care Management Systems.

This strategy paper incorporates the Records Management, Geographic Information Systems and Information and Communication Technologies (ICT) of NSC.

Future technology demand has been forecast using the results of internal staff surveys, as well as recommendations identified in the Organisational Review prepared by Blackadder Associates. The strategy will include recommendations to:

- improve system security and reliability;
- upgrade core software systems;
- modify online systems to enable improved interaction with the public;
- improve business continuity;
- improve the records system for State Records' compliance.

It is envisaged that this strategy will be a living document and will evolve in line with changes to the NSC corporate plans and developments in technology.

BACKGROUND

NSC currently operates a large variety of software and hardware which is used to supply Information Management Services to the staff, Councillors and public. A brief history of the core software and hardware follows.

Practical Rates and Finance System

The Practical rates and finance system was purchased in 2004 to replace the aging LGIS software that had come to the end of its useful life. Practical was supplied by Practical Computer Services from Toowoomba, Queensland and was installed on a dedicated server which has remained in constant service until very recently. There was a major upgrade to the database operating system in 2007 before the company was purchased by Civica Australia in 2009 and the software renamed to Practical Plus. Council currently operates the core suite of Practical Plus and also purchased the Human Resources and Cemetery modules during the past 10 years.

TRIM Enterprise Document and Records Management Solution

TRIM enterprise document and records management solution was purchased in 1999 from Tower Software from Canberra, ACT and was installed on a shared server by TRIM consultants. TRIM has been installed on three servers over the last 15 years and is currently installed on a dedicated server using the Microsoft SQL database operating system. TRIM was originally purchased with 28 licences for use by staff in the Administration Building. This has now expanded to 70 licences and is available to staff at each office serviced by Council. The last major upgrade of TRIM occurred in 2006 when Council migrated from TRIM Captura to TRIM Context. This work was performed by a different group of consultants. Hewlett Packard acquired Tower Software in 2008 and the product has recently been renamed as HP Records Manager.

Microsoft Software

Microsoft software has been in use since the first desktop computers were purchased by Council and the first Windows Network was installed in the Administration Building in 1999 using Windows NT4.0. After regular upgrades over the past 15 years, Council is now running a mix of Windows Server versions, Microsoft Exchange 2010, Microsoft SQL, Microsoft Forefront TMG, Windows Professional and Office 2010. After a major upgrade of the Council Wide Area Network in 2011 with Fibre Optic, the separate network servers at the Library and Teloca House were shut down and any required data transferred back to the servers in the Administration Building.

MapInfo

MapInfo has been the Geographical Information System software used by Council since 1997. MapInfo Professional licenses were originally purchased and installed on individual computers for trained staff who required access to the GIS data. In 2005, a site license was purchased enabling the software to be installed on all computers at Council. MapInfo Exponare was implemented in 2008 which allowed for the customisation of data for use by all staff with little or no training in GIS required. MapInfo Engage and Engage 3D was employed in 2012 to improve the capabilities of the GIS data for special projects.

Computer Networks

Computer Networks have been used at Council since the mid 1980's and currently each office has been cabled using Cat 5, Cat 5e or Cat 6 Ethernet cabling as computers have been introduced and controlled using either a Cisco or HP Network Switch. In 2011 the Library, Visitors Centre and Teloca House were connected to the Administration Building using buried Fibre Optic Cabling which replaced an existing Wireless Network. The Works Depot is connected to the Administration Building using Cisco Wireless Bridges which were installed in 2000 and upgraded in 2008, but this is currently being upgraded to Fibre Optic Cabling in line with the rest of the Wide Area Network. Network Firewalls have been used by Council since 1999 when the Council network was first connected to the Internet. A second firewall was added to the network in 2010 and the original firewall was replaced in 2013.

Cisco VoIP Phone System

Cisco VoIP phone system was installed in the Administration Building and Works Depot in 2007 to replace the obsolete Fujitsu PABX and to take advantage of Council's existing network infrastructure. The Library and Visitors Centre were added to the system in 2013 after having their PABX systems disconnected. The One Stop Shop joined the system in 2014. A major upgrade to the Cisco system was completed in 2014 and this included an upgrade to the Telephonist Software application to replace the existing obsolete application.

Servers

Servers have been used by Council since the 1980's and their use has been expanded with the changes in Council's software requirements. Council currently operates two HP DL360G8 for the virtual server environment; a HP DL360G8 as a backup server; a HP DL380G5 for the TRIM software; and HP ML350G5 for other database applications. Council also operates over 90 HP laptops and desktops of various ages across its multiple sites. In 2013, Apple iPads began to be deployed to Councillors and senior staff.
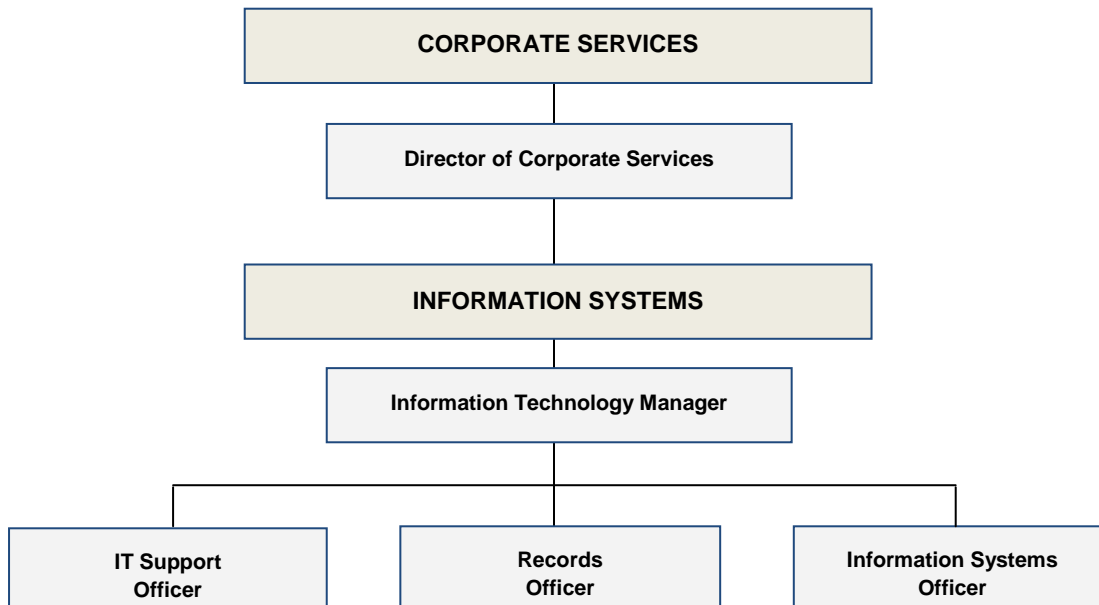
Websites

Websites have been used by Council since 2000 when staff uploaded several pages to a local Internet Service Provider for hosting. In 2002, the Council website changed to the local-e hosted solution organized by the LGSA and then in 2009 the website was changed to a hosted Content Management System solution. The Visitor Centre has had a separate website since 2009 and the John O'Brien website has been in operation since 2007. An Intranet was first organised for Council staff use in 2011, but was only developed and used by staff in 2013 with changes to Council policies.

CURRENT SITUATION ANALYSIS

Internal

The IT section at Council has evolved over the last 20 years as Council's IT requirements have grown. The current structure of the IT team is shown below:

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│         CORPORATE SERVICES          │
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       ┌─────────────────────────┐
       │ Director of Corporate   │
       │        Services         │
       └─────────────────────────┘
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│         INFORMATION SYSTEMS         │
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       │ Information Technology   │
       │        Manager          │
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│ IT Support│ │ Records  │ │ Information  │
│  Officer  │ │ Officer  │ │   Systems    │
│           │ │          │ │   Officer    │
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A brief overview of the IT team as of December 2014.

- Information Technology Manager: the current incumbent has 20 years' industry experience, including 16 years in Local Government with different councils. He has a Bachelor of Information Technology, has previously completed Microsoft and Cisco certifications, a Certificate IV in Frontline Management and is currently completing a Certificate IV in Business/Project Management.

- IT Support Officer: the current incumbent has 15 years' industry experience with the Victorian State Government and private enterprise. He has a Diploma in Software Development, Certificate IV in Geometric Tolerancing and is currently completing a Certificate IV in Information Technology.

- Records Officer: the current incumbent has 17 years' Local Government experience with Narrandera Shire Council. She has completed a Certificate IV in Recordkeeping.

- Information Systems Officer: the current incumbent has over 20 years' industry experience with a multi-national company and TAFE. She has a Diploma in Spatial Information Systems, Diploma of Business (Administration), Certificate IV in OH&S, a Certificate IV in Training and Assessment and is currently completing a Diploma in Quality Auditing.

NSC is fortunate to have a selection of staff with such a range of experience for an organisation located in a small country town. Training for their positions has been satisfactory and on-going training requirements for specific applications will be discussed further in this policy.

The current IT portfolio contains over 50 different software solutions from a large variety of suppliers and this area is expected to continue to grow in the future with the provision of extra Council services. Most software is currently covered under maintenance agreements to allow staff access to regular updates and support. Any software not covered by agreements is reviewed during hardware replacements and either a new version purchased or their use discontinued.

Cloud-based applications are another area that is currently small, but is expected to develop. There has already been some adoption of cloud-based systems at NSC with the use of road maintenance and weeds inspection applications, plus the BigTinCan hub application that is used to distribute information via Apple iPads. The potential for externally hosted cloud-based systems will continue to be evaluated as observed by the recent evaluations of Project Management, HR and Integrated Planning hosted applications.

The Practical Plus application is currently kept up to date by Council staff with upgrades provided by Civica. Staff are provided with online training from Civica several times a year. However, there are several issues that have been identified:

1. The database operating system that Practical requires is obsolete and can only run on Windows Server 2003. Microsoft is ending support for this product in 2015 and has also prevented any recent server hardware replacements. The immediate concerns have been alleviated by the recent migration to a virtual server environment, but there are still long-term concerns.
2. There are on-going compatibility issues with Windows 7 and concern about compatibility of future windows versions.
3. Civica is not developing the Practical application, except for legislative requirements and bug fixes and this is becoming an issue for staff who require extra functionality. Staff are also being forced to look to alternatives for processes such as Asset Management and HR. Electronic timesheets for the payroll system has also been requested.
4. There is virtually no integration with other IT systems, other than property updates in Exponare.

TRIM is currently the oldest core application in use by Council and the following issues have been identified:

1. TRIM was last updated in 2012 to version 6.25 (even though version 7 has been available since 2010) due to the server still running Microsoft SQL 2000. TRIM has since been renamed as HP Records Manager 8.0. Major upgrades to the software, database operating system and hardware are required.
2. It may not be possible to upgrade the custom-designed Customer Request System component with TRIM. There are also concerns that it is not accessible by many staff who should be using it, nor does it have the features required by Council to provide modern customer service.
3. There is no access to TRIM, nor the Customer Request System, for staff working outside the office.
4. There has been no formal TRIM training since 2006. Currently the Records Officer performs the staff training, but has not had any formal training herself.
5. TRIM does not comply with the NSW State Records GA39 general retention and disposal authority.
6. TRIM does not comply with the Keywords for Councils business classification scheme.
7. TRIM does not integrated with any other Council IT systems.
8. Much of the earlier functionality of TRIM no longer works as expected or does not work at all.
9. There is evidence that some staff are saving files onto desktops and into other inappropriate locations rather than into TRIM.
10. Currently there is no support for TRIM.

The Blackadder review and outcomes of staff surveys have both highlighted the need for an improved and efficient method of producing the Council reports, agendas, business papers and minutes. Any solution investigated will need to integrate with the Records System and BigTinCan hub applications to streamline the processes and stop possible data redundancy.

NSC relies heavily on a range of Microsoft products for its IT infrastructure.

1. Windows Server (2003, 2008 & 2012): All support for Windows Server 2003 finishes in 2015 and Council must consider upgrading these servers to a newer version. Unfortunately three of the four servers are running legacy applications, including Practical, which means that Council may be forced to keep using this version of windows until these legacy applications are replaced. Windows Server 2008 and 2012 will be supported for a minimum of another five years.

2. Microsoft Exchange 2010: Although this has been replaced by Exchange 2013, it is still considered a current product and is providing all the required features. The product will be reviewed after the next new version is released.

3. Microsoft SQL (2000, 2005 & 2012): All support for SQL 2000 ended in 2013 and this software should be retired as soon as TRIM is migrated. Council is using SQL 2005 for several applications which can be migrated to the new SQL 2012 server, but SQL 2005 will need to keep operating for several more years for a legacy application for Teloca House.

4. Microsoft Forefront TMG 2010: Microsoft announced in 2012 that all development was stopped and that mainstream support would cease in 2015. As this is an important part of Council's internet security, a replacement product will need to be assessed in the next 12 months. The replacement system should also include improved content filtering and usage reporting.

5. Windows Professional (XP & 7): Windows 7 Professional is installed on the majority of computers at Council and will remain current for the immediate future. Council still has a number of computers at the Works Depot and Teloca House using Windows XP. However, Microsoft has now ceased all support for Windows XP and a number of anti-virus vendors are warning they will also stop supporting this version of windows soon.

6. Office 2010: Although this product has been replaced by Office 2013, it is still considered a current product and is providing all the required features. The product will be reviewed after the next new version is released.

All MapInfo products are currently up to date and the Information System Officer has been receiving regular training in their use. Since 2010 a lot of progress has been made updating and maintaining Council's spatial data, but more cooperation is required to capture and maintain Council's asset information. There is also growing interest in providing some of Council's spatial data online for use by the public.

The network cabling for all Council offices should be running either Category 5, 5e or 6 cabling which are suitable for council's current needs. The cabling plant at the Library was upgraded in 2014 to Category 6, mainly to resolve issues with access to the network equipment. The Cabling plant at Teloca is also due for upgrade to resolve issues with access to network equipment and to enable future growth, but this will depend on future Teloca House plans. All proposed actions for Teloca House are currently on-hold as Council is currently accepting expressions of interest for the sale of the business unit.

All HP network switches have been purchased since 2011 and, with gigabit speed, should not require replacement in the short term. The hardware maintenance for the Cisco network switches finishes in 2015 and, with their speed limited to 100 megabits, plans should be made for their replacement. There

has been an increase in the need for wireless access points at Council with the rise in demand for tablets, smartphones and other mobile devices. This would provide the benefit of reducing the need for mobile data sim cards, providing mobility for Council laptops and providing secure internet access for consultants working at Council.

Currently the Library, Visitors Centre and Teloca House are connected to the Administration Building using Fibre Optic which is providing fast and reliable connections between the buildings, as well as the benefits of a centralised phone system and server management. The Works Depot should be connected with Fibre Optic by the end of 2014 to provide the same benefits.

Council presently has a Juniper firewall to provide internet security and a Cisco firewall for VPN remote access. The Juniper firewall is now four years old, is extremely difficult to manage and lacks many security features that are now standard on most current firewalls. Having two separate firewalls from different vendors is causing a high administration and maintenance overhead.

The Cisco VoIP phone system has been upgraded in 2014 and is currently installed at the Administration Building, Visitors Centre, Library and HACC. While the bulk of the handsets were first installed in 2007, they are slowly being upgraded with handsets with faster network speeds and improved functionality. Changeover is occurring as the old handsets fail or as staff requirements change. Council staff are also requesting other options, such as wireless headsets, in order to work more efficiently. The current Nortel PABX phone system at Teloca House is approximately 10 years old, the manufacturer went out of business many years ago and the system is now considered to be obsolete.

Council has recently consolidated the number of servers it operates from nine to five using Virtualisation technology and aims to decommission at least one more in the next 12 months. Following is a list of the servers in current operation:

- Two HP DL360G8 for the new virtual server environment;
- HP DL360G8 as a backup server;
- HP DL380G5 for the TRIM software, which will be decommissioned once the Records Management System is migrated to the new virtual server environment;
- HP ML350G5 for other database applications, which will have all applications migrated to the new virtual environment, will either be decommissioned or kept for Teloca historical records.

Servers would normally be replaced every five years to maintain reliability and optimum performance. All server equipment is put onto maintenance contracts once the warranty expires.

Backups are currently performed to tape and the tapes kept offsite in a fire-proof safe. While this is a reliable backup method, it is a long and difficult process to recover from in the event of a disaster. Council can now consider implementation of a Disaster Recovery site at one of the other offices in town as a result of the recent addition of the virtualised servers. This has the potential to reduce recovery times from weeks to days.

Desktops and laptop computers are currently being replaced at 20-30 a year with the aim of having the entire fleet less than four years old and removing Windows XP from the network. The oldest desktop computers are currently at Teloca House and these will be replaced during 2014-2015 depending on the future plans for Teloca. Apple iPad tablets have been deployed to the Councillors and senior staff since 2013.

Android and Windows tablets have also been organised for works staff to perform different tasks, including weeds inspections and roads maintenance. There are recommendations to use more mobile technology for asset management, customer service request processing and improved response times to email enquiries.

Council currently operates five separate websites, with most designed and hosted by different companies. There is a lack of consistency and functionality between the different sites and administration is extremely difficult for any one group of staff. There have been requests for extra functionality for the Council website, including the ability for online:

- logging of Customer Service Requests;
- tracking of Development Applications;
- electronic payments;
- access to limited GIS data online;

Other proposed improvements include:

- a template refresh to improve the overall look;
- improved search functionality;
- implementing a process to review content.

The Council Intranet has only been in use for 12 months, but requests have been made to improve the layout, add a venue booking system, provide access to staff outside the offices and staff that have access to tablets.

External Influences
NSW Councils face a range of unique external influences which can determine changes that may be required over the next five years, including amalgamations, changes in legislation and changes in public expectations.

Other external influences that will be common to most reasonable sized organisations will include the National Broadband Network, a continued shift to mobile computing, changes in technology, improvements in network security and building control systems.

Narrandera Shire Council's challenge will be to work through any required changes, implement any suitable technology to improve the working environment for the staff, and provide the best service for the public and other external stakeholders.

STRATEGY

Vision

Narrandera Shire Council should aim to provide a professional Information Management program to fulfil its obligations, facilitate legislative and policy compliance, appropriately protect information, and provide support services to citizens by using technology to enable a flexible, adaptable and well-skilled workforce.

Mission

The mission of Information Management at Narrandera Shire Council is to deliver efficient and effective programs and services to enable the responsibilities of Council and support its compliance requirements.

By *Achieving Together,* Information Management at Council will be able to support the following values of Council:

- Ethical - transparent and equitable in all our actions:
- Caring - helpful, supportive and thoughtful towards each other and our community
- Loyalty - pride in our work and our organisation
- Accountability - responsible for our actions
- Integrity - trustworthy, honest and consistent
- Respect - for each other and the role we play
- Safety - to work safely to protect ourselves and the public

Strategic Objectives

The Information Management strategic objectives are to:

- provide a comprehensive, resilient and modernised infrastructure with appropriate industry standard solutions;
- enable user communication, collaboration and information access through secure, enhanced and flexible networks;
- provide services with appropriate solutions to the public and other external organisations.

Outcomes

The key outcomes are for:

1. Council IT operations to be run in an efficient, effective and secure manner, utilising integrated applications for administration of Council's core business processes and applications.
2. Core IT systems to be well-supported and operating on supported versions, standards and protocols.
3. The availability of online transactions for Council customers and staff.
4. Resilience in the computer network and the ability for critical corporate data to be available in the event of a major business continuity challenge.
5. Full compliance with the State Records Act.

Strategic Relationships

Strategic relationships will be maintained with internal customers, vendors and other councils. Relationships with internal customers will be preserved with informal discussions with staff, participation in meetings and working groups, plus discussions with managers and directors during budget preparation. However, the IT team shall have the overriding authority to determine the hardware and software to be acquired and implemented across all departments of Council. This will help to avoid expenditure on devices or applications that do not meet Council's requirements and the Council Purchasing Policy should be amended to enforce these requirements.

Existing relationships with vendors will be managed through regular communication. Potential vendors will be considered in response to opportunities and business challenges faced by Council. It is important to engage with potential vendors to gain information on industry trends and new or alternative solutions.

Relationships with other councils will be maintained through active participation in IT, Records and GIS user-groups and communication with other councils as specific questions arise. Conferences are another important means of creating and maintaining relationships with other councils and vendors.

Human Resources

The skills required from the team are becoming more varied as Council implements new software packages to cover the increasing demands of Local Government and it is important that staff remain flexible.

As software packages are upgraded or implemented, Council should ensure that vendor training is available if required. For core software, it may be necessary to instigate a training program with vendors for new staff and refresher training for existing staff. A good example of this necessity is the records system, with staff at all levels requiring training.

It has been noted on page 65 of the Blackadder review as part of Information Systems that additional records staff resources are required for maintenance and to maintain consistency with this vital operation of Council. This should be included in the implementation plan. Records staffing options and role responsibilities are identified in Appendix Two: Records Staffing. The structure of the Information Systems team should be evaluated every 12 months as part of the performance appraisal system.

Budget

The budget will need to be flexible for the next five years while Information Management infrastructure is brought up to an acceptable standard for the long term. Issues caused by external influences, such as amalgamations and changes in legislation will have to be dealt with as they occur and may cause sudden changes to this strategy and budget requirements. Given the rapidly and ever changing IT environment, some budget flexibility also needs to be accessible to allow Council to take advantage of unanticipated advancements in technology as it becomes available. Technology that significantly improves operations can offset costs through increased efficiency or productivity improvements.

As this is the first Information Management strategy, there may yet be issues that have not been identified in this document and could have effects on future budgets. All actions listed in the document are dependent on council budget constraints.

Community Engagement and Marketing

The primary stakeholder groups are internal and communication with all of those groups has been covered as part of the strategic relationships. Other sections of Council are the primary point of contact with the community for infrastructure, such as websites and social media platforms, so any community issues are usually raised through the internal groups for further investigation.

Governance Structure

Implementation of this strategy will be the responsibility of the Information Technology Manager with assistance provided by the other members of the IT team. Progress will be monitored by the Director of Corporate Services.

The IT team shall apply the principles of Council's project methodology process to plan, assess, develop and evaluate the individual projects required to achieve the improvements and outcomes identified in this strategy.

Risk Management

The Information Management risks identified are:

- failure of disaster recovery systems and the ensuing inability to provide business continuity;
- failure to capture council records or the inability to find them as required;
- failure of Information/system security and integrity;
- loss of skills and resources;
- dependence on key vendors.

CONCLUSION

A number of highly beneficial major projects should be undertaken during 2014 to 2019. Some of the most significant and vital to Council's include upgrading the records system, security hardware, disaster recovery solutions and website upgrades, as well as ongoing replacement of hardware and software. Long term decisions will also be required about the future of Practical Plus.

APPENDIX ONE: ACHIEVING OUTCOMES

Outcome 1:	Council IT operations to be run in an efficient, effective and secure manner utilising integrated applications for administration of Council's core business processes and applications.		
	Action	**Time Line**	**Key Performance Measure**
1	Work towards integration of Council's core business processes and applications, including: • records • customer requests (and online customer service) • finance • property • planning (including DA tracking and online assessment) • assets • mapping • human resources • project management • integrated planning • WHS and risk management	As required each Financial Year	• Understand stakeholder needs • Identify suitable, and verify compatibility of, alternate systems • Conduct comprehensive project management assessment at each stage • Reduce duplication of records between systems • Improve accuracy of analysis and reporting • Reduce reliance upon manual data-flow methods • Provide staff and public online functions
2	Replace Firewall/ Proxy/ Anti-Virus	2014-2015 Financial Year	• Improve management of firewall • Replace Forefront TMG which is going EOL

3	Install Windows Server Update Services	2014-2015 Financial Year	• All Microsoft windows computers have current security updates • All Microsoft windows computers have current service packs
4	Implement Electronic Business Paper Solution	2014-2015 Financial Year	• Decrease time and effort to produce business papers • Improve integration with existing software applications
5	Setup Windows Terminal Server	2014-2015 Financial Year	• Improve remote access security • Improve remote access for staff working outside the network
6	Implement Secure Wireless Network	2015-2016 Financial Year	• Improve the use of mobile devices • Improve the security of mobile devices • Reduce need for mobile data plans
7	Implement WHS System	2015-2016 Financial Year	• Improve incident reporting • Improve Hazard Management
8	Implement Project Management Methodology for all IT Projects	As required each Financial Year	• Improve IT project results • Improved financial management • Improved work environment

Outcome 2:	Core IT systems to be well-supported and operating on supported versions, standards and protocols.	
	Action	**Time Line**	**Key Performance Measure**
1	Replace Desktop and Laptop Computers	As required each Financial Year	• Hardware less than four (4) years old • Running supported Operating Systems
2	Investigate Practical Plus alternatives	2015-2016 Financial Year	• A Local Government Software Solution that will meet current requirements • A Local Government Software Solution that will meet future requirements
3	Replace Microsoft software	As required each Financial Year	• Running supported versions of MS software
4	Replace GIS instruments	2016-2017 Financial Year	• Using accurate and reliable GIS equipment
5	Replace Cisco Network Switches	2016-2017 Financial Year	• Network Hardware covered by warranty or maintenance contracts • Network Hardware supported by vendor
6	Replace Councillor tablets	2016-2017 Financial Year	• Using reliable hardware
7	Replace backup hardware	2017-2018 Financial Year	• Server hardware less than five (5) years old
8	Replace Server Hardware	2018-2019 Financial Year	• Server hardware less than five (5) years old
9	Upgrade Phone System	2018-2019 Financial Year	• Phone hardware and software running supported versions

Outcome 3:	The availability of online transactions for Council customers and staff.		
	Action	**Time Line**	**Key Performance Measure**
1	Revamp Council website	2015-2016 Financial Year	• Refresh look of website • Improve usability of website • Improve usage of website
2	Implement online tools	As required each Financial Year	• Increase online interaction • Increase customer satisfaction • Provide online Development Application tracking and assessment
3	Implement online and mobile record-keeping and data capture	As required each Financial Year	• Reduce reliance on paper forms • Reduce duplication of recording processes • Increase live recording on-site/in the field

Outcome 4:	Resilience in the computer network and the ability for critical corporate data to be available in the event of a major business continuity challenge.		
	Action	**Time Line**	**Key Performance Measure**
1	Update Disaster Recovery Procedures	Current Financial Year	• DR Procedures are relevant
2	Implement Disaster Recovery site	2015- 2016 Financial Year	• Core council applications able to be used within days of a disaster

Outcome 5:	Full compliance with State Records Act		
	Action	**Time Line**	**Key Performance Measure**
1	Implement TRIM Upgrade/Replacement	Current Financial Year	• Have a records system that is compliant with State Records Act • Have external support for the records system
2	Setup corporate library	Current Financial Year	• Improve staff access to records • Have a records system that is compliant with State Records Act
3	Council staff training	As required each Financial Year	• All staff are comfortable using the Council records system • All staff are confident that records will be available as required
4	Employ and train extra records staff member	2015-2016 Financial Year	• Improve consistency in the records system • Improve maintenance in records system • Improve auditing to ensure compliance with State Records Act

APPENDIX TWO: RECORDS STAFFING

Staffing Option 1

- Records Officer (current incumbent) - 28 hours/week
- Records/ Customer Service Officer - 37.5 hours/week
  (Reportable to IT Manager)

Staffing Option 2

- Records Officer (current incumbent) - 28 hours/week
- Records Office (new position) - 37.5 hours/week

Breakdown of Tasks

Records Officer (current incumbent)	Records Officer (proposed position)
Management and Coordination of Council Records Department - Records training - Records management plan - Records systems - Records culling - Legal Documents - Certificate of Title register - Assistance locating records for GIPA and legal information requests	Records Management - Scanning and registering physical documents also dealing with electronic correspondence to Council - Binding Minute Volumes - Backup to current Records Officer
Coordination of Council's Archives - Environment (shelving, signs, equipment) - Check-out system	Archives - Assist the Records Officer with retrieval of documents and maintenance of Archives area - Assist the Records Officer with Legal Documents and Certificates of Title
Administration and Monitoring of Council's Electronic Document Management System – TRIM - System upgrades - System maintenance - Auditing of TRIM records and users - File maintenance - File creation	Administration and Monitoring of Council's Electronic Document Management System – TRIM - File maintenance - File creation - Auditing of TRIM records and users - Help Desk – first point of contact for TRIM issues
Training and Monitoring of Council's Staff in Records Process requirement and the use of the TRIM Program - End user training - Refresher training - Annual TRIM assessments - Records searches - Records registering	Training and Monitoring of Council's Staff in Records Process requirements and the use of the TRIM Program - End user training - Refresher training - Records searches - Records registering
Customer Service and IT Department Standards - Records area including archives - Environment - Customer service	Corporate Library - Maintain and monitor