

### 1 Purpose

This policy is to form a head policy governing all of Toowoomba Regional Council's (Council) Information, Communications & Technology (ICT) and related assets, services and activities and to describe a set of principles under which they will be managed and delivered.

This policy is underpinned by several subordinate organisational ICT policies (refer Section 4.2) that effectively cover all required ICT activities within the organisation.

These policies (head and subordinate policies) form a structured, principle based, ICT Policy Framework for the organisation, which allows for subsequent flexibility and future development as business needs change. Subordinate documents such as plans, architectures, procedures, instructions, guidelines, forms, and templates will link to these policies as required to ensure alignment to Council and organisational policies, historical subordinate documents, and existing better practice artifacts.

### 2 Scope and applications

This policy applies to the following Toowoomba Regional Council related parties:

- all Councillors;
- all employees (whether full time, part time, temporary, or casual);
- any other persons including but not limited to all service providers, sub-contractors, volunteers, and work experience persons, working with or on behalf of Council and using Council ICT services and assets; and
- all business units and/or controlled entities (e.g. Toowoomba Surat Basin Enterprise, Empire Theatre) except where specifically excluded by another Council policy.

All parties are required to comply with Council's policies and procedures to protect the confidentiality, integrity and availability of Council ICT systems and information. Failure to do so may result in disciplinary action.

### 3 Principles

The following principles underpin this policy:

1. The ICT branch is committed to the timely, efficient and consistent delivery of a range of quality services which support all branches and work units;
2. The core function of ICT services is aligned to business needs and deliver measurable business benefits through continuous improvement in service delivery to meet Council's changing needs with appropriate levels of risk management;
3. Information is a strategic asset that will be routinely captured, appropriately maintained and secured and which has agreed custodianship and consistent definition throughout Council;
4. Council is committed to protecting its information and that of our customers, and will manage information asset across their whole lifecycle;
5. Appropriate access will be provided to all information and services from authorised devices (refer ICT Service Catalogue);
6. Appropriate rigour, discipline and governance will be promoted to maximise service quality and facilitate compliance with legislative requirements;
7. Diversity of technology will be controlled to reduce complexity, decrease ICT costs and increase manageability;
8. Usability of ICT solutions will be maximised and leveraged to improve quality of services;
9. Software and hardware solutions will conform to industry defined standards that promote interoperability;
10. With full consideration of principle 9, standards will be used to develop the "extended enterprise" to support interoperability with external parties;

11. ICT assets, including information sheets will be effectively managed across the whole life cycle;
12. There will be controlled ICT acquisition through the ongoing review of new technologies, cognisant of existing aging infrastructure, new business requirements, and the value in leveraging existing and emerging solutions;
13. Disaster recovery provisions will support business continuity plans to maintain Council operations;
14. Responsive change management will facilitate and simplify business solutions;
15. Workforce planning, development, training, and management will facilitate the provision of contemporary ICT service delivery;
16. Alignment to, sharing, and reuse of industry recognised better practice approaches and guidance will support Council business requirements and outcomes.

In addition to upholding the principles outlined above, Council is committed to upholding the obligations within the *Human Rights Act 2019* by considering the provisions of the Act when making decisions relevant to this policy.

## **4 Policy Statement/Actions**

### **4.1 Policy statement**

Council ensures the provision of timely, dependable, flexible and secure ICT solutions and services to its employees and the community it serves.

Council investment in ICT will be planned and managed to be responsive to business needs, and where necessary reactive to changes in the external environment.

Council's ICT Environment is managed following modern industry practice and proactive management to meet Council's strategic and operational objectives. In particular, the ICT environment will be managed in accordance with recognised approaches, equivalent to the expectations of the IT Infrastructure Library (ITIL).

A Service Catalogue lists the services the ICT Branch provides and defines key attributes such as service levels, cost (if ascertained), how to request the service and how service delivery is fulfilled. ICT services will be delivered through a combination of internal and external providers.

The strategic ICT asset base is secured, managed and consolidated under agreed and rigorous custodianship.

Council's Information Management Framework is a governance framework for managing the lifecycle of Council data, information and records. The framework provides guidance across the lifecycle stages of Create and Capture; Access and Security; Store, Transfer and Dispose all mediums of data, information and records.

To protect the confidentiality, integrity and availability of Council information and technology assets, the ICT Branch will monitor and mitigate information security risks, continuously improve technology and information resilience, maintain a culture of information security awareness, identify and control vulnerabilities and threats, and maintain compliance with applicable legislation, regulations and contractual requirements.

The implementation of any changes materially impacting the ICT Environment will be cognisant of risk and managed in accordance with recognised approaches.

Alignment between stakeholders, business needs, and ICT solutions is continually pursued to reduce complexity, increase productivity, ensure maximum business benefit from investments, identify opportunities, and guide the adaptability of an ICT environment which is aligned to recognised better practice and frameworks, whilst tailored to Council's needs.

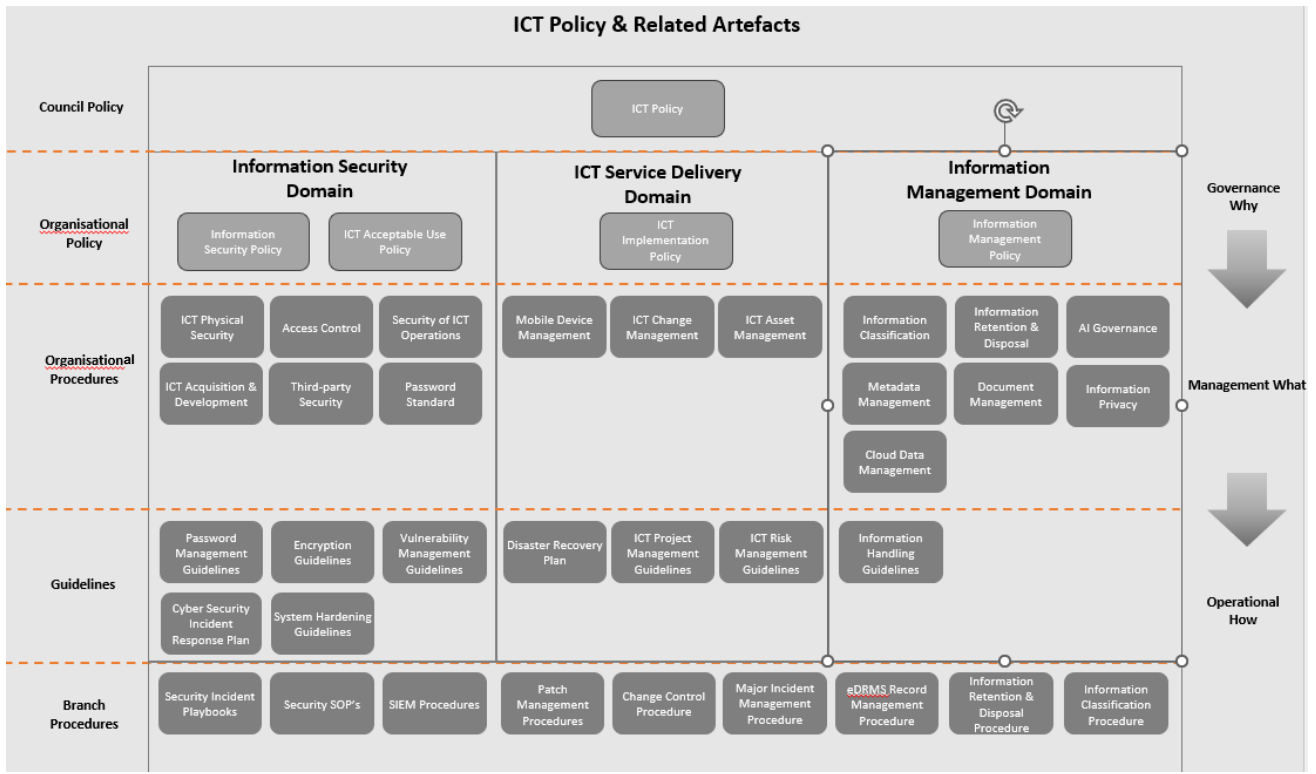
4.2 ICT policy framework

This ICT policy framework has been developed to cover all aspects of ICT service provision for Council and to provide a clear blueprint for all Council related parties to understand the scope and purpose of these services.

ICT Policy Framework precedence:

1. Where any conflict occurs between the provisions contained in this head policy and any subordinate policy/policies, the provisions of the head policy shall always override the provisions contained in the subordinate policy/policies. (If the conflict remains incapable of resolution by this means, the conflicting provisions shall be severed from the subordinate policy/policies to the extent possible without diminishing the enforceability of the remaining provisions of that/those document/s).
2. This ICT policy framework supersedes all prior representations, agreements, statements and understandings between Council and its staff, whether oral or in writing relating to the subject matters of this agreement.
3. New ICT projects will utilise the Enterprise Project Management Framework adding components from MSP®, P3M3 and PRINCE2 where needed. It is acknowledged the Enterprise Project Management Framework will prevail should conflict exist.

The ICT policy framework is comprised of the following policies:



Number	Policy	Description
1	ICT Policy (this policy)	Forms the head of power policy for the complementary and subordinate policies below.
2	Information Security Policy	Defines the security principles for Council's ICT services and facilities (both in-sourced and outsourced), information assets, personnel, and associated infrastructure whilst managing Council's exposure to risk.

Number	Policy	Description
3	ICT Acceptable Use Policy	Outlines the appropriate use of Council's technology environment, including ICT assets, resources, systems and information.
4	ICT Implementation Policy	Defines an appropriate, disciplined and transparent structure of process, reporting, accountability and relationships to ensure the quality implementation of ICT programs of work, projects, implementations and upgrades.
5	Information Management Policy	Defines those principles required to protect the rights and interests of others in information assets held or used by Council, and to maximise the utility and value from Council's own rights and interests in information assets. This includes maintaining recordkeeping in accordance with legislated requirements, managing information assets and data compliant with rights holders' licensing terms and ensuring compliance with legislation regarding Public Recordkeeping, Right to Information, and Information Privacy.
7	ICT People Management Policy	Complements existing Council People & Culture policies and ensures that a strategic and proactive approach is taken to planning, managing and delivering training and development of ICT skills for Council staff in all business areas. It is aimed at optimising the utilisation of ICT solutions and compliance with all defined ICT practices and procedures.

These policies are supported by several procedures that may be modified by the ICT Branch from time to time. Examples of these procedures are:

- Physical security of ICT equipment, systems and facilities
- Information access control procedure
- ICT acquisition and development procedure
- Third-party security procedure
- Security of ICT operations procedure
- Mobile device procedure

## 5 Responsibilities/accountabilities

### 5.1 Manager ICT

- Monitor changes to legislation, regulation and the operating environment to ensure Council remains compliant with its regulatory obligations as they pertain to ICT management.
- Establish the framework necessary to ensure management of the ICT environment follows modern industry practice and proactive planning to meet business needs with appropriate levels of risk management.
- Ensure all branch managers are aware of this policy.

### 5.2 All branch managers

- Understand and act in accordance with this policy.
- Report on suspected breaches of this policy.

- Advise employees of business changes that may impact the delivery of ICT services.

## **6 Relevant laws**

*Environmental Protection Act 1994*

*Financial Accountability Act 2009*

*Financial and Performance Management Standard 2019*

*Financial Management (Sustainability) Guideline 2022*

*Information Privacy and Other Legislation Act 2023 (IPOLA Act)*

*Local Government Act 2009*

*Local Government Electoral Act 2011*

*Local Government Electoral Regulation 2023*

*Local Government Regulation 2012*

*Planning Act 2016*

*Public Interest Disclosure Act 2010*

*Public Records Act 2232*

*Public Sector Ethics Act 1994*

*Right to Information Act 2009*

*Water Supply (Safety and Reliability) Act 2008*

*Work Health and Safety Act 2011*

## **7 Related policies and guidance**

Members of the public can access Council policies on Council's website. If a policy listed below does not appear on the website, please contact 131 872 or email [info@tr.qld.gov.au](mailto:info@tr.qld.gov.au) to request a copy. Staff may access policies via the [Policy Register and Review Schedule](#).

### **Council policies**

4.32 ICT Acceptable Use Policy

4.34 ICT Implementation Policy

4.36 Information Management Policy

4.37 ICT Security Policy

5.22 Mobile Device Procedure

7.43 Physical Security of ICT Equipment Systems and Facilities Procedure

### **Other documents**

ICT Policy Framework

*Recognised external guidance:*

This Council Policy and its subordinate Organisational Policies leverage off better practice guidance and established Government, Industry and Private Sector thought leadership including (but not limited to):

Responsibility	Item
<p>Queensland Government Office of the Information Commissioner (OIC)</p>	<ul style="list-style-type: none"> <li>• Queensland Government Customer and Digital Group (QDCDG)               <ul style="list-style-type: none"> <li>○ Information and cyber security policy (IS18)</li> <li>○ Information access and use policy (IS33)</li> </ul> </li> <li>• Queensland Government Enterprise Architecture (QGEA) Framework</li> <li>• Queensland Government Office of the Information Commissioner (OIC)               <ul style="list-style-type: none"> <li>○ Information and Privacy Guidelines</li> </ul> </li> <li>• Queensland State Archives (QSA)               <ul style="list-style-type: none"> <li>○ Records Governance Policy</li> <li>○ General Retention and Disposal Schedule (GRDS)</li> <li>○ Local Government Sector Retention and Disposal Schedule QDAN 480v.4 (LGSRDS)</li> </ul> </li> </ul>
<p>Standards Australia</p>	<p>Global Standards relating to information technology governance, delivery, and management. Key Standards include:</p> <ul style="list-style-type: none"> <li>• AS ISO/IEC 38500:2016 Information technology – Governance of IT for the organisation</li> <li>• AS/NZS ISO/IEC 20000.1-2013 Information Technology Service Management</li> <li>• AS/NZS ISO/IEC 27001:2022 Information security, cybersecurity and privacy protection – Information security management systems - Requirements</li> <li>• AS/NZS ISO/IEC 27002:2022 Information security, cybersecurity and privacy protection – Information security controls</li> <li>• AS ISO 22310:2020 Security and resilience – Business continuity management systems – Requirements</li> <li>• AS ISO 22313:2020 Security and resilience – Business continuity management systems – Guidance on the use of ISO 22301</li> <li>• AS/ISO 15489-1:2016 Information and documentation - Records Management AS ISO 19115-1:2014 Geographic information – Metadata</li> <li>• AS/ISO 23081-1:2017 Information and documentation – Records management processes – Metadata for records</li> <li>• AS ISO/IEC 11179-1:2023 Information technology – Metadata registries (MDR)</li> <li>• AS ISO 15836.1:2018 Information and documentation – The Dublin Core metadata element set</li> </ul>
<p>AXELOS, United Kingdom</p>	<ul style="list-style-type: none"> <li>• Information Technology Infrastructure Library (ITIL);</li> <li>• PRINCE2;</li> <li>• Managing Successful Programmes;</li> <li>• P3M3</li> </ul>
<p>Information Systems Audit and Control Association (ISACA)</p>	<ul style="list-style-type: none"> <li>• COBIT (Control Objectives for Information Technology)</li> <li>• COBIT for Information Security</li> <li>• COBIT for Assurance</li> <li>• COBIT for Risk</li> </ul>

Note that certification against any nominated standards is outside the scope of this policy.

## 8 Related forms

Nil

## 9 Definitions

Term	Definition
ICT	Information, Communication and Technology.
ICT environment	Includes any physical technical environment (on premise or off premise) regardless of delivery model, both in-sourced and outsourced (e.g. data centre(s), communications infrastructure, networks, servers, desktops, mobile devices connected to Council infrastructure, etc.); all Virtual Environments including Cloud based SaaS, PaaS, IaaS; any software (operating systems, network management software, telemetry and control systems, business applications, etc.); and any data or information and supporting processes stored, manipulated or transmitted within or by that environment.
Information Technology Infrastructure Library (ITIL)	<p>ITIL is recognised as a guide to better practice management of IT infrastructure. As a widely accepted approach to IT service management, ITIL provides a cohesive set of better practice, drawn from the public and private sectors internationally.</p> <p>It describes the organisation of IT resources to deliver business value, and documents processes, functions and roles in IT Service Management (ITSM). ITIL is supported by a comprehensive qualifications scheme, accredited training organisations, and implementation and assessment tools.</p> <p>Developed by the UK Government in 1989 ITIL now underpins the ISO 20000 series of standards, the International Service Management Standard for IT service management.</p>
PRINCE2	PRINCE2 is recognised as a world-class international methodology and has been adopted as the standard method for project management by many organisations. It is a generic, tailorable method to organise, manage and control projects, provides a flexible and adaptable approach, and maintains a high business focus throughout the project life cycle.
MSP	<p>Managing Successful Programmes (MSP) is a structured yet flexible framework which allows the management and control of all the activities involved in managing a programme. A programme is made up of several integrated projects.</p> <p>There is a close link between MSP and PRINCE2.</p>
Control objectives for information and related technology (COBIT)	The Control Objectives for Information and related Technology (COBIT) is a business-oriented set of standards (governance framework) for guiding management in the sound use of information technology. It was created by the Information Systems Audit and Control Association (ISACA) and the IT Governance Institute (ITGI) in 1996, and most recently revised in 2013.
Enterprise architecture	Enterprise Architecture (EA) brings together business and technical models to provide a rigorous description of the structure of an enterprise, the

Term	Definition
	components of which it is comprised, and the properties of and relationships and dependencies between those components.
Custodianship	The Council Officer who sponsors a project to develop information, communications and technology systems, identifies anticipated business benefits and provides ongoing support for benefits to be realised.
Managed stakeholder model	The process of identifying, analysing, and managing stakeholder needs to ensure value delivery of systems and processes.
Portfolio, Programme and Project Management Maturity Model (P3M3)	The Portfolio, Programme and Project Management Maturity Model is a reference guide for structured best practice. It breaks down the broad disciplines of portfolio, programme and project management into a hierarchy of Key Process Areas (KPAs). The hierarchical approach enables organisations to assess their current capability and then plot a roadmap for improvement prioritised by those KPAs which will make the biggest impact on performance.

## 10 Policy details

<b>Policy category:</b>	Council Policy	<b>Policy version number<sup>1</sup>:</b>	3.00
<b>Date adopted/approved:</b>	15 April 2025	<b>Effective date:</b>	15 April 2025
<b>Approval authority:</b>	Council		
<b>Policy Owner:</b>	Information Communication and Technology Branch		
<b>Contact officer:</b>	Manager, Information, Communication and Technology		
<b>Review date:</b>	April 2028		

## 11 Revision history

Policy version	Approval date	DM Reference
1.00	18 April 2017	6824218v2
2.00	16 November 2018 (Immaterial changes only)	7840585v2
3.00	15 April 2025	10005930v4

<sup>1</sup> Printed copies are uncontrolled. It is the user's responsibility to ensure that any copies of policy documents are the current issue. Any delegations should be verified via the relevant Delegation Register as it takes precedence if there is a conflict. The Chief Executive Officer will, if necessary, be the sole arbiter in resolving any issues of conflict

## 12 Appendix A: Expanded Policy Principles

This Appendix provides more detail and supporting information to the Section 3. Principles. The ICT Governance mechanisms of Council will use these principles to guide related decision making.

Principle	Justification	Implications
1. ICT is committed to the timely, efficient and consistent delivery of a range of quality information process and technology services which support all branches and work units.	ICT is an internal service provider supporting its customers throughout Council to meet their strategic and operational business goals.	A customer service-oriented focus will underpin all the ICT Policy Principles leading to successful collaborative work practices.
2. ICT services will be aligned to business needs and deliver measurable business benefits.	<p>ICT will fulfil a strategic and operational purpose for Council and managing from an enterprise-wide perspective provides greater long-term value and enhances the opportunity to reduce duplication of effort and identify opportunities for rationalisation and reuse; and</p> <p>Engagement with the wider business promotes better defined business requirements to meet business needs and to establish Departmental/Business Unit ownership of the ultimate business solution.</p>	<p>Maximum return on investment requires ICT decisions to align to enterprise-wide drivers and priorities, be based on an approved justification process (e.g. business case including expected return on investment), and be managed by Council's ICT governance process.</p> <p>A corporate focus enables business solutions to be defined, assembled and implemented by a partnership of stakeholders and shared across line of business boundaries where required.</p> <p>The primary responsibility for identifying business benefits definition and subsequent benefits realisation and reporting resides with individual Groups, Work Units and Branches.</p> <p>Information, Communication &amp; Technology solutions will only be implemented that address agreed business requirements and align with corporate goals and direction.</p> <p>Council change initiatives will measure efficiency and effectiveness in business cases and focus on return on investment and benefits realisation.</p>

Principle	Justification	Implications
<p>3. Information is a strategic asset that will be appropriately maintained and secured, and which has agreed custodianship and consistent definition throughout Council.</p>	<p>Information is a strategic asset and provides the foundation for decision making. It is consolidated, centralised and managed and consistently defined to ensure that we know where it is, who is responsible for it, that its accuracy can be relied on, and that it can be obtained when and where it is needed.</p> <p>A single point of truth will exist for all information within Council; and</p> <p>Consistent and common definitions of information will simplify the sharing of information (both internal and external to the organisation), thereby increasing availability and reducing costs.</p>	<p>Information will be treated as an asset, and managed by custodians who are responsible for the accuracy and quality of data contained within that information and maintaining all associated rules, including a common vocabulary that is used uniformly throughout the organisation.</p> <p>Information will be captured electronically once and immediately validated, as close to the source as possible. Quality control measures are implemented both at source, and across stored data to ensure the ongoing integrity of data.</p>
<p>4. Appropriate access will be provided to all information and services from authorised devices.</p>	<p>Ease of access to information and services, when and where required is essential to Council's productivity; and</p> <p>Council has an obligation to protect its information and ICT assets from "misuse" and unauthorised access, either accidentally or deliberately, in accordance with the <i>Information Privacy Act (2009)</i> and other legislative and corporate obligations (rules).</p>	<p>Council will endeavour to provide all authorised persons with access to all information and services required to perform their duties.</p> <p>All access will be provided in a fair and equitable manner, ensuring privacy and confidentiality, and compliance with Council's Code of Conduct, irrespective of geographical location, time or access method.</p> <p>To effect compliance with legislative requirements, Council will endeavour to ensure that all access to information is auditable (logged) and that security arrangements restrict access to authorised persons only without impeding equity of access.</p> <p>Council will have and maintain a simple well-defined document and meta-data classification scheme to facilitate security policy implementation and ensures that</p>

Principle	Justification	Implications
		<p>all current and future information systems are classified accordingly.</p> <p>Council will provide a consistent approach to Council's security policy and other related policies, regardless of location, timeframe, or device type/configuration.</p>
<p>5. Appropriate rigour, discipline and governance will be promoted to maximise service quality and facilitate compliance with legislative requirements.</p>	<p>Appropriate governance mechanisms and frameworks are implemented to ensure all systems and services are implemented, managed and monitored with the appropriate level of control and oversight; and</p> <p>Council complies with the requirements of the <i>Local Government Act (2009)</i>, and any other relevant legislation, and avoids breaches that may have significant political, social, legal and cost implications.</p>	<p>Council implements suitable frameworks and methodologies such as communication management; program, project and change management; quality management and risk management to ensure management and implementation of approved quality assured initiatives.</p> <p>A stakeholder model is employed, to ensure required ownership, accountability and participation, to maximise the integrity and suitability of the ICT asset base.</p> <p>Council's ICT systems are flexible and responsive to changing legislative requirements and Council regularly reviews its performance against legislative requirements to identify any inconsistencies and address them appropriately.</p>
<p>6. Diversity of technology will be controlled to reduce complexity, decrease ICT costs and increase manageability;</p>	<p>An environment defined by an Enterprise Architecture (Model) will build understanding and reduces complexity and costs. Economies of scale are able to be leveraged, and solutions introduced that otherwise would not be cost effective or justifiable.</p> <p>Will reduce the costs involved in supporting several alternate technologies and keeping them connected and increases the</p>	<p>Council will maintain an Enterprise Architecture and ensures that it has well defined and up-to-date technical standards. This information is broadly distributed and available across Council.</p> <p>Technology choices will be aligned with the Enterprise Architecture (that evolves with the business and industry, over time). Non-standard technology assets</p>

Principle	Justification	Implications
	<p>effectiveness and productivity of associated human expertise; and</p> <p>Conversely, alternate technologies introduced outside the Enterprise Architecture (Model) utilise Council resources (ratepayer funds) outside approved economic parameters for ICT.</p>	<p>are replaced with standardised components over time.</p>
<p>7. Usability of ICT solutions will be maximised and leveraged to improve quality of services.</p>	<p>Solutions will be easy to use with underlying technology transparency.</p> <p>Ease of use is a positive incentive for use of applications. It encourages users to work within the integrated information environment instead of developing isolated systems to accomplish the task outside of the Council's integrated information environment (e.g. public access box solutions, downloadable macros and applications, freeware calendars and scheduling). Most of the knowledge required to operate one system will be similar to others. Training is then kept to a minimum, and the risk of using a system improperly is reduced.</p>	<p>All staff will be trained to a minimum level of competence in use of Council tools applicable to their role, and in applications relevant to their employment positions.</p> <p>Guidelines will be developed for user interfaces that provide the ability to support customisation and provide consistency, and support flexible user locations, languages, physical capabilities and system training options.</p>
<p>8. Software and hardware solutions will conform to defined standards that promote interoperability.</p>	<p>Interoperability standards will assist to ensure consistency and protection of the existing ICT investments, thus maximising return on investment and reducing costs. These standards will also reduce costs involved in supporting several alternate technologies.</p>	<p>A process for setting standards, revising them periodically, and granting exceptions will be defined and will be used as part of the Enterprise Architecture.</p> <p>Interoperability standards and industry standards will be followed unless there is a compelling and agreed business reason to implement a less economical non-standard solution.</p>
<p>9. Open Standards will be used to develop the "extended</p>	<p>E-commerce and globalisation force organisations to review all</p>	<p>Council recognises the benefit of developing and managing end-to-</p>

Principle	Justification	Implications
<p>enterprise” to support interoperability with external parties.</p>	<p>aspects of their operations, including how they interact with suppliers, customers and partners.</p> <p>All levels of Government expect local government to provide information that can be re-used and re-purposed; and</p> <p>Organisational partnering and networking are increasing and Council is entering into more joint ventures and strategic alliances.</p>	<p>end processes and its business processes and systems are designed to mitigate the greater risk that exposure to a broader enterprise implies.</p> <p>Council will use and support a common format for information exchange across the extended enterprise.</p> <p>Council will integrate proprietary business solutions into its overall environment where business imperatives and costs warrant such an approach.</p>
<p>10. ICT assets will be effectively managed across the whole of life cycle.</p>	<p>Technology operation and maintenance costs represent a significant percentage of the total cost of ownership and therefore need to be effectively managed over the total life cycle. This assists Council to prepare, schedule, budget and plan for replacement.</p>	<p>Council will maintain the currency of its technology procurement policy to ensure that it continues to be centralised and adequately reflects the organisation's adopted technology asset life cycle and ensures the total cost of ownership is considered in all ICT related acquisitions.</p> <p>As a service offerings will be considered in managing and supporting ICT assets and life cycles.</p> <p>Disposal of IT assets will be consistent with Council policies for disposal of assets.</p>
<p>11. There will be controlled ICT acquisition through the ongoing review of new technologies, cognisant of existing aging infrastructure, new business requirements, and the value in leveraging existing and emerging solutions.</p>	<p>Council will optimise business outcomes by reviewing business processes and by leveraging existing technology and processes, before approving an acquisition option. Any reuse option will normally provide cost savings over buying or building.</p> <p>Council will ensure that acquisitions are commercially available good practice solutions that are a close business fit to minimise costly customisation and only build technology if re-use or</p>	<p>Council will adopt an Enterprise Architecture approach and identifies existing technology building blocks and systems to maximise the opportunities for reuse.</p> <p>Council will develop and maintains internal capabilities to understand business requirements and identify where technology may, and may not, add value.</p>

Principle	Justification	Implications
	<p>acquisition cannot appropriately and cost-effectively meet requirements; and</p> <p>Council will review and select the most appropriate service delivery model according to an analysis of least cost, technical and organisational risk and with consideration to any need to retain in-house skills and flexibility.</p>	<p>Council will ensure acquired business solutions provide components to building end-to-end processes rather than isolating information and processing into silos within Council.</p>
<p>12. Disaster recovery provisions will support business continuity plans to maintain Council operations.</p>	<p>Council has a responsibility to ensure that its services can always be provided in a timely and secure manner.</p> <p>Failure to provide some services may result in community and/or organisational disruption, death or disability, decreases in user confidence/satisfaction, reputational damage to Council and loss of revenue.</p>	<p>Council is dependent on ICT systems and an appropriate business continuity plan will be maintained, implemented and periodically tested and reviewed to ensure it remains relevant and complete.</p> <p>A risk management approach will be taken to ensure appropriate arrangements are in place mitigations risks, proportionate to organisational risk appetite, likelihood and consequence.</p>
<p>13. Responsive change management will facilitate and simplify business solutions.</p>	<p>To maximise the benefits to the business, changes to the ICT environment will be responsive to business needs whilst seeking to minimise risk and impacts to ongoing service delivery.</p>	<p>Council will develop, publish and maintain processes for managing and implementing change that does not create undue delays.</p> <p>Council has adopted Information Technology Infrastructure Library (ITIL) process management practices and supporting systems to ensure quality processes are in place and risks are identified and managed.</p>
<p>14. Workforce planning, development, training, and management will facilitate the provision of contemporary ICT service delivery.</p>	<p>Council will ensure that an available and suitably prepared ICT workforce is available to facilitate the provision of all ICT services and systems required by Council.</p>	<p>Council is dependent on its ICT systems and services. An appropriate ICT People Management Policy will be developed and maintained to guide the operational ICT workforce planning, development,</p>

Principle	Justification	Implications
		training and management activities.
15. Alignment to, sharing, and reuse of industry recognised better practice approaches and guidance will support Council business requirements and outcomes;	Usage and adoption of industry recognised better practice approaches and guidance reduces duplication of effort and implementation costs.	Council evolves and maintains its Enterprise Architecture and ensures that it has well defined and up-to-date technical standards which leverage from better practice guidance, including tools such as ITIL, PRINCE2, MSP and COBIT5.