Whitehorse
Manningham
Libraries

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WHITEHORSE MANNINGHAM LIBRARIES

INFORMATION COMMUNICATION TECHNOLOGY STRATEGY

2021 – 2025

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FOREWORD

Whitehorse Manningham Libraries strives to sharpen its focus and modernise its use of ICT, and its application of ICT systems, to drive operational efficiency improvements, increase effectiveness, and enhance its service offering.

The Whitehorse Manningham Regional Library Corporation provides public library and information services to residents and visitors across the cities of Whitehorse and Manningham. Established in December 1995, and commencing operations in January 1996, the network of 8 branch libraries provides free access to physical and virtual resources; access aimed at supporting lifelong learning and reading. Whitehorse Manningham Libraries (WML) also provides a wide range of outreach and online services.

Responsibility for governance oversight of the Corporation rests with the Library Board. The Chief Executive Officer is responsible to the Board for the effective and ongoing planning, management, and financial control of library operations.

WML has developed a four-year strategic plan that strives to achieve the vision of being a vibrant and inclusive service, enriching the communities in which its branches operate. The strategies and key actions to be implemented across the WML environment are outlined in the WML Library Plan 2021 – 2025.

The effective use of Information Communication Technology (ICT), and the application of ICT systems, is pivotal in enabling the delivery of WML's Strategic Goals. WML's use of ICT, coupled with its application of ICT systems, is core in meeting the information and technology needs of users and patrons.

WML strives to sharpen its focus and modernise its use of ICT and its application of ICT systems, to drive operational efficiency improvements, increase effectiveness, and enhance its service offering. The contribution ICT makes across the WML environment is becoming increasingly critical; introducing new capabilities and new ways of working. WML's modernised use of ICT and its application of fit for purpose, best in class, ICT systems, will enable the delivery of a more effective, responsive, collaborative, and modernised library service.

WML is driven to implement significant ICT advancements, reflective of the increased demands across the WML environment, the evolving technology and threat landscape, and changes in the way users and patrons require the delivery of ICT services.

WML's ICT must serve to support the strength of its people, its culture, its leadership, its overall organisational expertise, and its service offering. It is more critical than ever before, in a post COVID-19 landscape, that WML leverage their ICT capabilities, modernise their use of ICT, and allow ICT to drive operational growth; enabling the delivery of a modernised library service.

INTRODUCTION

The Whitehorse Manningham Libraries Information Communication Technology Strategy 2021 – 2025 is a statement of intent for the future delivery of ICT Services and Support across the Corporation.

The WML ICT Strategy 2021–2025 is a statement of intent constructed to support the delivery of the WML Strategic Objectives through the implementation of modernised, secure ICT and the application of fit for purpose, best in class, quality ICT systems, driving collaboration and fostering innovation across the WML environment.

The WML ICT Strategy 2021–2025 details the direction and implementation of WML's ICT service, building on the foundations of the WML Library Plan 2021 – 2025. The WML ICT Strategy 2021–2025:

• Will be used as the basis for future ICT planning and investment, providing a sound basis for WML ICT decisions.
• Outlines a high-level implementation plan and next steps.
• Outlines where efficiencies can be made and costs reduced through the improved use of technology.
• Will be treated as a living document, dependent on WML business operations, initiatives, and opportunities.

The WML ICT Strategy 2021–2025 is to be reviewed annually.

ACKNOWLEDGEMENT OF COUNTRY

Whitehorse Manningham Libraries acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land. We pay our respects to their Elders past, present and emerging.

EXECUTIVE SUMMARY

The Whitehorse Manningham Libraries ICT Vision and Purpose outlines how we will transform, in order to deliver what WML users and patrons demand from ICT, to achieve the Strategic Goals set forth in the WML Library Plan 2021 – 2025.

WML ICT Vision

A modern, innovative, collaborative, and secure ICT service, enabling WML's delivery of business.

WML ICT Purpose

To strengthen and evolve WML's delivery of business through the implementation and support of modern, accessible, ICT equipment, enterprise grade ICT security, and best in class, fit for purpose, ICT systems.

The Vision and Purpose for WML ICT have shaped our ICT Strategic Goals and Implementation Initiatives.

ICT Strategic Priorities

- Implement contemporary, proactive, and intelligence based, cyber security capabilities and controls.

- Align system architecture and design with modern technology practices

- Strengthen ICT Governance.

- Explore new ways to easily connect with technology.

- Utilise technology to streamline business operations and enhance functionality.

- Leverage cloud hosted productivity and collaboration tools.

- Enable access to an increased quantity and quality of information from greater numbers of fixed and mobile devices.

- Develop communication plans and practices that build relationships and facilitate positive user experiences.

- Ensure WML ICT and business operations areas work in collaboration to consider technology impact of WML business decisions.

- Establish business supportive service level agreements and change management procedures.

- Empower users by providing in person, and online self-service technology training opportunities

- Investigate emerging technologies where potential exists to deliver economic value.

- Support sustainable, environmentally conscious, disposal practices, and recycling programs.

Implementation Approach

- Establishing an ICT Governance Committee, empowering business and supporting ICT progression.

- Implementing Microsoft 365 and leveraging Cloud Hosted SharePoint and Collaboration technologies.

- Deploying Microsoft Defender.

- Aligning Security Protocols with the Australian Cyber Security Centre's Essential Eight.

- Developing Standard Operating Procedures and implementing knowledge bases, supporting learning and skills transfer.

- Training ICT Staff in core and specialised Industry Certifications.

- Continuing to review investment and viability of multimedia, audio visual, and podcasting equipment available for patron use at branches.

- Exploring Education Wi-Fi Partnership opportunities.

- Implementing business supportive SLA's.

- Developing and deploying a Customer Satisfaction Protocol and tool supportive of user feedback capture.

- Strengthening security culture.

- Engaging with vendors supportive of sustainable, environmentally conscious, disposal practices.

- Coordinating and participating in Toner and Cartridge recycling programs across all branches.

CURRENT STATE

The current state of the Whitehorse Manningham Libraries ICT demonstrates engagement and serves as a driver for change.

Strengths

- Reliable MPLS Network
- High speed internet connectivity
- Implementation of Windows 10
- Updated staff and customer technology, with applicable vendor warranty in place
- Refreshed, in warranty, server and core network infrastructure
- Modernised WiFi infrastructure
- Market evaluated telephony service provider
- Robust procurement practices

Weakness

- Incomplete and outdated ICT operational documentation
- Inadequate Disaster Recovery planning
- Insufficient testing schedules
- Unsupported Business Continuity practices
- Poorly executed User Management controls
- Mismanaged customer experience
- Low customer satisfaction
- Uncollected and unaddressed customer feedback
- Inhibited reporting metric processes
- Hindered learning and development
- Collaborating across multiple locations is difficult
- Insufficient information to support decision making

Business Context

- Councils Serviced: 2

- Estimated Residential Population: 309,664

- Branches: 8

- Library Visits Per Year: 1.3 Million *

- Loans Per Year: 3.2 Million *

- Library Events Attendance: 69,800 *

- Registered Library Members: 102,606

- Information Enquiries Annually: 160,000

- Web Catalogue Searches Annually: 4 Million

- Facebook Followers: 3,920

- eNews Subscribers: 17,936

- Staff: 70.31 FTE (122 Staff)

- Volunteers: 153

- Council & Community Engagement: Over 30 Groups

ICT Context

- WiFi Sessions Annually: 585,416

- PC Sessions Annually: 251,537

- Website Visits Annually: 1.3 Million

- YouTube Views of Library Programs Annually: 9,586

- Spaces Bookable By Community Groups: 4 Meeting Rooms & 1 Training Room

- Staff Workstations: 189

- Public Access Machines: 193

- Servers: 67

- Wireless Access Points: 30

- VoIP Handsets: 131

- Business Applications: 28

- Network Architecture: High Availability MPLS & Fibre

- ICT Staff: 4

* Figures reflect typical activity levels, non reflective of impacted activity levels in 2020 and 2021 due to COVID restrictions.

INFORMING **DRIVERS OF CHANGE**

WML VISION

A vibrant and inclusive library service that enriches our community.

WML PURPOSE

To strengthen and inspire our community by providing opportunities to learn, create, connect, and imagine.

WML STRATEGIC GOALS

Experience - inclusive and welcoming people centred service.

Learning and Engagement - informed and engaged community.

Collaboration - extend the benefit and reach of library services.

Performance - flexible, resilient, and high performing organisation.

WML VALUES

Respect - treating everyone with respect, dignity, and courtesy.

Collaboration - working together to achieve better outcomes.

Integrity - being open, honest, and accountable. Curiosity - being open to learning and exploring ways to improve.

Agility - being flexible and adaptable to change.

WML GUIDING PRINCIPLES

Customer Centric - striving to achieve the best customer experience.

Wellbeing - supporting positive mental and physical health.

Inclusive - providing equitable and accessible services to a diverse community.

Responsive - to evolving community needs and expectations.

Best Practice - striving to be the best in all that we do and deliver.

STAKEHOLDERS

WML's ICT Stakeholders are considered to be all users who are required to access, and engage with, the full breadth of WML's ICT Service within the WML library environment, inclusive of staff, patrons, and relevant external parties.

CONSULTATION

WML's ICT Strategy 2021 – 2025 was developed over the period July to September 2021, with input from a broad range of stakeholders. Consultation included contributions through formal user groups, community and digital surveys, as well as one on one meetings to capture specific input.

GOVERNANCE

The ICT Strategy supports the achievement of the WML strategic objectives endorsed by the Library Board. The Chief Executive Officer and the Audit Committee have overall oversight of governance of ICT. The Manager ICT is accountable for the delivery of the ICT Strategy and the management of WML ICT.

ROLES & RESPONSIBILITIES

Application 'ownership' covers responsibility for the strategic and operational management of the application within the business. The role of the ICT function is to provide and manage the technology platform and network that the application relies on. Application owners primarily manage the relationship with the vendor, though IT must be involved where platform and network matters need to be considered.

STRATEGIC **DRIVERS OF CHANGE**

STRATEGIC DRIVERS

There are many drivers that must be given consideration in shaping the strategic direction for WML ICT.

- WML Strategic Direction
- ICT Industry Best Practices
- Increasing Patron / User Needs and Expectations
- Emerging Technologies
- Legislation & Regulation Compliance
- Threat Landscape Evolution
- Value Optimisation

Drivers Shaping WML ICT Strategic Direction

USE OF ICT IN THE LIBRARY ENVIRONMENT

The effective use of ICT, and application of ICT systems, in the library environment, plays a vital role in meeting the information and technology needs of users and patrons. Modern libraries must leverage ICT in meeting and responding to the needs and expectations of users and patrons; focusing on supporting customer needs and delivering ICT quality.

Modern libraries depend on the effective use of ICT, and application of ICT systems, to deliver their core services. Effective application of ICT across library activities enables the effective and efficient delivery of services.

Effective use of ICT in libraries:

- Increases efficiency in operations
- Eliminates repetitive nature of works
- Improves the quality and range of services
- Supports user and patron needs
- Drives the development of digital literacy
- Facilities easy and access to all information sources
- Facilitates faster information communication
- Increases capacity and productivity of library staff
- Facilitates cooperation and resource sharing
- Provides data to support evidence-based decision making
- Improves the broader image and reputation of the library.

The effective use of ICT and application of ICT systems is imperative for the efficient management of modern libraries.

ICT AS AN ENABLER

ICT enables new ways of doing business, providing the opportunity to re-think the traditional library environment operating models, resulting in efficiencies, convenience, cost savings and improved business outcomes and offerings.

While ICT serves as a key enabler, it is business requirements that must drive its use and application. ICT serves as a revolutionary trend; a window of opportunity available to drive service excellence in modern librarianship.

RECENT REVIEWS & INFORMING STRATEGIES

Recent independent reviews and existing Strategies have informed the development of this strategy. These include:

- WML Library Plan 2017 – 2021 (Final)
- WML Library Plan 2021 – 2025 (Draft)
- WML Risk Management Strategy - 2021
- WML Community Survey – 2021
- Review of Current Status - 2021
- Information Technology General Controls Internal Audit – April 2018
- Disaster Recovery Plan Internal Audit – July 2021

The collective opinions, findings, and recommendations are reflected in this strategy.

ICT **VISION, PURPOSE & VALUES**

WML ICT VISION

A modern, innovative, collaborative, and secure ICT service, enabling WML's delivery of business.

WML ICT PURPOSE

To strengthen and evolve WML's delivery of business through the implementation and support of modern, accessible, ICT equipment, enterprise grade ICT security, and best in class, fit for purpose, ICT systems.

WML ICT VALUES

Respect – Treating all users, patrons, and team members, with respect, dignity, and courtesy.

Collaboration – Working together to achieve better ICT outcomes for WML.

Integrity – Being open, honest, and accountable in all areas of ICT.

Curiosity – Being open to learning and exploring ways to improve and implement ICT across WML.

Agility – Implementing flexible and adaptable ICT solutions and services.

ICT **GUIDING PRINCIPLES**

CUSTOMER CENTRIC

Solutions and Services are developed and delivered in collaboration with, and from the perspective of, users and patrons, drawing on their needs and focussing on the user and patron experience.

DELIVERY FOCUSED

Solutions and Services are delivered rapidly using an agile and adaptable approach, to support the evolving information and technology needs and expectations of users and patrons.

ACCESSIBILITY INCLUSIVE

Solutions and Services are developed and delivered to support new ways of working, across an integrated and distributed workforce, whilst enhanced technologies support remote patron engagement.

SECURITY DRIVEN

Solutions and Services are developed and delivered adhering to enterprise grade security and threat management practices and fundamentals, protecting information and technology systems and data.

BEST PRACTICE MOTIVATED

Solutions and Services are developed and delivered in line with best in class, industry standards, and best practice approaches, focusing on the delivery of quality.

ICT **GOALS & STRATEGIES**

GOAL 1

SECURITY & BUSINESS CONTINUITY

Delivering advanced security and seamless business continuity, augmenting network reliability and service quality.

WML ICT will deliver Security and Business Continuity by:

- Maintaining a technology infrastructure service model that enables reliable network connectivity, security, and capacity for growth.

- Implementing contemporary, proactive and intelligence based, cyber security capabilities and controls.

- Aligning system architecture and design with modern technology practices.

- Strengthening ICT Governance.

- Understanding ICT Risks and their associated business impact.

- Undertaking Disaster Recovery Planning and proactively conducting IT Disaster Recovery Testing.

- Implementing ICT standard operating procedures and ICT knowledge sharing capabilities.

GOAL 2

INNOVATION & ACCESSIBILITY

Fostering innovation and leveraging flexible accessibility, cultivating growth and capability.

WML ICT will foster innovation and accessibility by:

- Exploring new ways for users and patrons to easily connect with technology.

- Utilising technology to streamline business operations and enhance functionality.

- Undertaking training and professional development in contemporary and emerging technologies.

- Lifting IT skills capacity and capability across WML.

- Leveraging cloud hosted productivity and collaboration tools.

- Enabling access to an increased quantity and quality of information from greater numbers of fixed and mobile devices, driving business operations on, and off site.

- Supporting interoperability between technology applications and business services.

GOAL 3

COLLABORATION & CUSTOMER EXPERIENCE

Driving collaboration and enhancing customer experience, building relationships, and supporting unified, open, communication.

WML ICT will drive Collaboration and enhance Customer Experience by:

- Implementing a customer focused service model and bolstering Help Desk / Incident Management System capabilities, to support incident reporting and analysis.

- Developing communication plans and practices that build relationships and facilitate positive user experiences.

- Ensuring WML ICT and business operations areas work in collaboration to consider technology impact of WML business decisions.

- Establishing business supportive service level agreements and change management procedures.

- Implementing customer feedback tools and user acceptance testing regimes.

- Connecting with WML member Councils, community organisations, services providers, commercial sectors, and volunteers.

- Participating in ICT and business user group forums.

- Working in partnership with business groups to deliver agile, remote, and in person, technology support services.

- Empowering users by providing in person, and online self-service, technology training opportunities.

GOAL 4

VALUE & ASSET MANAGEMENT

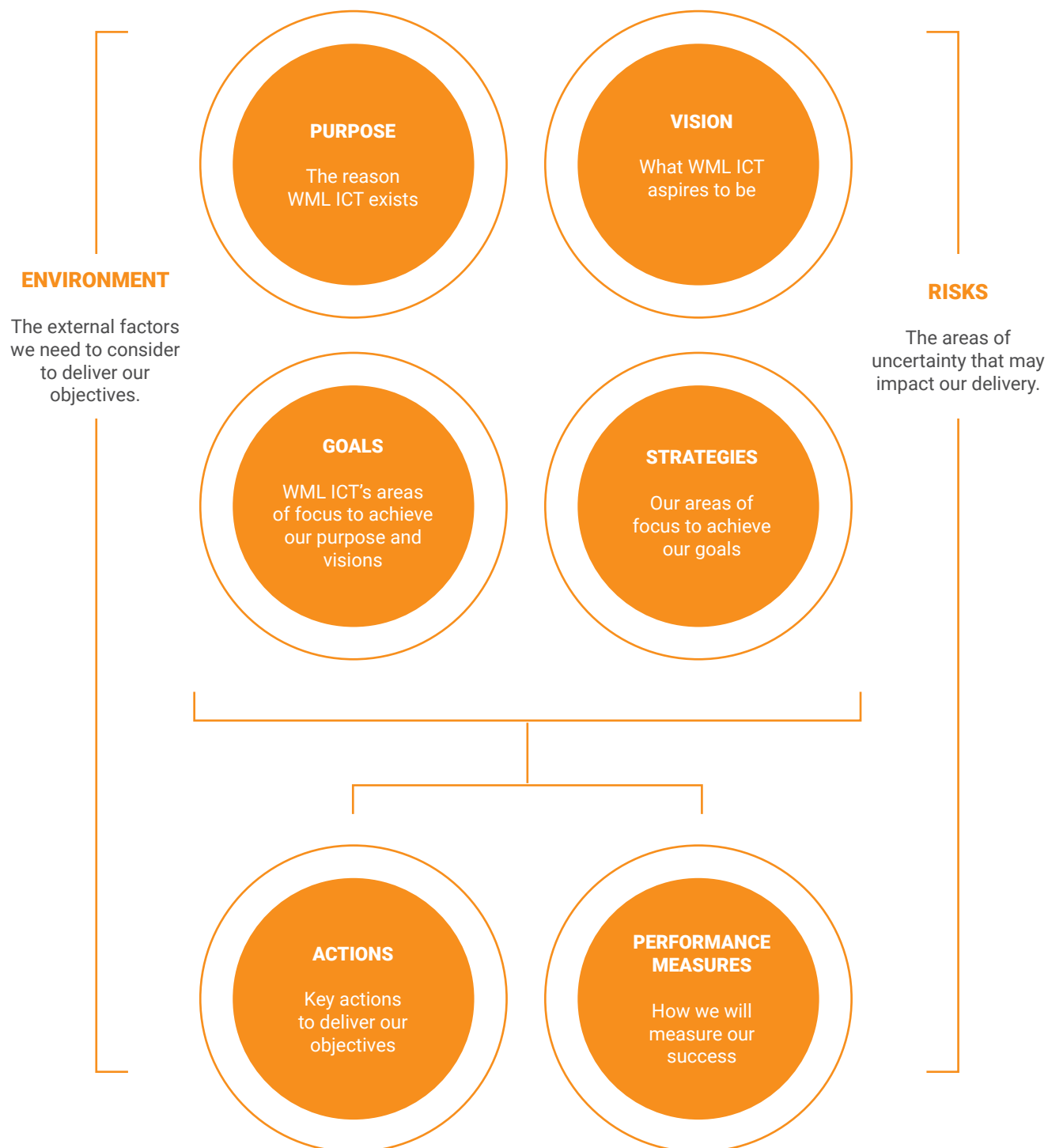*Ensuring economic value realisation and asset optimisation.*

WML will ensure value realisation and asset management by:

- Ensuring all ICT procurement and contract management is undertaken in accordance with relevant WML policies and guidelines.

- Reviewing system architecture and technology equipment provisions, ensuring solutions and services deliver economic value.

- Investigating emerging technologies where potential exists to deliver economic value.

- Working with business groups to develop, and maintain, an ICT Service Catalogue and Hardware and Business Applications Standards.

- Developing and implementing a 5 Year Technology Replacement Policy, giving consideration to financial modelling and optimising asset lifecycle.

- Establishing and maintaining a Software Licensing Register.

- Decommissioning and disposing of redundant assets securely.

- Supporting sustainable, environmentally conscious, disposal practices, and recycling programs.

ICT
PLAN

The Whitehorse Manningham Libraries ICT Strategy will implement all interrelated elements.

ENVIRONMENT

The external factors we need to consider to deliver our objectives.

PURPOSE

The reason WML ICT exists

VISION

What WML ICT aspires to be

RISKS

The areas of uncertainty that may impact our delivery.

GOALS

WML ICT's areas of focus to achieve our purpose and visions

STRATEGIES

Our areas of focus to achieve our goals

ACTIONS

Key actions to deliver our objectives

PERFORMANCE MEASURES

How we will measure our success

ICT **ACTIONS & MEASURING SUCCESS**

Refer to Annex A: WML ICT Strategy Actions for a detailed breakdown of:

- ICT Actions and implementation approach.

- ICT Actions timelines for delivery.

- Annual workplans.

- Performance and control measures.

REPORTING
SUCCESS

Progress towards the achievement of the ICT Strategy Goals will be reported to the WML Library Board on a quarterly basis, and to the ICT Governance Committee on a monthly basis.

An overview of annual progress will be included in the WML Annual Report.

A summary of key achievements towards the ICT strategic goals for each financial year quarter will be reported to the WML Library Board.

GOAL 1 - SECURITY & BUSINESS CONTINUITY

- Project progress
- Policy and procedure review
- Security incidents
- BCP and DR activity

GOAL 2 - INNOVATION & ACCESSIBILITY

- Project progress
- Policy and procedure review
- Professional development and training

GOAL 3 - COLLABORATION & CUSTOMER EXPERIENCE

- Project progress
- Policy and procedure review
- Helpdesk activity
- Customer satisfaction

GOAL 4 - VALUE & ASSET MANAGEMENT

- Project progress
- Policy and procedure review
- Asset replacement
- Audits

FUTURE STATE

Whitehorse Manningham Libraries ICT transforms and enables WML's delivery of business. WML's ICT offers a collaborative, innovative, and secure service, delivering modern, accessible ICT equipment, enterprise grade security, and best in class ICT systems.

WML's ICT consistently exceeds the expectations and demands of WML users and patrons.

WML ICT drives the achievement of the Strategic Goals set forth in the WML Library Plan 2021 – 2025.

WML ICT Delivers

- Seamless ICT Governance.

- Reliable, security driven, and growth capable network.

- Contemporary, proactive, and intelligence based, cyber security capabilities and controls.

- Modern system architecture and design.

- Connectivity focused technology.

- Streamlined technology supportive of business operations.

- Cloud powered, high availability, productivity, and collaboration tools.

- Easy and effortless access to information from fixed and mobile devices, regardless of location.

- Business areas working in collaboration to implement technology enhancements that drive WML business success.

- Business supportive service level agreements and change management procedures exceeding user and patron expectations.

- Quality in person, and online self-service, technology training opportunities.

- Fit for purpose, best in class, ICT equipment and systems.

RECOGNISING **RISKS**

Successfully embracing ICT opportunity through the implementation of the WML's ICT Strategy requires recognition and treatment of key risks.

WML remains committed to ensuring organisational risk management concepts, policies and practices are embedded in all ICT undertakings, in accordance with the WML Risk Management Strategy 2021. ICT risk management and mitigation underpins WML ICT strategic planning and WML business planning decision-making processes, ensuring all ICT activities adhere to agreed principles and priorities.

Mitigation of WML's ICT risks is pivotal in the drive to achieving core WML Strategic Objectives and WML ICT goals. Risk management is a collaborative responsibility of all stakeholders. The CEO is responsible for governance and oversight of the management of ICT strategic risks. The ICT Manager is responsible for the identification and effective control of ICT risks.

Risks associated with the implementation of the WML ICT Strategy are identified in the table below:

RISK	DESCRIPTION	MITIGATION	RISK OWNER
The ICT Strategy is not understood or agreed.	The ICT strategy must be collectively owned by key WML stakeholders. There needs to be collective alignment with the ICT strategic objectives and implementation approach.	Strengthen ICT governance to provide effective oversight and alignment with WML strategic objectives.	CEO
Inability to execute a strategic goal driven ICT strategy.	A transactional approach to the delivery of ICT capabilities and services will hinder the ability to deliver large scale change that meets key WML strategic goals	Implement a collaborative partnership approach whereby IT will be stakeholders in all business decisions with a technology impact and IT considers the broader organisational impacts when making decisions.	ICT Manager
Inability to execute ICT Actions due to insufficient ICT workforce resourcing.	ICT Action Planning forecasts a gap between ICT Actions Delivery requirements and ICT Resourcing. Risks of not implementing ICT Actions includes failure to realise broader organisational efficiencies, productivity, and ability to work collaboratively in an ongoing hybrid work environment.	Implement a staged, hybrid, and agile environment, driving effective workforce planning and adjusting timeframes as deemed necessary and / or identifying additional resource requirements to support delivery of the ICT Strategy, prioritised within the desired timeframes.	ICT Manager

RISK	DESCRIPTION	MITIGATION	RISK OWNER
Insufficient ICT workforce capability.	Review of Current Status (August 2021) forecasts a gap between ICT demand and ICT capability to deliver ICT services.	Understand and forecast drivers and application of ICT capability to drive effective workforce planning and industry training.	ICT Manager
Loss of ICT capacity, via loss of ICT personnel, and / or inadequate maintenance of ICT documentation.	ICT Action Planning forecasts a gap between ICT Actions Delivery requirements and ICT Resourcing. Risks of not implementing ICT Actions includes failure to realise broader organisational efficiencies, productivity, and ability to work collaboratively in an ongoing hybrid work environment.	Implement a staged, hybrid, and agile environment, driving effective workforce planning and adjusting timeframes as deemed necessary and / or identifying additional resource requirements to support delivery of the ICT Strategy, prioritised within the desired timeframes.	ICT Manager
Insufficient financial resources	The ICT strategy identifies technology drivers and required growth that could outpace the available ICT funding.	In consultation with relevant business areas, all anticipated ICT expenditure requirements must be identified and forecast in line with WML strategic resource planning timeframes. Priorities and consequences of any anticipated shortfalls and proposed mitigations must be identified and discussed with the relevant decision makers.	ICT Manager
Change in community needs and expectations may outpace WML ICT service delivery.	The rate of change affecting information and technology needs of users and patrons could outpace the delivery of the WML ICT strategy.	Manage ICT using an architecture that encourages the introduction of new and emerging technologies, supported by a flexible approval processes and agile, user and patron centred service delivery approach.	ICT Manager
Lack of organisational agility / ability to adapt to ICT change.	Onerous and time consuming approaches and protocols to accept capabilities into service, and insufficient business change management, impede the agile and adaptable release of WML ICT capabilities.	Increase collaboration between WML Stakeholders; driving awareness and exploration of emerging technologies that have potential to add value, re-imagining and reconstructing ICT deliverables to achieve business objectives in shorter timeframes.	ICT Manager
WML Stakeholders and Business Groups develop in-house ICT solutions without WML ICT involvement and / or awareness.	Lack of confidence by stakeholders in ICT capability to effectively support business needs and achievement of WML and ICT strategic objectives	In consultation with key stakeholders, effective business planning, change management and communication processes must be developed and implemented.	ICT Manager

EMBRACING **CAPABILITY**

Strengthening ICT capability remains a key priority for WML in the drive to implement and embed a culture of ICT innovation, continuous learning, unified collaboration, and user and patron focused services across all areas of ICT. Giving consideration to the impact of COVID-19 and increasing need for future preparedness, the focus must remain on building workforce ICT capability and fostering ICT innovation.

WML has a highly capable and diverse workforce, focussed on delivering quality outcomes. WML remains committed to developing its people, alongside its digital capability, while maintaining service excellence. People with the right skills and structure to deliver success and drive innovation, alongside an attitude and ability to respond flexibly to WML's changing ICT environment and priorities, are core to WML's ICT success. Building the required core capabilities for all ICT staff is central to achieving high levels of performance, service excellence, a positive workplace culture and preparing WML staff for change, innovation and uncertainty.

GLOSSARY

AV

Audio Visual

BCP

Business Continuity Plan

CEO

Chief Executive Officer

CM9

Content Manager 9

DKIM

DomainKeys Identified Mail

DMARC

Domain-based Message Authentication, Reporting, and Conformance

DNS

Domain Name System

DPSK

Dynamic Pre Shared Key

DR

Disaster Recovery

FAQ

Frequently Asked Questions

FTE

Full Time Equivalent

GB

GigaByte

ICT

Information & Communication Technology

IT

Information Technology

MPLS

Multiprotocol Label Switching

NTP

Network Time Protocol

OHS

Occupational Health and Safety

RADIUS

Remote Authentication Dial In User Service

RTO

Recovery Time Objective

SDWAN

Software Defined Wide Area Network

SIEM

Security Information and Event Management

SLA

Service Level Agreement

VPN

Whitehorse Manningham Libraries

WML

Virtual Private Network

INFORMATION COMMUNICATION
TECHNOLOGY STRATEGY

2021 – 2025

WHITEHORSE MANNINGHAM LIBRARIES

**INFORMATION COMMUNICATION
TECHNOLOGY STRATEGY**

2021 – 2025