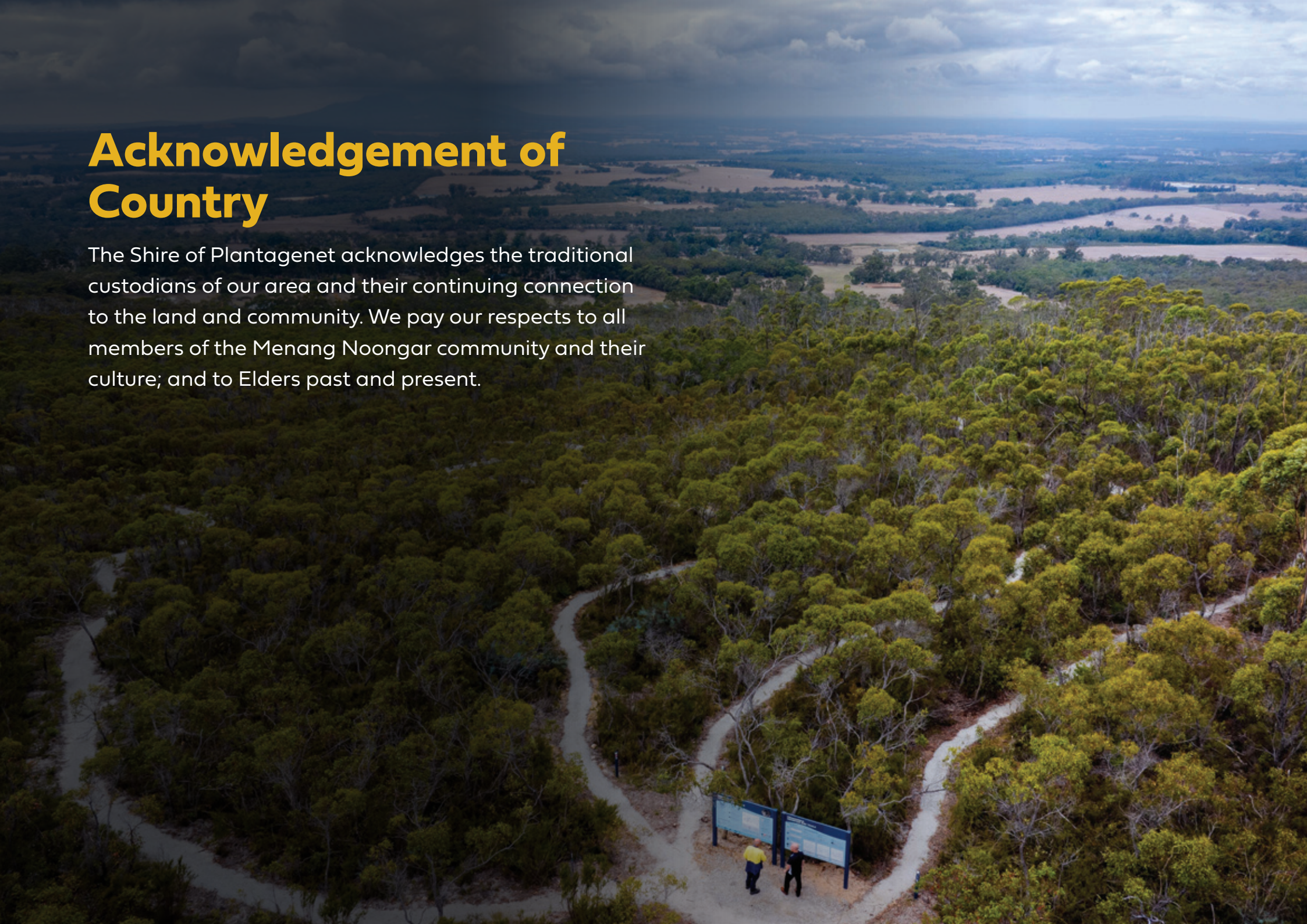

Shire of
Plantagenet
ICT Strategic Plan
2027 - 2030+

Acknowledgement of Country

The Shire of Plantagenet acknowledges the traditional custodians of our area and their continuing connection to the land and community. We pay our respects to all members of the Menang Noongar community and their culture; and to Elders past and present.



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Executive Summary

At the Shire of Plantagenet, we are committed to providing quality services to our community, and Information and Communication Technology (ICT) will play an important role in this focus. In an increasingly digital world, ICT is becoming critical to Shire business operations and service delivery.

This ICT Strategy allows us to continue building capability alongside rapid technological change, with a focus on value and effectiveness for our community. ICT provides essential services to the entire organisation that enable and enhance the customer service experience and provide ongoing efficiency improvements. This strategy will allow us to plan for, deliver and appropriately manage ICT assets, and given the speed of technological change, this strategy enables the Shire to be organised and make the best use of scarce resources.

Adequate and appropriate ICT underpins all aspects of the Shire's work. High-quality customer service will leverage available technologies to ensure we meet community expectations and continue to evolve and develop our ICT capabilities.

ICT is an important facet of our community's interaction with the Shire in everyday life. Registering a dog, making a payment, borrowing a library book, accessing Council Meeting audio recordings, turning on the oval lights or booking a Shire facility all heavily rely on a customer ICT interaction. Further, asset inventories greatly affect road funding, the sale of cattle at the Saleyards, joining the gymnasium, engaging with the Shire on social media or receiving a harvest ban via SMS.

Increasingly, ICT is also an important driver of organisational improvement and transformation. Digital technologies and data management are supporting remote and flexible working, facilitating data-driven decision making, and fostering innovation. An effective ICT Strategy will allow us to build our digital capability and leverage technologies and data in a way that enables us to continuously improve and grow as an organisation.

This Strategy is important for both our staff and our community. Our staff deliver a wide range of services to our community and visitors, from waste management to recreation, community development to roads, and ICT is an increasingly critical part of their everyday work. A standard tool of the trade which requires significant time and investment by the organisation.



Our Vision

Plantagenet, building a sustainable and respectful community, where the environment is preserved and natural beauty and diversity provide opportunities for all.

Our Mission

To enhance the quality of life for the people of Plantagenet and the region, through the provision of leadership, services and infrastructure.

Alignment with Corporate Objectives



Strategic Community Plan 2025 - 2035

The Strategic Community Plan 2025 – 2035 represents the community's collective vision and aspirations for the next ten years as a set of four Key Pillars, with each pillar focussing on a critical strategic objective as summarised below:

Key Pillar 1 – COMMUNITY

To foster community pride, safety, well-being and involvement through the provision of services

Key Pillar 2 – ENVIRONMENT

To provide and maintain contemporary infrastructure that supports exceptional service delivery and the protection and care of our unique natural environment, recognising its value as a recreation and tourism asset

Key Pillar 3 – ECONOMY

To develop and maintain a strong and diverse local economy that provides employment opportunities and a broad range of services

Key Pillar 4 – LEADERSHIP

To maintain an open and accountable professional organisation providing leadership for a thriving and unique community

Corporate Business Plan 2026 - 2030

The Corporate Business Plan 2026 – 2030 extrapolates the four Key Pillars and 34 associated strategies described in the Strategic Community Plan and details the specific corporate actions, timelines and responsibilities required to achieve the community's vision and aspirations.

The Corporate Business Plan also calls for the development of an Information & Communications Plan, and as an informing plan, the purpose of this ICT Plan is to ensure that the Shire's ICT resource capabilities and initiatives support the business objectives of the Shire and facilitate the achievement of community needs and desires.

All 166 Corporate Actions identified in the Corporate Business Plan rely directly or indirectly on the availability of appropriate ICT services. Specific corporate actions relating to this plan include:

1.6.2 Create a CCTV Strategy for the upgrade of existing and an expanded CCTV network

2.3.5 Investigate an online booking system for all Shire facilities

2.5.4 Audit One Lowood bookable rooms for appropriate furnishings and technology and implement results

3.7.1 Assist State and Federal Governments make improvements in telecommunications and digital connectivity

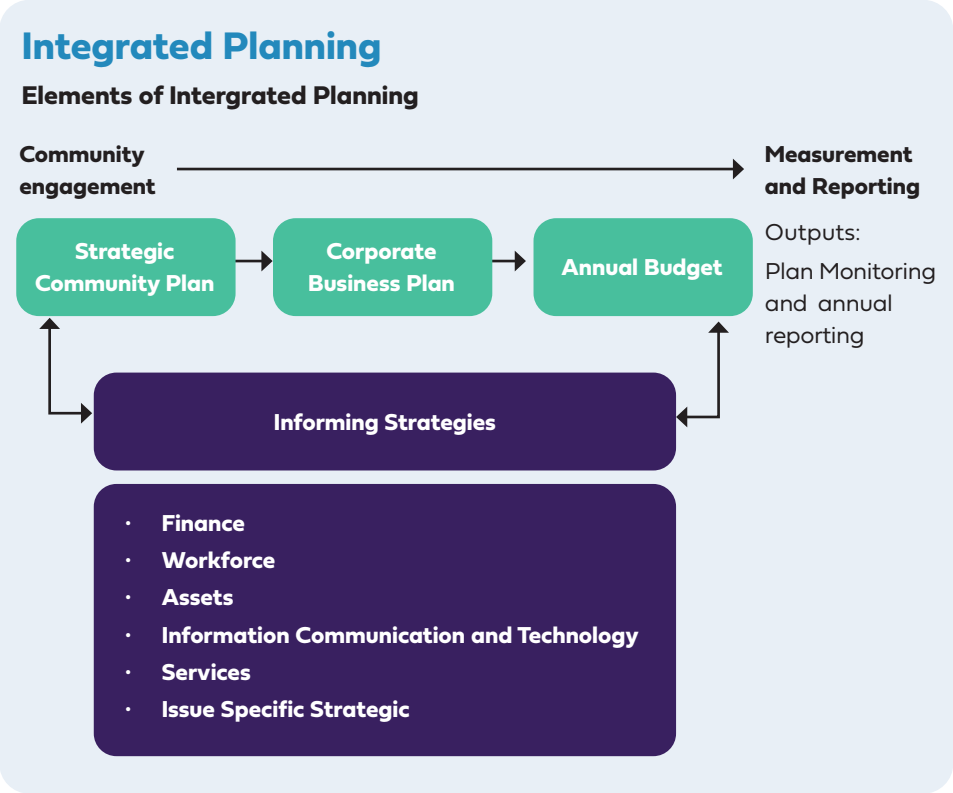
3.7.2 Establish a modern co-working space at One Lowood, with high quality digital connectivity, as an immediate access option to resident's with sub-standard telecommunications

4.3.6 Investigate and implement a new Enterprise Resource Planning (ERP) business software system

ICT Strategic Framework

This ICT Strategy supports the Shire's Strategic Community Plan and Corporate Business Plan. The Strategic Community Plan expresses the community's vision and priorities for the future, while the Corporate Business Plan details how this vision will be implemented through actionable tasks over the next four years.

As an informing document, this ICT Strategy assists in the development of the Corporate Business Plan by identifying ICT requirements and strategies for current and future operations over the next four years. Ultimately, our ICT Strategy supports our ability to deliver on the vision, goals and priorities outlined in the ten-year vision.



This ICT Strategic Plan utilises the ICT Strategic Framework described in the Department of Local Government, Industry Regulation & Safety (LGIRS) Integrated Planning and Reporting Framework, in recognition that 'Information is a strategic resource that underpins the key functions and decision-making processes of local government.

Whilst not a compliance requirement of the Integrated Planning and Reporting Framework, the ICT Strategic Framework is a resource that local governments can use to plan, manage and review their information and technology assets.

The ICT Strategic Framework is made up of eight elements:

1. **Governance**
2. **Emerging Trends and Technologies**
3. **Business Systems and Applications**
4. **Infrastructure and Technology**
5. **IT Business Continuity**
6. **Security**
7. **Project Management**
8. **Information Management**

These elements should all be considered in managing information, systems, networks and infrastructure to ensure that ICT systems are secure, protected from risk, adequately tested and controlled, and developed and maintained in line with corporate objectives.

The first seven elements and their relationships comprise an Information Technology Framework. The eighth element consists of important subsets and has been developed as a separate but related Information Management Framework – please refer to the Shire's Record Keeping Plan 2023.

Current ICT Maturity Level Assessment

The standard and quality of the Shire of Plantagenet ICT network hardware and structure needs considerable improvement. A lack of investment over a sustained period, in an area of rapid technological change, has resulted in basic facilities and essential business tools being substandard.

While vast improvements have been made in recent years, the current baseline reflects historical investment and resourcing decisions and provides considerable scope for improvements. Despite the Shire's best endeavours in the past, limited and competing resources have resulted in significant catch up being required to meet modern day ICT standards.

Increased resources have been allocated in the previous two financial years and the achievements listed overleaf.

The Department of Local Government, Industry Regulation and Safety set a benchmark standard for minimum ICT supporting documentation to assist local government agencies with the identification of strategies, plans, policies and procedures. The Shire currently does not meet the baseline standard as set, which is demonstrated in Appendix B of this report.

This ICT Strategic Plan aims to address the current shortfall by providing a measurable and clear path forward. This plan will be reviewed in future years and the progress towards implementation clearly reported.



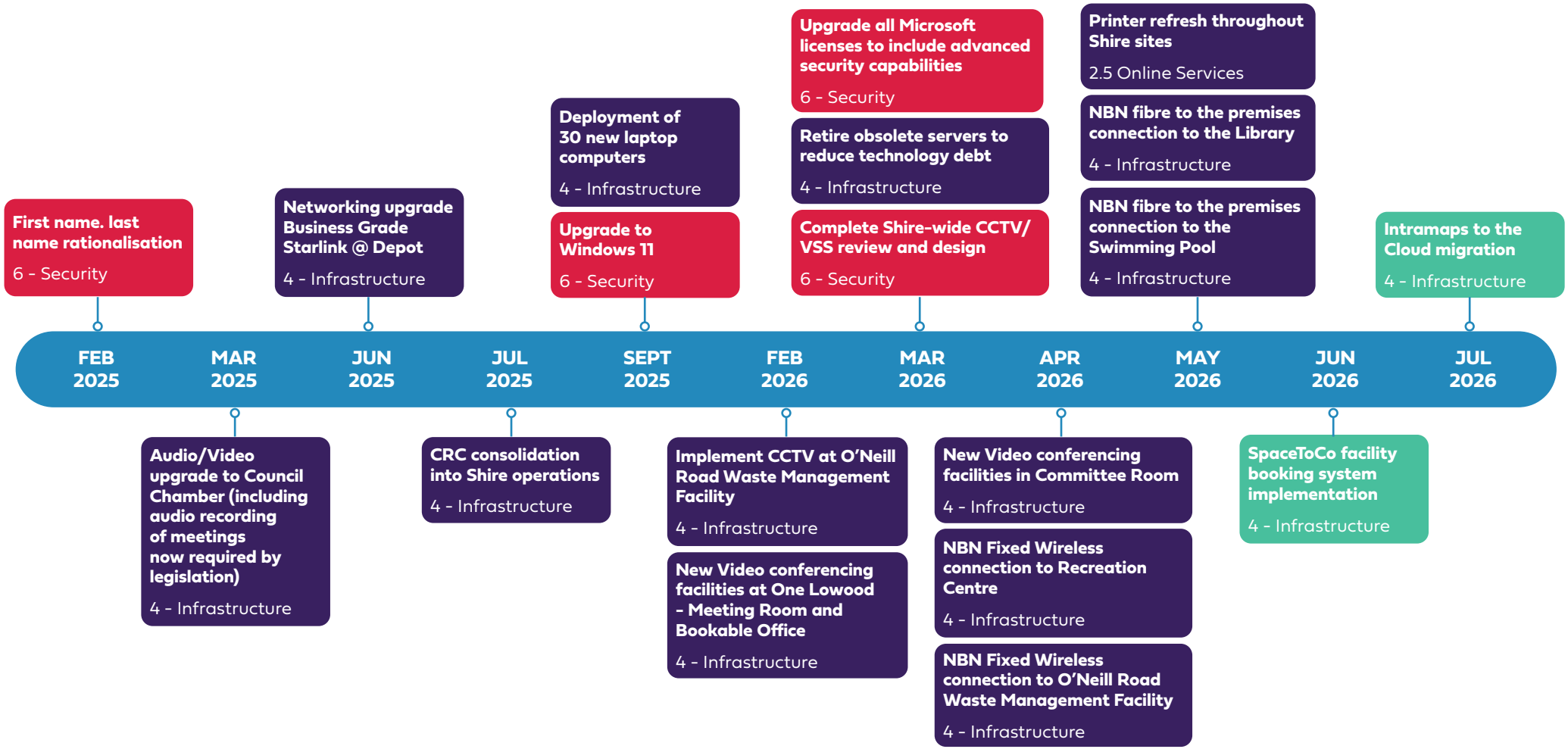
2025 & 2026 Years in Review

19 Total initiatives

13 Infrastructure

4 Security

2 Online Services



ICT Strategic Framework Elements

The key elements of the ICT Strategic Framework are:

1. **Governance — the guiding strategies, principles and practices that guide the correct and effective delivery of ICT, and provides a framework for ICT decision making.**
2. **Emerging Trends and Technologies — the emerging trends and technologies providing challenges and opportunities for local government in managing ICT systems and resources, and delivery of future ICT services.**
3. **Business Systems and Applications — the software systems and applications used by a local government.**
4. **Infrastructure and Technology — the hardware and network infrastructure used to deliver local government ICT services.**
5. **IT Business Continuity — the activities undertaken to enable a local government to perform its key functions and deliver its ICT services.**
6. **Security — protecting information and systems from unauthorised access, use, modification, disclosure or destruction.**
7. **Project Management — the discipline of planning, organising, controlling, and managing resources to achieve specific goals.**



The key elements are each made up of a number of sub-elements. Together, these sub-elements describe the discipline of managing each of the key elements identified within the framework. It is important to note that all elements of the framework are interrelated and consideration should be given to how the elements interrelate when using and implementing the framework. For further detail, refer to ICT Strategic Framework | LGIRS.

Governance	Emerging Trends and Technologies	Business Systems and Applications	Infrastructure and Technology	IT Business Continuity	Security	Project Management
ICT Strategy and Planning	Social Media	Software Acquisition	Infrastructure and Architecture	Disaster Recovery	Access Management	Initiation
Risk Management	Smart Phones and Devices	Software Design and Development	Virtualisation	Contingency Planning	Authentication	Planning
ICT Procurement	Bring-Your-Own-Device (BYOD)	Software Maintenance and Management	Capacity Management	Backups	Audit	Execution
Policy, Process and Procedures	Cloud Computing	Business Process Analysis	Communications and Network Management	Replication	Remote Access	Reporting
Performance Measurement	Online Services	Integration	Data Storage	Redundancy	Incident Management, Reporting and Response	Monitoring and Controlling
ICT Resource Management	Open Data	Software Scoping and Requirements Definition	IT Asset Management	Data Recovery	Physical and Environmental Security	Closing
Monitoring and Compliance		Testing and Implementation	Systems Acquisition	Emergency Response	Network and Communications Security	
ICT Sourcing Models		Change Management	Systems Design and Development			
		Version Control				

An analysis of where the Shire sits on each of the above sub-elements, along with identified actions and initiatives to address shortcomings are presented on the following pages. Initiatives and innovative ideas identified by shire staff have also been included in each of the relevant 7 sections, where appropriate.

The chart overleaf – "Current Status and Strategic Priority" – maps each sub-element by their current completion status, graded as either: Completed, In progress or Not commenced, and with a Strategic Priority of either Low, Medium or High.

As the diagram indicates, there are a significant number of sub-elements that are rated as either medium or high strategic importance that have not yet been completed, and in many cases – not yet commenced.

One of the key objectives of this ICT Strategic Plan is to identify these critical commencement and completion gaps and provide a structured and balanced approach towards progressively actioning these items and closing them out, shifting the SoP closer towards its desired goal of meeting, or where relevant – exceeding, the recommended standard described in the LGIRS ICT Strategic Framework.

Current Status and Strategic Priority

The following chart demonstrates the Shire's strategic priority mapped against the current status of each of the sub-elements contained within the framework above.

52 Framework elements

13 Not commenced 25%

38 In progress 73%

1 Completed 2%

Strategic Priority Breakdown

High priority — 24 elements - 26%

Medium priority — 11 elements - 21%

Low priority — 17 elements - 33%

Overall Implementation Status



Framework Group	Total Elements	Implementation Strategy (number of elements)	Strategic Priority (number of elements)
Governance	8	8	H4, M2, L2
Emerging Trends and Technologies	7	4, 2, 1	H4, M3
Business Systems and Applications	9	3, 6	H1, M2, L6
Infrastructure and Technology	8	3, 5	H4, M2, L2
IT Business Continuity	7	2, 5	H4, M2, L1
Security	7	1, 6	H7
Project Management	6	6	L6

Implementation Plan

1. Governance

Governance describes the guiding strategies, principles and practices that guide the correct and effective delivery of ICT, and provides a framework for ICT decision making.

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
1.1 ICT Strategy and Planning		High	Last version of the SoP ICT Strategic Plan is dated 2011 and is no longer relevant.
1.2 Risk Management		High	Risk Management is briefly mentioned in both the IT Disaster Recovery Plan and the Incident Management/Business Continuity Response Plan, however an ICT-specific Risk Management Strategy and Risk Management Plan should both be prepared.
1.3 ICT Procurement		Low	ICT procurement is effectively managed via existing processes and controlled via financial policies and procedures.
1.4 Policy, Process and Procedures		High	Some key IT policies awaiting development and implementation. ICT procedural documentation library requires revision and expansion.
1.5 Performance Measurement		Low	Quarterly performance measurement reports on KPI's and SLA's prepared by Managed Service Provider (MSP). Internal performance levels not reported on.
1.6 ICT Resource Management		Medium	Basic ICT Resource Management implemented.
1.7 Monitoring and Compliance		Medium	Basic monitoring and compliance systems in place.
1.8 ICT Sourcing Models		Low	Assorted ICT Sourcing Models are utilised, according to business requirements and solution opportunities.

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

GOVERNANCE - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	**2027**	**2028**	**2029**	**2030**	**Future Years**
1.1 ICT Strategy and Planning						
1.1.1	Develop ICT Strategic Plan	✓			✓	
1.1.2	Annual review and update ICT Strategic Plan		✓	✓	✓	
1.1.3	Prepare and implement ICT Annual Business Plans		✓	✓	✓	
1.2 Risk Management						
1.2.1	Develop ICT Risk Management Strategy	✓				
1.2.2	Develop ICT Risk Management Plan	✓				
1.3 ICT Procurement						
1.3.1	Report on major ICT procurement activities					✓
1.4 Policy, Process and Procedures						
1.4.1	Develop and implement LGIRS baseline ICT policies	✓	✓			
1.4.2	Develop and implement LGIRS intermediate ICT policies			✓		
1.4.3	Develop and implement LGIRS advanced ICT policies				✓	
1.5 Performance Measurement						
1.5.1	Develop and report on Internal KPIs and Service Level Agreements					✓
1.6 ICT Resource Management						
1.6.1	Develop ICT resource management framework					✓
1.7 Monitoring and Compliance						
1.7.1	Develop and implement continual improvement activities for ICT monitoring and compliance	✓	✓	✓	✓	✓
1.8 ICT Sourcing Models						
1.8.1	Review ICT Sourcing models and develop alternative supply chain options where necessary					✓

2. Emerging Trends and Technologies

Emerging Trends and Technologies provide challenges and opportunities for local government in managing ICT systems and resources, and the delivery of future ICT services.

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
2.1 Social Media		Medium	Social media channels managed by Communications Coordinator.
2.2 Smart Phones and Devices		Medium	Smart phones and devices provisioned as determined by business requirement. Enterprise mobile device management solutions should be considered to improve security.
2.3 Bring-Your-Own-Device (BYOD)		High	Use of M365 enables access from BYOD devices, however no BYOD policy has been implemented.
2.4 Cloud Computing		Medium	Cloud-based solutions implemented where available, however no overarching Cloud Computing policy is in place.
2.5 Online Services		High	The provision of existing and new online services is largely dependent upon partner organisations. No Online Services policy or strategy has been developed.
2.6 Open Data		High	No Open Data policy in place. No AI initiatives in progress.
2.7 Artificial Intelligence		High	Artificial Intelligence Policy recently adopted by Council. No AI projects in progress.

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

EMERGING TRENDS AND TECHNOLOGIES - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	**2027**	**2028**	**2029**	**2030**	**Future Years**
2.1 Social Media						
2.1.1	Review existing Social Media Policy		✓			
2.2 Smart Phones and Devices						
2.2.1	Investigate options for the unified management of Public Open Space control systems, including: Stand pipes, Fuel bowsers, Reticulation and Sport field lighting			✓		
2.2.2	Deploy where available mobile business applications, such as: Road Inventory Asset Management Software, animal ownership information and records management.			✓	✓	
2.3 Bring-Your-Own-Device (BYOD)						
2.3.1	Develop and implement Bring-Your-Own-Device Policy	✓				
2.4 Cloud Computing						
2.4.1	Develop and adopt Cloud Computing Policy		✓			
2.5 Online Services						
2.5.1	Develop Online Services Plan		✓			
2.5.2	Annual review of available CouncilConnect modules and identification of potential candidates		✓	✓	✓	
2.5.3	Perform annual review of website structure, usability and content	✓	✓	✓	✓	
2.5.4	Improve customer information and services available on Shire Website and mobile devices: • 24 x 7 self-service focus • Road Report Map • Near Me Map • Waste Collection • Maintenance requests • Mapping data • Online lodgements of building & development applications • Video calling feature on website	✓	✓	✓	✓	

EMERGING TRENDS AND TECHNOLOGIES - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	**2027**	**2028**	**2029**	**2030**	**Future Years**
2.6 Open Data						
2.6.1	Develop Open Data Policy				✓	
2.6.6	Increase access to community information via online links: QR codes in public places linking to local information and shire systems (eg Cemetery)		✓	✓	✓	
2.7 Artificial Intelligence						
2.7.1	Develop and implement AI policy	✓				
2.7.2	Form AI Working Group		✓			
2.7.3	Develop and implement AI Pilot			✓		
2.7.4	Extend AI roll-out				✓	
2.7.5	Develop and implement improvements in customer service through use of AI processes and agents (e.g. Development Applications and productivity improvements)				✓	

3. Business Systems and Applications

Business Systems and Applications refers to all the software systems and applications used by a local government.

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
3.1 Software Acquisition		Medium	As a consumer of cloud services and on-premise COTS applications, the SoP has no requirement to undertake any internal software development and maintenance activities. Requirements definition for new systems is performed at a basic level. SoP is subject to a degree of vendor lock-in with its ERP supplier given the limited availability of viable alternatives, and the costs associated with transitioning to other platforms.
3.2 Software Design and Development		Low	SoP does not design or develop any software and instead utilises commercial applications to address business requirements.
3.3 Software Maintenance and Management		Low	SoP does not perform any maintenance functions on the commercial software applications it uses.
3.4 Business Process Analysis		Low	Internal business processes are analysed, reviewed and updated in conjunction with the implementation of new applications.
3.5 Integration		High	Minimal integration in place between disparate systems.
3.6 Software Scoping and Requirements Definition		Low	'Fit for purpose' software scoping and requirements definition performed as necessary, prior to software acquisition.
3.7 Testing and Implementation		Low	User Acceptance Testing performed as required.
3.8 Change Management		Medium	Change management is typically implemented by the relevant third party responsible for the software, and where necessary the SoP's Managed Service Provider. No documented change management policy in place, or Change Approval Board.
3.9 Version Control		Low	Version control processes are managed by the relevant third party responsible for the software.

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

BUSINESS SYSTEMS AND APPLICATIONS - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	**2027**	**2028**	**2029**	**2030**	**Future Years**
3.1 Software Acquisition						
3.1.1	Develop standardised process for software acquisition		✓			
3.1.2	Research cost-benefits of key business enhancement systems, including Docs-On-Tap, Nintex and Fire Mapper, and implement where approved.	✓				
3.2 Software Design and Development						
3.2.1	Develop Website Accessibility Policy			✓		
3.3 Software Maintenance and Management						
3.3.1	Prepare Website and Intranet Business Plans		✓	✓	✓	
3.3.2	Prepare and maintain Systems Documentation	✓	✓	✓	✓	✓
3.3.3	Develop Systems Upgrade Policy				✓	
3.3.4	Develop Software Asset Management Policy				✓	
3.3.5	Maintain Intramaps currency via regular updates	✓	✓	✓	✓	✓
3.4 Business Process Analysis						
3.4.1	Review SynergySoft suitability and alternative ERP's	✓	✓			
3.4.2	SynergySoft replacement			✓	✓	
3.4.3	Rationalise and consolidate online payment systems		✓			
3.4.4	Increase business efficiencies through new Enterprise Resource Planning (ERP) business software system			✓	✓	
3.4.5	Improve business processes through use of digital and online options: E-signature tools to improve timelines and paper free processes; Move from server file storage to Cloud based (SharePoint)	✓	✓	✓	✓	
3.5 Integration						
3.5.1	Review and apply integration where appropriate	✓	✓	✓	✓	

BUSINESS SYSTEMS AND APPLICATIONS - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	2027	2028	2029	2030	Future Years
3.6 Software Scoping and Requirements Definition						
3.6.1	Review Online Booking Systems and implement organisation-wide solution (SpacetoCo)	✓				
3.7 Testing and Implementation						
3.7.1	Prepare guidelines for Systems Testing and Implementation Plans		✓			
3.8 Change Management						
3.8.1	Develop Change Management/Version Control Policy				✓	
3.9 Version Control						
3.9.1	Perform software license audit and review licensing		✓			
3.9.2	Implement ICT Register – hardware & software	✓				

4. Infrastructure and Technology

Infrastructure and Technology refers to the hardware and network infrastructure used to deliver local government ICT services.

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
4.1 Infrastructure and Architecture		High	Warranty periods have expired for all three production servers, and these servers are approaching their capacity limits. Plans currently being developed to replace existing servers, using either on-premises or cloud-based systems.
4.2 Virtualisation		Low	Microsoft Hyper-V virtualisation technologies currently utilised to allocate computing resources to server applications as required.
4.3 Capacity Management		Medium	Basic server capacity management reporting performed by MSP. Network communications infrastructure recently reached capacity, and new communication services have been implemented to provide additional capacity to all distributed Shire sites.
4.4 Communications and Network Management		High	Data communications infrastructure has reached the end of its operational life and needs to be replaced in 2026/2027, as per operational plans already in place.
4.5 Data Storage		High	Additional data storage capacity is required to meet future requirements, including exponential growth in media files and scanned images created via digitisation initiatives.
4.6 IT Asset Management		High	IT Asset Management processes currently rely on data exported from third-party systems, and which is incomplete and inaccurate. Plans in place to acquire and implement an automated ITAM tool that monitors all assets.
4.7 Systems Acquisition		Low	Systems acquisition processes follow established guidelines relating to business requirements definition and evaluation.
4.8 Systems Design and Development		Medium	Systems design and development projects are undertaken with assistance from third party experts to ensure that best practise solutions are developed and implemented.

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

INFRASTRUCTURE AND TECHNOLOGY - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	2027	2028	2029	2030	Future Years
4.1 Infrastructure and Architecture						
4.1.1	Server refresh		✓			
4.2 Virtualisation						
4.2.1	Develop Virtualisation Policy		✓			
4.3 Capacity Management						
4.3.1	Prepare Infrastructure Capacity Plan				✓	
4.4 Communications and Network Management						
4.4.1	Firewall refresh	✓				
4.4.2	Communications network refresh	✓				
4.4.3	Public WiFi network extensions		✓	✓	✓	✓
4.4.4	CRC network rationalisation	✓				
4.5 Data Storage						
4.5.1	Review current data storage capacity and growth rates, and plan for future demands		✓			
4.6 IT Asset Management						
4.6.1	Review existing ICT Acceptable Usage Policy	✓				
4.6.2	Replace manual IT Asset Registers with an IT Asset Management system	✓				
4.6.3	Develop IT Asset Replacement Policy				✓	
4.6.4	Prepare annual IT Asset Management Plan		✓			
4.6.5	Workstation Upgrade – partial fleet refresh	✓		✓	✓	
4.6.6	Mobile device refresh	✓			✓	

INFRASTRUCTURE AND TECHNOLOGY - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	**2027**	**2028**	**2029**	**2030**	**Future Years**
4.7 Systems Acquisition						
4.7.1	Improvement in quality & reliability of basic ICT tools of trade: • Defined standard hardware configuration for staff • Defined standard requirements for each position	✓	✓	✓	✓	✓
4.8 Systems Design and Development						

4.8.1	Video Surveillance Systems (CCTV) improvement in quality and coverage of VSS to address:
	• Anti-social activity
	• Reduce cost of vandalism and damage
	• Extension to proposed locations:
	  • Lowood Road & Langton Road
	  • Depot
	  • Swimming Pool
	  • Library/CRC
	  • Recreation Centre
	  • Saleyards
	  • O'Neill Road Waste Transfer Facility – Stage 2
	  • Kendenup Waste Transfer Station
	  • Pwakkenbak/Tower Hill Lookout
		✓	✓	✓	✓	

4.8.2	Video conferencing: • Pwakkenbak Room • Councillor's Room • Council Chamber (conversion to a fully-equipped Microsoft Teams Room)	✓	✓			

5. IT Business Continuity

IT business continuity describes the activities undertaken to enable a local government to perform its key functions and deliver its ICT services.

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
5.1 Disaster Recovery		High	Existing IT Disaster Recovery Plan requires updates in some areas, but is practical and functional.
5.2 Contingency Planning		High	Existing Incident Management / Business Continuity Response Plan out of date (February 2019)
5.3 Backups		High	Remote, cloud-based backups of on-premise systems are performed daily and verified. Cloud-based systems utilise internal cloud backup processes.
5.4 Replication		Low	Replication of data to a secondary site is not part of the Shire's business or ICT model.
5.5 Redundancy		High	Insufficient redundancy in systems has created multiple single points of failure.
5.6 Data Recovery		Medium	Data recovery processes are initiated on request by the Shire's Managed Service Provider.
5.7 Emergency Response		Medium	Addressed via Shire's Incident Management/Business Continuity Response Plan, though this plan is due for a review and update.

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

IT BUSINESS CONTINUITY - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	2027	2028	2029	2030	Future Years
5.1 Disaster Recovery						
5.1.1	Develop and implement policies for effective IT business continuity including Backups and DRP	✓				
5.1.2	Review and update existing ICT Disaster Recovery Plan on annual basis	✓	✓	✓	✓	
5.1.3	Perform annual DRP tests		✓	✓	✓	
5.2 Contingency Planning						
5.2.1	Review and update IT Risk Assessment Matrix		✓	✓		
5.2.2	Perform annual review and update of IT Risk Mitigation Plan		✓	✓	✓	
5.2.3	Provide annual ICT updates for Incident Management / Business Continuity Response Plan		✓	✓	✓	
5.3 Backups						
5.3.1	Review all backup processes for completeness and frequency – including laptops and mobile devices	✓				
5.4 Replication						
5.4.1	Implement Mobile Device Management to protect mobile devices		✓			
5.4.2	Investigate cloud hosting options for SoP servers as a possible alternative to Server Refresh	✓				
5.5 Redundancy						
5.5.1	Review current redundancy capabilities and redesign IT systems to include redundancy and remove single points of failure where possible	✓	✓	✓	✓	
5.6 Data Recovery						
5.6.1	Develop and implement periodic data recovery tests to verify capabilities of all key systems	✓	✓	✓	✓	
5.7 Emergency Response						
5.7.1	Review ICT section of Corporate Risk Management Spreadsheet and address identified risks	✓	✓	✓	✓	

6. Security

Security means protecting information and systems from unauthorised access, use, modification, disclosure or destruction.

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
6.1 Access Management		High	Recent upgrades to M365 Business Premium and Microsoft Defender suite have substantially enhanced the Shire's ability to implement effective access management controls.
6.2 Authentication		High	System and network authentication is implemented via Microsoft Entra ID, a key component of M365 Business Premium.
6.3 Audit		High	JLT Public 'Top Cyber-Security Controls Review 2024 – Shire of Plantagenet'. Internal document: Local Government Cyber Risk Assessment, April 2025
6.4 Remote Access		High	Remote access capabilities have been deployed, including VPN and remote desktop services, however network constraints have limited the practical use of these capabilities. Recent network improvements are designed to remove these constraints and enhance remote access.
6.5 Incident Management, Reporting and Response		High	Incident Management, reporting and response is provided by the Shire's Managed Service Provider, utilising Microsoft Defender and other detection tools.
6.6 Physical and Environmental Security		High	Basic physical and environmental security measures implemented, however these measures should be periodically reviewed and strengthened where appropriate.
6.7 Network and Communications Security		High	Existing network security controls unsuitable for contemporary business requirements and a functional redesign is required in 2026/2027.

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

SECURITY - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	2027	2028	2029	2030	Future Years
6.1 Access Management						
6.1.1	Develop and implement IT Security Policy	✓				
6.1.2	Develop and implement Password Policy	✓				
6.2 Authentication						
6.2.1	Review and strengthen authentication processes	✓				
6.3 Audit						
6.3.1	Implement automated Security Audit Policy controls		✓			
6.4 Remote Access						
6.4.1	Review Remote Access methods and controls		✓			
6.5 Incident Management, Reporting and Response						
6.5.1	Develop Incident Management Plan		✓			
6.5.2	Develop Incident Response Policy			✓		
6.6 Physical and Environmental Security						
6.6.1	Assist with take-up of technological tools to improve safety for staff, especially when working alone or remotely, for example: EPIRB's and GPS trackers	✓				
6.7 Network and Communications Security						
6.7.1	Develop and implement essential security policies	✓				
6.7.2	Action all ASD Essential 8 priorities to achieve Level 1 Maturity	✓	✓			
6.7.3	Implement Mobile Device Management protection for all SoP mobile devices	✓				
6.7.4	Review and enhance Data Loss Prevention processes		✓			
6.7.5	Replace End-of-Life WatchGuard firewalls with supported devices	✓				
6.7.6	Develop and implement regular staff cyber security awareness and training	✓	✓	✓	✓	
6.7.7	Commission annual penetration tests	✓	✓	✓	✓	
6.7.8	Implement annual Cyber Incident Response Tests	✓	✓	✓	✓	

7. Project Management

Project management is the discipline of planning, organising, controlling, and managing resources to achieve specific goals

BENCHMARK ASSESSMENT OF EACH SUB-ELEMENT			
ICT Framework Element	**Status**	**Priority (H/M/L)**	**Comments**
7.1 Initiation		Low	SoP ICT uses project management tools and techniques available within Microsoft 365 to manage its projects, including Microsoft Planner and Microsoft Teams.
7.2 Planning		Low	
7.3 Execution		Low	
7.4 Reporting		Low	
7.5 Monitoring and Controlling		Low	
7.6 Closing		Low	

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

PROJECT MANAGEMENT - INITIATIVES & IMPROVEMENT ACTIONS						
	Actions	**2027**	**2028**	**2029**	**2030**	**Future Years**
7.1 Initiation						
7.1.1	Identify and implement a suitable lightweight project management methodology	✓				
7.1.2	Develop standardised Business Case templates		✓			
7.1.3	Develop Project Statement guides		✓			
7.2 Planning						
7.2.1	Develop standardised Project Plan templates		✓			
7.2.2	Develop Project Schedule guides		✓			
7.2.3	Implement Project Risk Registers for key projects		✓			
7.2.4	Implement Project Quality Plans for key projects			✓		
7.3 Execution						
7.3.1	Develop standardised Project Issue Registers		✓			
7.4 Reporting						
7.4.1	Develop standardised Project Status Reports		✓			
7.5 Monitoring and Controlling						
7.5.1	Develop Project Communication Plan templates			✓		
7.6 Closing						
7.6.1	Implement Post Implementation Reviews		✓			

APPENDICES

Appendix A - ICT Supporting Documentation

The LGIRS' ICT Strategic Framework describes a set of ICT Supporting Documentation to assist local government agencies with the identification of strategies, plans, policies and procedures that are detailed in the ICT Strategic Framework, and which have been rated as either ICT Baseline Standard, Intermediate (Recommended) Standard, or Advanced (Ideal) Standard. LGIRS note that "The actual level of uptake needs to be determined by each local government based on its size and specific business requirements."

INFORMATION TECHNOLOGY SUPPORTING DOCUMENTATION			
Strategic ICT Element	**ICT Baseline standard**	**Intermediate (Recommended) standard**	**Advanced (ideal standard)**
Governance	ICT Strategic Plan ICT Annual Business plans Risk Management Strategy and Plan		Internal KPIs and Service Level Agreements
Emerging Trends and Technologies		Social Media Policy Online Services Plan	Cloud Computing Policy Bring-Your-Own-Device Policy Open Data Policy
Business Systems and Applications	Systems Documentation	Systems Test and Implementation Plans	Website and Intranet Business Plan Website Accessibility Policy Systems Upgrade Policy Software Asset Management Policy Change Management/Version Control Policy
Infrastructure and Technology	ICT Acceptable Usage Policy	Systems Documentation IT Asset Register IT Asset Management Plan Virtualisation Policy	IT Asset Replacement Policy Infrastructure Capacity Plan
IT Business Continuity	IT Disaster Recovery Plan Backup Policy	IT Risk Assessment Matrix IT Risk Mitigation Plan	
Security	IT Security Policy Password Policy	Incident Management Plan	Security Audit Policy Incident Response Policy
Project Management	Business Case Project Statement (defines scope and deliverables) Project Plan	Project Schedule Project Risk Register Project Status Report Project Issues Register Post implementation Review	Project Communication Plan Project Quality Plan

Appendix B - Readiness Level Assessment:

Using the LGIRS ICT Supporting Documentation table as a benchmark for measuring ICT strategic maturity, the SoP currently does not meet the minimum ICT Baseline standard. This ICT Strategic Plan includes a range of initiatives and actions designed to address this shortcoming and move the Shire to meet the recommended Intermediate standard over the next two years.

Strategic ICT Element	SoP's Current Maturity Level	ICT Baseline standard	Intermediate (Recommended) standard	Advanced (ideal standard)
Governance		ICT Strategic Plan ✗ ICT Annual Business plans ✗ Risk Management Strategy and Plan ✗		Internal KPIs and Service Level Agreements ✗
Emerging Trends and Technologies	Social Media Policy ✓		Social Media Policy ✓ Online Services Plan ✗	Cloud Computing Policy ✗ Bring-Your-Own-Device Policy ✗ Open Data Policy ✗
Business Systems and Applications		Systems Documentation ✗	Systems Test and Implementation Plans ✗	Website and Intranet Business Plan ✗ Website Accessibility Policy ✗ Systems Upgrade Policy ✗ Software Asset Management Policy ✗ Change Management/Version Control Policy ✗
Infrastructure and Technology	ICT Acceptable Usage Policy ✓	ICT Acceptable Usage Policy ✓	Systems Documentation ✗ IT Asset Register ✗ IT Asset Management Plan ✗ Virtualisation Policy ✗	IT Asset Replacement Policy ✗ Infrastructure Capacity Plan ✗
IT Business Continuity	IT Disaster Recovery Plan ✓ Backup Policy ✓	IT Disaster Recovery Plan ✓ Backup Policy ✓	IT Risk Assessment Matrix ✗ IT Risk Mitigation Plan ✗	
Security		IT Security Policy ✗ Password Policy ✗	Incident Management Plan ✗	Security Audit Policy ✗ Incident Response Policy ✗
Project Management		Business Case ✗ Project Statement (defines scope and deliverables) ✗ Project Plan ✗	Project Schedule ✗ Project Risk Register ✗ Project Status Report ✗ Project Issues Register ✗ Post implementation Review ✗	Project Communication Plan ✗ Project Quality Plan ✗

Key: ✓ Completed ✗ Not yet commenced

Appendix C - Video Surveillance System Road Map

The Plantagenet VSS (Video Surveillance System) Site Requirements Analysis was conducted by Redfish Technologies in January 2026 and involved consultation with key stakeholders and analysis of 18 Shire sites identified as requiring VSS coverage. This analysis was undertaken to address both critical issues that had been identified within the Shire's current implementation of CCTV, and also address proactive objectives for contemporary VSS.

Critical issues with the Shire's current CCTV systems:

- Inadequate or non-existent CCTV coverage of key Shire locations
- Incompatible, fragmented deployment of CCTV camera systems
- Failing or failed CCTV system components including cameras, network links and video recording hardware
- Unfit for purpose video quality
- Unsupported hardware and software
- Legacy system architectures that did not leverage cloud-based capabilities

Primary objectives for the Shire's VSS deployment are:

- Surveillance and deterrence of anti-social behaviour and crime
- Protection of Shire and community assets
- Evidence collection for police investigations
- Remote monitoring capability during incidents (storms, fires, break-ins)
- Public safety in high-traffic areas
- Police access for live monitoring and evidence retrieval

Following the completion of the VSS Site Requirements Analysis, detailed technical designs and quotations were prepared for the top 10 sites, all based on the Avigilon Alta Aware cloud-based platform for system compatibility and interoperability. The table overleaf summarises these top 10 sites, and notes that both Stage 1 at the O'Neill Road Waste Management Facility and also the 17-camera system for the Administration Centre have been implemented.



Location	Priority	Legacy Cameras	Recently Installed Cameras	Proposed Cameras	Total Quotations in GST	Quotation Date	PO Value	Status
O'Neill Road Waste Management Facility - Stage 1	1	0	4		$30,000	2025	$30,000	
Admin Centre (Building interior & exterior)	2	4	17		$60,000	2026	$60,000	
Lowood Road/Langton Road	3	12		21	$110,000	2026		
Depot	4	0		17	$80,000	2026		
Swimming Pool	5	3		9	$40,000	2026		
Library/CRC	6	11		25	$80,000	2026		
Recreation Centre	7	3		14	$60,000	2026		
Saleyards	8	0		32	$130,000	2026		
Kendenup Waste Transfer Station	9	0		2	$20,000	2026		
Pwakkenbak / Tower Hill Lookout	10	0		4	$40,000	2026		

Key:  Not yet commenced / Possible barriers experienced  Commenced but not yet finalised / Significant progress made  Completed / Success

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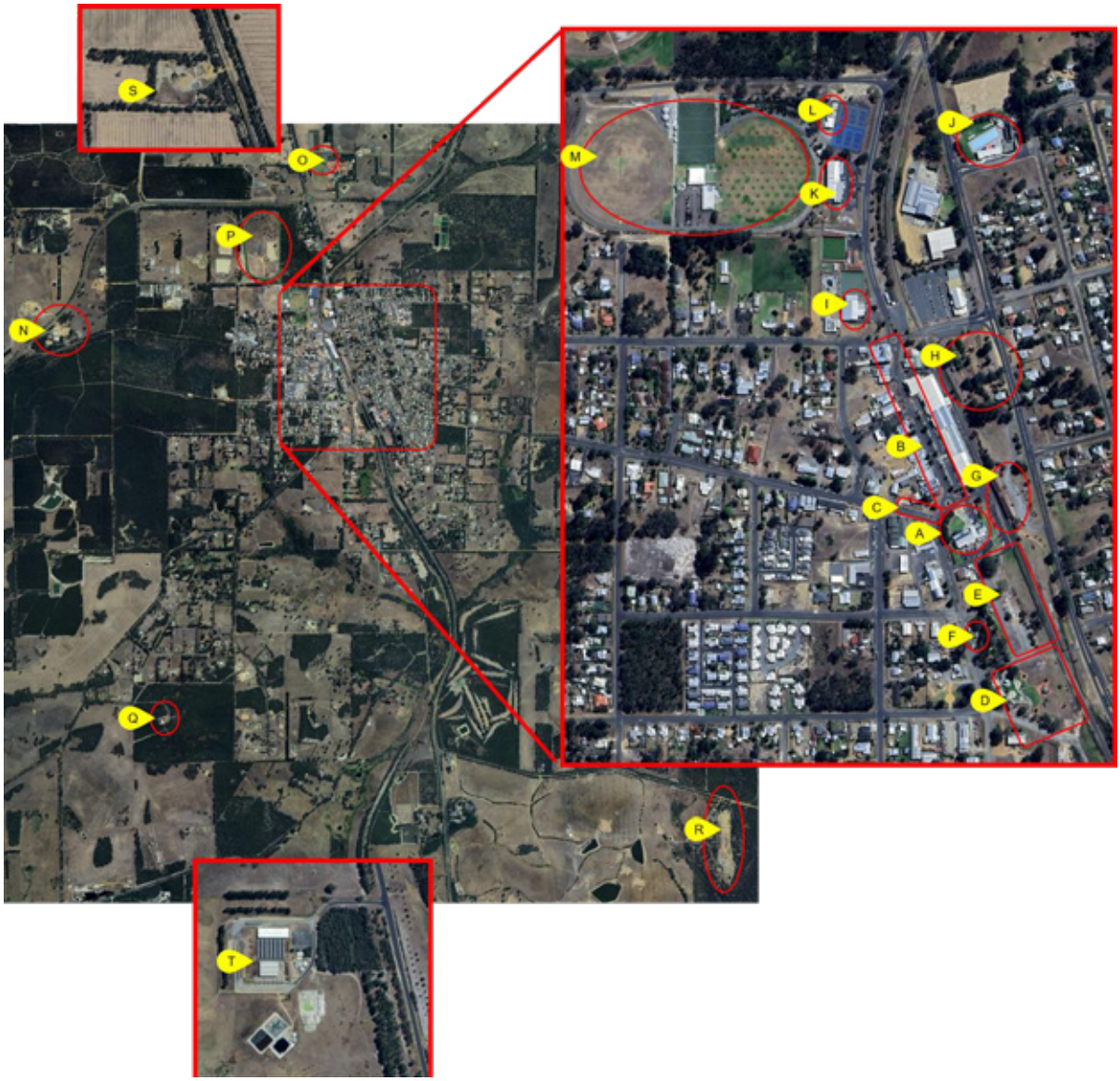
1. EXECUTIVE SUMMARY

This document consolidates the findings from stakeholder consultations conducted between 20 - 22 January 2026 regarding the Shire of Plantagenet's Video Surveillance System (VSS) requirements. Consultations were held with:

- Chief Executive Officer and Executive Manager Corporate & Community Services
- Manager of Community Recreation Services
- Executive Manager Infrastructure and Assets
- Officer in Charge, Mount Barker Police Station
- Depot Manager
- Pool Manager
- Saleyards Manager
- CRC Manager

The analysis identifies 18 primary sites requiring VSS coverage across the Mount Barker townsite and surrounding localities. The Shire has committed to deploying the Avigilon Alta Aware cloud-based platform, with the first installation at O'Neill Road Waste Management Facility scheduled for February 2026.

Using the plan below – these sites have been identified as a first trance locations to be covered for updated/replacement or new CCTV systems.



1.1 Site Locations

A. Shire Office
B. Lowood Road *(Main Street)*
C. Langton Road
D. Wilson Park *(Existing)*
E. Wilson Park *(Additional Redevelopment)*
F. Toilet Block
G. Visitors Centre
H. Centenary Park
I. Plantagenet District Hall
J. Swimming Pool *(Existing)*
K. Community Resource Centre *(CRC)*
L. Tennis Courts
M. Sounness Park
N. Existing Shire Depot & New Administrative Office *(Proposed)*
O. Recreation Centre
P. Frost Park
Q. Pwakkenbak / Tower Hill Lookout
R. O'Neil Transfer Park
S. Kendenup Waste Transfer Station *(North of Kendenup Townsite)*
T. Regional Sales Yards *(South of Townsite)*

2. KEY FINDINGS

2.1 Strategic Objectives

The primary objectives for the Shire's VSS deployment are:

- Surveillance and deterrence of anti-social behaviour and crime
- Protection of Shire and community assets
- Evidence collection for police investigations
- Remote monitoring capability during incidents (storms, fires, break-ins)
- Public safety in high-traffic areas
- Police access for live monitoring and evidence retrieval

2.2 Current Infrastructure Issues

Component	Issue	Priority
CCTV Server	2012 PACOM DVTEL - RAID failing, high CPU, Windows 10 EOL	**Critical**
VMS Software	Milestone XProtect Express+ 2019 R2 - outdated, unsupported	**Critical**
Fluidmesh Radios	Unreliable, require replacement	**High**
Ubiquiti Radios	Aging, weather damage, line-of-sight issues	**High**
Street Pole Cabling	Degraded cabling, plastic boxes deteriorating	**Medium**
Wilson Park Lighting	Circuit continually tripping	**Medium**
Police Workstation	Old laptop unreliable	**Medium**

2.3 Lighting Assessment

A basic lighting survey conducted on 21 January 2026 at 20:30 identified significant lighting deficiencies across multiple sites:

Location	Current Status	IR/Lighting Requirement
Wilson Park	Inadequate	Full IR + supplemental lighting
Main Street	Mixed white/amber	Standard IR, replace amber lights
Frost Park	None	Full IR + supplemental lighting
Football Club	None	Full IR + supplemental lighting
Sounness Park	Limited	Full IR + supplemental lighting
Visitor Centre	Multi-coloured (problematic)	Full IR, cameras away from colour lights
Centenary Park	None	Full IR + supplemental lighting
District Hall	Front only	Standard IR + dark spot coverage
CRC	Carpark only, rear none	Standard IR + rear coverage
Swimming Pool	Front only	Standard IR + dark spot coverage

3. SITE-BY-SITE REQUIREMENTS

The following sections detail the specific requirements for each site identified through stakeholder consultation. Sites are ordered by priority.

3.1 O'Neill Road Waste Management Facility

Priority	Status	Existing Cameras	Proposed Cameras
Critical	In Progress	0	4

Connectivity: Starlink

Power: Solar Grid

Coverage Requirements:

- LPR at entry gate
- LPR at side gate
- Front and rear facing cameras at gatehouse
- Overview camera for white goods and electrical area between sheds
- Coverage of containers for change and tip shop
- Future expansion for landfill extension stages

Current Issues:

- Regular break-ins and theft
- Scrap metal theft from seized vehicles
- Battery theft (now spray-painting batteries)
- Fuel tank position creates LPR angle issues, angle correction needed with concrete blocks

Notes: *First site for Alta Aware deployment. Installation scheduled Feb 2026.*

3.2 Mount Barker CBD / Lowood Road

Priority	Status	Existing Cameras	Proposed Cameras
Critical	Upgrade Required / system off line	16	TBD

Connectivity: Wireless backhaul (Hard cabled – not confirmed & Ubiquiti/Fluid mesh - failing)

Power: Western Power poles (approved) – not all have power that is being used

Coverage Requirements:

- Both roundabouts coverage (multi-lens or PTZ)
- Coverage of both pubs and streetscape (Top and Bottom Hotels and other shops and outlets)
- Shire front lawn/Christmas tree area – priority
- IGA entrance overview
- Langton Road coverage to hospital
- Police require ingress/egress capture ideally with LPR
- Live monitoring capability for police including ability to move camera to focused in and around hotels

Current Issues:

- Multiple cameras offline and or broken
- Cabling and power not documented or badly documented
- Wireless radios unreliable (Fluidmesh) and failing
- Mixed white/amber street lighting
- Camera corrosion on poles
- Ubiquity units broken, incorrectly wired
- Server infrastructure failing

Notes: *Police want PTZ capability for proactive monitoring. Consider multi-lens for roundabouts.*

3.3 Wilson Park / Nature Playground *(to be redeveloped)*

Priority	Status	Existing Cameras	Proposed Cameras
High	Upgrade Required	5	TBD (post-redevelopment)

Connectivity: Wireless (Ubiquiti Rocket - aging)

Power: Lighting circuit (tripping issues)

Coverage Requirements:

- Skate Park coverage (redevelopment planned)
- Pump track coverage (redevelopment planned)
- Public toilets entrance coverage
- Playground area overview
- Gazebo area
- Lighting poles need permanent power

Current Issues:

- Incorrect alignment of poles camera
- Lighting circuit or globe's not working upon site review
- Inadequate night lighting (full IR required)
- Indoor-rated cabling used outdoors

Notes: *Major park redevelopment planned. Infrastructure to be future-proofed.*

3.4 Shire Administration Centre

Priority	Status	Existing Cameras	Proposed Cameras
High	Upgrade Required	6	8

Connectivity: CAT6/Coaxial mix

Power: Mains

Coverage Requirements:

- Rear carpark (reposition for better coverage)
- Rear foyer entrance
- Front lawn and Christmas tree area (from solar camera)
- Public toilet block
- Co-op area
- All entry points identification level
- Staff safety coverage

Current Issues:

- Some cameras using legacy coaxial
- Christmas tree arson attempts at front of the carpark
- Inadequate coverage of locations in and around building
- Wi-Fi users loitering under veranda and not covered
- Inadequate power for cameras positions

Notes: *Central hub for CCTV infrastructure. Server replacement urgent.*

3.5 Community Resource Centre (CRC)

Priority	Status	Existing Cameras	Proposed Cameras
High	Refurb Planned	11	TBD (post-refurb)

Connectivity: Network

Power: Mains

Coverage Requirements:

- Joint counter coverage (post-refurb)
- Centrelink office coverage (relocating)
- Library art collection ($60k + value)
- External corridors for lessees
- Kitchen/storeroom coverage
- New toy library external access
- Food Bank hut (planned)
- Airlock entry area (planned)

Current Issues:

- Multi-tenant building with semi complex access
- Lack of coverage at rear of the building
- Anti-social behaviour to counter at times
- Art collection unprotected in library
- Cash handling at both CRC and library counters
- Staff safety

Notes: *Major refurbishment planned. Wait for architect plans before detailed design.*

3.6 Shire Depot

Priority	Status	Existing Cameras	Proposed Cameras
High	New Installation	0	12

Connectivity: Starlink Enterprise

Power: Mains (limited at Parks & Gardens sheds)

Coverage Requirements:

- Dog pound (primary concern - break-ins)
- Cat pound area
- Fuel bowser coverage
- Parks and gardens equipment shed
- Main workshop external
- Vehicle/plant parking areas
- Graders and heavy equipment area
- Impounded vehicles area
- Three entrance/exit gates coverage
- New administration building (planned)

Current Issues:

- Dog pound fence cutting for break-outs
- Fuel bowser previously drained by theft
- No power at Parks & Gardens shed
- Staff concerns were raised about surveillance
- Rear gate open for Muir Highway access

Notes: *Use wireless links between buildings. Cross-beam coverage for parking areas.*

3.7 Swimming Pool

Priority	Status	Existing Cameras	Proposed Cameras
Medium-High	Upgrade Required	3	12

Connectivity: NBN

Power: Mains (limited at plant room)

Coverage Requirements:

- Main entrance gate (both directions)
- Kiosk/office coverage (staff safety)
- Change room doors coverage
- Terrace overview
- Pool overview (water body - with signage)
- Perimeter fences (rear wall access point)
- Plant room area external
- Kids pool area
- Club entrance door

Current Issues:

- Current cameras poorly positioned (turrets)
- Change room anti-social behaviour
- After-hours fence jumping
- Shade sails may obstruct views
- Cool room panel construction difficult for mounting

Notes: *Redevelopment planned. New 2m spiked fencing. Future AI drowning detection consideration.*

3.8 Recreation Centre

Priority	Status	Existing Cameras	Proposed Cameras
Medium-High	Upgrade Required	4	8

Connectivity: Network

Power: Mains

Coverage Requirements:

- 24-hour gym coverage (2 cameras + cardio room)
- Counter/reception area
- Creche entrance (external only)
- Rear exit door (school access)
- External access doors
- Toilet entrance coverage

Current Issues:

- 24/7 gym creates risk periods
- Department of Education owns building (liaison required)
- Existing Hikvision system aging

Notes: *Paradox alarm system possibly to replaced with Alta Access in future. Adjacent school, has some cameras on building connected to there system.*

3.9 Mount Barker Library

Priority	Status	Existing Cameras	Proposed Cameras
Medium-High	Part of CRC	0	6

Connectivity: Via CRC

Power: Mains

Coverage Requirements:

- Art collection coverage ($60-70k)
- Main entrance
- Rear corridor with office doors
- Public PC area (after refurb)
- Study room entrance
- Cash handling at counter

Current Issues:

- No current coverage whatsoever
- Art collection at risk
- Anti-social behaviour

Notes: *Part of CRC refurbishment. Motion sensor alarm only currently.*

3.10 Regional Cattle Saleyards

Priority	Status	Existing Cameras	Proposed Cameras
Medium	Upgrade Required	1	8

Connectivity: BitNet (not Starlink)

Power: Mains. Poles at sales years truck drop and pickup area need to be checked for permanent power possibility

Coverage Requirements:

- Perimeter coverage (all sides)
- Truck loading/unloading ramps from existing lighting poles if possible
- LPR at entry (repositioning needed)
- Office entrances coverage
- Canteen entrance
- New 12-block toilet coverage
- Wash pad facility overview

Current Issues:

- Current LPR front camera angle too oblique
- Night capture difficult with truck headlights
- Facility unlocked - anti-social behaviour
- Possible nefarious activity at back of facility out of sight of main office

Notes: *Reposition LPR camera to capture vehicles as they straighten up at entry.*

3.11 Kendenup Waste Transfer Station

Priority	Status	Existing Cameras	Proposed Cameras
Medium	New Installation	0	3

Connectivity: 4G (Teltonika router)

Power: Solar on planned new shed/demountable

Coverage Requirements:

- Main entrance gate coverage
- Exit gate coverage
- Tip-off areas overview
- New shed coverage (planned)
- White goods/green waste area

Current Issues:

- Battery theft
- Small site with limited infrastructure
- New shed not yet built

Notes: *Short-term solution: solar-powered camera with 4G. Expand when shed built.*

3.12 Frost Park / Racecourse

Priority	Status	Existing Cameras	Proposed Cameras
Medium	New Installation	0	6

Connectivity: TBD

Power: Limited (one light over door)

Coverage Requirements:

- Pavilion internal coverage
- External building coverage
- Bar area (when hired for events)
- Anti-social behaviour deterrence

Current Issues:

- Large site – focused towards building only
- Out of town - limited passive surveillance
- No lighting (full IR required)
- Turf club has separate cameras (Albany monitoring / unknow access ability)

3.13 Sounness Park Sporting Complex

Priority	Status	Existing Cameras	Proposed Cameras
Medium	New Installation	0	8

Connectivity: TBD

Power: Mains Power

Coverage Requirements:

- Hockey area protection (rock throwing)
- Building perimeter coverage
- Roof access deterrence
- Change room external coverage
- Entry/exit points
- Carpark

Current Issues:

- Large site – focused towards building only
- Limited lighting (full IR required)
- Kids on roof
- Change room theft during fixtures
- High people movement on game days
- Change rooms have inadequate locking in place (Salto) that is EOL, and requires needs new access control system to be installed. However it will require a replacement of locks and doors across the facility

Notes: *Hockey club is particular target. Remote Tennis courts separate - club looking at own system.*

3.14 Visitor Centre

Priority	Status	Existing Cameras	Proposed Cameras
Low-Medium	New Installation	0	4

Connectivity: TBD

Power: Mains

Coverage Requirements:

- Building entrances
- Railway crossing pedestrian path
- Car park overview

Current Issues:

- Multi-coloured lighting at front will affect cameras
- No lighting on railway side
- PTA owns building (Shire sub-leases)

Notes: *Police interested in railway crossing path from pubs. Coordinate with Centenary Park.*

3.15 Centenary Park / ANZAC Memorial

Priority	Status	Existing Cameras	Proposed Cameras
Low-Medium	New Installation	0	4

Connectivity: TBD

Power: Mains from power pole near Cenotaph

Coverage Requirements:

- Cenotaph/memorial protection
- Will Remember walk storyboards and Pavilion
- Railway crossing path

Current Issues:

- Vandalism day before ANZAC Day
- Very dark (full IR required)
- Connects to Wilson Park pedestrian route

Notes: *RSL involvement in memorial upgrades. Lighting needs to be added to cenotaph area.*

3.16 Plantagenet District Hall

Priority	Status	Existing Cameras	Proposed Cameras
Low	New Installation	0	3

Connectivity: TBD

Power: Mains

Coverage Requirements:

- Main entrance coverage
- Car park overview
- External access points

Current Issues:

- Multiple lessees (Plantagenet Players, Empowering Plantagenet Seniors, newspaper)
- Breezeway between buildings

Notes: *Leased facilities - coordinate with tenant requirements.*

3.17 Skate Park (Wilson Park)

Priority	Status	Existing Cameras	Proposed Cameras
High	Part of Redevelopment	0	4

Connectivity: Via Wilson Park

Power: New lighting poles with GPOs

Coverage Requirements:

- Full skate park coverage
- Pump track coverage
- Toilet entrances
- Evening activity monitoring

Current Issues:

- Part of major park redevelopment
- Ensure poles have permanent power not switched
- Camera pole bounce on lighting poles

Notes: *New infrastructure being designed. Specify CCTV-rated poles or mount below bounce zone.*

3.18 Pwakkenbak / Tower Hill Lookout

Priority	Status	Existing Cameras	Proposed Cameras
Low	New Installation	0	2

Connectivity: 4G/Starlink

Power: Solar

Coverage Requirements:

- Separate toilet block coverages
- Lookout infrastructure protection
- Entry area protection
- Vandalism deterrence

Current Issues:

- Remote location
- Toilet block situated in position that does not facilitate shared coverage
- Antisocial behaviours
- Vehicles undertaking dangerous activities
- Limited power options
- High vegetation coverage that will limit solar onto poles
- Large broadcast tower may create communication issues

Notes: *Solar with 4G connectivity likely solution.*

3.19 Cemetery East and West

Priority	Status	Existing Cameras	Proposed Cameras
Low	New Installation	0	2

Connectivity: 4G

Power: TBD

Coverage Requirements:

- Mitchell Street intersection coverage
- Anti-social driving (burnouts)

Current Issues:

- Short roadway used for burnouts
- Police request for this location

Notes: *Police identified as hotspot. Simple coverage of access road.*

4. RECOMMENDATIONS

4.1 Immediate Priorities (0-6 months)

- Complete O'Neill Road Waste Facility deployment (Feb 2026)
- Replace Milestone CCTV server infrastructure urgently (Critical)
- Replace failing Fluidmesh and Ubiquiti wireless radios on Main Street
- Establish police browser-based access to Alta Aware platform
- Update and repair Main Street/Lowood Road camera replacement and upgrade
- Deploy Shire Depot VSS system

4.2 Short-term Priorities (6-12 months)

- Deploy Kendenup Waste Transfer Station temporary solution
- Upgrade Swimming Pool cameras (pre-redevelopment)
- Upgrade Recreation Centre cameras

4.3 Medium-term Priorities (12-18 months)

- Wilson Park coverage (coordinate with redevelopment)
- CRC/Library upgrade (coordinate with refurbishment)
- Upgrade and Enhance Regional Saleyards with correct LPR positioning
- Sounness Park sporting complex deployment
- Frost Park deployment
- Visitor Centre and Centenary Park deployment

4.4 Long-term Priorities (18 months +)

- New Wilson Park coverage – coordinate to New Redevelopment
- New Swimming Pool cameras – coordinate to New Redevelopment
- Review other Shire sites

4.5 Infrastructure Standards

All new and upgraded installations should adhere to:

- AS/NZS 62676:2020 Video Surveillance Systems standard
- Avigilon Alta Aware platform compatibility
- Minimum 30-day retention for general surveillance
- 7-year retention capability for legal/evidential footage
- DORI levels: Identification (303 PPM) at entry points, Recognition (160 PPM) for general areas
- Future-proofed conduit and power infrastructure for all new builds meeting ACMA standards

5. NEXT STEPS

- Sign off comprehensive VSS Policy, Strategy & Operations document
- Create detailed design specifications for each site
- Develop budget estimates for phased implementation
- Coordinate with architects for buildings/sites under redevelopment
- Establish maintenance and support framework



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