



Council Strategy

Information Technology Strategy

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Maintained By: Executive Director Corporate & Community Services
Document Reference: NS073552

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Executive Summary

The overall purpose of this document is to provide guidance for the next three to five years with regard to the development and application of Information Technology at the City of Albany.

Information Technology encompasses all forms of technology that facilitates the transmission and storage of data in a digital format. In addition to physical devices such as computers, ancillary equipment, software and firmware, information technology includes procedures, services (including support services) and related resources that allow technology to permeate business processes.

This document addresses organisation wide informational needs and requirements for information architecture, with reference to strategic direction, which will:

- Improve manageability
- Increase utilisation of resources
- Determine the best system configurations to support the City's applications
- To develop a long-range, strategic IT plan to support the City to consolidate computing resources
- To understand the economic and performance benefits of migrating from the current environment to next-generation architecture
- To decrease support and overhead costs in the City's PC environment
- To integrate internal applications with systems from external suppliers
- To design mobility solutions to provide real-time access to data and improve employee efficiency
- To integrate radio-frequency identification technology into the current infrastructure

Definitions

IT	Acronym for Information technology
ICT	Acronym for Information and Communication Technology - common abbreviation relating to the hardware and software that provide both Information and Communication services. ICT is generally considered to be interchangeable with the term IT.
ISO	Acronym for the International Standards Organisation.
WAN	Acronym for Wide Area Network - a group of computer networks connected together over long distances.
DHCP	Acronym for Dynamic Host Configuration Protocol - specified through RFC 2131, the protocol allows a network administrator to plan and distribute IP addresses from a central point. An IP address is issued on a 'lease' basis when an IP device is connected to the network and negates problems associated with duplicated addresses.
IP	Acronym for Internet Protocol - a string of four numbers separated by periods (such as 111.22.3.444) used to represent a computer or other device on the Internet.

ITIL	Acronym for the IT Infrastructure Library - best practice framework for managing ICT. Also forms the basis for the ISO and AS standard 20000.
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Strategic Context

Within the corporate hierarchy of strategy development and implementation, this strategic document is positioned at the strategic business unit or SBU level. This document is aligned to the City's corporate strategy and relates to the following elements from the 3D Corporate Plan:

City of Albany Mission Statement

What do we do?

The City of Albany is committed to...

- *Delivering excellent community services*

What we are renowned for?

The City of Albany will always be renowned for...

- *Our customer focus*

How do we do this?

At all times we will...

- *Actively keep abreast of best practice;*
- *Seek innovative approaches*

Strategic Focus Areas

IT Vision Alliance

IT Vision provides the City of Albany with a suite of corporate software products that assist in facilitating the many services that the City provides.

The City has invested a significant amount of financial and intellectual capital into the development of not only this software but also supporting systems, procedures and staff training. Based on this investment and the software's close ties to productivity, it is essential that the City and IT Vision form a strategic alliance that will ensure this relationship continues to provide mutually beneficial outcomes.

Web Based Services

The City currently provides limited web based services both internally and externally, which confines the City's distribution methods and provides customers with limited flexibility.

The shifting nature of the purchasing landscape and changing customer expectations will result in the need to rapidly increase and expand the City's online presence. A number of local government services are compatible with the Internet and therefore should be offered online. This availability will offer the City's customers greater access to services, more efficient service delivery and greater overall convenience.

Infrastructure

The City aims for the provision of first class IT infrastructure to all staff. However, the continually changing IT landscape has resulted in some purchases becoming redundant or no longer meeting customer expectations.

Future infrastructure purchases will need to be based on consolidation and standardisation in light of the changing IT landscape and customer expectations.

Specialist Systems

In addition to the City's corporate application software a number of other specialist systems are required to assist in facilitating the many services that the City provides.

The purchase, implementation and development of these specialist systems has not occurred in a collaborative fashion and has therefore resulted in incompatibility, duplication, waste and inefficiency.

Key Action Plan

Strategic Focus Area 1: IT Vision Alliance

1. Develop a memorandum of understanding between the City of Albany and IT Vision.	
Timeframe	December 2007
Resources	
Officer	EDCCS
References	

2. To actively develop and expand the application of the City's corporate software to permeate a broader range of business processes.	
Timeframe	Ongoing
Resources	All Managers
Officer	ITA
References	

3. Align the City's ICT platforms to those recommended by software suppliers; provided that they are in line with market trends and have readily available ICT skill sets.	
Timeframe	Ongoing
Resources	IT Team
Officer	EDCCS
References	

Strategic Focus Area 2: Web Based Services

4. To develop a suite of web services which are available to our customers 24 hours a day, 7 days a week, 365 days a year.	
Timeframe	External services – July 2007 Internal Services – March 2008
Resources	External provider
Officer	MCS, MES, ITA & All Managers
References	

5. To develop a set of web-based policies that fully document onsite practices, communicate the expectations of management and provide a means of assessing organisational compliance against the current ISO standard.	
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Timeframe	December 2007
Resources	External provider
Officer	ITA
References	

Strategic Focus Area 3: Infrastructure

6. To maintain a consistent and common infrastructure comprising a reliable and effective desktop architecture to enable city staff to optimise their service delivery, productivity and efficiency.

Timeframe	Ongoing
Resources	IT Team
Officer	ITA
References	

7. To provide a fast, reliable, mobile and accessible wide area network (WAN) structure to optimise service delivery for the City's customers.

Timeframe	Ongoing
Resources	IT Team
Officer	ITA
References	

8. Remove static IP address configurations from device interfaces (other than the DHCP server, servers and printers) and allocate a DHCP address.

Timeframe	March 2008
Resources	IT Team
Officer	ITA
References	

9. To catalogue, rationalise, prioritise and ensure that back up procedures and disaster recovery plans are in place for all corporate databases.

Timeframe	January 2008
Resources	External provider & IT Team
Officer	ITA
References	

10. To provide a multi server infrastructure that is robust, efficient and capable of expansion to capitalise on market opportunities.

Timeframe	Ongoing
Resources	External provider & IT Team
Officer	ITA
References	

11. To introduce an integrated communication network, comprising voice, video and data communications, available to all and accessible online.

Timeframe	January 2008
Resources	External provider & IT Team
Officer	ITA
References	

12. To formalise disaster recovery and contingency plans for all IT equipment, applications and data.	
Timeframe	Ongoing
Resources	External provider
Officer	ITA
References	

13. To reduce the risk of failure/data corruption through the application of new software/hardware.	
Timeframe	Ongoing
Resources	All Managers
Officer	ITA
References	

14. To provide a customer focused, single point of contact to manage information technology operational and development related requests.	
Timeframe	December 2007
Resources	External provider & IT Team
Officer	ITA
References	

15. To ensure that users of the City's IT systems have sufficient skills in the use of the operating environment and the applications that they utilise.	
Timeframe	Ongoing
Resources	External provider
Officer	MES & All Managers
References	

16. To facilitate the deployment of information technology to the elected group to optimise their overall efficiency, communication and accessibility.	
Timeframe	December 2008
Resources	IT Team
Officer	ITA & MES
References	

17. Perform a cost benefit analysis (after the first service pack is released) on the implementation of all new releases of Microsoft operating systems and desktop applications.	
Timeframe	Ongoing
Resources	IT Team
Officer	ITA
References	

18. Review the level of ITC resources to ensure that proactive aspects of infrastructure management are undertaken including the reintroduction of module champions.	
Timeframe	October 2008
Resources	
Officer	EDCCS
References	

18. Review the level of ITC resources to ensure that proactive aspects of infrastructure management are undertaken including the reintroduction of module champions.

Timeframe	October 2008

19. Consider the adoption of ITIL processes to provide closer alignment of ICT and business areas.

Timeframe	Ongoing
Resources	IT Team
Officer	ITA
References	

Strategic Focus Area 4: Specialist Systems

20. To provide City staff with a suite of specialist systems that are accurate, accessible, secure and available across multiple platforms to increase efficiency and improve service delivery across the organisation.

Timeframe	Ongoing
Resources	External provider & EDMT
Officer	ITA
References	

Performance Measurement

IT Vision Alliance

- Total number of modules implemented
- Application speed
- Application downtime

Web Based Services

- Total number of services available on the internet/intranet
- Satisfaction surveys (both internal and external)

Infrastructure

- Annual cost of ownership
- Annual turnover percentage
- IT Team response timeframes
- Infrastructure downtime

Specialist Systems

- Annual cost to purchase specialist systems
- Annual cost to maintain specialist systems
- Integration with current and existing systems
- Staff satisfaction surveys

Review

Executive Director Corporate and Community Services to review on or before
30/6/2008

Associated Documents

List related policies, procedures, references, guidelines or other documents that have a bearing on this strategy and that may be useful reference material for users of this strategy.

- City of Albany 3D Corporate Plan
- IT Policy