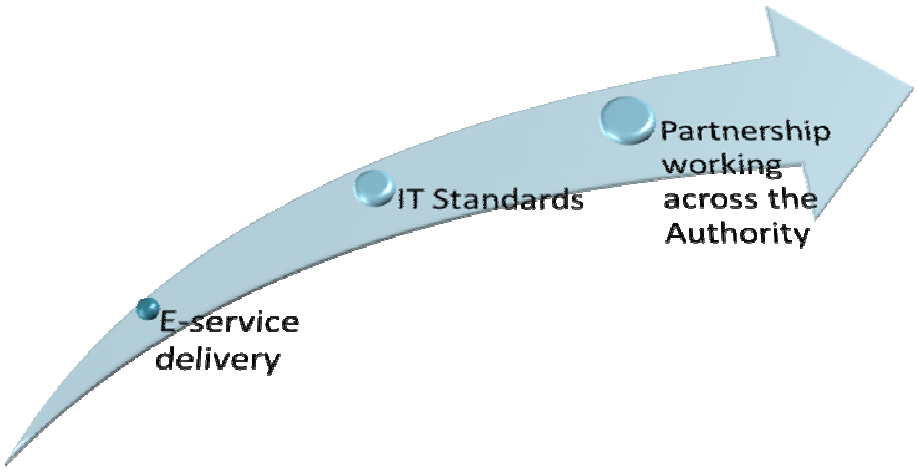

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The reasons for establishing an ICT strategy and for doing it now are:

- Copeland Borough Council's ICT needs to keep pace with the changing needs of the Authority and provide an ICT service that can deliver the new and challenging e-Services and standards for Local Government services now and in the future.

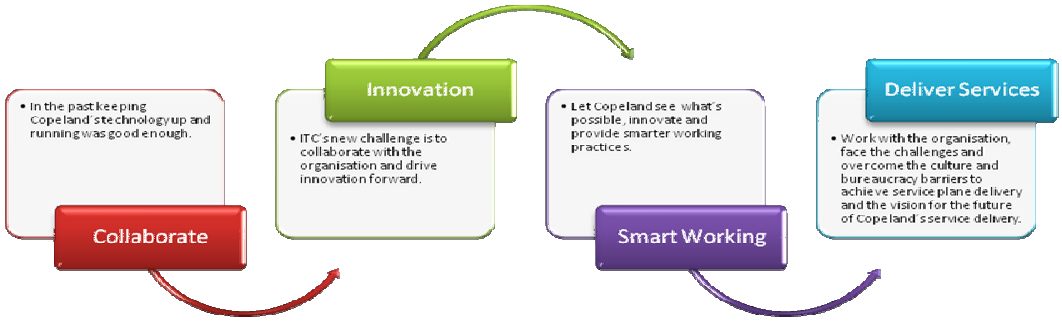
- ICT will need to be able to deliver an effective and efficient service working in partnership with all of Copeland Borough Councils departments and suppliers.

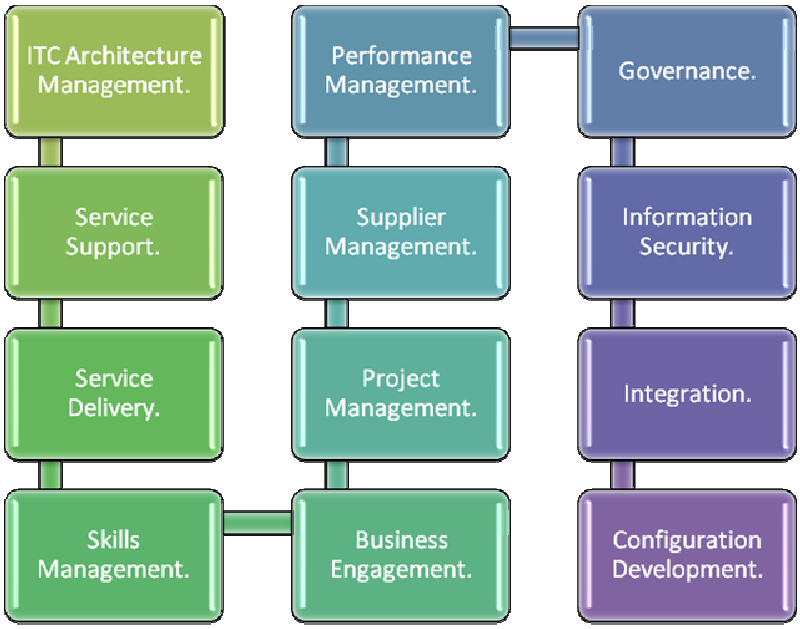
- An ICT strategy must define how ICT can meet the requirements of the Authority in order to meet and exceed the e-Government targets and provide the Authority with a smarter way of working across all departments and services.

- In this context "e service" means all aspects of the use of technology to support the service delivery including the management processes required to deliver the services successfully.

- The Copeland Borough Council's ICT strategy must take into account the current e-Government targets such as BVPI 157, IEG and the priority services outcomes and any associated good practices and procedures needed to implement them and archive results.

- The Copeland Borough Councils ICT strategy must be closely aligned to Copeland's own Corporate Plan.


• In the past keeping Copeland's technology up and running was good enough.
Collaborate
Innovation
• ITC's new challenge is to collaborate with the organisation and drive innovation forward.
• Let Copeland see what's possible, innovate and provide smarter working practices.
Smart Working
Deliver Services
• Work with the organisation, face the challenges and overcome the culture and bureaucracy barriers to achieve service plane delivery and the vision for the future of Copeland's service delivery.


ITC Architecture Management.
Service Support.
Service Delivery.
Skills Management.
Performance Management.
Supplier Management.
Project Management.
Business Engagement.
Governance.
Information Security.
Integration.
Configuration Development.

Copeland Borough Councils ICT strategy is based upon the National e-Service Delivery Standards (NeSDS) programme that is developing “e” standards for a range of local Government services.

In this context “e service” means all aspects of the use of technology to support the service delivery including the management processes required to deliver the services successfully.

The objectives of the NeSDS standards are to provide a good practice model that will deliver a modern effective and efficient service to our citizens and internal customers, partners and agencies.

The standards are intended to be used by all Service Mangers to help them understand the potential developments in their own service area and the developments or support required from Copeland Borough Council’s own IT department.

The ICT delivery standards used throughout this document are collectively a best practice framework to build an effective and efficient Local Authority ICT service.

The Standards are applicable to both Copeland's ICT service and ICT's external suppliers and providers.

Local Government is undergoing an unprecedented period of change ICT needs to be able to plan and respond to not only the E-government service delivery challenge but also be able to respond to local and additional national service delivery drivers.

Only by providing a measurable ICT service delivery will Copeland's ICT team be able to maintain its own services to deliver the E-service vision for Copeland Borough Council.

There are 19 Standards which have been grouped into the following 13 broad themes, in order to reflect the various activities and functions that are either led by, or involve ICT with in Copeland Borough Council

For each Standard there are 3 levels:

Minimum – Copeland has achieved the minimum standard and will have met all the current eGovernment targets as defined by BVPI 157, IEG and PSO and provided the associated good practice to achieve them and benefit fully from meeting the eGovernment targets.

Progressing – Provides Copeland with a meaningful measure of how ICT is progressing and provides the building blocks between the lower and upper standards.

Excellent – The excellent standards will demonstrate that Copeland Borough Council has achieved "national best practice"

The ICT Strategy will closely follow the standards, identify areas where we only meet the minimum and put in place the key building blocks to move ICT towards the Excellent Standard.

An ICT strategy is truly cross cutting, it has to be developed through consultation with all departments and stakeholders.

Copeland Borough Council's ICT team will work closely with service departments and bring together the knowledge and skills of all departments and the service and technologies of ICT to provide the e Services for the effective smarter working of Copeland Borough Council's service delivery and management.

Copeland's ICT will be a key player in the development of new e-Services and will need to work in close partnership with all of Copeland's service units, staff, agencies and partners not only to provide but to effectively support and maintain ICT services now and in the future.

Only by working closely and within a measured framework can Copeland's ICT truly deliver the vision of Copeland's e-Service delivery and innovate the Council to smarter working and efficiency.

ICT really means the technologies, process, disciplines and skills that are provided by the Copeland Borough Council internal IT team.

These range widely from the management of projects and business changes to the management and support of Copeland Councils technical architecture.

ICT must be able to respond efficiently and effectively to the key drivers for change both now and in the future.

As ICT evolves the nature of the roles within the Authority must also evolve.
There will be a need for Senior Management and Chief Executive to support and foster the changing role of ICT. Additionally the Authorities ICT Managers must evolve in their roles to better understand and provide an active part in understanding the Authorities key business drivers and reposition ICT to support the Authority in new and innovative ways.

Only by closely working with and the service units will ICT be able to maintain a consistent technology platform and the key building blocks for a successful e-Service delivery.

Keeping Copeland Councils technology up and running used to be good enough. However now, ICT's role has changed and its new primary challenge is to collaborate with the Authority and to drive innovation forward.

ICT can provide a contribution by helping the whole Authority see what is possible and helping to drive this vision forward.

The ICT strategy should clearly define how Copeland Council's IT will keep pace with the challenges and changes raised by eGovernment and e-Service delivery both now and in the future.

The ICT strategy should not only define the key building blocks for the challenges ahead but also the skills, support and management to provide the best possible levels of ICT support and be able to lead with innovation and provide a clear defined path through the minefield of information technology.

The ICT Strategy will also redefine the current Service Level Agreements and define a new Service Level Agreement which outlines the service ICT provides to the Authority as a whole.

The Key statements of the ICT Strategy will clearly define ICT's role and have an associated NeSDS standard to be measured against.

- ✓ There is a clearly defined and agreed understanding of how ICT will be used to support the Authority.
- ✓ ICT manages its relationships with all stakeholders.
- ✓ ICT policy needs to be closely aligned with the need for business and process change within the Authority.
- ✓ Outlines the need for a business case approach to ICT procurement and investment.
- ✓ Defines how ICT services provide and support current technical architecture and platforms.
- ✓ Defines how ICT's technical architecture can support and maintain the delivery of priority outcomes.
- ✓ Provides the guidance for a consistent approach to configuration development and integration.
- ✓ Provide key building blocks and innovation for an information management strategy.
- ✓ Lead the Authority in the planning and to successfully comply with BS7799 security standard.
- ✓ Provide the guidelines for all ICT project and planning.
- ✓ Provide the guidelines and a strategic approach to ICT sourcing to get best value for the Authority.
- ✓ Identify key skills and training required throughout the Authority to make the best use of ICT
- ✓ Define a service delivery model and identify shortcomings in current service levels.
- ✓ Define a clear skills requirement for ICT staff and a training plan to make skills with roles.
- ✓ Identify performance goals and provide the framework to measure the performance of ICT within the Authority.
- ✓ The Key stages and benefits for the implementation and use of Connected Government.

In the context of these standards, skills management refers to the ICT training needs of users as well as the professional development needs of ICT staff - in the context of the best practice competencies required in a modern organisation. In some organisations, responsibility for ICT training and development will rest outside the ICT service.

However, the ICT service should at a minimum, work closely with those that are responsible for training in order to ensure that training and development needs are fulfilled.

A prerequisite for success is that the organisation appreciates the importance of structured professional development and a business-driven approach to recruitment and retention.

These standards should generally be considered in the context of a wider assessment of the organisation's approach to investing in its people (e.g. Investors in People).

All employees are given the opportunity to become competent and confident in the use of ICT.

Currently there is no consistent ICT training programme for staff and Copeland Council does not meet the Minimum NeSDS measure.

ICT staff development is managed.

This is a framework of technologies that fuses the Business and ICT strategies of the Council. In the context of these standards, an ICT Architecture (or Technical Architecture) is a blueprint that shows how the organisation's different access channels, systems, applications, platforms, services, tools and infrastructure components fit together.

An Architecture could typically include:

- A map of systems and applications, and the interfaces that connect them.
- Standards for technology platforms and tools - CBC has an extensive set of network, physical and logical diagrams ands maps for all ITC components.
- A comprehensive data model, showing how data is defined and organised;
- A unified framework in which new ICT developments and implementations are placed.
- CBC ITC has developed an open platform infrastructure capable of accommodating all technology platforms.

A good Technical Architecture helps ensure that all of these diverse pieces fit together effectively — both now, and in the future. It creates alignment between systems, data, and infrastructure. It provides a standard platform and tools to get new systems and capabilities up and running quickly. An excellent Architecture is scalable and flexible enough to adapt to the organisation's changing needs. Ultimately, an integrated and well-managed Technical Architecture is the fundamental building block for the delivery of eGovernment.

There is an increasing need for local government organisations to integrate and configure 'package' or 'off-the-shelf' applications, or develop open standards 'wrapping' around these to ensure that they meet the organisation's needs. As an example, there are a number of priority outcomes that will require organisations to integrate systems in order to achieve a unified view of the customer. Additionally, in many organisations there are likely to be a number of small tactical applications that are developed to meet specific needs. In order to manage risk to the organisation and to the ICT Architecture, it is important that this development activity is controlled.

In summary, the organisation must effectively manage configuration, development and integration activities in order to minimise risk to its Technical Architecture and ensure that the desired outcomes are achieved as a result of this activity.

Local government is becoming increasingly aware of the value of information and the role that it plays in the modernisation of the organisation. This is of course in the context that Local Authorities continue to have a duty to safeguard sensitive data and information.

In the context of these standards, information management refers to control of an information asset throughout its lifecycle (i.e. creation, collection, use, sharing and disposal).

There is a need for the organisation to develop a common understanding of how it will use, manage and protect its information assets. This common understanding is described here as an 'information strategy'.

The purpose of information security is to protect the organisation's information from a range of potential threats in order to ensure business continuity, minimise potential damage and maximise returns on the organisation's existing ICT investments.

In order to achieve information security, the organisation must implement a suitable and well-considered set of controls, which could be policies, practices, procedures, organisational structures and software functions.

The British Standard for Information Security BS7799 is a well-established standard within the Public Sector and thus forms the basis of this standard.

In the context of these standards, performance management is about measuring how well ICT is delivered within the organisation.

At a minimum, the scope of ICT must be defined and must be supported by performance measures and reporting. Achieving excellence requires a cohesive and consistent ICT performance management framework that contributes to and supports the organisation's corporate performance management framework.

An effective performance management framework will allow ICT to objectively evaluate its successes and failures and focus on continuous improvement in line with the holistic objectives of the organisation.

The performance management standard is closely linked to the Service Level Management element of the Service Delivery standards. However to achieve excellence ICT must go beyond managing service level performance and also measure and manage its wider contribution to corporate priorities.

Strategic sourcing is an often overlooked source of benefit to the organisation. In the context of these standards, strategic sourcing involves understanding the ICT sourcing requirements of the organisation in their totality, and then making strategic decisions about how to source these requirements in order to best achieve value for money.

Sourcing strategies should be linked to the political context of the organisation and must incorporate the sourcing of both internal and external services from potentially both internal and external service providers. These standards assume that there are established corporate structures in place to effectively manage general sourcing activity.

The organisation must also manage its current Suppliers. At a minimum clear Supplier management roles and processes should be in place.

To achieve excellence, the organisation must engage continuously with Suppliers and seek ways to develop mutually beneficial relationships.

There is a wide range of best practice material available to support the management of both programmes and projects, which is not replicated here.

At a minimum these standards expect that the organisation understands and has deployed the basic principles of programme and project management. In order to achieve the excellence, the organisation should implement and consistently use robust programme and project management methodologies.

In the context of these standards, a programme is a group of projects and activities that are co-ordinated and managed as a unit such that they achieve the outcomes desired by the organisation.

While the role of ICT within the organisation is evolving, core ICT service delivery will continue to be critical to the ongoing operation of the organisation.

The service delivery standards are based primarily on the well-established ITIL (IT Infrastructure Library). ITIL is a consistent and comprehensive set of best-practice guidelines for IT service management.

There are a number of ongoing proactive service delivery activities that the ICT service should perform in order to ensure stability and fitness for purpose of ICT services being delivered to the organisation.

The disciplines of service delivery generally include the following:

- Service Level Management: refers to the ongoing monitoring and management of service standards
- Measurement, reporting and reviewing of ICT service quality, very closely linked with the performance management and governance themes of these standards
- Financial Management: refers to ICT accounting and budgeting. In some organisations there may also be an element of charging or re-charging. Strong financial management is key to running a cost-effective ICT service
- Capacity Management: refers to the forecasting and matching supply of ICT resources to demands; in order to achieve this, the organisation might produce a 'Capacity Plan' which is closely linked to the organisational strategy and plans. Common activities are Performance Management, Workload Management, Demand Management and Application Sizing and Modelling
- Continuity Management: refers to the management of risks and the development of contingency plans. The purpose of continuity management is to minimise the disruption to essential business processes during and following a major incidents. ICT service continuity management should be seen as integral to wider business continuity planning. Common activities include business impact analysis and risk analysis and management
- Availability Management: refers to the systematic assessment of the reliability of ICT services and undertaking of preventative and corrective maintenance. Availability Management is responsible for ensuring that the availability of each service meets or exceeds its availability targets and is proactively improved on an ongoing basis. Common activities include the monitoring, measuring, reporting and reviewing of key metrics for each component of the ICT Architecture.

While the role of ICT within the organisation is evolving, core ICT service support will continue to be critical to the ongoing operation of the organisation.

The service support standards are based primarily on the well-established ITIL (IT Infrastructure Library). ITIL is a consistent and comprehensive set of best-practice guidelines for IT service management.

The ICT service should respond efficiently and effectively to the changing needs and demands of stakeholders. The disciplines of service support generally include the following:

Service Desk: refers to the provision of a first point of contact for end users. The service desk generally handles all incidents, queries and requests. The service desk can also provide an interface for all of the other Service Support processes;

- Incident Management: refers to the resolution and prevention of incidents that have an impact on ICT services. Incident Management is responsible for the management of all Incidents from detection and recording through to resolution and closure. The objective of Incident Management is the restoration of normal service as soon as possible with minimal disruption to the business;
- Problem Management: refers to the systematic and structured investigation and resolution of problems. The goal of Problem Management is to minimise the adverse impact of incidents and problems on the business. To achieve this, Problem Management assists incident management by managing all major incidents and problems, while endeavouring to record all workarounds and 'quick fixes' as known errors, and raising changes to implement permanent structural solutions;
- Configuration Management: refers to the identification and management of information about ICT assets and other elements of the organisation. Configuration Management underpins every other service delivery and support process. The fundamental deliverable is the Configuration Management Database (CMDB), comprising one or more integrated databases detailing all of the organisation's IT infrastructure components and other important associated assets.
- Change Management: refers to the management of proposed changes in a structure and authorised manner. Changes must be carefully managed throughout their entire lifecycle from initiation and recording, through filtering, assessment, categorisation, authorisation, scheduling, building, testing, implementation and eventually their review and closure.
- Release Management: refers to a holistic view of changes to ICT services, considering all aspects of a release both technical and non-technical. Release Management is responsible for all legal and contractual obligations for all hardware and software in use within the organisation.

Effective ICT governance is critical if a Local Authority is to achieve its organisational objectives. It has three components:

- What decisions need to be made?
- Who has decision and input rights?
- How are decisions formed and enacted?

Effective ICT governance will also:

- Ensure that all ICT investment priorities are aligned with the corporate priorities
- Help the organisation make better and faster ICT-related decisions
- Effectively manage risks
- Build trust through transparency
- Synchronise ICT with business strategy
- Encourage desirable behaviours in the use of ICT and sharing of best practice
- Increase the business value of ICT and lower total cost of ownership

Given the central role of ICT within the organisation, it is critical that ICT participates fully within a wider organisational Governance structure to ensure 'joined-up' thinking and consistent decision-making right across the organisation.

In the context of these standards, there are two components to business engagement:

Managing stakeholder relationships: Within the local government organisation, ICT arguably has the greatest number of stakeholders as it is core to the organisation's operations.

Stakeholders include staff, heads of service, corporate management boards, members, trade unions, suppliers, partners, local strategic partnerships, central Government and of course, the organisation's ultimate customers, citizens and businesses. The ICT service must have communication and consultation structures in place to ensure that it manages its relationships with all these stakeholders.

Supporting business change:

The eGovernment agenda has increasingly required local government organisations to rethink the way they co-ordinate resources and deliver services. In this context, it is imperative that the organisation develops the capability to manage business change alongside ICT implementation.

At a functional level, responsibility for managing and realising change may rest outside the ICT service, therefore a prerequisite for delivering this standard is that the wider organisation has accepted the need to manage change and make the appropriate skilled resources available.

Please refer to separate document.