

Central Bedfordshire  
Council  
Priory House  
Monks Walk  
Chicksands,  
Shefford SG17 5TQ



**please ask for** Helen Bell  
**direct line** 0300 300 4040  
**date** 8 September 2011

## NOTICE OF MEETING

### CENTRAL BEDFORDSHIRE COUNCIL

Date & Time

**Thursday, 22 September 2011 6.30 p.m.**

Venue at

**Priory House, Monks Walk, Shefford**

Richard Carr  
**Chief Executive**

To: The Chairman and Members of the CENTRAL BEDFORDSHIRE COUNCIL:

**MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS  
MEETING**

# AGENDA

## **Prayers**

The Reverend John Harper will take prayers.

### **1. Apologies**

To receive any apologies for absence.

### **2. Minutes**

To approve the minutes of the Council meeting held on 21 July 2011.

(Attached pages 5 to 26)

### **3. Members' Interests**

To receive from Members any declarations of interests and their nature in relation to:-

(a) personal interests in any agenda item

(b) personal and prejudicial interests in any agenda item.

### **4. Chairman's Announcements and Communications**

The Chairman to announce any matters of communication.

### **5. Leader of the Council's Announcements and Communications**

The Leader of the Council to announce any matters of communication.

### **6. Questions, Statements and Deputations**

To receive any questions, statements and deputations from members of the public in accordance with the Public Participation Procedure as set out in Annex 1 of part A4 of the Constitution. (This session will be held at the Chairman's discretion and will normally last no longer than 15 minutes.)

7. **Petitions**

To receive and discuss petitions if any, in accordance with the Public Participation Procedure as set out in Annex 2 of part A4 of the Constitution.

8. **Recommendations from the Executive**

To consider a recommendation from the meeting of the Executive held on 23 August 2011 and answer questions asked under Rule No. 12.1.

ICT Infrastructure Capital Scheme for ICT Stability

(Attached pages 27 to 42)

9. **Written Questions**

To answer written questions, if any, from Members of the Council under Rule No. 12.2.

10. **Open Questions**

To answer Open Questions asked by Members of the Council under Rule No. 12.7.

11. **Motions (if any)**

To consider motions by Members of the Council under Rule No. 16 in the order received.

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**CENTRAL BEDFORDSHIRE COUNCIL**

At a meeting of the **CENTRAL BEDFORDSHIRE COUNCIL** held in the Priory House, Monks Walk, Shefford on Thursday, 21 July 2011.

**PRESENT**

Cllr P Hollick (Chairman)  
Cllr Mrs R B Gammons (Vice-Chairman)

Cllrs	P N Aldis	Cllrs	Mrs D B Gurney	Cllrs	N J Sheppard
	R D Berry		Mrs C Hegley		I Shingler
	L Birt		D J Hopkin		M A Smith
	M C Blair		J G Jamieson		Miss A Sparrow
	D Bowater		D Jones		B J Spurr
	A D Brown		M R Jones		A M Turner
	Mrs C F Chapman MBE		I A MacKilligan		Mrs P E Turner MBE
	Mrs S Clark		K C Matthews		M A G Versallion
	J A E Clarke		Ms C Maudlin		P F Vickers
	N B Costin		D McVicar		N Warren
	I Dalgarno		J Murray		B Wells
	A L Dodwell		Mrs M Mustoe		R D Wenham
	Mrs R J Drinkwater		T Nicols		P Williams
	P A Duckett		R B Pepworth		J N Young
	Mrs S A Goodchild		B Saunders		A Zerny
	Mrs D B Green		J A G Saunders		

**Apologies for Absence**

Cllrs	Mrs A Barker	Cllrs	C C Gomm	Cllrs	Mrs J G Lawrence
	A R Bastable		K Janes		A Shadbolt
	Dr R Egan		D J Lawrence		R C Stay

In Attendance: –

Officers:	Mr J Atkinson	–	Head of Legal and Democratic Services
	Miss H Bell	–	Committee Services Officer
	Mr R Carr	–	Chief Executive
	Ms D Clarke	–	Interim Assistant Chief Executive (People & Organisation)
	Mr A Fleming	–	Acting Director of Sustainable Communities
	Mrs E Grant	–	Deputy Chief Executive/Director of Children's Services
	Mrs J Ogley	–	Director of Social Care, Health and Housing
	Ms M Peaston	–	Committee Services Manager
	Mr C Warboys	–	Chief Finance Officer

C/11/16 **Prayers**

Prayers were taken by Reverend Hathaway.

C/11/17 **Minutes**

**RESOLVED**

**that the minutes of the meeting held on 19 May 2011 be confirmed and signed as a correct record.**

C/11/18 **Members' Interests**

(a) **Personal Interests:**

There were no declarations made.

(b) **Personal and Prejudicial interests :**

There were no declarations made.

C/11/19 **Chairman's Announcements and Communications**

The Chairman reported the recent death of Gordon Colling, former Leader of the Labour Group on Bedfordshire County Council and Deputy Mayor of Kempston Town Council. The Council stood in silent tribute to his memory.

The Chairman asked Councillors to contact their respective Town and Parish Councillors to engage them in helping to fill School Governor vacancies.

The Chairman reported that the quality of construction and design in Central Bedfordshire had been celebrated in regional local authority Building Control awards with local projects achieving success in four categories. The Council's Building Control team had supported the projects at every stage from design to construction.

The Chairman also reported that:-

- together with Peter Smith, Chairman of the Greensand Trust, he had formally opened Rushmere Park, Leighton Buzzard
- Council appointments had now been made to participating local organisations
- he was pleased to commend the newly relaunched music service.

C/11/20 **Leader of the Council's Announcements and Communications**

The Leader had no announcements nor any matters of communication.

**C/11/21 Questions, Statements and Deputations**

Questions and statement were put by a member of the public under the Public Participation provisions set out at Annex 1 of Part A4 of the Constitution.

- (a) Mr Clarke asked whether the Independent Remuneration Panel had met to discuss the creation of a Special Responsibility Allowance for Executive Members without portfolios and what the views of the Panel were on the recent 2% reduction in Councillor allowances.

The Deputy Leader and Executive Member for Corporate Resources advised that an Independent Remuneration Panel meeting was scheduled to take place shortly.

- (b) Mr Clarke asked what contingency plans the Council had in place for dealing with illegal traveller encampments and referred to current events in Stotfold.

The Executive Member for Sustainable Communities - Strategic Planning & Economic Development responded that he was aware of recent problems in Stotfold and advised that a protocol was currently being developed. A written answer would be provided to Mr Clarke.

- (c) Mr Clarke requested an explanation of payments made to two organisations, Deloittes and Mitie Plc, in which the Executive Member for External Affairs had registered an interest.

The Deputy Leader and Executive Member for Corporate Resources replied that he would provide Mr Clarke with a written response.

**C/11/22 Petitions**

In accordance with the Scheme of Public Participation set out in Annex 2 of Part A4 of the Constitution, the Council received notification of the following petition:

**Save our Children's Music in Central Beds Schools**

Councillor Zerny presented a petition which contained 400 signatures. He commented that he was aware of the relaunch of the music service but that the petition was a reflection of how much people cared about music in schools.

In response, the Executive Member for Children's Services commented on the benefits of the newly relaunched music service.

**C/11/23 Recommendations from Executive****Luton and Southern Central Bedfordshire Core Strategy – Memorandum of Understanding with Luton Borough Council on continued Joint Working.**

The Council considered the recommendations from the meeting of the Executive held on 12 July 2011.

**RESOLVED**

- (1) to note the current position in respect of the Core Strategy as outlined in the report submitted to the Executive on 12 July 2011, and the terms of the draft Memorandum of Understanding, in order to facilitate continued joint working between Luton Borough Council and Central Bedfordshire Council;**
- (2) that the Chief Executive be authorised, following consultation with the Leader of the Council, to approve the terms of the Memorandum of Understanding following further discussions with Luton Borough Council.**

**C/11/24 Report of the Police Authority**

A report of the Bedfordshire Police Authority held on 20 May 2011 was submitted.

Councillor Hollick, representative on the Police Authority, advised that further to difficulties in appointing Luton Borough Council representation to the Bedfordshire Police Authority, that Council had nominated two Labour and one Independent candidate(s) and the outcome was awaited. This would meet the criteria set for appointments across the Police Authority's area.

**RESOLVED**

**that the report of the Bedfordshire Police Authority be noted.**

**C/11/25 Report of the Fire Authority**

A report from the meeting of the Bedfordshire and Luton Combined Fire Authority held on 8 June 2011 was submitted.

Councillor McVicar advised that he had been appointed as the representative on the Bedfordshire and Luton Combined Fire Authority and would present future reports to Council.

**RESOLVED**

**that the report of the Bedfordshire and Luton Combined Fire Authority meeting held on 8 June 2011 be noted.**



C/11/26

**Written Questions**

A written question had been submitted under Rule 12.2 by Councillor Zerny, as follows:

Charities are currently being charged £150 for road closures when the true cost of advertising them in the paper is as low as £85. Is it really justifiable for a public service to levy such a high administration fee?

The following reply was received:

The charge is based upon the average cost of placing adverts in local papers. However, the cost of an advert varies from paper to paper and depends on the size of the advert.

The size of the advert depends on how complex the closure and diversion route is.

The true cost to the Council of processing a traffic order is in excess of £1000, which is reflected in our standard fees for such work. This covers the cost of officer time to:

- undertake liaison meetings with other bodies where appropriate
- analyse the closure to determine the appropriate diversion routes
- design the diversion route with the appropriate signage
- check there is no conflict with other diversions on the network
- book the road space
- write the order
- check the draft with the newspaper.

Unlike commercial enterprises, charities are required to pay only £150, representing a fraction of the true cost incurred by the Council.

C/11/27

**Open Questions**

The Chairman presided over Open Questions asked of Executive Members and Deputy Executive Members under Procedure rule 12.7.

1. Councillor Murray asked about employment issues at LuDun and whether any help was being provided to disabled employees to find employment.

The Executive Member for Social Care, Health and Housing advised that a LuDun employee had secured employment through the redeployment pool.

2. Councillor Mrs Chapman asked for an update on the position regarding Flitwick Town Centre Development.

The Executive Member for Sustainable Communities - Strategic Planning and Economic Development indicated that he would provide a written reply.

3. Councillor Aldis asked when the vehicle that would enable local residents in a particular area to use re-usable bags for garden waste would be introduced.

The Deputy Executive Member for Sustainable Communities advised that the vehicle was due to be in use the week commencing 14 November 2011.

4. Councillor Smith asked a question about claims of staff bullying and harassment as referred to in recent press publications.

The Deputy Leader and Executive Member for Corporate Resources advised that he was satisfied that policies and procedures to prevent bullying were in place.

5. Councillor Murray asked whether it was fair to move employees' bases of work during the extensive restructuring process.

The Deputy Leader and Executive Member for Corporate Resources advised that a scheme for compensation payments was in place where staff were required to travel longer distances due to a change in their main place of work.

6. Councillor Bowater asked the Council to joint him in commending the Finance team who had worked hard to be the first Council in the East of England this year to complete and submit the end of year accounts.

7. Councillor Smith asked a question in relation to the provision of mobile phones for Council employees and Councillors.

The Deputy Leader and Executive Member for Corporate Resources advised that a review of the provision of mobile phones to staff had been undertaken and that the Executive would soon be considering a report reviewing Councillors' ICT allowances.

8. Councillor Aldis asked why the Mayor of Sandy had not received a response to a petition presented to Council in February 2010 and when a reply might be provided.

The Leader of the Council assured Councillor Aldis that he would follow up Councillor Aldis's query.

9. Councillor Zerny asked how council tax payers could be certain that there had been no irregularity in the process of an order given to Deloitte and Mitie to a value of £25,000, as the Executive Member for External Affairs had a registered interest in connection with that company.

The Deputy Leader and Executive Member for Corporate Resources advised that all appropriate procedures had taken place and undertook to look into this matter.

10. Councillor Murray commented on the increasing proportion of Academies locally and asked what the Executive Member for Children's Services was doing to prevent deterioration in schools' performance.

The Executive Member for Children's Services advised that schools in Central Bedfordshire were already of a good standard and were continually improving. Reference was made to the fact that some schools in Central Bedfordshire had been praised by Ofsted.

C/11/28 **Motions (if any)**

No motions had been received from Members of the Council under Procedure Rule No 16.

C/11/29 **Changes to Membership of Committees**

The Council considered a report of the Monitoring Officer outlining changes to the membership of Committees since the last meeting of Council and seeking an appointment to the vacant position of Vice-Chairman of Customer and Central Services Overview and Scrutiny Committee.

Appendix A to the report, setting out changes in the membership of Committees since the last meeting, was tabled at the meeting.

**RESOLVED**

- (1) that changes to the membership of Committees be noted;**
- (2) that Councillor Mrs Ann Sparrow be appointed as Vice-Chairman of the Customer and Central Services Overview and Scrutiny Committee.**

NOTE: An updated schedule of committee membership is attached to these minutes.

C/11/30 **Annual Report of Overview and Scrutiny Committees**

The Council received and considered the Overview and Scrutiny Annual Report 2010/11 which presented a summary of the activities undertaken by the Overview and Scrutiny Committees during the municipal year 2010/11.

**RESOLVED**

**that the Overview and Scrutiny Annual Report 2010/11 be noted.**

C/11/31 **Annual Report from the Leader of the Council**

The Leader presented his annual report outlining policy priorities for the forthcoming year. A copy of the report is attached to these minutes.

**RESOLVED**

**That the annual report of the Leader outlining policy priorities for the forthcoming year be noted.**

(Note: The meeting commenced at 6.30 p.m. and concluded at 7.43 p.m.)

Chairman .....

Dated .....

**CENTRAL BEDFORDSHIRE COUNCIL**

**Membership of Committees including Chairmen, Deputy- and Vice-Chairmen  
2011/12**

**Council**

Chairman: Cllr P Hollick  
Vice-Chairman: Cllr Mrs Gammons

**Executive  
(8 Members)**

Leader of the Council and Chairman of the Executive: Cllr J Jamieson

Members:

**Customer & Central Services:**

Deputy Leader and Executive Member for Corporate Resources	Cllr	M R Jones
Deputy Executive Member for Corporate Resources	Cllr	D Hopkin
Deputy Executive Member for Corporate Resources	Cllr	R Wenham

**Sustainable Communities:**

Executive Member for Sustainable Communities – Strategic Planning and Economic Development	Cllr	K C Matthews
Deputy Executive Member for Sustainable Communities – Strategic Planning and Economic Development	Cllr	N Young
Executive Member for Sustainable Communities – Services	Cllr	B Spurr
Deputy Executive Member for Sustainable Communities – Services	Cllr	B Wells
Deputy Executive Member for Sustainable Communities - Services	Cllr	I Dalgarno

**Children's Services:**

Executive Member for Children's Services	Cllr	M Versallion
Deputy Executive Member for Children's Services	Cllr	Mrs A Barker
Deputy Executive Member for Children's Services	Cllr	T Brown

**Social Care, Health and Housing:**

Executive Member for Social Care, Health and Housing	Cllr	Mrs C Hegley
Deputy Executive Member for Social Care, Health and Housing	Cllr	A Turner

**Children' Services Overview & Scrutiny  
(10 Members)**

Chairman: Cllr Mrs D Gurney  
Vice-Chairman: Cllr N Costin

Members: Cllr N Aldis  
Cllr Mrs S Clark  
Cllr A Dodwell  
Cllr P Hollick  
Cllr K Janes  
Cllr I MacKilligan  
Cllr R Pepworth  
Cllr A Shadbolt

Substitutes:  
Conservative: Cllrs P Duckett, Ms C Maudlin, N Sheppard and D Bowater  
Liberal Democrat: Cllr Mrs S Goodchild

**Co-Opted Members**

Ms H Copley	Until June 2011
Ms F Image	June 2011 – AGM in May 2015
Mr D Landman	Until June 2011
Mr J Reynolds	June 2011 – AGM in May 2015

**Customer & Central Services Overview & Scrutiny  
(9 Members)**

Chairman: Cllr P Duckett  
Vice-Chairman: Ann Sparrow

Members: Cllr Lewis Birt  
Cllr J A E Clarke  
Cllr Mrs R Drinkwater  
Cllr Dr R Egan  
Cllr R Johnstone  
Cllr J Murray  
Cllr Marion Mustoe

Substitutes:  
Conservative: Cllrs Mrs F Chapman MBE, K Janes, J Saunders  
(1 vacancy)  
Liberal Democrat: Cllr D Jones  
Independent: Cllr I Shingler

**Social Care, Health & Housing Overview & Scrutiny  
(9 Members)**

Chairman: Cllr Mrs R Drinkwater  
Vice-Chairman: Cllr N Sheppard

Members: Cllr A Dodwell  
Cllr Mrs R Gammons  
Cllr Mrs S Goodchild  
Cllr Mrs D Gurney  
Cllr K Janes  
Cllr I MacKilligan  
Cllr M Smith

Substitutes:  
Conservative: Cllrs D Bowater, C Gomm, P Hollick, and A  
Sparrow  
Liberal Democrat: Cllr Dr R Egan  
Independent: Cllr J Murray

**Sustainable Communities Overview & Scrutiny  
(9 Members)**

Chairman: Cllr D McVicar  
Vice-Chairman: Cllr A R Bastable

Members: Cllr M Blair  
Cllr Mrs F Chapman MBE  
Cllr Mrs R Gammons  
Cllr Ms C Maudlin  
Cllr J Murray  
Cllr B Saunders  
Cllr P Williams

Substitutes:  
Conservative: D Bowater; R Johnstone, Mrs M Mustoe, A Shadbolt  
Liberal Democrat: Cllr D Jones  
Independent: Cllr I Shingler

**Licensing Committee  
(12 Members & 6 Substitutes)**

Chairman: Cllr L Birt  
Vice-Chairman: Cllr K Janes

Members: Cllr R Berry  
Cllr D Bowater  
Cllr I Dalgarno  
Cllr Mrs D Green  
Cllr P Vickers  
Cllr C Gomm  
Cllr I MacKilligan  
Cllr N Warren  
Cllr J Saunders  
Cllr I Shingler

Substitutes:  
Conservative: Cllrs Mrs J Lawrence, Ms C Maudlin, D McVicar, M Mustoe and N Young  
Independent: Cllr A Zerny

**Licensing Sub Committee  
(3 Members)**

Members: Any member of the Licensing Committee



**General Purposes Committee  
(7 Members)**

Chairman: Cllr Mrs J Lawrence  
Vice-Chairman: Cllr R Stay

Members: Cllr J A E Clarke  
Cllr J Jamieson  
Cllr D Jones  
Cllr M Jones  
Cllr K Matthews

Substitutes:  
Conservative: Cllrs L Birt, Mrs F Chapman MBE, R Johnstone  
Liberal Democrat: Cllr N Aldis

**Development Management Committee  
(18 Members)**

Chairman: Cllr A Shadbolt  
Vice-Chairman: Cllr P Vickers

Members: Cllr P N Aldis  
Cllr A R Bastable  
Cllr R Berry  
Cllr D Bowater  
Cllr T D Brown  
Cllr Mrs F Chapman MBE  
Cllr Mrs S Clark  
Cllr I Dalgarno  
Cllr Mrs R Drinkwater  
Cllr Mrs R Gammons  
Cllr K Janes  
Cllr D Jones  
Cllr Ms C Maudlin  
Cllr T Nicols  
Cllr I Shingler  
Cllr N Young

Substitutes:  
Conservative: Cllrs L Birt, P Duckett, C Gomm, R Johnstone, K  
Matthews, B Saunders, B Spurr, N Warren  
Liberal Democrat: Cllr P Williams  
Independent: Cllr J Murray

**Audit Committee  
(7 Members)**

Chairman: Cllr D Bowater  
Vice-Chairman: Cllr M Blair

Members: Cllr L Birt  
Cllr Mrs D Green  
Cllr A J Shadbolt  
Cllr D Lawrence  
Cllr A Zerny

Substitutes:  
Conservative: Cllrs R Berry, N Costin and N Warren  
Independent: Cllr M Smith

**Appeals Panel  
(9 Members)**

Members: Cllr Mrs F Chapman MBE  
Cllr I Dalgarno  
Cllr Mrs R J Drinkwater  
Cllr Dr R Egan  
Cllr K Janes  
Cllr K C Matthews  
Cllr J Murray  
Cllr N Warren  
Cllr N Young

Substitutes:  
Conservative: Cllrs R Johnstone, L Birt, David Bowater and  
Andrew Turner  
Liberal Democrat: Cllr P Williams

**Corporate Parenting Panel  
(8 Members)**

Members: Cllr Mrs A Barker  
Cllr D Bowater  
Cllr N Costin  
Cllr Mrs S Goodchild  
Cllr Mrs D Gurney  
Cllr N Sheppard  
Cllr M Versallion  
Cllr B Wells

Substitutes:  
Conservative: Cllr I Mackilligan + 3 vacancies  
Liberal Democrat: Cllr N Aldis

**Standing Advisory Council on Religious Education (SACRE)  
(5 Members)**

Members: Cllr Mrs A Barker  
Cllr C Gomm  
Cllr Mrs D Gurney  
Cllr D Jones  
Cllr D Lawrence

Substitutes:  
Conservative: Cllrs J Jamieson and M Versallion  
Liberal Democrat: Cllr Mrs S Goodchild

**Wixams Joint Development Control  
(9 Members)**

Members: Cllr P N Aldis  
Cllr Mrs A Barker  
Cllr A Bastable  
Cllr P Duckett  
Cllr J Jamieson  
Cllr K Matthews  
Cllr M Smith  
Cllr A Turner  
Cllr P Vickers

Substitutes:  
Conservative: Cllr M Blair, Lewis Birt, C Gomm (1 vacancy)  
Liberal Democrat: Cllr D Jones

**Standards Committee  
(5 Members)**

Chairman: To be elected at meeting  
Deputy Chairmen (Ind): To be elected at meeting  
Deputy Chairman (Elected): To be elected at meeting

Members: Cllr L Birt  
Cllr R Johnstone  
Cllr Mrs J Lawrence  
Cllr N Warren  
Cllr P Williams  
Independent Persons: Mr J Dann  
Mr K Frazer  
Mr M Jones  
Mr K Ford  
Miss D Maggs  
Town & Parish Members: Mr B Collier  
Dr J Eilbeck  
Mrs J Hughes  
Mr J H Lewis  
Mr A B Saunders

**Houghton Regis Town Centre Management Committee  
(4 Members)**

Members: Cllr K Matthews  
Cllr Dr R Egan  
Cllr Mrs Goodchild  
Cllr P Williams

**Dunstable Joint Committee  
(5 Members)**

Members: Cllr Mrs C Hegley  
Cllr P Hollick  
Cllr D McVicar  
Cllr Miss A Sparrow  
Cllr N Young

**Leighton-Linslade Partnership Committee  
(5 Members)**

Members: Cllr D Bowater  
Cllr D Hopkin  
Cllr R Johnstone  
Cllr A Shadbolt  
Cllr B Spurr

**Luton and South Bedfordshire Joint Committee  
Section 29 Committee  
(6 Members)**

Members: Cllr Mrs C Hegley  
Cllr M Versallion  
Cllr K Matthews  
Cllr A Shadbolt  
Cllr B Spurr  
Cllr N Young

Substitutes: Cllrs M Jones, D McVicar, D Bowater, B  
Wells, N Warren (1 Vacancy)

**Luton and South Bedfordshire Joint Committee  
Section 101 Committee  
(3 Executive Members)**

Members: Cllr Mrs C Hegley  
Cllr K C Matthews  
Cllr B Spurr

Substitutes: Cllr J Jamieson, A Shadbolt and N Young

**Constitution Advisory Group  
(6 Members)**

Members: Cllr Mrs C Hegley  
Cllr D Jones  
Cllr M Jones  
Cllr D Lawrence  
Cllr P Hollick  
Cllr A Shadbolt

Substitute: Cllr Dr R Egan

**Member Development Champions  
(4 Members)**

Members: Cllr P N Aldis  
Cllr Mrs C F Chapman MBE  
Cllr M Jones  
Cllr A Turner

**Joint Adoption Panel  
(1 Member)**

Cllr Mrs D B Gurney

**Fostering Panel  
(1 Member)**

Cllr A Dodwell

**Fostering Permanence Panel  
(1 Member)**

Cllr A Dodwell

I promised when I was elected as leader in May that I would talk to you tonight about the ambitions for this new Council - what we want to achieve in the coming four years.

Before doing so, I would like to reflect on the legacy the new Council has inherited.

It is just over two years since Central Bedfordshire was created on April 1<sup>st</sup> 2009. In that time we have come a long way, having successfully transitioned from the three predecessor councils, while maintaining all our key services to residents. To do this seamlessly is a great credit to all involved.

From our focus on efficiency, we have driven out savings of £22m from the base budget and this year we are aiming to deliver a further £19m. I was delighted that this success allowed Central Bedfordshire, for the first time in a generation, to have a zero increase in council tax bills.

But it is not just about efficiency. We have improved standards in Adult Social Care as evidenced by the recent excellent Safeguarding Peer review, increased educational attainment, with the best GCSE results ever last year; and have received national recognition for our planning service.

I'm very aware that I am in a privileged position taking on the leadership of a Council that has been well managed.

How different an experience to that of our Coalition Government who have inherited such a massive challenge following 13 years of Labour Government.

I believe our thanks should go to my predecessor Tricia Turner and her Executive colleagues for having successfully led this transition, and providing a strong platform upon which we can develop. Thank you Tricia – the residents of Central Bedfordshire have much to be grateful to you for.

So, looking to the future, what next?

In setting out this agenda, I want to share with you some of my own perspectives on this area and what this Council can and should be looking to achieve.

Central Bedfordshire is a great place. I have now lived here for over 20 years. It is a wonderful area to live, work and to grow up.

We have fantastic countryside and charming towns and villages. By way of example on Saturday I was delighted to attend the opening of Rushmere Park, in Leighton Buzzard – a stunning 400 acre country park that epitomises why this is a great place to be – even in the rain!

We also have good schools and – critically – a great location supported by major trunk roads, railway lines and an Airport, which means that we are ideally placed to become an economically thriving community.

The residents of Central Bedfordshire have put their trust in us to protect and enhance this great place – and that is the responsibility of this new Council. Our primary focus will be on our residents, serving their needs and building Central Bedfordshire.

However we face severe challenges.

As the Government seeks to reduce the Country's deficit of over £900bn - a move we can increasingly see the necessity of with recent events in Greece, Italy and Spain - unfortunately the impact on us is tough, as we experience a 28% reduction in our Government grants over four years.

At the same time we are also facing increasing demands on our services such as greater spending on Adult Social Care with an increasing elderly population.

Times may be hard, but we are optimistic, because we have a clear sense of how we will work together to address the challenges we face and what our approach will be.

As Leader, I would like to engender ways of working that are Inclusive, collaborative and focused.

As a recent backbencher, I know how disheartening it is, to feel unable to genuinely engage with and influence the direction of the Council.

This is not only frustrating for the Councillors – it is also hugely wasteful of the talents, experience and knowledge of all members.

We need to have as much engagement of elected representatives as possible in determining and delivering our strategy.

I've endeavoured to reflect this more inclusive approach in the way I have structured the new Executive.

In designing the new model, there were four key issues I wanted to address:

- To strengthen clear Directorate Accountability
- To enable a functional focus
- To address cross cutting issues
- To leverage members' skills

In the new model, we have reduced the number of Executive Members, including myself, from 10 to 8 with 5 having direct portfolio responsibilities and two having the cross cutting roles of Economic Partnerships and External Affairs. In addition we now have 8 Deputies who all have a particular functional focus. While I was convinced this was the right strategy, it is pleasing that in operation it is already delivering in practice. We are getting a greater operational focus, and progress in specific areas such as Localism and see the benefits of the cross cutting roles.

So – with the new team in place – we have been developing our plans.

Our overriding ambitions remain:

To maintain and develop our services to residents

To build on the potential of Central Bedfordshire - to be a great place and to develop its economy

To continue to lighten the burden of Council Tax - I have no desire to preside over a Council which puts increasing pressure on local people through increased council taxes, when I know many of them are already feeling the effects of the economic downturn. We need to have a focus on value for money. We can do it.

We will have to find more efficient and effective means of delivering services.



Some of the things we are currently looking at are:-

- To save on back office functions, we are already making progress in areas such as IT, Finance and HR.
- Rationalising our office structure, to focus on Priory House and Watling House.
- Improving procurement and reviewing all our contracts

But we also need to look at alternative delivery mechanisms. A focus on the outcomes we want from our services, rather than obsessing on how they are delivered.

I appreciate that some residents may feel unsettled when their much cherished services are provided by a new organisation – but I believe this is preferable to the alternative prospect of these services being cut.

This is not just about outsourcing, it will also be about working with other parts of the Public Sector including other councils, seeking economies of scale.

I'm conscious that many of these ideas have been discussed before. But whilst the concepts are not new, there has not in the past been enough focus on delivery. I fear that for too long vested interests that are resistant to change have successfully blocked it. And I also suspect that the culture of public sector organisations has been risk averse. Fear of failure has prevented success. While we must not fail in critical areas we have to accept that some strategies will work better than others and we need to build on these successes and refocus without recriminations.

We need to be an open and responsive council that seeks to help – in the tired old phrase – a “CAN DO ATTITUDE”. Often this is not necessarily about money but the willingness to explore alternatives, taking ownership of problems and helping.

Localism is a prime example of this. We recognise that just as Central Bedfordshire can better make local decisions than Central Government, local Towns and Parishes can often provide a better local solution than Central Bedfordshire. Hence we are and will continue to push forward on this agenda.

While I recognise the tough times we face, I believe we should seize the opportunity to transform how we operate as a council. To deliver better more effective services at lower cost, to engage more with our residents and to further build on the great strengths of Central Bedfordshire.

I make no apology for the entrepreneurial approach – we need to be more business-like. Focusing our energy on maximising value for money, good customer service, effective service delivery and serious assessment about what we do and how we do it.

And how will we know if we have succeeded?

We will rigorously review our performance on a monthly and yearly basis. We'll ensure budget management is paramount and we'll check our results in service areas are improving – including the crucial measure of customer satisfaction.

The judgement on this council will be the good opinion of the people of Central Bedfordshire. I make no assumptions about this and I will work diligently with my Executive colleagues, the wider council and its officers to win this good opinion through the delivery of excellent results.

We are privileged to have been elected and ultimately it is the electorate who will judge us.

**COUNCIL MEETING – 22 SEPTEMBER 2011**

**Recommendations to Council from the Executive meeting held on 23 August 2011**

**E/11/46 ICT Infrastructure Capital Scheme for ICT Stability**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources on the proposed variation to the ICT Infrastructure Capital Scheme to fund the work required to stabilise and secure the operation of the Council's current ICT systems.

The Deputy Executive Member for Corporate Resources responded to questions from non-Executive and Executive Members regarding the capital and revenue costs involved in providing a fit for purpose ICT infrastructure, including to enable opportunities for future improvements.

Reason for decision: To enable Officers to swiftly allocate sufficient funding to progress the successful delivery of a fit for purpose ICT Infrastructure.

***RECOMMENDED TO COUNCIL***

***to approve an increase to the existing ICT Infrastructure Capital Scheme of £559k as proposed in the Business Case attached at Appendix A.***

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# Central Bedfordshire Council

Appendix A

ICT Stability Programme – Capital Business Case

August 2011 – v0.3

# 1 Introduction

## 1.1 Background

At the inception of CBC an initial ICT transition budget of £9m was proposed. The activities were de-scoped to £3m to fit within the available budget.

ICT infrastructure stability was questioned after a major six day outage of systems in February 2010.

The major outage was caused by the failure of two disks on the storage area network (SAN) located in Borough Hall. Further shorter outages were caused by mains power outages.

External consultants were commissioned to audit the environment and develop an action plan to prevent subsequent failures of this nature from occurring again.

While the action plan was completed in December 2010, some of the tasks in the ICT Stabilisation Phase 1 plans were to investigate what else was required to ensure continued stability. For example, one of the actions was “to undertake a SAN and Infrastructure review”. This was completed and led to the plan to move the Bedford data centre to a commercial hosted site to improve power supply stability.

On 15<sup>th</sup> December 2010, ICT resource requirements to deliver a sustainable ICT environment were presented to senior officers who concluded that it was appropriate for these plans to be validated, drawing on external expertise”. The external consultants were requested to verify the emerging stability plans as they had existing knowledge of the CBC infrastructure from the initial audit.

On 23<sup>rd</sup> and 30<sup>th</sup> March 2011 additional resources in ICT were authorised and the consultants were asked to assist ICT in formalising a detailed plan for ICT stability, and what impact this would have on existing ICT priority projects.

The detailed plan was endorsed by officers subject to further analysis and consultation with directorates on the prioritisation and scheduling of the business projects that need to run in parallel with the Stability programme. This analysis was completed in June with a complete ICT Project Schedule that meets the current business requirements.

Support for proceeding were subject to securing additional capital funding for the ICT Stability Programme within 2011-12. This funding is crucial to provide the resources required to deliver the outcomes of the programme within the tight timescales required.

## 1.2 Scope

The ICT Stability Programme is designed to deliver a fit for purpose ICT Infrastructure. Fit for purpose means that users of the infrastructure, citizens, partner organisations, suppliers, officers and members should expect to carry out their business requirements without being restricted by the infrastructure environment.

It is not intended that the programme will deliver a best of class environment or even

a highly resilient infrastructure. With the constraints on the shrinking public purse these would be inappropriate and unviable.

The programme will deliver an ICT environment therefore that:

- Is available during office hours to agreed service levels.
- Performs at an appropriate speed as defined by service levels.
- Provides the appropriate tools to enable effective working.
- Has published maintenance schedules and advanced notification of planned downtime.
- Delivers a web site that is available for citizens 24 hours a day 7 days a week except for the planned maintenance schedule.
- Ensures data is securely backed up and recoverable in line with the Business Continuity and Disaster Recovery plans.
- Is secure and compliant with the required security standards.
- Has implemented defined Standard Operating Procedures ensuring the infrastructure is proactively monitored and maintained on an ongoing basis.
- Implements a structured ICT project delivery process and procedures.

Whilst providing a fit for purpose infrastructure, this programme will not mitigate against every risk – doing so would be impractical and financially unviable. As a consequence and to ensure a focus on successful delivery of the stabilisation programme,, a number of “desirable” elements have been omitted from this programme, as follows:-

- A second data centre that automatically takes over from the main data centre in the event of a major failure. (Typical once a year event).
- Dual supplier networked buildings (three core buildings) that remove the risk of a single physical network failure. (Typical once a year event).
- Power generation capability to prevent power failure at Priory House and Watling House. (Typically one to three times a year).
- Upgrades of Microsoft products (e.g. Office 2010, Windows 7).
- Improvements to user applications.

### **1.3 Purpose of Document**

This document sets out the case, both strategic and financial for the ICT Stability Programme.

The analysis in this document is a business case, providing:

- An analysis of the strategic benefits that are envisaged by implementing the Programme;
- Estimates of the financial benefits and costs that are anticipated for the implementation.

It is important to note that exact costs and timescales will depend upon the precise detailed design and audit work that is carried out in the early stages of the programme. As such, these estimates are subject to change once this is known. However, a contingency has been allowed to cope with such changes.

This document will be reviewed by the Executive and seeks approval by full Council as the required capital variation to an existing scheme is over £500,000; this is in accordance with the governance procedures of the Council.



## 2 Strategic Case

### 2.1 Council Priorities

The Council's over-arching priority is to efficiently and effectively provide a range of valuable services to the citizens of Central Bedfordshire, and through those services make a significant improvement to the lives of all those people.

In delivering its core services, the council needs to be businesslike and responsive. A modern local authority relies heavily on ICT systems both to run the organisation and to deliver its services, often in real-time where the protection of vulnerable clients is concerned.

ICT systems are therefore embedded in the key processes that are used to ensure good quality services can be maintained, right from taking the first telephone call from a citizen through to managing ongoing case work and handling incidents and requests from the public. Council officers rely on important applications to manage the financial and people aspects of a large authority in an efficient and effective way, and to store core data that supports wide-reaching strategic decisions that affect the lives of everyone in Central Bedfordshire, as well as its role in the wider world.

When ICT systems fail occasionally, it can be frustrating and an annoyance to users, but if outages are dealt with quickly and services resume, the effect may be transient. However, when systems fail repeatedly and frequently, and are either slow or difficult to use, the burden upon the organisation can become intolerable, and all council services are badly affected. The ICT Stability Programme has been designed to bring the CBC ICT infrastructure to a state where it supports the council in delivering its services, and continues to operate in a safe and stable fashion into the future, through continuing good operational practices.

### 2.2 Current System Limitations

The ICT infrastructure at Central Bedfordshire was designed at the inception of the authority as a flexible and resilient platform to support the new authority. However, pressures of time and budget constraints meant that the implementation was rushed, documentation was poor and ongoing operating procedures were non-existent.

Moreover the ICT support team created from the legacy authorities was significantly under-resourced compared with other authorities of a similar size. With the extensive Transition work required during this period, the ongoing operational tasks inevitably suffered, and so the required maintenance of the infrastructure did not take place.

Therefore it is understandable that unexpected failures can occur across CBC's main ICT systems. In some cases, all 2,500 ICT users across the council are affected, and are unable to carry out their core job functions until services resume.

The most significant technical problems are in the following areas:

- The Citrix system, which is where every user is presented with the applications that they use in their job. This is a very flexible product, but a failure stops all users across the council. Therefore it needs to be resilient to hardware failures and perform well.
- The Microsoft platform, which sits underneath Citrix and provides user logins and network connectivity. Without this working efficiently users cannot gain access to their applications.
- The data storage systems (SAN) that hold all the council's data. It is crucial that this is held securely, is resiliently available and is always backed-up.
- Some of the key Applications that council officers use in their jobs have particular faults that have proven difficult to resolve easily, but which pose a constant and recurring impediment to the effective use of the system.

The ICT Stability Programme is therefore divided into workstreams that tackle these specific areas ('Get it right'), as well as a separate workstream that puts in place the Standard Operating Procedures to ensure the systems are kept updated and well-managed in the future ('Keep it right').

# 3 Financial Case

## 3.1 Overview

The ICT platforms and their problems described in Section 2 are fundamental to the efficient working of the council. It is unlikely therefore that the authority will continue to meet its service obligations and its strategic objectives if the problems are not resolved in a timely manner. Therefore the overriding business case for the ICT Stability Programme is strategic as described above.

However, in order to illustrate the financial implications of not proceeding with the programme, one should consider the cost of the lost productivity when systems become unavailable for extended periods of time. These 'outages' have often affected all 2,500 council users at once, and the SAN issue that was encountered in February 2010 lasted 6 days. Since that time there have been several outages that have lasted for around 1 day.

Therefore there is a significant potential improvement in staff productivity by implementing this programme.

While it is difficult to predict such events, the experience over the past 12 months has been that if nothing were done, the council would remain vulnerable to several such outages each year into the future. The work will not eliminate all such occurrences, but will make them fewer in number, more pro-actively managed and more quickly resolved.

## 3.2 Capital Costs

In this section, the following have been outlined to support the one-off implementation of the required changes:

- Costs, including software, hardware and external resources, either to support the implementation or to provide backfill to enable Council officers to progress the implementation; and
- Internal resource requirements, though these have not been costed unless specific backfill requirements have been identified.

The full Stability programme is estimated to cost circa £2.25m in terms of ICT staff time. Whilst this amount is already covered by the ICT staff budgets it is worthwhile noting that this amount of effort is being expended on Stability that would otherwise be utilised on service improvement activities and delivering business as usual activities.

Once the Stability programme is complete some of the expended effort will be utilised on capital improvement projects further reducing the draw down on existing revenue staff costs.

The entire Stability programme has been sub-divided into 10 workstreams. Of these, five were identified as top priority as outlined in Section 2 above, and are considered

for completion in 2011-12. A further five workstreams have been de-prioritised until 2012-13, and it is anticipated that these will be funded from the ICT Infrastructure rolling capital programme in that year.

The schedule has some external dependency costs. The programme requires additional resources from external suppliers, the purchase of new systems, additional modules and upgrades, as well as one-off programme and project management and technical contractor costs, and is estimated to cost a total of £719k of capital funding in 2011-12. This will be covered by:

- £160K from the existing ICT Infrastructure capital rolling programme
- £559K additional capital funding in 2011/12.

### 3.3 Summary

The above is summarised in the following table:

	<b>Existing ICT Infrastructure Capital 11/12 Budget (£000)</b>	<b>Additional Capital Required 11/12 (£000)</b>	<b>Additional Capital Required 12/13 (£000)</b>
Provision of new infrastructure and implementation	160	294	206
Programme Director (contractor)	0	100	0
2x Senior Technical Analyst (contractors)	0	99	33
Project Manager (contractor)	0	66	0
<b>Total</b>	<b>160</b>	<b>559</b>	<b>239</b>

### 3.4 Financial Profile

The following table outlines the capital cost profile for the ICT Stability Programme, based on the implementation plan in Section 4. Revenue costs shown represent the ongoing cost of capital, if funded via borrowing.

Cost Profile	2011-12	2012-13	2013-14	2014-15	2015-16
Capital Costs	£559,000	£239,000	£0	£0	£0
Revenue Impact (cost of borrowing and MRP)	£28,733	£152,817	£200,617	£200,617	£200,617

# 4 Implementation

## 4.1 Timescales

An implementation schedule is shown on the following page as Section 4.3. The ten workstreams of the ICT Stability Programme, plus the ongoing workstream required to ensure security compliance for CBC, are shown shaded in green, while the parallel business projects are shown shaded in purple. Together with current minor projects this represents the entire ICT project workload, and can therefore show how the ICT Stability Programme can be successfully delivered alongside the other ICT priority demands.

## 4.2 Governance

It is vitally important that ICT implements good project governance controls alongside this programme to ensure that changing priorities can be met. The project management will follow the council's PRINCE2-based methodologies, and the programme management will use the corresponding MSP (Managing Successful Programmes) methodologies.

Overlaying these standards, a new ICT Governance model is already being established to exercise the necessary controls over new project requests from across the authority, and to manage the detailed allocation of ICT resources across all the competing projects, as well as the business-as-usual demands of running an ICT Service.

### 4.3 Complete ICT Project Schedule, including ICT Stability Programme

Updated 18/07/2011	v2.4				2011						2012										
Consolidated ICT Project Schedule	CMT Approve Date	Sponsor	BRM	ICT PM	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
<b>Major Projects</b>																					
Standard Operating Procedures	22-Jun	Clive Jones	GR	MD	Priority A						Priority B										
Citrix Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B							
Application Fault rectification	22-Jun	Clive Jones	GR	MD	Priority A																
Microsoft Improvements	22-Jun	Clive Jones	GR	MD				Priority A						Priority B							
SAN and Storage Improvements	22-Jun	Clive Jones	GR	MD	Priority A						Priority B										
CoCo 2012	22-Jun	Clive Jones	GR	MD	Priority A																
ICS replacement	22-Jun	Clive Jones	BB	(BB)	Planned Project Work - delivery progressing																
RP203 - Adult Services Financials	22-Jun	Nick Murley	BW	BW	Planned Project Work - delivery progressing																
IDOX - IEMPS and ECM V10 doc migration	22-Jun	Jane Moakes	BV	BV	Planned Project Work - delivery progressing																
ECM - Opentext Upgrade to version 10	22-Jun	Clive Jones	DJ		Planned Project Work - delivery progressing																
ECM - ESCR, Children	22-Jun	Catherine Parry	BB		Planned Project Work - delivery progressing																
Web Phase 1	22-Jun	Georgina Stanton	DJ	IP	Planned Project Work - delivery progressing																
Web Phase 2 - Schools portal	22-Jun	Georgina Stanton	DJ	IP	Planned Project Work - delivery progressing																
AIS and FACE	22-Jun	Nick Murley	BW		Planned Project Work - delivery progressing																
ECM - ESCR, Adults	22-Jun	Nick Murley	BW		Planned Project Work - delivery progressing																
SAP OCR invoice scanning	22-Jun	Charles Worboys	DJ	BW	Planned Project Work - delivery progressing																
Swipe	22-Jun	Nick M / C Parry	BW/B	BB	Planned Project Work - delivery progressing																
SAP Optimisation	22-Jun	John U / Deb C	DJ		Planned Project Work - delivery progressing																
Contact Centre Call Recording	22-Jun	Deb Clarke	DJ	LA	Planned Project Work - delivery progressing																
CRM Phase 1	22-Jun	Deb Clarke	DJ	(BB)	Planned Project Work - delivery progressing																
<b>Minor Projects</b>																					
CBC Music Service Web Site	14-Jul	Helen Redding	BB	KM	Planned Project Work - delivery progressing																
Liberata Service	14-Jul	Gary Muskett	DJ	(BS)	Planned Project Work - delivery progressing																
Property Flexible Working Trial	14-Jul	Deborah Hoy	DJ		Planned Project Work - delivery progressing																
BDUK Broadband bid	15-Jul	James Cushing	BV		Planned Project Work - delivery progressing																
<b>Key:</b>					<b>Key:</b>																
ICT Stability					Requires clarity around scope / resourcing (shading = partial resource)																
Major Business Projects					Planned Project Work - delivery progressing																
Minor Business Projects																					





# 5 Next Steps

## **5.1 Existing Capital Scheme**

In the 2011 – 2012 Capital budget planning process it was identified that ongoing investment in the council's ICT infrastructure was required, and an existing scheme of £856,000 was proposed and approved by the Executive for an ICT Infrastructure Programme as part of the overall Capital programme for 2011 -2012.

The majority of this programme has already been spent or allocated, but £160,000 was intended to be spent on areas that have now become part of the ICT Stability Programme.

## **5.2 Proposed Capital Scheme Variation**

Executive are now requested to vary this capital scheme allocation by £559,000 to £1,415,000 to enable the ICT Stability Programme to proceed. In the meantime for expediency, initial work on the programme has already started, utilising the £160,000 in the existing scheme.

## **5.3 Proposed Procurement Process**

The work packages within the ICT Stability Programme in themselves are not large enough to amount to contract values that are over the EU threshold limit and therefore will not be subject to European Tendering procedures (OJEU). Contracts will be awarded through tendering under existing approved procurement frameworks and with existing suppliers under existing contract arrangements.

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