**CENTRAL BEDFORDSHIRE COUNCIL**

At a meeting of the **EXECUTIVE** held in the Council Chamber, Priory House, Monks Walk, Shefford on Tuesday, 23 August 2011.

**PRESENT**

Cllr J G Jamieson (Chairman)
Cllr M R Jones (Vice-Chairman)

| | | | |
|---|---|---|---|
| Cllrs | Mrs A Barker | Cllrs | R C Stay |
| | A D Brown | | Mrs P E Turner MBE |
| | I Dalgarno | | A M Turner |
| | Mrs C Hegley | | M A G Versallion |
| | D J Hopkin | | B Wells |
| | K C Matthews | | R D Wenham |
| | B J Spurr | | J N Young |

| | | | | |
|---|---|---|---|---|
| Members in Attendance: | Cllrs | P N Aldis | Cllrs | D Jones |
| | | A R Bastable | | D McVicar |
| | | M C Blair | | J Murray |
| | | D Bowater | | T Nicols |
| | | Mrs R J Drinkwater | | B Saunders |
| | | C C Gomm | | P Williams |
| | | Mrs S A Goodchild | | |

| | | |
|---|---|---|
| Officers in Attendance | Mr J Atkinson | Head of Legal and Democratic Services |
| | Mr R Carr | Chief Executive |
| | Ms D Clarke | Interim Assistant Chief Executive (People & Organisation) |
| | Mr A Fleming | Acting Director of Sustainable Communities |
| | Mr R Fox | Head of Development Plan |
| | Mrs S Gibson | Interim Assistant Director, Learning and Strategic Commissioning |
| | Mrs S Hobbs | Committee Services Officer |
| | Mrs J Ogley | Director of Social Care, Health and Housing |
| | Mr J Unsworth | Interim Assistant Chief Executive - Resources |

E/11/35 **Minutes**

**RESOLVED**

**that the minutes of the meeting held on 12 July 2011 be confirmed as a correct record and signed by the Chairman.**

E/11/36 **Members' Interests**

(a) **Personal Interests:-**

None.

(b) **Personal and Prejudicial Interests:-**

None.

E/11/37 **Chairman's Announcements**

The Chairman congratulated 'A' level students on achieving a 98% pass rate across Central Bedfordshire.

The Chairman asked Councillor Mrs Turner to provide an update on South East Midlands Local Enterprise Partnership (SEMLEP) and also on the Shadow Health and Wellbeing Board.

Councillor Mrs Turner advised Members that SEMLEP had submitted a proposal for an Enterprise Zone to the Government, which had been successful. The proposal was for Northampton Waterside involving the creation of 14,000 jobs and hundreds of new businesses in an area close to the town centre. The Partnership was in the process of securing a Chairman of the Board from the private sector.

Councillor Mrs Turner also advised that the Shadow Health and Wellbeing Board had held its inaugural meeting. The terms of reference for the Board had been agreed subject to keeping them under review until further guidance had been received from the Government. In addition, the Board had been updated on the transition plans for HealthWatch.

E/11/38 **Petitions**

In accordance with the Scheme of Public Participation set out in Annex 2 of Part 4 of the Constitution, the Executive received the following petitions:-

**1. Petition against the merger and closure of Weatherfield Special School**

Councillor Murray presented a paper petition containing a total of 514 signatures on behalf of the lead petitioner, Mrs Sharratt, against the merger and closure of Weatherfield Special School. Councillor Murray explained the concerns of some parents of the children at Weatherfield School that the merger of Hillcrest Community Special School, Weatherfield Community Special School and Glenwood Community Special School would not meet the needs of the children.

The Executive Member for Children's Services thanked Councillor Murray for presenting the petition and advised that it would be taken into consideration when discussing the future of special schooling in the south of Central Bedfordshire (minute E/11/41 below refers).

**2. Petition to Save All Our Libraries**

Mrs Grayston presented a paper and e-petition 'Save All Our Libraries' containing a total of 152 signatures on behalf of the lead petitioner, Mr Hopkins. Mrs Grayston gave her view that the libraries were a community service.

The Executive Member for Sustainable Communities – Services thanked Mrs Grayston for presenting the petition and confirmed that Central Bedfordshire Council had no plans to close any libraries, but would be looking at ways in which to utilise the facilities as a community hub.

E/11/39 **Public Participation**

No members of the public had registered to speak.

E/11/40 **Forward Plan of Key Decisions**

**RESOLVED**

**that the Forward Plan of Key Decisions for the period 1 September 2011 to 31 August 2012 be noted.**

E/11/41 **The Future of Special Schooling in the South of Central Bedfordshire**

The Executive considered a report from the Executive Member for Children's Services that set out the responses to the statutory notices to merge Hillcrest Community Special School, Weatherfield Community Special School and Glenwood Community Special School to create a single area special school for pupils with complex educational needs, including Severe Learning Difficulties (SLD), Profound and Multiple Learning Difficulties (PMLD) and Moderate Learning Difficulties (MLD) with additional needs, ages 3-19. The Executive Member reported that the Secretary of State had not made a decision regarding Weatherfield School's application for Academy Status.

The Executive Member explained that he took the views of the parents very seriously and referred to the petition (minute E/11/38 (1) above refers), but that he considered that the evidence indicated that the merger of the three schools would be in the best interests of the children.

Members referred to the successful merger of Sunnyside Special Community School and Hitchmead Foundation Special Schools, which was now called the Ivel Valley Special School.

Reason for decision: To enable the Council to discharges its duty to secure special school provision in an efficient way which meets the needs of children and young people with complex needs.

**RESOLVED**

1. **to merge Hillcrest Community Special School, Weatherfield Community Special School and Glenwood Community Special School to create a single area special school for pupils with complex needs aged 3-19, with an implementation date of 1 April 2012; and**

2. **that in the event that the Secretary of State approves the application of the Governing Body of Weatherfield School that the school should become an Academy, the Executive agrees that Hillcrest and Glenwood schools be supported to merge to become an Area Special School from 1 April 2012.**

E/11/42 **Post 16 Transport Policy**

The Executive considered a report from the Executive Member for Children's Services setting out the proposed Post 16 Transport Policy for Central Bedfordshire. The Executive Member responded to questions from the non-Executive Members and advised that written information would be provided to a particular non-Executive Member confirming the projected savings for 2012/13.

Reason for decision: To ensure that the Council meets its statutory obligations and adopts a fair, equitable and transparent policy to support the most vulnerable students to access post 16 education. The decision would also enable the Council to adopt a Post 16 Transport Policy that would be implemented within the available resources.

**RESOLVED**

1. **to adopt the Post 16 Transport Policy attached at Appendix A to the submitted report with effect from 1 September 2012; and**

2. **to authorise the Deputy Chief Executive/Director of Children's Services, after consultation with the Executive Member for Children's Services, to approve any subsequent minor variations to the Post 16 Transport Policy.**

E/11/43 **Home Care Provision to Four Extra Care Sheltered Housing Schemes**

The Executive considered a report from the Executive Member for Social Care, Health & Housing setting out the progress made on changing the provider who delivers home care to four extra care sheltered housing schemes across Central Bedfordshire. Members noted that the exempt Appendix B to the submitted report contained the financial details relating to the proposed awarding of the contracts.

Reason for decision: This would enable the Council to deliver efficiencies, to meet the SCHH6 target and enable greater capacity within the Council's reablement teams.

**RESOLVED**

**that the award of contracts for the Home Care Provision to four Extra Care Sheltered Housing Schemes as set out in the exempt part B of the submitted report, be approved.***

*(Not for publication by virtue of paragraph 3 of Part 1 of the Schedule 12A of the Local Government Act 1972)

E/11/44 **Award of the Contract for the 24/7 Community Alarm and Emergency Out of Hours Call Handling Service 2011 - 2016**

The Executive considered a report from the Executive Member for Social Care, Health & Housing that set out the details for the proposed award of the contract for the 24/7 Community Alarm & Emergency Out of Hours Call Handling Service 2011 – 2016. Members noted that the exempt Appendix B to the submitted report contained the financial details relating to the proposed awarding of the contract.

Reason for decision: The contract would provide improved value for money for the Council at a time of financial constraint, and also deliver good quality customer care for our residents, with the standard of service being equal to, if not higher than, the service already provided by the Council.

**RESOLVED**

**that the award of a contract for the 24/7 Community Alarm and Emergency Out of Hours Call Handling Service 2011 – 2016 as set out in the exempt Appendix B to the submitted report, be approved.***

*(Not for publication by virtue of paragraph 3 of Part 1 of the Schedule 12A of the Local Government Act 1972)

E/11/45 **Community Engagement Strategy - Refresh**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that introduced the annual refresh of the Community Engagement Strategy for approval. The report set out the performance achieved against the year 1 actions of the 2010 – 2013 delivery plan. Members were advised that the Strategy would be revised again once the Localism Bill and emerging legislation contained within it were better understood.

The Deputy Executive Member for Corporate Resources confirmed that he would ensure that all ward Members were informed at an early stage of key activities in their wards.

The Executive agreed that section 8 'Individual Councillor budgets' in Appendix C to the submitted report be removed from the plan as these areas were no longer being taken forward.

Reason for decision: To ensure the Strategy was aligned with the latest national policy and local aspirations and was applied consistently across the Council.

**RESOLVED**

1. **that the performance against the actions in the first year of the delivery plan be noted;**

2. **that the annual refresh of the Community Engagement Strategy be endorsed;**

3. **that the proposed policy statements be agreed to ensure the principles of the Strategy are applied consistently across the Council; and**

4. **that a policy position statement and action plan, regarding implementation of the Localism Bill in Central Bedfordshire, is developed once the detail of the emerging legislation it contains is better understood.**

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.***

E/11/47 **Budget Strategy and Medium Term Financial Plan 2012/13 to 2015/16**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that set out the proposed medium term financial planning framework for 2012/13 through to 2015/16.

Members noted that a Budget Communication and Engagement Plan was being developed and would be submitted to the Executive at their meeting on 15 November 2011.

Reason for decision: To enable the Council to put in place a framework to meet the financial challenges faced by Central Bedfordshire Council over the medium term.

**RESOLVED**

1. **that the overall financial outlook and the impact on this authority be noted;**

2. **that the proposed framework for preparation of the Medium Term Financial Plan be endorsed; and**

3. **that the timetable for the consultation process be endorsed.**

E/11/48 **Revenue Budget - Quarter 1 Monitor**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that provided Members with information on the Quarter 1 Revenue Budget Management position.

Reason for decision: To facilitate effective financial management and planning.

**RESOLVED**

**In view of the Revenue Budget forecast position being an overspend of £0.582M (0.3% of net spend), to request Officers to identify ways to improve the forecast financial outturn to achieve a balanced revenue budget.**

E/11/49 **Capital Budget - Quarter 1 Monitor**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that provided Members with information on the quarter 1 Capital Budget Management position. The Deputy Leader confirmed that a review of the Capital Programme was underway.

Reason for decision: To facilitate effective financial and asset management and planning.

**RESOLVED**

**to note that the Capital spend to date, excluding HRA, is £13.448M which is £3.6M gross below budget (year to year) and in view of this, that a detailed review of the Capital Programme would be reported to the Executive on 15 November 2011.**

E/11/50 **Luton and southern Central Bedfordshire Core Strategy - Guidance for Development Management**

The Executive considered a report from the Executive Member for Sustainable Communities – Strategic Planning and Economic Development proposing the endorsement of the joint Core Strategy submitted for public examination in March 2011 and its accompanying evidence as interim guidance for development management purposes. This would help in the determination of planning applications until a new Core Strategy covering southern Central Bedfordshire was adopted.

Members noted that recommendation 3 should have referred to agenda item 8 and not agenda item 10 of the Joint Committee meeting held on 29 July 2011. This amendment also referred to paragraph 17 in the submitted report.

The Executive acknowledged the importance of adopting the proposed course of action to enable the Council to defend robustly decisions it might take on possible planning applications.

Reason for decision: To help deliver the Council's preferred approach to managing development in the southern part of Central Bedfordshire.

**RESOLVED**

1. **that the Luton and southern Central Bedfordshire Core Strategy submitted on 8 March 2011, together with the underlying evidence set out in Appendix A to the submitted report, be endorsed as guidance for development management purposes;**

2. **that the changes to the Core Strategy put forward at the Joint Committee on 29 July 2011 set out in items 9, 10, 11 and 12 of that agenda also be endorsed as guidance for development management purposes;**

3. **that the updated transport evidence base which underpins the joint Core Strategy set out in item 8 of the Joint Committee agenda and the need for some updates to technical studies which continue to be part of the evidence base which informs the joint Core strategy as set out in item 7 of that agenda, be noted; and**

4. **that the principle of developing a Neighbourhood Plan for Caddington and Slip End, led by the local communities, be endorsed and supported.**

E/11/51 **Members' ICT Equipment**

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources proposing a new Members' allowance scheme for the provision of Members' ICT Equipment. It was noted that the new scheme would be implemented with immediate effect, with all Members being migrated to the new arrangements by 31 December 2011.

Reason for decision: To enable Members to select the appropriate ICT equipment and support they require while delivering efficiencies and improving value for money for the residents of Central Bedfordshire.

**RESOLVED**

1. **that the Members' Allowances proposals for ICT equipment set out in paragraphs 22 and 23 of the submitted report be approved;**

2. **that the new scheme be implemented with immediate effect, with all Members migrated to the new arrangements by 31 December 2011;**

3. **that the Member ICT Equipment Policy be amended to reflect the new allowance scheme; and**

4. **that Part K of the Constitution be amended to reflect the new provisions.**

E/11/52 **Development of a Leisure Facilities Strategy for Central Bedfordshire**

The Executive considered a report from the Executive Member for Sustainable Communities – Services that proposed the adoption of a strategic approach for leisure facilities, entitled "Central Bedfordshire approach to Leisure Facilities". Members noted that the financial and business details of the contracts were contained within the exempt part of the agenda.

Members also considered a proposal for the extension of the leisure facilities management contracts in the north of Central Bedfordshire until 31 March 2013 and the letting of a one-year contract for the management of the Houghton Regis Leisure Centre from 1 April 2012 to 31 March 2013. Members agreed to defer consideration of the Leisure Centre Contracts (minute E/11/55 below refers), as this item contained information about the financial or business affairs of the Council.

Reason for decision: To enable the Council to formally agree a document that would set out the agreed approach to the future provision of leisure facilities that will be used to support and justify leisure facility requirements in planning obligation (s.106) negotiations with developers, and for inclusion within a community infrastructure levy, once developed.

**RESOLVED**

**that the development of a Leisure Facilities Strategy setting out Central Bedfordshire Council's approach to Leisure Facilities be agreed.**

E/11/53 **Proposed Dunstable Enterprise Centre (Incuba Project)**

Note:
The Chief Executive declared a personal and prejudicial interest in minute E/11/53 'Proposed Dunstable Enterprise Centre (Incuba Project)' as he was a governor at Central Bedfordshire College. The Chief Executive withdrew from the meeting for the duration of this item.

The Executive considered a report from the Deputy Leader and Executive Member for Corporate Resources that proposed the establishment of a new exemplar business incubation facility to support regeneration and future employment needs in the Dunstable area. The Council, through the inclusion of the land asset at the old Fire Station site (on Brewers Hill Road, Dunstable) would enable Central Bedfordshire College, with the benefit of European funding, to develop facilities for the provision of a new enterprise centre providing support for starting up and growing businesses with an additional focus on developing a low carbon technology centre and training opportunities within this sector.

The Deputy Leader and Executive Member for Corporate Resources moved an additional recommendation as follows:

"that approval of the above recommendation is made conditional upon the Central Bedfordshire College entering into the lease for the Skills Building at Kingsland and its completion including payment of rent to date from 1 November 2010."

Reason for decision: To allow the Council to support the project which would enable the delivery of a new exemplar Enterprise facility to stimulate the local economy, deliver jobs and training and support the developing low carbon sector. It would also bring externally secured funding and help stimulate new business growth and enterprise within the Dunstable and Houghton Regis area.

**RESOLVED**

1. **to dispose of the land outlined on the plan attached at Appendix A to the submitted report to Central Bedfordshire College on a 125 year lease to aid the use of money provided by European Regional Development Fund for regeneration and local business support; and**

2. **that approval of the above recommendation is made conditional upon Central Bedfordshire College entering into the lease for the skills building at Kingsland and its completion, including payment of rent to date from 1 November 2010.**

The Chief Executive rejoined the meeting.

E/11/54 **Annual Report of Bedford and Central Bedfordshire Adult Safeguarding Board**

The Executive considered a report from the Executive Member for Social Care, Health and Housing that set out the fourth annual report of the Adult Safeguarding Board, covering the second year of operations of the two unitary councils for Bedford Borough and Central Bedfordshire.

Reason for decision: To ensure that the Council meets is statutory obligations to safeguard vulnerable adults.

**RESOLVED**

**that the Annual Report of Bedford and Central Bedfordshire Adult Safeguarding Board attached at Appendix A to the submitted report be noted.**

E/11/55 **Exclusion of the Press and Public**

**RESOLVED**

**that in accordance with Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 7 and 12 of Part I of Schedule 12A of the Act.**

E/11/56 **Extension of Leisure Facilities Management Contracts in north Central Bedfordshire and Tendering of Houghton Regis Leisure Centre Contract**

The Executive considered a report from the Executive Member for Sustainable Communities – Services proposing the extension of the leisure management contracts for the north of Central Bedfordshire for one year and tendering for a new one-year contract for the management of services at Houghton Regis Leisure Centre, to allow time for the Council to consider and adopt a strategic approach for leisure facilities, including future requirements, for Central Bedfordshire.

Reason for decision: To enable the Council to develop a strategic approach for leisure facilities across Central Bedfordshire.

**RESOLVED**

1. **that the proposal to extend the contract with Stevenage Leisure Limited for the operation of the leisure facilities in the north of the area until 31 March 2013 be approved;**

2. **that the Council's Procurement Procedure Rules be waived in this instance to allow the contract to be extended on the grounds that a change of supplier would cause disproportionate technical difficulties, dis-economies of scale or significant disruption to Council services; and**

3. **that the proposal to seek a one-year contract for the management of the Houghton Regis Leisure Centre from 1 April 2012 to 31 March 2013 be approved.**

E/11/57 **Award of the Contract for the 24/7 Community Alarm and Emergency Out of Hours Call Handling Service 2011 - 2016**

See minute E/11/44 above for details.

E/11/58 **ICT Infrastructure Capital Scheme for ICT Stability**

See minute E/11/46 above for details.

E/11/59 **Central Bedfordshire College Incuba European Regional Development Fund**

See minute E/11/53 above for details.

(Note: The meeting commenced at 9.30 a.m. and concluded at 12.13 p.m.)

Chairman ……

Dated ……..

# 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 15th 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 23rd and 30th 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:

| | **Existing ICT Infrastructure Capital 11/12 Budget (£000)** | **Additional Capital Required 11/12 (£000)** | **Additional Capital Required 12/13 (£000)** |
|---|---|---|---|
| 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 |
| **Total** | **160** | **559** | **239** |

### 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 |
| Major Projects | | | | | | | | | | | | | | | | | | | | |
| 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) | | | | | | | | | | | | | | | | |
| RP203 - Adult Services Financials | 22-Jun | Nick Murley | BW | BW | | | | | | | | | | | | | | | | |
| IDOX - IEMPS and ECM V10 doc migration | 22-Jun | Jane Moakes | BV | BV | | | | | | | | | | | | | | | | |
| ECM - Opentext Upgrade to version 10 | 22-Jun | Clive Jones | DJ | | | | | | | | | | | | | | | | | |
| ECM - ESCR, Children | 22-Jun | Catherine Parry | BB | | | | | | | | | | | | | | | | | |
| Web Phase 1 | 22-Jun | Georgina Stanton | DJ | IP | | | | | | | | | | | | | | | | |
| Web Phase 2 - Schools portal | 22-Jun | Georgina Stanton | DJ | IP | | | | | | | | | | | | | | | | |
| AIS and FACE | 22-Jun | Nick Murley | BW | | | | | | | | | | | | | | | | | |
| ECM - ESCR, Adults | 22-Jun | Nick Murley | BW | | | | | | | | | | | | | | | | | |
| SAP OCR invoice scannning | 22-Jun | Charles Worboys | DJ | BW | | | | | | | | | | | | | | | | |
| Swipe | 22-Jun | Nick M / C Parry | BW/B | BB | | | | | | | | | | | | | | | | |
| SAP Optimisation | 22-Jun | John U / Deb C | DJ | | | | | | | | | | | | | | | | | |
| Contact Centre Call Recording | 22-Jun | Deb Clarke | DJ | LA | | | | | | | | | | | | | | | | |
| CRM Phase 1 | 22-Jun | Deb Clarke | DJ | (BB) | | | | | | | | | | | | | | | | |
| Minor Projects | CRG | | | | | | | | | | | | | | | | | | | |
| CBC Music Service Web Site | 14-Jul | Helen Redding | BB | KM | | | | | | | | | | | | | | | | |
| Liberata Service | 14-Jul | Gary Muskett | DJ | (BS) | | | | | | | | | | | | | | | | |
| Property Flexible Working Trial | 14-Jul | Deborah Hoy | DJ | | | | | | | | | | | | | | | | | |
| BDUK Broadband bid | 15-Jul | James Cushing | BV | | | | | | | | | | | | | | | | | |

Key:
- ICT Stability
- Major Business Projects
- Minor Business Projects

Key:
- Requires clarity around scope / resourcing (shading = partial resource)
- Planned Project Work - delivery progressing

# 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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