Central Bedfordshire

ICT Framework

January 2012 to April 2016

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APPROVALS				
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Executive Summary

Introduction

1.1 The council of the future is going to be very different from what we know today. How else can it meet the challenge of ever-rising expectations of service quality and value for money? The Council will go though a significant period of change as it comes to grips with the reduced funding available as a result of the Government Comprehensive Spending Review 2010. This has resulted in an increased pressure to work more efficiently and effectively. ICT will help to facilitate this via increasingly mobile and flexible working solutions. This will result in a reduced demand on physical office space. As efficiencies are achieved, ICT will help enable the sharing of public sector assets across a number of locations, and provide a flexible back office environment for the staff needed behind the scenes to fulfil service demands.

1.2 The Central Bedfordshire ICT Framework is framed within the timetable from January 2012 to April 2016 and is therefore aligned to the term of the current Council plus one year to enable any new Council time to review and develop its own ICT Framework.

Background

1.3 Since vesting day (April 2009), the Council has continued to roll out a major ICT and Property programme with the establishment of Technology House to meet short tem accommodation needs.

1.4 With an identified work programme of major projects, which will enable the Council to enhance how it does business, a greater corporate governance over the commissioning and delivery of these significant projects has been established, ensuring there is the capability to flex ICT resources to fulfil business expectations.

1.5 **Vision & Future Shape**

Given the expected deliverables of the ICT service the Vision for the ICT Service must be:

“To meet business needs and provide maximum value.”

Value in this instance being defined as:

Fit for purpose – Deliver efficiencies, enable effective service delivery or remove service restrictions

Fit for use – Appropriate capacity, performance, availability and resilience

1.6 The future shape of the ICT Service will be driven by the market it is operating within and therefore by 2016 will probably look like:

People

Operating in a mixed delivery economy.

Some services delivered with other public sector partners.

Products

Social media services.

Smart phone applications.

Highly transactional web site

Next generation broadband

Flexible working solutions

Partners

Enabled collaborative working.

Shared Services.

Multiple delivery partners.

Process

Delivering efficiencies.

Enabling effective service delivery.

Removing restrictions.

Appropriate capacity, performance, function, resilience and availability.

1.7 An understanding of the market ICT operates in is the key to providing value for money service. The most significant drivers that have an impact on ICT service delivery over the period of the Framework are described in section 4 in detail. Essentially reduced finances and changes in responsibilities through legislation for example, personalisation agenda in adult social care or child protection with the Munro Review in Children's Services or the introduction of a new benefits

system will all require major changes to supporting applications. The Medium Term Accommodation Strategy rationalising our corporate estate will impact on our network requirements along with the introduction of the Public Services Network (PSN) in 2012 that will enable application sharing across the whole of the public sector will also be significant change agents for ICT service provision.

1.8 The resulting desired outcomes are listed in full in Section 5 but essentially this Framework will be deemed to have been successful if it results in:

1.9

A stable and secure ICT voice and data network infrastructure that provides the accessibility required from any location.

A value for money ICT infrastructure that meets the demands of the financial pressures.

A highly transactional self service web environment to deliver the best service at lowest cost.

Accurate, timely and appropriate management information to enable effective decision making and drive performance improvement.

A customer centric information architecture that understands and meets the customers' expectations.

Programme and project management that delivers ICT enhancements to time, cost and quality enabling the service to deliver improvements to its customers.

1.10 Being responsive to customer requirements is essential. The ICT governance arrangements ensure end user requirements are presented to the Programme Management Office ICT Business Relationship Managers (BRMs) via regular governance meetings. ICT BRMs will regularly seek feedback on performance at these meetings. The use of satisfaction surveys and post implementation project reviews will be key mechanisms used to judge how ICT are meeting customers' expectations.

1. The Current ICT Position

2.1 Central Bedfordshire Council was formed from the legacy Councils of Bedfordshire County Council, Mid Bedfordshire District Council and South Bedfordshire District Council. The task of creating Central Bedfordshire Council from an ICT perspective has been challenging, with three legacy infrastructures having to join together, the split of County Council systems between Bedford Borough and Central Bedfordshire and the rationalisation of District Council systems.

2.2 The Council has two main data centres in Borough Hall, Bedford and Watling House, Dunstable with a third smaller subsidiary data centre in Priory House Shefford hosing the external telephony services, which is where the connection to the wider internet is also terminated. A significant amount of work is being undertaken to make our data centre and network infrastructure more resilient as part of the stability phase 2 and 3 programmes.

2.3 Since vesting day the Council has been rolling out a major ICT and Property rationalisation programme. This has occupied a significant amount of ICT resources. The ICT outcomes of the programme in the three main offices were:

To deliver a single CBC network.

To deliver a single telephony network.

To deliver Member work areas in CBC offices.

To deliver hot desk touchdown capability.

To deliver multifunctional printing devices.

The programme has delivered its intended ICT Outcomes but further property rationalisation is planned for the corporate office estate.

2.4 84 CBC locations and approximately 1200 staff have moved onto the CBC network and telephone systems in the last 12 months. This was called the CBC Network Project and was a significant step towards achieving a more manageable and secure infrastructure environment.

2.5 ICT have also rolled out to all remote and home workers, two factor authentication tokens and hard disk encryption on council owned laptops. Two factor authentication ensures only the approved token owner can access Council systems. Hard disk encryption on laptops ensures no sensitive data is

disclosed if a laptop is misplaced or stolen. Both measures ensure we are compliant with the government code of connection requirements (CoCo).

2.6 An external audit of ICT infrastructure was commissioned after a prolonged ICT outage in February 2010. This report confirmed that significant service issues existed in incident management, project governance, infrastructure resilience, business continuity planning and ICT resourcing. As a result of this report an infrastructure stability programme was initiated.

2.7 Phase 1 of the infrastructure stability programme addressed the issues raised by the outage in February 2010, delivering incremental service improvements to get the Council to a minimum level of resilience with full replication of our data across data centres. Phase 2 of the stability programme will run until September 2012 delivering a safe and stable ICT infrastructure environment. By March 2012 this programme will have statistical evidence to show the improving trend in ICT performance. An additional phase 3 of the stability programme will be required in 2013/14 to complete all of the tasks identified by the external audit.

2.8 Substantial project work is being requested of ICT resources. With more projects than available resources, significant prioritisation of limited ICT resources is required. Senior managers approved prioritisation criteria and governance process in August 2010 which has subsequently been enhanced by the Corporate Project Commissioning Process and an improved ICT Governance process in July 2011. This enhanced governance is now in operation.

2.9 The scale of the change occurring in the Council over the next four years continues to expand and places further demand on the limited ICT resources. Therefore not all demand can be accommodated and the ICT governance processes ensure resources are focussed on the most critical and best value projects.

2.ICT Vision & Future Shape

3.1 ICT resources have to be more effective to meet the requirements of the Council to do business. As the council becomes more reliant on ICT the service has to respond to 24 hour availability of services. Moving our infrastructure to fully managed Public Services Network (PSN) computing environment will enable ICT to meet this challenge and enable the council to select the applications it needs in the most appropriate and flexible way. This may even result in applications being accessed on a pay as you use basis.

3.2 The service must deliver the following service characteristics:

The ICT Service proactively enables the Council and becomes a value adding business partner.

The ICT infrastructure is fit for purpose.

The data held is safe and secure.

The quality of data held is appropriate.

The capturing of information is simplified.

The management reporting capability of the Council is improved.

The appropriate access to information is given.

Partnership working is enabled.

3.3 Given the expected deliverables of the ICT service the **Vision for the ICT Service must be:**

"To meet business needs and provide maximum value."

Value in this instance being defined as:

Fit for purpose – Deliver efficiencies, enable effective service delivery or remove service restrictions

Fit for use – Appropriate capacity, performance, availability and resilience

3.4 The ICT service therefore must be structured to ensure it is:

Fit for a future where service delivery will be from many devices and locations.

Value for money.

Fully integrated, ensuring efficient and effective use of information organised around the service user needs.

3.5 The ICT service will constantly review its activities it undertakes by :

Understanding the Market Place

To understand the wider context of the current and potential Council business needs the ICT Service will have to deliver.

Delivery of Customer Outcomes

Directs the development and provision of services that are perceived by the customer as delivering real value to them.

Serving Stakeholders

Ensuring alignment of ICT Service provision with the Council's priorities and the wider community aspirations.

Enabling Choice

Ensuring an efficient and effective ICT service management life cycle framework is in operation that enables choice of service provider.

3.6 It is difficult to predict the future shape of ICT services and the supporting underlying organisational structure but at the highest level dividing the service into its core components of the "4 Ps", People, Products, Process and Partners, the Framework predicts it will look like:

3.7

People

Operating in a mixed delivery economy.

Some services delivered with other public sector partners

Products

Social Media services
Smart phone applications
Transactional web site primary channel
Next generation broadband
Flexible working solutions

Process

Fit for purpose

Delivering efficiencies
Enabling effective service delivery
Remove restrictions

Fit for use

Appropriate capacity, performance, function, resilience and availability

Partners

Enabled collaborative working
Shared services
Multiple delivery partners

3. Understanding the Market

4.1 Framed within the Council's key strategic documents, the programmes for change reflect the rapidly changing world within which the Council operates, influenced by a wide range of political, economic, social, technological, legal and environmental factors.

The strategic drivers facing ICT can be grouped into two broad categories; National and those local to the Council. These are described in the following paragraphs below:

STRATEGIC NATIONAL DRIVERS

	Major Strategic National Drivers	Impact on ICT
4.2	Central Governments settlement for local authorities with at least 28% less Government grant over 4 years continues to place future restrictions on spending, driving technology to be procured cheaper, quicker and greener.	Requirement to deliver efficiencies
4.3	Increased demand for services is driving the need for the technology to support more cost effective service delivery channels via the internet.	Effective demand management to mange scarce resources
4.4	Next generation Broadband. In the wider Central Bedfordshire community. The UK government has set the target of 100% access to universal broadband coverage (e.g. 2 megabits per second) and 90% access to next generation broadband coverage (e.g. above 20 megabits per second) by 2015. Currently approximately 22,000 residential / non residential properties do not have access to next generation broadband services. With broadband an increasingly critical 'utility' service, such a significant proportion of Central Bedfordshire residents and businesses are under served or not served at all by	Increased on line demand and new ways of accessing services

	the market (and are likely to remain so). This is an issue and the Council as one of the stakeholders wishes to develop a local broadband plan to improve this position.	
4.5	Delivery of the Public Services Network (PSN) enabling information and application sharing across the public sector.	Application and data sharing with other partners
4.6	Integration of public health into and within the Council	New services and applications to integrate into ICT portfolio
4.7	Increasing influence and use of Social Media	New ways of providing service
4.8	The Government ICT Strategy and the move to cloud services delivered via the Public Services Network (PSN). (See Appendix J and L). As the Council changes the way services are provided, there is the need to continually review the capacity, expertise and investment needed to deliver all of the changes necessary to secure Central Bedfordshire's priorities. It will be beneficial in the long run for the Council to align its ICT Framework with the Central Government ICT Strategy. This will involve the movement of infrastructure in our existing data centres into the wider PSN locations. The benefits of such an arrangement are being explored and as the scope of the services within the future partnering arrangement develops the provision of ICT services will be considered.	Hosting of data centre over the PSN

Other Strategic National Drivers

4.9 In addition to the major drivers identified above there are other drivers that will have a lesser impact on ICT resources but may require investigation during the Framework lifetime.

4.10 The desire for localism is driving changes in local government responsibilities, policy and practice. This will drive changes to local service delivery and the supporting systems used. These include the emerging actions required to support the Localism Bill.

4.11 The demand for housing and the changes in planning regulation is placing a need for the council to improve the quality of the spatial information it holds.

4.12 National agenda for localisation of NDR and Council Tax benefit may make significant changes to the applications supporting this line of business.

4.13 Changes in the adult social care arena (personalisation of adult social care & the move of preventative health services responsibilities back into the Council)

4.14 Changes in children's services with the continued move to academies, free schools and the Munro Review.

4.15 Changes to the Benefits System, with the replacement of Housing Benefit with a Universal Credit and the creation of a National Fraud team.

STRATEGIC DRIVERS FOR THE COUNCIL

Major Strategic Drivers for the Council		**Impact on ICT**
4.16	Improving the quality of life for the citizens of Central Bedfordshire.	Next generation broadband providing improved online services
4.17	Supporting the corporate priorities of the Council through appropriate ICT resources and technology to enable the Council to be a "council you can do business with".	Meeting the Council's needs in a best value for money way for the public purse
4.18	Supporting the Medium Term Financial Strategy requiring a significant reduction in expenditure through ICT enabled efficiencies. The Council is operating in a very challenging financial environment, with reductions in sources of funding and income. At the same time, the Council is experiencing increasing demand for children's services, adult social care, housing and housing benefit.	Providing effective desktop tools for flexible working
4.19	Responding to future shared services. ICT needs to be an enabler to the delivery of shared services, not a	Application & data sharing

	constraint.	
4.20	Enabling the Medium Term Accommodation Strategy through the corporate rollout of enterprise content management, (ECM) to ensure efficient document management and version control exists to deliver a flexible office estate.	Ensuring the infrastructure is right sized. Cloud based services delivering improved value for money
4.21	Reducing costs by the introduction of internet based self service processes where possible and tools to assist business to be transacted quicker. Improving and increasing the number of online services that are delivered over the internet. This will include the need to stream meetings, consult via social networking sites and provide geographical information service capability for the reporting of location based requests. All driving increased value for money service provision.	New internet infrastructure and mobile application development
4.22	Increased mobile and home working supported by ICT to improve service delivery and support the aspirations of the Medium Term Accommodation Plan.	Appropriate solutions enabling flexible working for staff
4.23	Developing the use of Social Media to communicate with citizens and deliver services	New ways of service delivery

Other Strategic Drivers for the Council

4.24 Supporting Adult Social Care to ensure vulnerable adults are adequately protected by the provision of appropriate ICT solutions and providing an adequate reporting capability to enable effective decision making.

4.25 Supporting the transformation of learning and education infrastructure including the development of a strategic “road map” for the applications that support Children’s Services, so that young people's levels of attainment and achievement improve and they enter the work force better equipped and engaged through appropriate technology delivery.

4.26 The continued harmonisation and rationalisation of applications across the Council.

4.27 Supporting the shared needs of the Department of Work and Pensions at our Dunstable and Leighton Buzzard locations.

4.28 Supplier Management. The Council has adopted a multi-sourcing approach for the supply of ICT services. To rationalise provision, the Council will re-examine its supplier relationships to amalgamate service provision and remove service duplication. As the Council changes, ICT needs to change how it supports the business to ensure it remains a fit for purpose organisation.

4.29 Administration of systems. As the Council becomes more dependent on ICT systems and the data they contain the need to ensure these are always available and the data they contain is secure and accurate increases

4.30 The improvement of the quality of data held and the ease of reporting on this data.

4. Significant Technological Enablers

5.1 The ICT Framework works in a fast changing technological environment. Few people could predict the popularity of social networking sites, the iPhone and the iPad. In this context the ICT Framework acknowledges the following will be significant technological enablers:

5.2 **Cloud Computing – Central Shared Services**

The ability to access software services via the internet on an operational scale. This will give economies of scale with shared application environments and shared infrastructure

5.3 **Public Services Network – The Network Glue Supporting the Cloud**

The Public Services Network (PSN) will create a 'network of networks' for the Public Sector from the existing commercial networks, and will develop a market place providing opportunities for industry, and savings for the Public Sector.

5.4 **Next Generation Broadband – New Demand for On Line Services**

Broadband Delivery UK (BDUK) is a team within Department for Culture Media and Sport set up to deliver the Government's broadband strategy, specifically:

"deliver the best superfast broadband network in Europe by 2015"

90% Superfast availability (>20Mbit/s) by 2015

100% Universal service commitment (2Mbit/s) by 2015

5.5 **Mobile Technology – Delivering Transactions**

Devices beyond the iPhone and iPad

IM Chat, Skype

Apps store

5.6 **Social Media – What Next?**

Service requests and transactions via social media will be a future requirement for service delivery.

5.ICT Challenges & Stakeholder Outcomes

6.1 **ICT Challenges**

The ICT service does not have unlimited resources and therefore has to achieve a balanced approach of meeting service demand within operational budgets, constantly seeking value.

6.2 The service is constantly therefore evaluating and challenged to:

Balance security with ease of use and access to information

Ensure the infrastructure is safe and stable but value for money

Ensure there is the appropriate infrastructure capacity. Providing the appropriate performance but not over provisioned

Ensure adequate and affordable disaster recovery plans are in place

Ensure incident response service levels are met and are appropriate to the service they are supporting

6.3 **Stakeholder Outcomes**

The ICT Framework must deliver the following outcomes for all stakeholders:

Good system performance everywhere at all times.

6.4 A consistent response time experience from any location.

6.5 Easy access to information / applications. A single login from any location with a simple easy to use consistent look and feel.

6.6 A responsive ICT team that really delivers. Faults fixed promptly and progress communicated appropriately.

6.7 A planned communication programme informing stakeholders on ICT activities and project progress, how to resolve common problems, training and advice.

6.8 Rising customer satisfaction levels.

6.9 ICT Projects delivered to agreed time lines with appropriate governance based on agreed priorities.

6.10 A stable ICT voice and data network infrastructure with the resolution of incidents to agreed service levels.

6.11 A value for money ICT infrastructure reducing the Council's operational costs.

6.12 A highly transactional self service web site accessible via the myriad of mobile end point devices.

6.13 Appropriate applications and hardware devices to meet the Council's service delivery requirements.

6.14 A secure, robust and always available ICT infrastructure 24 x 7 (excluding scheduled maintenance), with appropriate disaster recovery plans.

6.15 Compliance with the Government ICT standards and strategies.

6.16 Accurate, timely and appropriate management information.

6.17 A customer centric information architecture enabling customers to access information pertinent to their needs.

6.18 To support the Council's Climate Change Programme by adhering to the principles to reduce carbon dioxide emissions.

6.19 To support the Council's Equality and Diversity Policy, "Putting People First" to meet the needs of all communities in Central Bedfordshire, regardless of age, disability, gender, race, religion or beliefs and sexual orientation.

6.20 An infrastructure which supports the information governance requirements of the Council.

7. ICT Governance

7.1 The Central Bedfordshire ICT Framework covers a timeframe from January 2012 – April 2016. Under the enhanced governance arrangements an 18 month rolling programme of ICT activities is maintained. Each programme of work in the schedule has a programme board where required, project boards for individual workstreams and formal reporting to all stakeholders. The desired outcomes of the ICT Governance are:

To respond effectively to stakeholder and corporate priorities.

Satisfy customer expectations.

Deliver to agreed levels of service.

Commit ICT resource to areas that offer maximum value.

Help understanding of ICT resourcing constraints.

To deliver ICT changes right first time.

7.2 Customers access and consume ICT services in two ways via:

Via ICT Business Relationship Managers – for Major and Minor Projects.

Via ICT Service Desk – Incident or service request

7.3 The following governance structures have been established to control the ICT Projects Schedule:

Body	Members	Purpose	Frequency
Senior Management	Senior management board & Chief ICT Officer	Corporate review of Major ICT project schedule.	6 weekly
Directorate Management Team	DMT & ICT BRM	Determining the priority for minor ICT projects.	Monthly
Corporate ICT Steering Group (CISG)	1x representative from each DMT Chief ICT Officer Head of Programmes and Performance Head of ICT ICT Client & PMO Manager	To act in the interests of the Council and provide a corporate view on the relative priority of proposed major ICT projects and the associated schedule of project delivery. *This group propose recommendations for senior management to approve.*	6 weekly
ICT Commissioning Resource Group (CRG) (ICT Internal)	ICT BRMs ICT Management Team	Development of business cases and provision of scheduling options. Co-ordinate the scheduling of minor projects. Provide scheduling options for major projects. Review Incident levels and planned maintenance ring fences	Weekly

7.4 Being responsive to customer requirements is essential. The ICT governance arrangements ensure end user requirements are presented to the Programme Management Office ICT Business Relationship Manager via their Directorate Champion at the regular governance meetings. ICT Business Relationship Managers will regularly seek feedback on performance at these meetings. The use of internal staff satisfaction surveys and post implementation project reviews will be key mechanisms used to judge how ICT are meeting customers' expectations.

7.5 The framework will apply the equality monitoring and evaluation guidelines to the process of its information gathering. The availability of sound management information about those who use our services is critical to the planning of customer centric services and ICT is a key element in ensuring this information is available in a practical format.

7.6 To aid understanding of the projects contained within the project schedule the projects have been arranged into the following thematic groupings

ICT Portfolio Theme	Description	Defining Characteristics	Project Examples
Doing Business with the Council	Initiatives where ICT is a key element and/or key enabler to the delivery of more efficient transactional and information services to residents and businesses.	• Online and electronic transactions • Digital communication solutions including SMS Texting and Social Media • Customer insight developments	Channel Shift Music Service Website
Organisational Efficiency	Initiatives where ICT is a key focus in its own right and/or a key enabler to	• Financial systems and services • HR systems and services	SAP optimisation SAP OCR scanning

	put in place better uses of corporate assets to enable the Council to meet its objectives now and in the future.	• Physical assets including accommodation • Information assets, including business intelligence • Major IT Applications - critical line of business systems	Medium Term Accommodation Strategy Children's Case Management System Integrated Environmental Management Protection System
New service delivery models	Initiatives where ICT is a key enabler to new or significantly changed ways of delivering service outcomes.	• Co-location with partners • Shared Services • In sourcing • Outsourcing • Creation of new service functions	Payroll in sourcing Pupil Referral Unit
Infrastructure improvement	Initiatives to enhance renew or replace elements of the Council's existing ICT estate.	• Core ICT infrastructure such as data networks, servers and desktop environment.	ICT Stability

8. Significant Programmes

8.1 This section of the ICT Framework outlines the identified significant programmes proposed for delivery under the ICT Portfolio themes listed in section 6 above of:

Doing Business with the Council

Organisational Efficiency

New service delivery models

Infrastructure improvement

Doing Business with the Council

CHANNEL SHIFT PROGRAMME

8.2 The Channel Shift Programme relates to the development of a council-wide approach that shifts inbound and simple transactions to the preferred and more cost effective channels, supported by a single view of the customer. The objective is to ensure that wherever, whenever and however customers seek to access our services they get the right level of service, first time and as efficiently and effectively as possible. This will deliver savings and transform customer management by increasing the use of online services for customers and delivering a genuinely 'one council' service for customer management.

8.3 The programme addresses the challenge of improving the Council's on line services. Its success should deliver the desired reduction in service delivery costs. A new navigational structure has been designed supported with a refreshed look and feel for the website. 10 processes areas have been identified and will be re-designed for online delivery.

8.4 The programme will require process transformation. This is how we enable the whole organisation to provide our customers with the service they require, how, when and where they want to access it. Potential activities include the deployment of Customer Access Points and the implementation of the national "Tell Us Once" system to support single public sector notification of birth and death registrations.

8.5 The Customer Relationship Management (CRM)project is currently on hold waiting the outcome of the Channel Shift design. – The CRM will deliver service use data to enable service analysis. The system will capture all customer interactions with the Council and enable self service transactions over the internet to be rapidly developed.

TOTAL PLACE PROGRAMME

8.6 Total Place partnership work for Access to Benefits and Integrated Offender Management continues to be developed and ICT will support the requirements of these continuing programmes.

8.7 In addition to the existing programmes above, at the Chief Executives' Forum in October 2010, it was agreed that further collaboration would best proceed on an incremental 'stage by stage' basis, rather than an approach that, from the outset, focuses on a wide range of services.

8.8 The Access to Benefits Community Hub work steam will address the challenge of Total Place by supporting the planed co-location of services and sharing of data between national and local government departments.

8.9 ICT will need to ensure systems can be deployed at any shared locations and in particular must support the shared service working delivered at Biggleswade and proposed for Dunstable and Leighton Buzzard.

Organisational Efficiency

ICT COST REDUCTION PROGRAMME

8.10 Investigate alternative ways of service delivery including wider sharing of support services with other public sector partners and suppliers.

8.11 Reduce the number of key databases (and applications) and shifting common functionality into single systems. To save ongoing licence and administration costs.

8.12 Reduce reliance on user-developed Excel or Access solutions where these become a business application by the integration into standard

applications.

8.13 Continue virtualisation of infrastructure to reduce carbon emissions and increase service reliability and recovery.

8.14 Investigate the potential to consolidate data centres and move to a hosted solution. The move away from physical data centres, to PSN cloud services, will enable the Council to application share and provide backup and resilient standby capabilities on a 24 X 7 basis. See Appendix L for more information on Cloud Computing.

8.15 Re-negotiate major supplier contracts.

8.16 Improve data matching process with the creation of master data or 'golden' records to improve accuracy and reduce duplication of data being held on multiple systems

8.17 Operate a rigorous approach to software licensing, reviewing every contract and looking for alternative more efficient models.

8.18 Move away from PC hardware wherever possible to devices that have no hard disk and consume a third of the power. They can also be managed and updated from a single management console. These devices are know as thin clients and will reduce desktop costs and carbon emissions. The Council has a reasonable number of these devices deployed already but the intention is to accelerate the deployment to achieve the power and management savings. Some exceptions will persist where users with disabilities that require specialist equipment that runs on PCs are not disadvantaged.

MEDIUM TERM ACCOMMODATION STRATEGY

8.19 This programme supports the Medium Term Accommodation Strategy and the ICT activities required to ensure this is delivered as quickly as possible

8.20 Deployment of Enterprise Content Management to enable a reduction in cupboard space by the digitisation of paper documentation and document workflows to improve automation and efficiency.

8.21 Deploy the further use of internal scanning or the use of 3rd parties for scanning to ensure data is easy to find, secure and retained appropriately. This would result in the “digital mail room” eradicating paper mail delivery. Some postal suppliers are starting to offer the delivery of mail electronically and these possibilities will be investigated.

8.22 Develop a repository of essential Council data to be used by a common corporate reporting tool. This is the concept of a data warehouse. Providing different views of the same data for the different Council Directorates reporting requirements is known as creating specific data marts. The authority has invested in a corporate reporting application called Business Objects. This should now be developed to provide the corporate reporting data warehouse and data mart environment.

8.23 Develop mobile and flexible working to reduce office space and enable data to be accessed from any location.

SAP OPTIMISATION PROGRAMME

8.24 The Council has invested in an enterprise wide, corporate solution from SAP. To drive best value from this system, the final elements of functionality need implementation. This system can be put to greater use if additional modules recently procured were implemented to enable improved corporate processes and employee self service. This programme is called the SAP Optimisation Programme and is currently under definition but is likely to include:

8.25 Employee Self Service (ESS) and Manager Self Service (MSS) modules. The employee portal in the SAP application offers a proactive presentation of relevant, employee-personalised content. The employee portal delivers the information, tools, and services that employees need to do their jobs, manage their own important life and work events, and focus on contributing to business results. MSS enables managers to control and monitor employee sick absence, leave and performance.

8.26 Improved financial reporting will be developed with the implementation of the SAP Business Planning and Consolidation module. The SAP Business Objects Planning and Consolidation application unifies and streamlines the planning, budgeting, and forecasting process. Finance-owned and maintained, the application unifies planning, financial consolidation and management reporting – improving budget cycle times, driving compliance with regulatory and financial standards, helping

reduce external audit costs, instilling confidence, and reducing business risk.

8.27 The development of strategic reporting using the Business Objects reporting tool to populate a data warehouse and provide directorate dashboards to report against key performance indicators; along with the development of improved reporting for Children Services through enhanced SWIPE reporting or an alternative application.

ADULTS SOCIAL CARE PROGRAMME

8.28 The use and sharing of information is key to providing seamless care services.

To further this within Central Bedfordshire, new modules for the social care ICT systems will be implemented including a module for Adults Social Care that will help support the personalisation and transformation agenda.

Links between adult's and children's social care ICT will also be explored to help improve the exchange of information and help to reduce risk for vulnerable members of the community. This programme will help address the national drivers in adult and children's legislation.

8.29 For Adults, SWIFT has been the system for recording and managing nearly all aspects of Adult Social Care for CBC and its predecessor authority since it was implemented in 2005. The system provides a large amount of functionality across all aspects of care management but has two key drawbacks: Firstly, whilst it is strong on functionality to support 'traditional' care management, it lacks the ability to support the adult social care personalisation agenda (which is being delivered in Social Care Health and Housing (SCHH) through the Transforming Peoples Lives (TPL) programme). Secondly the 'look and feel' of the SWIFT application screens are not up to modern standards and reflects a requirement to collect data rather than to support practitioners to do their jobs.

8.30 SCHH faces the challenge, set by the Department of Health, of moving away from 'traditional' models of service delivery to vulnerable adults whereby services such as home care, day care and residential care were purchased on behalf of the customer to one where the customer has a far greater degree of control over the services they access. The building blocks of this model are:

An assessment of need based on the customers desired outcomes

A personal budget to meet those needs based on a transparent resource allocation system (RAS)

An agreed individual support plan

The ability for both the customer and the department to manage and monitor spend against the support plan and the achievement of outcomes

This challenge is being met through the TPL programme but it is acknowledged that these building blocks will need to be delivered through an ICT system.

8.31 There is an extensive development programme scheduled for SWIFT to support the required improvement for SCHH, this includes:

Roll out of Electronic Social Care Records integration with OpenText the Council's corporate electronic document management system.

Upgrade of SWIFT to latest release to take advantage of new features

Further AIS rollout and improvements focussed on usability.

SWIFT Financials

Data Assistant for SWIPE reporting.

CHILDREN'S CASE MANGEMENT PROGRAMME

8.32 The new Children's Case Management System in Central Bedfordshire will:

Enable officers to protect and safeguard vulnerable children.

Manage cases through a prescribed set of steps.

Record relevant data to provide a single repository for pertinent information for a child.

Allow the Council to manage the performance of practitioners, ensuring consistent and timely service provision to ensure the safety of children.

8.33 The CCMS project will use the local land and property gazetteer for address information and this will be the start of the creation of a central database for the storage of property addresses that all systems will eventually use for address data.

MAJOR PROJECTS

8.34 The following major projects will deliver organisational efficiencies:

8.35 Property asset management system – to improve property utilisation and asset tracking.

8.36 Electronic content management – to improve email archiving; enable the digital mailroom and the retrieval of data.

8.37 Corporate performance management system – to provide improved performance management.

8.38 Legal work allocation and management system. – For use by legal services.

8.39 Review of Adults Services application in 2015 to see if the system is still the most appropriate for Adult Services.

ENTERPRISE CONTENT MANAGEMENT PROGRAMME

8.40 This programme's objectives are to put in place a robust and effective document and records management system through the implementation of an Enterprise Content Management System which delivers the following functionality:

1. Document Management (electronic and paper);
2. Records Management (electronic and paper);
3. Email Archiving;
4. Basic document centric workflows;

8.41 Via ECM, organisations are able to deliver business efficiencies through reductions in transactional costs. The fostering of ECM's inherently collaborative culture helps to drive innovation and improve productivity. Automated lifecycle management reduces the risks and overhead associated with extensive information stores

8.42 The programme will address the challenge of changes in education and adult services by providing a document repository that can be shared with authorised users through secure access methods. This electronic social care record system is part of the wider corporate Enterprise Content Management system.

8.43 This programme is an integral enable of other programmes and these are listed below for clarity

IDOX – document management

SWIFT – Adult electronic social care record

CCMS – Children's electronic social care record

SAP Optimisation – Invoices

MTAP – Space saving

New Service Delivery Models

PROJECTS

8.44 There are a number of identified projects in the project schedule currently that change the way service is being delivered and include:

8.45 Digital mailroom delivering all inbound and outbound post electronically

8.46 Co-location of health services in Central Bedfordshire

8.47 Regional e-learning project

Infrastructure Improvement

NEXT GENERATION BROADBAND PROGRAMME

8.48 ICT supporting the Council to deploy next generation broadband to 90% of Central Bedfordshire residents by 2015. See appendix K for more detail.

ICT STABILITY PROGRAMME

8.49 The Council was formed very quickly in 2009 and in the rush to be operational significant ICT infrastructure was deployed but not audited for resilience. After resilience issues in the first year of operation the Council initiated the Stability Programme to resolve all of the remaining issues to ensure a safe and stable infrastructure is in place to build on in the future. Phase 1 resolved the immediate resilience issues of the storage area network in December 2010. After external audit in January 2011 phase 2 and 3 of the programme were initiated.

8.50 Phase 2 of the Infrastructure Stability Programme consists of six priority workstreams for the Council infrastructure:

Get it right

CoCo 2012 – to ensure appropriate security remains in place

Citrix improvements – to deliver a more consistent and friendly user interface.

Application fault rectification – resolving minor application issues left over from Central Bedfordshire's inception.

Microsoft improvements – to provide a stable operating platform

SAN and Storage improvements – to ensure speedy recovery from any outage.

Keep it right

Standard Operating Procedures – to ensure best practice processes are adopted and maintained.

8.51 Phase 3 of the Infrastructure Stability Programme consists of five additional workstreams that will deliver the remaining infrastructure requirements and consist of :

Exchange improvements – to provide improved archiving solutions

Voice improvements – to provide automatic failover of our voice infrastructure

Application database improvements - move of access databases to SQL server and re-write of applications

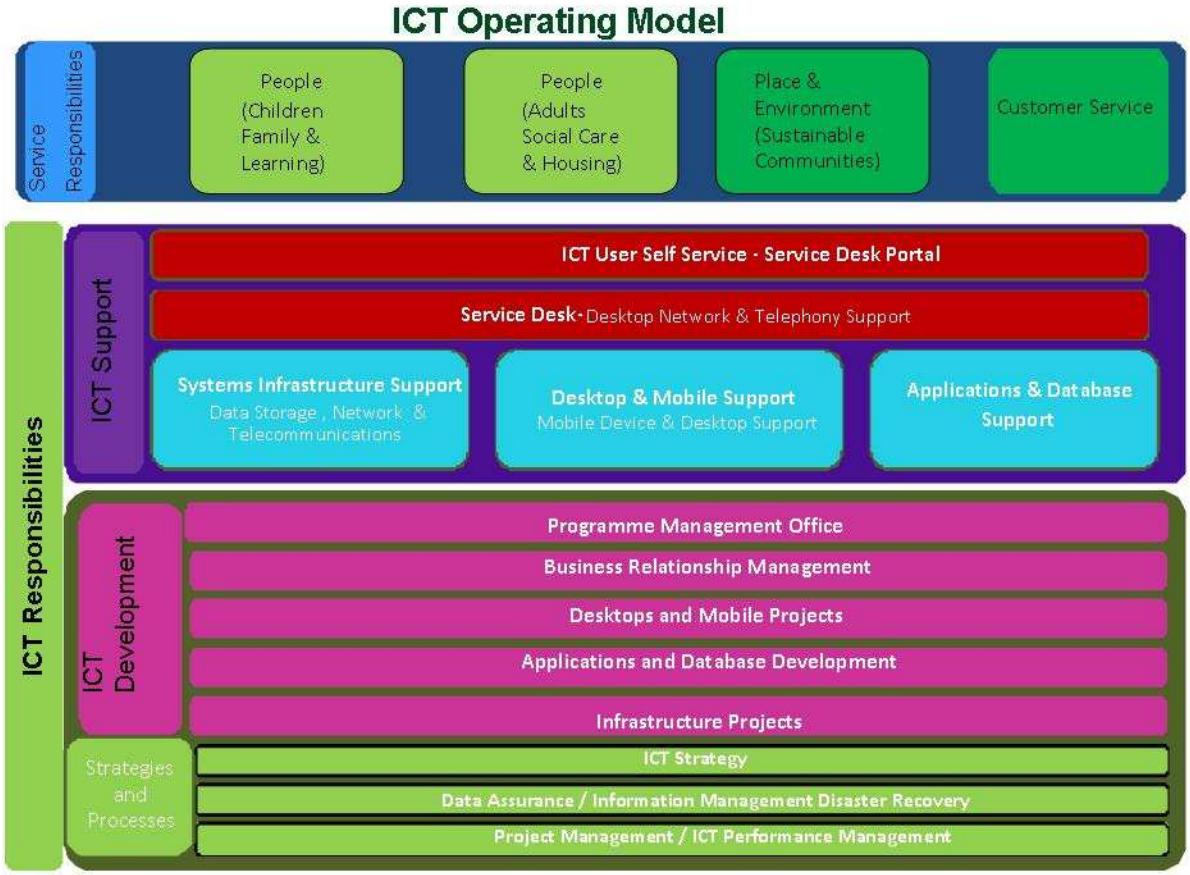
Data centre relocation – the move of our existing data centre infrastructure to more resilient or improved environments

Desktop replacement – the replacement of all desktop devices with a standard desktop solution.

APPENDIX A ICT OPERATING MODEL

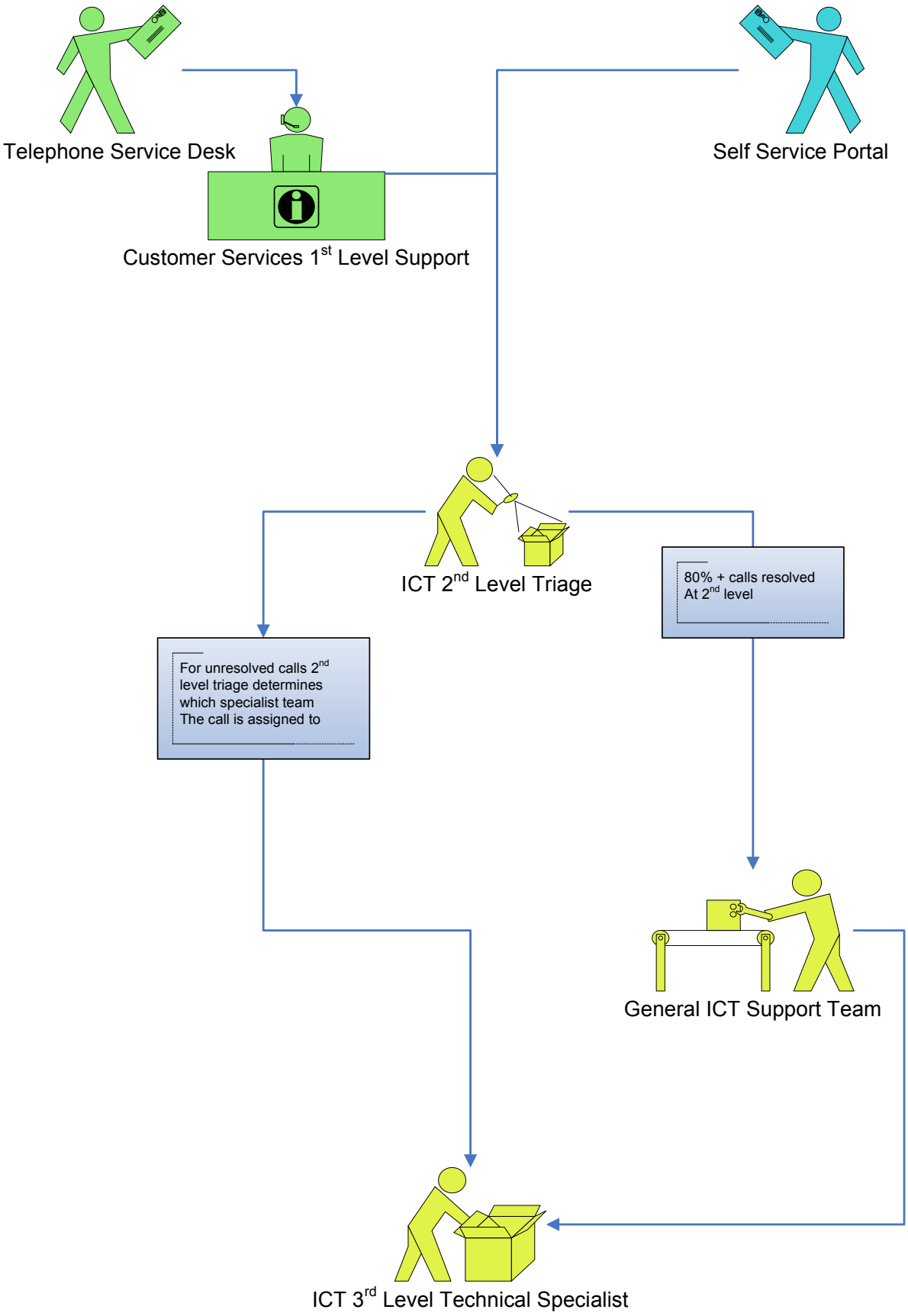
As the Council moves forward and reshapes its services to meet the expectations of customers, the Council will need to change the way ICT services are provided to remain a fit for purpose organisation.

A service model has been developed that demonstrates a **Central Bedfordshire Approach to ICT**. This is shown below.



The model shows the areas responsible for service delivery. When service users require assistance to resolve an incident they will either use the service desk portal or contact ICT via the service desk telephone number operated by customer services.

The service desk portal application or telephony service desk will categorise the issue and one of the Technical Support teams will be allocated to resolve the incident as show in the diagram below:


Telephone Service Desk
Self Service Portal
Customer Services 1st Level Support
ICT 2nd Level Triage
80% + calls resolved
At 2nd level
For unresolved calls 2nd
level triage determines
which specialist team
The call is assigned to
General ICT Support Team
ICT 3rd Level Technical Specialist

For Major and Minor Projects these requests are managed via the Business Relationship Managers (BRMs) in the ICT Programme Management Office. BRMs act as the Customer interface for all ICT development requests and will supply appropriate updates back to customers.

When delivering new systems for the Council, the Programme Management Office will ensure effective functional implementation of these new systems is part of the project plans, (i.e. changing the processes and working practices of the organisation/service areas to effectively optimise the use of these systems). This is where the Council has not maximised the potential opportunities in the past. ICT will play its part in ensuring systems are implemented appropriately but recognises the responsibility of the service areas to support the implementation and really embrace the changes necessary. This also has a significant resource implication for the service areas during implementation which will need to be carefully planned.

Underpinning all of these functions and activities is the ICT Framework and the policies that the team require to provide an effective ICT service.

The ICT Service roles and processes follow the Information Technology Infrastructure Library (ITILv3) service management model shown below:

APPENDIX B ICT PERFORMACE MEASUREMENT

The ICT team propose to use the SOCITM benchmarking services to compare themselves with other team performance nationally. In particular the ICT team by the end of the framework period will be achieving the following performance on a regular basis.

Safe - Reliability

Key systems: Swift, SAP, CCMS, External web site, IEMPS(IDOX)

Measurement time: Between 8:30 and 17:00 Monday to Friday

Mean Time Between Failures (MTBF) No more than 2 hours downtime in any month e.g. 98.8%

Core Wide Area Network (Tech House, Priory House, Watling House and Bedford data centre with same MTBF 98.8%

Stable - Incident Management

Incidents outstanding at the end of each month is less than 800

All Priority 1, 2 and 3 incident service level targets met

Service levels for Request fulfilment being delivered

Event management service level targets met

Performance – Application Launching

Time to log in and present Citrix desktop is less than 20 seconds

Microsoft Outlook when launched as the first application from the Citrix main page takes less that 20 seconds to present the user inbox.

Governance

Major Projects Schedule delivering business priorities

All Stability milestones delivered

Published ICT Framework

Schedule of planned maintenance published

Minor projects schedule meeting business demand

The following incident priorities are allocated by the ICT Service Desk when an incident is received:

Priority	Level	Definition	Example
P1	Major	Risk to infrastructure availability underpinning delivery of all the Council's ICT Services **OR** Major risk to products or services affecting multiple business areas or the delivery of services mandated by law.	• Availability of Network • Unavailability of SAN • Total unavailability of business critical applications
P2	Critical	Risk to major service areas affecting large numbers of users or members of the public OR Major service failure affecting limited numbers but high profile users or members of the public.	• General availability of business critical applications • Service delivered to vulnerable members of the community
P3	Standard	Potential to affect the immediate delivery of services OR Potential to affect the ongoing delivery of services	• Incident affecting a single user • Non urgent outage affecting small number of users

The ICT Service incident management process has the following service level targets:

Priority	Response Target	Fix Target	Resolution Target	Service Desk Escalation
1	< 30 minutes	< 2 hours	90% Within target	Immediately & On Breach
2	< 30 minutes	< 4 hours	85% Within target	On Breach
3	< 4 hours	< 7.5 hours	75% Within target	Regular breach reports

APPENDIX C SECURITY AND ICT POLICIES

The Council is committed to providing a technology infrastructure where business can be conducted with confidence in the ICT security, integrity and availability. To strengthen the current provision the Council will:

Comply with the requirements of the Payment Card Industry (PCI)
Comply with the Government Code of Connection Standards
Comply with the Data Protection Act and other data security policies
Support Business Continuity for the Council and the Emergency Planning initiatives.

The full list of polices can be found on the Council's Intranet but include:

ICT End-User Security Policies

1. ICT Acceptable Use Policy (AUP)
2. GCSx Acceptable Use Policy (AUP)
3. Members ICT Acceptable Use Policy (AUP)
4. Information Governance & Security Policy

ICT Security Management Policies/Standards and Processes

5. ICT Change Management Process
6. 3rd Party Remote Access Standard
7. Information Security Awareness Training
8. ICT Vulnerability Assessment & Patch Management
9. ICT Disposal of Media and Equipment
10. ICT Corporate Induction Security Awareness
11. ICT Security Incident Response
12. ICT Data Backup & Restoration
13. ICT Content Filtering & Malware Protection
14. ICT Online Social Network
15. ICT Workstation/Laptop configuration
16. ICT Physical Security
17. ICT Penetration Testing (inc. IT Health Checks)
18. ICT Logical Access Control
19. ICT Network Equipment Configuration
20. ICT Networks & Firewall Management
21. ICT Server Windows 2003/2008 Configuration
22. ICT Logging and Monitoring

23. ICT Cryptographic Key Management
24. ICT Software Acquisition and Acceptance Policy
25. ICT Software Development Lifecycle
26. Wireless Configuration

APPENDIX D STABILITY PROGRAMME PHASE 2 DETAIL

The CoCo 2012 element focuses the Council on achieving its Central Government Code of Connection security compliance. This will involve the Council in undertaking work to harden its perimeter and internal security controls to prevent a security breech. The roll out of security tokens to third party uses and the implementation of Logrythm protective monitoring.

The Citrix Improvements element focuses the Council on ensuring the current Citrix environment is fully understood and documented. The procurement of a performance monitoring tool. The completion of Profile Manager implementation and configuration.

The Application Fault Rectification element will address the issues inherited from the transition of the legacy authorities at vesting day. This will include an investigation and resolution of:

- Interface failures from Capita to SAP.
- Tribal users being unable to open associated Access databases
- Simdel QL users being unable to open Access databases
- Business Object links to multiple Universes
- Openvision system and Web server failures
- Cadcorp user access issues
- TABS stability issues
- LANDesk configuration issues
- Agree method and implement concealment of BBC records on Swift
- Microdec Profile support issues
- BTS-Stakeholder database support issues

The Microsoft Improvements element includes

- The audit & documenting of the 'As Built' environment
- The upgrade Windows operating system and Microsoft Office

patches

Evaluation, procurement and implement of a Microsoft server monitoring tool

Migration or decommissioning of Mid Beds District Council (MBDC) and South Beds District Council (SBDC) domains

The SAN and Storage element includes:

Audit & documentation of the current SAN environment

De-duplication of data at backup

Retention of appropriate MBDC and SBDC data

Ensure site-to-site replication is implemented soundly using Continuous Access and Site Recovery Manager, removing current LAN/WAN bottlenecks.

Identification and resolution of disconnection issues & ensure 'best practice' architecture.

The Standard Operating Procedures element includes;

Development of operational procedures for Transition Management

Development of Environment procedures – Standard Change and Patching

3rd Party access and data management procedures

Improved Licence and Asset Management

Development of existing Backup and Restore – includes business continuity and disaster recovery

APPENDEX E INDUCTION, TRAINING AND DEVELOPMENT

An “Introduction to ICT” is a critical part of staff induction. A small investment at the start of somebody’s career in the Council will make staff aware of how technology can support them in their work and help to create a positive impression. It also starts the compliance process for Council Policies and Standards.

The induction, training and development programmes will be enhanced to explain policies that minimise energy use from ICT technology by educating council staff on best practice behaviour.

Training and development will be linked to staff’s development plans following a training needs analysis. Where needed and organised through the Council’s Organisational Development team, ICT training can be provided from within ICT or from recognised training organisations.

Technology is transforming the way forward thinking organisations approach the learning and development of their staff and the council’s intranet provides us with a critical tool for cross organisational knowledge sharing. However, web-based technologies are not only a one way source of information; as Web technologies evolve they are being used in a collaborative way, for example through wiki’s, blogging, team sites and social networking applications.

The Council’s organisation development team and ICT training team have started to use e-learning and Learning Management System applications to build a dynamic learning architecture that will put the learner in control of the process of learning. E-learning will be a key delivery method in the future delivery of ICT training as we move away from traditional class room teaching to reduce costs and speed up delivery.

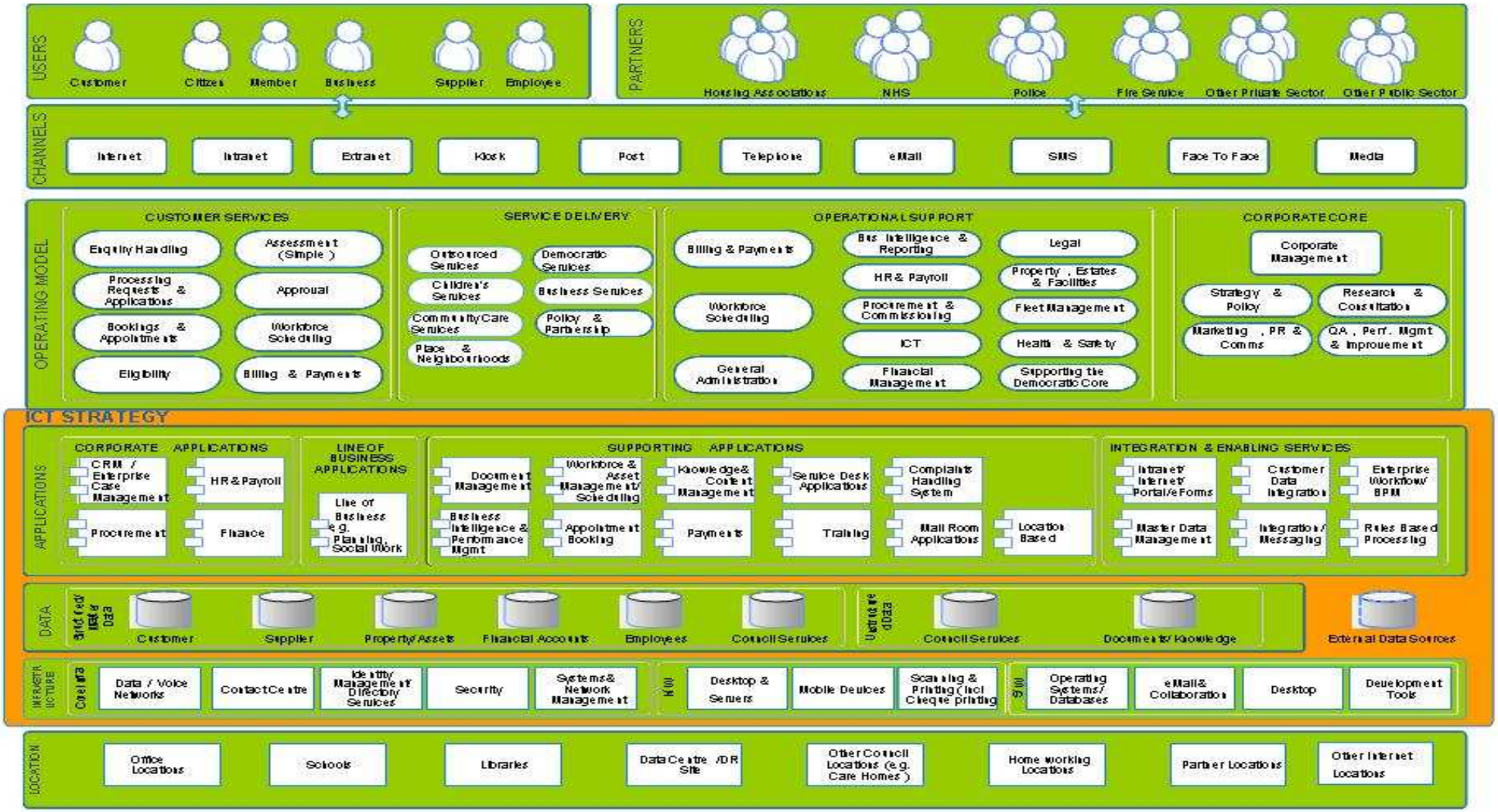
APPENDIX F INFRASTRUCTURE ARCHITECTURE

The Council requires the right tools to execute its functions. In future, staff will be given equipment appropriate for their role and technology and it will be replaced within agreed timescales. All ICT equipment will be corporately owned. This will allow the Council to secure economies of scale when purchasing equipment and exploit new, lower-cost options where appropriate.

The Council has invested a significant amount on an enterprise wide application and now needs to build on the existing SAP infrastructure, extending its functionality to include Employee and Manager Self Service and corporate reporting.

The Council will also exploit its investment in the Enterprise Content Management Software (ECM) which will help people work more effectively, securely and help improve business processes.

The pictorial representation of the council reference architecture is shown below:


USERS
Customer
Citizen
Member
Business
Supplier
Employee
PARTNERS
Housing Associations
NHS
Police
Fire Service
Other Private Sector
Other Public Sector
CHANNELS
Internet
Intranet
Extranet
Kiosk
Post
Telephone
eMail
SMS
Face To Face
Media
OPERATING MODEL
CUSTOMER SERVICES
Enquiry Handling
Assessment (Simple)
Processing Requests & Applications
Approval
Bookings & Appointments
Workforce Scheduling
Eligibility
Billing & Payments
SERVICE DELIVERY
Outsourced Services
Democratic Services
Children's Services
Business Services
Community Care Services
Policy & Partnership
Place & Neighbourhoods
OPERATIONAL SUPPORT
Billing & Payments
Bus Intelligence & Reporting
Legal
HR & Payroll
Property, Estates & Facilities
Workforce Scheduling
Procurement & Commissioning
Fleet Management
ICT
Health & Safety
General Administration
Financial Management
Supporting the Democratic Core
CORPORATE CORE
Corporate Management
Strategy & Policy
Research & Consultation
Marketing, PR & Comms
QA, Perf. Mgmt & Improvement
ICT STRATEGY
APPLICATIONS
CORPORATE APPLICATIONS
CRM / Enterprise Case Management
HR & Payroll
Procurement
Finance
LINE OF BUSINESS APPLICATIONS
Line of Business e.g. Planning, Social Work
SUPPORTING APPLICATIONS
Document Management
Workforce & Asset Management/ Scheduling
Knowledge & Content Management
Service Desk Applications
Complaints Handling System
Business Intelligence & Performance Mgmt
Appointment Booking
Payments
Training
Mail Room Applications
Location Based
INTEGRATION & ENABLING SERVICES
Intranet/ Internet/ Portal/e Forms
Customer Data Integration
Enterprise Workflow/ BPM
Master Data Management
Integration/ Messaging
Rules Based Processing
DATA
Customer
Supplier
Property/Assets
Financial Accounts
Employees
Council Services
Council Services
Documents/ Knowledge
External Data Sources
INFRASTRUCTURE
Data / Voice Networks
Contact Centre
Identity Management/ Directory Services
Security
Systems & Network Management
Desktop & Servers
Mobile Devices
Scanning & Printing (incl Cheque printing)
Operating Systems/ Databases
eMail & Collaboration
Desktop
Development Tools
LOCATION
Office Locations
Schools
Libraries
Data Centre /DR Site
Other Council Locations (e.g. Care Homes)
Home working Locations
Partner Locations
Other Internet Locations

APPENDIX G DEVELOPING ICT AS A PROFESSION

Central Government's new ICT Strategy recognises that all of today's public services are underpinned by technology. The delivery of all future services will be driven by and enhanced through ICT. The skills, capabilities and value of public sector ICT professionals are therefore of great strategic importance.

Appropriate ICT staff will be given the opportunity to gain ITIL Foundation level, Prince II & Managing Successful Programmes project management qualifications. They will also be given the appropriate training to manage the complex network and virtual environment they are supporting.

There are many other courses that the ICT Service will have to ensure it has and retains capabilities in. for example: ISEB Software testing. A complete list will be developed as part of the services training plans.

APPENDIX H MONITORING AND IMPLEMENTATION

Monitoring and measuring the progress in implementing the framework and supporting policies and documents will be undertaken through **ICT Programme Management Office (PMO)** and the progress reported to the Member responsible. All project plans will include communication and engagement plans to raise awareness of the work being undertaken.

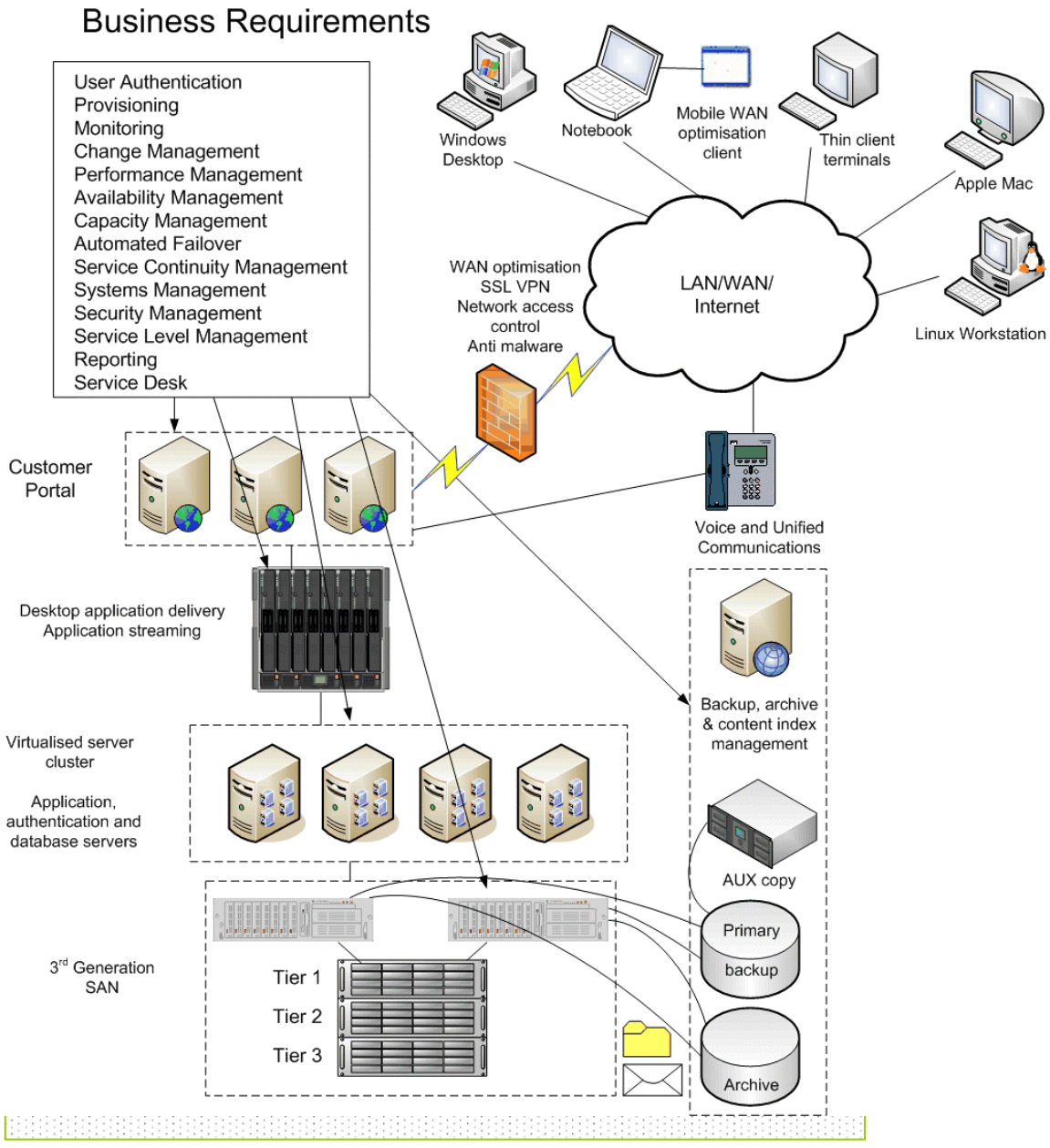
The ICT Framework will assist resource planning along with the requirements coming from the service directorates. Projects will be managed in accordance with Prince II project management principles and progress on individual projects will be reported to the Directorates by the PMO via their project management governance arrangements.

The ICT Management Team working with business colleagues has a critical role of prioritising projects and recommending the ICT programme priorities to the Corporate ICT Steering Group for it to make recommendations to senior management for approval.

Being responsive to internal customer requirements is essential. The ICT governance arrangements ensure end user requirements are presented to the ICT Business Relationship Manager at one of the regular directorate meetings. ICT BRMs will regularly seek feedback on performance at these meetings. The use of internal staff satisfaction surveys and post implementation project reviews will be key mechanisms used to judge how ICT as a service is meeting the internal customers' needs.

APPENDIX I CURRENT PHYSICAL INFRASTURCTURE

The diagram below represents an overview of the physical infrastructure architecture that Central Bedfordshire has deployed.



APPENDIX J CLOUD COMPUTING

Cloud computing is essentially an IT consumption and delivery model that is enabled by virtualisation and network technology. It is:

A new consumption and delivery model inspired by consumer Internet services

End-user focused

Cloud represents the industrialisation of delivery for IT- supported services. Cloud enables:

On-demand self-service and 'pay as you go'

Sourcing options

Economies of scale

Cloud is delivered as a private, public or hybrid service. The essential characteristics of a cloud environment are:

On-demand self service

Broad network access

Resource pooling

Rapid elasticity

Measured service

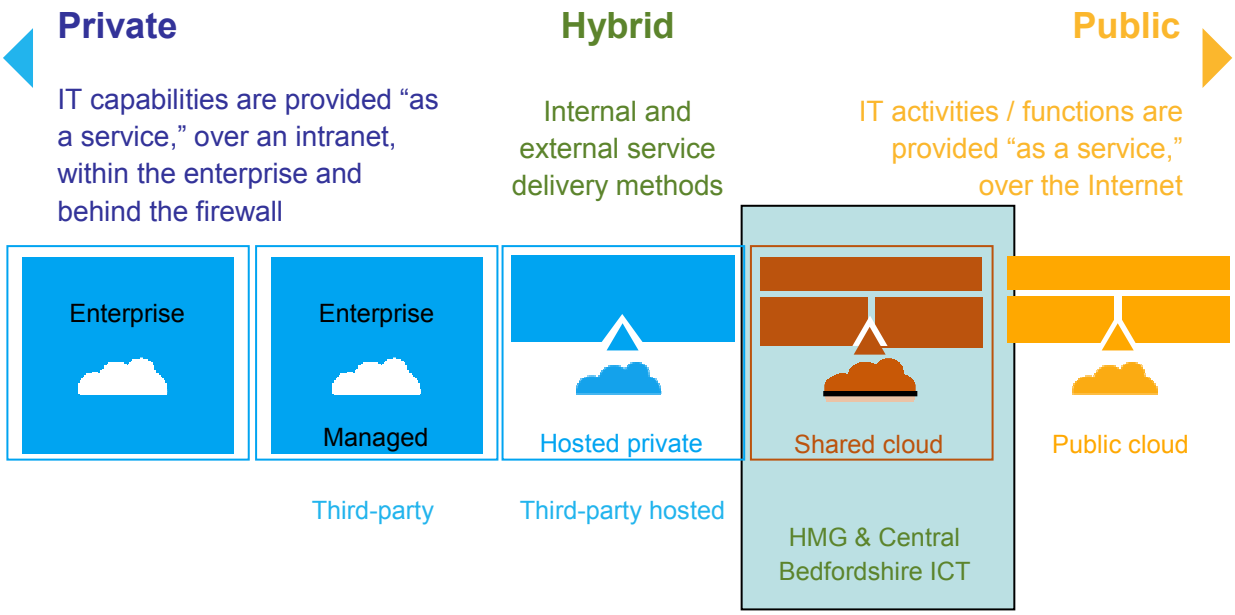
Cloud computing will deliver savings for the Council because of:

Shared infrastructure

Payment on demand

Shared applications

In the diagram below the model of cloud computing that the ICT Framework is proposing is depicted. At this moment in time Central Bedfordshire is operating a private cloud environment represented by the left hand box on the diagram. The imprecations for Central Bedfordshire are that we will be looking to move out of our current Data Centres into a cloud environment during the period of this ICT Framework. We will be moving out of the Bedford Data Centre first.



Benefit	Enterprise (Current Position)	Enterprise Managed	Hosted Private	Hosted Public Sector Shared (Proposed)	Hosted Public
Increasing speed and flexibility	Yes	Yes	Yes	Yes	Yes
Reducing cost	No	No	No	Yes	Yes
Storage of sensitive data	Yes	Yes	Yes	Yes	No
Regulation sensitive data	Yes	Yes	Yes	Yes	No
Managed Infrastructure	No	Yes	Yes	Yes	Yes

24X7 Operation	No	Yes	Yes	Yes	Yes
Application Sharing	No	No	No	Yes	Yes

APPENDIX K NEXT GENERATION BROADBAND - LOCAL BROADBAND PLAN

Broadband Delivery UK (BDUK) is a team within Department for Culture Media and Sport set up to deliver the Government's broadband strategy, specifically:

- "deliver the best superfast broadband network in Europe by 2015"
- 90% Superfast availability (>20Mbit/s) by 2015
- 100% Universal service commitment (2Mbit/s) by 2015

One of BDUK's main roles is to allocate and distribute £530million of Government funding to 2015, with a potential £300million following this to bring superfast broadband to up to 90% of UK homes and businesses. Wiltshire, Norfolk and Devon & Somerset were selected as part of a £50m first wave funding package for superfast broadband. This was a competitive process and significant local authority funding was put forward to match and exceed BDUK funding.

In terms of Broadband performance Central Bedfordshire, performs above rural county averages, though does lag behind many urban areas in terms of next generation availability and average speeds.

With respect to analysis undertaken on the current commercial roll out plans for next generation services in Central Bedfordshire:

- 21,431 residential properties and 931 non residential properties would not have access to next generation broadband services (white areas).
- 41,439 residential premises would only be able to access next generation services from one broadband supplier (i.e. are 'under served' grey areas).
- BDUK data suggest that, 1240 residential properties and 46 non residential properties across the Central Bedfordshire area will potentially still fail to meet the Universal Service Commitment.

As part of securing any BDUK funding Local Authorities have to produce a Local Broadband Plan (LBP). Guidance states that a LBP should set out:

- The Local Vision for Superfast broadband and detailed mapping of target areas.
- How superfast broadband aligns with transformation of services and links to corporate plans, e.g. Economic Development Plan, Local Development Framework, ICT framework
- Economic development drivers including supporting social inclusion, business productivity and jobs growth.
- The financial case for investment and public sector contributions

- Community approach will also need to be identified inc. existing networks, initiatives
- Demand Stimulation and support for the take up of next generation services (not funded through BDUK)

Resources have been identified to develop a Central Bedfordshire LBP as the first stage of supporting superfast broadband in the area. Initial discussion have been held with Telecom suppliers with respect to gaining further details on their roll out plans and maximising their awareness of the areas desire for superfast services.

A Local Broadband Partnership will be established (including internal and external partners, public sector partners). This will also need to include local business and community representatives to maximise engagement and meet the needs of BDUK funding. This partnership will take ownership of the project.

BDUK have recently indicated that they will only support submissions which provide superfast broadband access to in the region of 100,000 premises in white areas. This scale of delivery is necessary to achieve the required economies of scale and efficiency. This will require the Council to partner with neighbouring authorities. Further investigation of this will be undertaken. Further Local Authority partnership work to form a bid to BDUK will be an essential part of developing a LBP for Central Bedfordshire. As a second stage, the LBP will need to be formally approved by the Council and approval given to formally bid/ enter into partnerships to secure BDUK funding.

If approval to bid is given and funding secured an additional procurement/ implementation stage will need to be undertaken, requiring additional resources. In relation to this, BDUK are developing a national procurement framework for the Local Authorities to use in respect to any funding awards. This is expected to be in place by April 2012, reducing the procurement costs and risks to the Council. Further to this BDUK are developing a State Aid notification Framework aligned to this. This is expected to be in place by April 2012, significantly reducing the risks of state aid relating to any future infrastructure procurement.

APPENDIX L PUBLIC SERVICES NETWORK DESCRIPTION

The Public Services Network (PSN) will create a 'network of networks' for the Public Sector from the existing commercial networks, and will develop a market place providing opportunities for industry, and savings for the Public Sector. The PSN will change the way Government Departments and Agencies, Local Authorities, and the Third Sector buy and use Voice and Data Networks. It will drive efficiencies in procurement, through a range of technical and service standards, which will lead to an open, collaborative environment for all UK Public Sector employees.

Why?

PSN will help make substantial savings of up to £500m a year – on the Government's £16.5bn annual ICT spend.

Seamless Connectivity

PSN users will be seamlessly linked through a 'network of networks', governed by standards, and will be capable of accessing a range of business and network services where and when they are needed, with security and integrity guaranteed.

Interoperability

PSN will enable a versatile and flexible private network offering interoperability for the Public Sector, allowing users to share information and access open standard-based services

Service Assurance

PSN will enhance the benefits of a multi-supplier environment, by providing the assurance and reliability of a single supplier – creating the tools necessary for end to end service assurance.

Open Marketplace

PSN will reduce the cost and complexity of procurement by creating an innovative open market place offering competitively priced services

Transformation

PSN will underpin and enable key elements of the Government ICT Strategy and transform cross-boundary working.

How?

80% of Public Sector (approx. 4 million users) utilising the PSN Marketplace End 2014