CONNECTED CUMBRIA

NOTES OF CONNECTED CUMBRIA PARTNERSHIP STRATEGIC BOARD MEETING

Held on Monday 3 April 2006 at 10.00 in
Committee Room One, County Offices, Kendal

PRESENT

Cllr Elizabeth Mallinson (Chaired the meeting)	Cumbria County Council
Cllr Phil Tibble	Allerdale Borough Council
Stephen Kirkpatrick	Allerdale Borough Council
Mick McKinnell	Barrow Borough Council
Cllr Jacquelyne Geddes	Carlisle City Council
Jason Gooding	Carlisle City Council
Cllr Norman Williams	Copeland Borough Council
Terry Chilcott	Copeland Borough Council
Anthony Gardner	Cumbria County Council
Alan Cook	Cumbria County Council
Cllr David Nattrass	Eden District Council
Ian Bruce	Eden District Council
Cllr Robin Brown	South Lakeland District Council
Peter Ridgway	South Lakeland District Council
James Blacklock	Connected Cumbria Partnership
Catherine Briggs	Connected Cumbria Partnership
Clare Poulter	Cumbria Procurement Initiative

Elizabeth Mallinson noted that it was Catherine Briggs's last meeting as she is leaving CCP. She thanked her for work.

1. APOLOGIES FOR ABSENCE

Nick Fardon	Allerdale Borough Council
Cllr Dave Pidduck	Barrow Borough Council

2. MINUTES OF THE PREVIOUS MEETING

The minutes from the meeting that took place on 2 February 2006 were **ACCEPTED** as an accurate record.

3. MATTERS ARISING
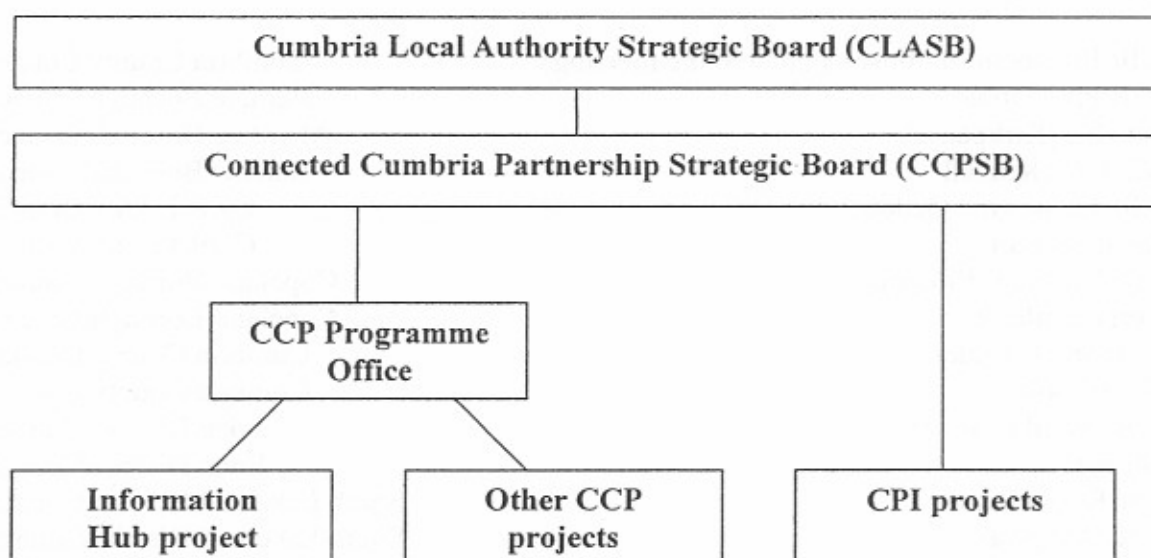
The following actions carried forward from previous meetings are not covered elsewhere in the minutes:

ACTION Feb/1   JFB circulate the dates of the ACE events and workshops to the group. *Completed.*

4. FUTURE GOVERNANCE

James Blacklock gave a presentation on the proposed future governance structure. He reminded the group that an action was placed on by him, Clare Poulter and Lucy Black to prepare a paper to go before the Chief Executives at their meeting on 24 March. At their meeting, the Chief Executives discussed future governance further.

James Blacklock outlined the following proposed model:

```
┌─────────────────────────────────────────────────────────────┐
│      Cumbria Local Authority Strategic Board (CLASB)          │
└─────────────────────────────────────────────────────────────┘
                            │
┌─────────────────────────────────────────────────────────────┐
│   Connected Cumbria Partnership Strategic Board (CCPSB)        │
└─────────────────────────────────────────────────────────────┘
            │                                      │
   ┌──────────────────┐                            │
   │  CCP Programme   │                            │
   │     Office       │                            │
   └──────────────────┘                            │
        │         │                                │
┌──────────────┐ ┌──────────────┐        ┌──────────────┐
│ Information   │ │  Other CCP   │        │ CPI projects │
│ Hub project   │ │  projects    │        │              │
└──────────────┘ └──────────────┘        └──────────────┘
```

The group discussed the proposed model. Peter Ridgway expressed concern that by taking away the current CCP Programme Board (CCPPB), the IT expertise would be lost. Jackie Geddes agreed noting the risk of disenfranchising the e-champions from each authority. CCP is recognised as one of the best partnerships, it is recognised by the ODPM and we would risk losing this if the CCPPB was to disappear.

Ian Bruce noted that CLASB is made up of the seven Chief Executives and the seven Leaders. It does not want to get involved in project management and monitoring. Its role with reference to CCP is to give it a mandate and to provide a CLASB sponsor for each project. It is expect that the CCPSB will report back to CLASB by exception or when a significant new project is proposed. He noted that he still sees a need for a Programme Board to deliver the projects and that he doesn't see the role of the CCPSB changing. The intention is that any new initiatives are sent to CLASB. They will send each initiative to the group they feel is best placed to deal with it whether is be CCP, CPI or a task and finish group.

Ian Bruce continued, at their meeting on 11 November, the Chief Executives agreed that CPI should temporarily report to the CCPSB and that this governance arrangement should be reviewed in three months. Their recommendation at their last meeting on 24 March was that this arrangement remains.

Alan Cook noted that he currently chairs the CCPPB. It is viewed within the authorities as an IT group. It was set up to deliver e-government and has been successful in doing that. However, the agenda has now moved on to shared service. Although IT is a part of this, the agenda extends beyond IT. The agenda needs a higher level of authority that can exert more influence that the IT managers can.

Jackie Geddes asked if a CCPSB initiative would have to be sanctioned by CLASB. Ian Bruce replied that it would depend on the nature and size of the initiative. CLASB will not monitor individual projects. He noted that a significant advantage of CLASB was that it involved both Members and Chief Executives. Previously, the CCPSB only reported to the Chief Executives.

Phil Tibble expressed support for member involvement at CLASB level. He noted the need to clarify the roles of each board and supported maintaining the role of the IT managers in order to maintain access to that knowledge.

The group discussed further the question of whether to maintain the CCPPB. Clare Poulter noted that using CPI as an example, she felt it did not make sense for the initiative to report to the CCPPB as currently constituted. CPI is a good test case of a project in a specific professional area that is not IT. She felt it made sense for such a project to report directly to the CCPSB. The function of the CCPSB in relation to projects such as CPI is to make sure they have appropriate resources. She felt another board in between CPI and the CCPSB would be inefficient.

Stephen Kirkpatrick questioned whether the frequency with which the CCPSB meets would be sufficient to drive projects forward. As a member of the CCPPB he also agreed with the view expressed by Alan Cook that proposed projects such as licensing cannot be driven forward by IT managers.

Robin Brown supported the Members and Chief Executives working together on CLASB. He felt that it was too early to break up the existing CCPPB and exclude people that had previously been involved. He proposed that in a culture of partnership, strength is gained from having more rather than less people involved.

Jackie Geddes reminded the group that prior to this group's formation when there was just the Hub Strategic Board, ODPM wanted the board to be more strategic. At that time, a lot of the CCPPB also sat on the Hub Strategic Board. She asked how the make-up of the CCPSB will change so that expertise is not lost.

James Blacklock noted that there needs to be an IT element to the CCPPB suggesting maybe a maximum of one or two IT officers on a board that includes officers from a mixture of disciplines. He also noted that officers selected to represent their authorities need to be sufficiently empowered to be able to commit resources.

Ian Bruce noted that a big part of the challenge is how CCP moves from being IT based to shared service based. It may be that a licensing project board is set up made up of licensing officers with some IT representation that reports directly to the CCPSB.

Ian Bruce reported that CLASB will agree a list of five services that they wish to share. As the Leaders and Chief Executives, they have the mandate to ensure that the shared services selected are delivered. CLASB agreed that authorities will have the option to opt out of individual projects altogether or to join later.

Anthony Gardner emphasised the need for a happy marriage between IT and service led projects. He wouldn't want a complete dislocation. He proposed maintaining the IT officers' meeting with them feeding into projects in an advisory capacity. He also noted that in order to deliver service specific projects, the relevant service officers need to take the lead. A robust project management structure needs to be in place.

Elizabeth Mallinson summarised the discussions as follows:

- The group would like to move forward with the proposed governance structure with the make up of the CCP Strategic Board remaining the same.
- However, they recommend that in the short term the CCP Programme Board continues as currently constituted to offer support on day to day issues. The membership of the Programme Board is likely to change over time to reflect the broader shared service agenda as it develops.
- Once CLASB has agreed its five priority areas, this group will revisit this agenda item.

The group **AGREED** to the above summary.

Ian Bruce proposed that a person spec. is produced and circulated to the authorities to assist them in their selection of who to send to the CCPPB.

ACTION Apr/1	**James Blacklock to draw up and circulate a CCP Programme Board person spec.**
ACTION Apr/2	**Ian Bruce to forward the CLASB terms of reference for circulation with the minutes of this meeting.**

5. INFORMATION HUB UPDATE

Alan Cook presented the Connected Cumbria Information Hub Financial Statement. He referred the group to point 4.3 explaining that Excelsior is the product that has been developed by the Hub project.

The final grant claim will be made in April 2006. This will leave a surplus £376,015 available to the project. ODPM have agreed to make this available as long as it is used to develop or promote Excelsior. This £376,015 does not require match funding.

The £350,000 detailed in the summary relates to the stage two work currently being carried out. Stage two is due to be delivered by the end of July 2006. This includes rolling out the ten pilot services to all partner authorities. Eden has already rolled out 12 services using a tool that will be developed further as part of the stage two work.

At ODPM's request, £50,000 has been allocated to exhibiting at the local e-gov EXPO. This event will be used to promote CCP as well as Excelsior.

Stage three has not been defined but will be brought through this board for approval at the next meeting in July. Elizabeth Mallinson asked that the specs for stages one and two be made available when the group are asked to consider stage three.

> **ACTION Apr/3**   **Alan Cook to provide the specifications for stages one and two when the CCPSB are asked to consider stage three of the Hub at the July meeting.**

David Nattrass asked what plans there are to bring the Hub to the public. Alan Cook showed the group a piece that will go into the County Guide. He also noted the need to address the fact that authorities are at different stages with service enablement via the Hub before it is promoted to the public. James Blacklock added that the current version of the Hub primarily allows the citizen to access information about services. Although there is a need to raise the profile of the Hub, it may be premature to launch it to the citizen. In his view, the best time to get the citizen involved is when the services have been put on the Hub.

Anthony Gardner asked if it was the case that the more we could demonstrate success, the greater the opportunities for future funding. Alan Cook confirmed this explaining that Government Connect illustrated this. CCP were asked to trial some technology that Government Connect could not deliver. CCP's work in these areas has now been brought under Government Connect.

6. INTELLECTUAL PROPERTY RIGHTS FOR THE INFORMATION HUB

Alan Cook presented a paper on the Intellectual Property Rights (IPR) for the Hub. He highlighted that Excelsior is available to all local authorities free of charge. It is a suite of programmes. Others authorities will develop new modules that will be added to the core product. Tamworth Borough Council is currently developing a data contents module and Eden has developed the contact centre. CCP will remain the design authority and the rule is that the IPR comes back to one place.

Advice has been obtained from Eversheds who recommend that the IPR is transferred from our technical suppliers, CGI, to Cumbria County Council whilst a Commercial Interest Company (CIC) is set up. Once this is set up, the IPR will be transferred there. The IPR agreements were not circulated to the group due to their size but are available to anyone who would like to see them.

Ian Bruce commented that the group should accept what Eversheds say but noted that should another authority carry out some development, it should come back to CCP for agreement before it is included in Excelsior. James Blacklock confirmed that provision

for this is made in the IPR agreement; any addition to the product would have to come back through CCP as the design authority.

James Blacklock noted that Eden is using the Power Agent version one to put services onto the Hub. Stage two of the Hub will develop version one further but these developments will come back to Eden.

The group **AGREED** to the recommendation in the paper that the board accept the proposal.

7. PROJECT MANAGEMENT RESOURCING

James Blacklock presented a paper on Project Management Resourcing. He reminded the group that at their meeting on 4 November 2005, they supported the proposal that the cost of future project management would be top sliced but that they couldn't allocate resources until a viable project was proposed.

Funding for stages two and three of the Hub is now in place so the recommendation is that CCP employ a temporary project manger on a 12 month contract. James Blacklock noted that stage one of the Hub benefited from dedicated project management.

David Nattrass noted that the case made is that this is the value for money option and he would support that. He asked Clare Poulter for her view from a procurement angle. Clare Poulter confirmed that they advise people against the alternative option of paying consultant day rates.

The group **AGREED** to Elizabeth Mallinson's proposal that the proposed salary band be amended to £28,000 - £30,000 from £26,000 - £28,000. Stephen Kirkpatrick noted that Allerdale is currently recruiting a CRM project manager with a proposed salary band of £28,000 - £30,000. He suggested that if there are suitable candidates, they are referred onto CCP. The group welcomed this idea but stressed that the CCP post must still be advertised.

Carried forward from previous meetings:

ACTION Nov/8   **JFB to prepare and present a report at the next CCPSB meeting giving a financial appraisal of options being considered for resourcing projects.** *Completed (see above).*

8. GOVERNMENT CONNECT

James Blacklock gave a presentation on Government Connect highlighting the current and recommended future position of CCP in relation to Government Connect.

Elizabeth Mallinson noted that the work done on the Hub by the IT group over the last couple of years should be celebrated. She noted the importance of using this to good effect including emphasising it in CPA. Government Connect represents exciting times and good news for Cumbria.

9. LICENSING PROJECT BRIEF

James Blacklock presented the Licensing Project Brief prepared by Mark Whitworth of Carlisle City Council. He gave Mark Whitworth's apologies for not being able to present the paper today.

James Blacklock noted that an amendment recommending dedicated project management had been made since the paper was circulated to the group for this meeting. He confirmed that this would come under the role of the project manager discussed under agenda item seven above.

Jackie Geddes sought to clarify if all districts had bought into the project noting the need to highlight any objections. James Blacklock replied that the appetite for the project would be revealed at CLASB.

James Blacklock reported that licensing will be one of the five scoping documents that will be presented to CLASB. Ian Bruce explained that CCP have been tasked with producing a one side A4 scoping document for each of five proposed shared service areas. In an ideal world, this would be done before the project brief is approved by this group. However, in view of the fact that it is only CLASB's second meeting, he proposed that this group take the project brief forward in the knowledge that the project will go before CLASB in three weeks and is likely to be referred back to CCP.

Robin Brown noted that South Lakes are interested in the project but felt it was not moving fast enough. Jackie Geddes supported this, proposing that a recommendation comes from this group to assist in the speedy development.

David Nattrass confirmed that the self service referred to in section three of the project brief would be via online access through the Hub.

Elizabeth Mallinson moved the recommendation under section 3.1 of the report that the CCPSB approve the development of an outline business case to be brought back to the group for approval.

10. CUMBRIA PROCUREMENT INITIATIVE UPDATE

Clare Poulter reported that the progress report for March would be distributed later today or tomorrow. She highlighted the following points:

- The project has started to identify some real cash savings
- She is going to propose that having essentially completed the analysis, the following work streams be added:
    i. Sustainable procurement – there is a national task force that is due to report in May. Firm recommendations are expected.
    ii. A piece of work to ensure that all partner authorities have met the National Procurement Strategy targets.

- Last Friday, the North West Centre for Excellence (NWCE) Programme Board agreed in principle to funding for *purchase to pay* for the districts. It would be contingent on working in a joined up way. Current work is looking at a two way process so as to also enable suppliers to deal with local authorities electronically. CPI has been working with the Hub team to deliver wider benefit to suppliers than just dealing with local authorities.
- Clare has now been in post for six months. Her secondment was for one or two years. She noted a need to think about what case to make to OGC for her to carry on. She proposed putting procurement forward to CLASB as a shared service. Subject to CLASB's approval, she suggested bringing a proposal back to the CCPSB outlining recommendations for CPI's second year.

Ian Bruce noted that it was important when considering the second year, that the fruits of the last six months be distilled down into a project with value. Like the Hub, it becomes a single initiative that is driven forward and breaks ground for Cumbria. He noted that all authorities should support Clare in achieving this.

11. ANY OTHER BUSINESS

a) Sharing information: Elizabeth Mallinson noted the need to share information. To this end she has asked James Blacklock and Alan Cook to produce a briefing paper on what CCP has achieved over the last couple of years, what it is working on now and where it is going. This should then be used at Member Briefings and CMT/SMTs to let others know what CCP is doing, celebrate its achievements and gain support.

It was proposed that the briefing paper be distributed to the group by the CCP Programme Office. The board were asked to disseminate it within their authorities as they see fit.

Jackie Geddes endorsed this proposal and noted that it should be reported through authorities' Executives in the way that minutes from other partnerships are.

The group **AGREED** to the proposal.

b) Request for feedback on related projects: James Blacklock reported that he recently heard about a portal being designed by the West Cumbria Supply Chain. He asked that the group feed back to him if they hear about any projects that overlap or relate to CCP initiatives.

12. DATE AND TIME OF NEXT MEETING

It was agreed to hold the next meeting on Wednesday 19 July at 14.00 in Penrith. The meeting will take place in the Committee Room One, Penrith Town Hall

(The meeting closed at 12.00)