

PROJECT REPORT

END PROJECT REPORT

Norfolk Connect Partnership

Norfolk Councils working together to provide joined up services

Norfolk Connect Project 2003/04

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PRINCE 2

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18/03/04	N/a	First draft for review by Project Office and Tim Anderson.	
04/05/04	18/03/04	Report updated for May04 Project Board & e-Champions meetings prior to completion of Residual Work Package activities ending 17 May04.	
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Distribution

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Project Office		V0.0 (18/03/04)
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End Project Report

1. Purpose of Document

This End Project Report is from the Project Office to the Project Board to record how the project has performed against the Project Brief and to summarise achievements and lessons learned.

The End Project Report complements:

- a) The [Residual Commitments Report](#) (Project Office doc: Work Package 9 - End Report\Post March 2004 commitments v0.6 090304.doc) which identifies activities to be undertaken after the end of March 2004 to ensure that longer term value for money is achieved from the investment in this project.
- b) The [Work Package residual work](#) (Project Office doc: Work Package 9 - End Report\Work Package residual work) which identifies a 6 week window of final activities for this project till 17May04 as well as including a summary of future ongoing costs and coordination work.

2. Project Objectives

2.1 Scope of report

The Norfolk Connect Partnership project started in the summer of 2002 when funding was approved by the Office of the Deputy Prime Minister (ODPM) for development of the Norfolk Portal. A long phase of procurement, using open competition in accordance with European Union rules, ensued, resulting in placement of a contract with a supplier for development of the Norfolk Portal in September 2003.

In parallel with the above, a further bid for funding from ODPM was successful, extending the scope of the project to include such things as development of e-Form applications and support for e-Democracy. In September 2003 a Project Office was set up to manage developments through to the end of the ODPM funding, that is end of March 2004.

This report is largely based on the project phase started on 22nd September 2003 which was due for completion on 31st March 2004, as defined in the [Project Brief](#) (Project Office doc: 020Plans\Project Brief\Project Brief.doc).

2.2 Achievement of the project objectives

The project has achieved the majority of its objectives, as summarised in Annex A. The following are particular highlights of note:

- Inclusion of content from all 8 Partner websites to the Norfolk Portal.
- Inclusion of content from 20 additional Norfolk area websites to the Portal (the ODPM funding target was for at least 5 additional sites).
- Access to the Portal from seven out of eight Partner web sites.

- Portal implementation of high quality search facilities of individual Partner web sites and of "All Norfolk" content residing on web sites belonging to all 8 Partners as well as all other organisations indexed in the Portal.
- Production of the Portal Engagement Pack and online eForm to attract further organisations onto the Portal (Both available online at www.norfolkconnect.gov.uk).
- Production of an agreed Metadata specification for use on web sites to assist Portal content searches and enable Councils to comply with the Government Metadata & Interoperability standards (eGMS and eGIF).
- Production of a Technical solution using the Portal for joint A-Zs & FAQs and 'Who's my Councillor/Elected Official' searches across Partner sites.
- Procurement, training and installation of new servers and eForms software for those Partners (six of eight) that did not already have an existing e-forms solution.
- Procurement, development and implementation of Consultation Finder as a single entry point to public consultations in Norfolk.
- Funding and development of Census Explorer to enable census data to be made available to Districts via the Internet.
- Procurement and development of a Contact Management System for the Norfolk Council Information Centres (CICs) and County Customer Services Centre.
- Agreement and funding for the technical way forward for eLicensing.

There is still some work to be done by Partners to achieve value from the investments above, as documented in the [Residual Commitments Report](#).

Annex B provides a list of contacts for the deliverables from this project.

In addition to the deliverables there have been some intangible outcomes such as building relationships and trust within and between partnerships and groups, eg collaborative working on process maps (wanting to improve processes such as exchange of information) and breaking down barriers within authorities (people doing things which they did not view as their immediate priorities). These outcomes take time to develop and require considerable investment of time by Partners, but they should pay dividends in future Partner working.

2.2 Progress in achievement of benefits

Meeting the above objectives has delivered few direct immediate benefits to the Partners and their customers. Instead, investment in infrastructure provides the foundation for realising benefits in future, though this is dependent on Partners making good use of the facilities. For example, using online eForms to speed up services and provide easier access for some customers.

Annex C shows how the deliverables from this project are enablers to both direct and indirect benefits, related to end benefits documented in the business case for ODPM:

- Improve customer access to information and services in Norfolk at the 'front end' of service delivery.

- Ensure that customers receive an equitable and efficient response to their initial contact or enquiry in order to deliver the most effective outcome.
- Deliver services and support to meet customer requests in a reliable, equitable, economic, efficient and effective way.
- Add value to the customer experience wherever possible.
- Ensure, wherever possible, that e-government in Norfolk is developed in line with nationally or locally derived standards.

Benefits identified with future developments can be selected for measurement, linked to performance indicators for the Partners, to demonstrate improvements to services.

2.3 Performance against plans

2.3.1 Expenditure and resources

ODPM funding of £1,150,000 plus £10,000 from Pathfinder provided an absolute upper limit on spend by the project from the outset in mid-2002 to end of March 2004. There were two risks to be balanced:

- Not being able to spend the money by the ODPM deadline of end of March 2004 and
- Insufficient funding to cover all costs, in particular the procurement of additional infrastructure to host the eForms software.

In the last quarter of 2003 a small overspend was included in the overall budget, on the basis that budgets for individual items would be used as maxima values to be worked within. As actual costs became known residual funding was collected together, and amounted to approx £2500 unused residual funds. The Project Board in April04 agreed that the residual funds would be used for the marketing of the CICs & Portal at the CICs launch at the Forum on 28 May.

The project budget only included Project Office staff costs from the ODPM funding. However, all Partners contributed significant resources to the project at a number of levels:

- E-Champions [Norfolk Connect Partnership] provided the vision and environment in which the project was initiated then delivered, and they will oversee realisation of benefits in the longer term.
- The Project Board was made up of representatives from all Partners, making decisions relating to the progress and direction of the project.
- Team Managers who made technical decisions and ensured that necessary work was carried out within their authorities, such as installation of software & briefings for staff.

Based on figures provided by some Partners it is estimated that a minimum of 600 days effort was contributed to the project, without which the ODPM funding could not have been effectively used. The project made effective use of Partners' time. It could have utilised more time from Team Managers to implement eForms and the Enhanced Portal metadata. However, the project did not due to either resource conflicts in them working

on other Council projects, or if it would have been inefficient use of Council resources, ie, where Councils would have to repeat the work at a later date (an example being adding metadata manually now to existing web sites, where there are future plans to introduce a Content Management System to do this automatically and also to move from their existing website hosting provider).

2.3.2 Activities, resources, timescales

In the early phase of the project, up to mid-2003 all activities were focused on the Portal procurement. Between September and March 2003, nine Work Packages were identified and defined for which work was done in parallel, and for which an MS-Project plan was produced. Most deadlines and milestones were met within the original ODPM deadlines ending end-Mar04 apart from:

- Agreement on what to procure for Secure Email / Area was delayed due to priority being placed on eForms work (which combined with SSL Secure Certificates will deliver Secure Areas), but funds for those Partners that requested them were allocated for procurement within the ODPM deadlines. Pilot of processes under Secure Email / Area is progressing in the light of the work being undertaken by King's Lynn and West Norfolk on the Government Gateway.
- A two-week delay in Acceptance Testing of the Norfolk Portal plus a delay in agreeing the Portal Enhancement contract with supplier delayed the start of the Portal enhancements work pushing the expected completion date into May04.
- Norwich City Council has been unable to put the Norfolk Portal on their web site as effort has been put into the redesign of their existing site for which they await a launch date. The Norfolk Portal is available on the Internet through the seven other Partner web sites.
- Relating to Portal Enhancements, not all Partners are in a position where they can implement metadata on their websites. Some require Content Management Systems to do this enabling them to do so with minimal manual effort and others are waiting until they have moved off their existing 3rd party hosted websites to alternative options where use of Content Management Systems will be possible. Thus availability of a joint A-Z List of Services utilising metadata on all Partner sites will be incremental and dependent on individual plans within Councils. Broadland, North Norfolk have implemented the A-Z metadata using content templates, The County Council has manually added A-Z metadata to a few of their pages in lieu of their Content Management System implementation later in the year. At time of writing, the Portal supplier is investigating whether, as an interim, they can generate the Joint A-Z Service Listing for the other Partners without them having to implement the metadata.

2.3.3 Risks review

A Risk Log was maintained throughout the project and reviewed monthly by the Project Board. Most risks were managed such that they did not become issues. The Risk Log should be re-assessed in June04 under the new funding regime and in the light of changes to Project Office personnel.

The issues of most significance, which are likely to continue, are included in Annex D.

2.3.4 Issues review

The number of important issues arising from the project has been contained by careful management by the Project Board & E-Champions. Early in 2003 there were some issues relating to procurement of the Portal and the need for more resource on the project. In October 2003 communications across the larger number of people involved in the project became an issue, as mixed messages were given to the Project Office and Project Board. Since the Norfolk Connect Partnership was potentially providing funding to other partnership working, such as the eLicensing group and the HR group, considerable communication was needed across and within organisations.

There are two issues outstanding which will need careful management:

- Ownership of, and responsibility for, the project by Partners. The legal agreement due to be signed by e-Champions in October 2003 is still subject to amendment and approval
- Relationships with suppliers providing support/maintenance services to Partners.

3. Changes

There have been no major changes to the project which have required use of a formal change control system. This was mostly due to following PRINCE2 methodology whereby on establishing the Project Office their first goal was to set and agree the project scope through production of the Project Brief document. Where changes have arisen these were dealt with in a pragmatic and practical way, by those who have the relevant knowledge and skills. For example, one of the ODPM objectives for e-Democracy was overtaken by events in the Authorities, due to the time delay between submitting the bid and starting the work. Tim Anderson negotiated directly with ODPM a change to the objectives that matched current needs and was achievable in the remaining project time available.

Other minor changes have been approved and authorised by the Project Board, either via email or meetings. For example, approval of commitments to funding was expedited through email liaison with the Project Office, which was very effective, given the timescales for completion of the project.

4. Quality

Quality was dealt with in a practical and non-bureaucratic fashion. The Project Office collectively took responsibility for all deliverables, including documents produced by the Project Office. All products were subject to independent testing or review. For example: The testing of the Portal was very thorough, involving Team Managers and the Project Office. The procurement tender evaluations and eventual selection of eForms supplier was undertaken jointly by all six Partners requiring a solution. Highlight reports were reviewed by the Project Office Project Managers & QA; project

documentation was reviewed as a minimum by all Project Office staff, Team Managers and often by the Project Board.

5. Lessons learned

A [Lessons Learned log](#) (\120 Lessons learned log\Lessons learned log 0405304 v0.3.doc) is available, the main points of which can be summarised as follows:

- Use fit for purpose procurement mechanisms.
 - Develop good communications between all stakeholders (and foster communication between ICT & Service areas within Councils).
 - Allow plenty of time for decision making in Partnership working.
 - Make the project inclusive but don't wait for everyone to get involved/respond.
 - Be clear about priorities within the project, Partnership as a whole as well as within individual Partner Councils.
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6. Post Project Review

The existing Project Office Project Managers will continue to work in Partnership with each other to finish the residual work. There will be a change of Project Management in May04. Rather than have a formal Post Project Review there may be an opportunity for the new Project Manager to review independently the project, in terms of what works well, so that appropriate ways of working can be carried forward.

The ODPM may require an independent audit to be conducted on the project in terms of delivery against objectives and appropriate use of finances. If so, the Audit Commission are likely to be contracted to carry out the work.

It is unlikely that a Post Implementation Review (PIR) will be conducted within six months of the end of this project as realisation of benefits from the investment in infrastructure relies on longer term utilisation by Partners. The e-Champions [Norfolk Connect Partnership] are interested in the delivery of benefits, as indicated by discussions at past meetings, so it is likely that they will monitor value derived from the project.

Annex A

Summary of achievements against objectives documented in Project Brief

Work Package	Deliverable or outcome	Achievement
WP1 (Technical Option Evaluation)	Scoping documents	All scoping documents were produced on time, apart from that for WP4, Secure email/area which was delayed by the procurement of other aspects of infrastructure.
WP1	Costed and recommended options relating to technical solutions	These were delivered incrementally prior to procurement of technical solutions. Decisions relating to selection of databases to be funded as part of WP8 were the most difficult.
WP2 (Existing Portal Rollout)	Norfolk Portal phase 1 go live	The 'soft go-live' was delayed by 2 weeks due to problems identified by Acceptance Testing. All Partners except Norwich City implemented the Norfolk Portal on their web sites by the deadline of 31 st January 2004. City awaits implementation of their new web site before being able to implement the Portal. Nevertheless, this was a major milestone for the project.
WP2	Engagement Pack	An electronic Engagement Pack was delivered; a draft was delivered to time, but it took considerable time to agree content and to brigade all information needed. The Engagement Pack is available from the www.norfolkconnect.gov.uk website together with the joint Partnership Engagement Pack online form which is being hosted on North Norfolk's new eForms server.
WP2	Five further organisations using the Portal service	The following organisations are part of the Norfolk Portal: Norfolk Police; Broads Authority; Norfolk & Norwich Voluntary Services; Passenger Transport Unit; the Rural Transport Partnership; and Heron. These organisations were keen to join the Portal so the Engagement Pack was not needed to achieve this objective. In total 20 additional organisations have been indexed by the Portal with more in the pipeline.
WP2	Additional services as per other deliverables, N3 website available, Census information available via N3	The Norfolk Portal includes an extensive collection of information through the following web sites: www.norfolkfireservice.gov.uk ; www.norfolkambition.gov.uk ; www.norfolkesinet.org.uk ; www.visitnorfolk.co.uk ; www.norfolkdata.net ; www.superuk.com ; www.shaping-the-future.org ; www.wnp.org.uk ; www.kingslynncornexchange.co.uk ; www.kingslynnarts.co.uk ; www.princesstheatrehunstanton.co.uk ; www.discoverybeatbox.co.uk ; www.youthzone.biz and the list continues to grow. In addition, funded enhancements to Census Explorer will make census information available online to the Partners.
WP3 (E-Forms)	Priorities agreed by the Project Board	A prioritised list was agreed by e-Champions based on the Process Mapping work and used as a basis for development of example forms by the E-Forms product supplier.
WP3	Technical solution procured	The choice of procuring the E-Forms software using SCAT was beneficial due to potential cost involved and not having time to undertake another OJEC procurement. The choice of product has met with approval from all Team Managers who undertook the initial training.
WP3	Four e-forms delivered on web sites that are not undergoing redesign	A library of 40+ Local Authority e-forms has been provided by the e-forms supplier plus they have developed four specific e-forms for Partners in the areas of: Bereavement (Notification of Death), Abandoned Vehicles, Concessionary Bus Pass Renewal and Portal Engagement Application Form. Additionally a Faulty Street Lighting e-form has also been produced for Partners. Some partner websites are undergoing a degree of redesign, so e-forms implementation may be delayed. North Norfolk have implemented

Work Package	Deliverable or outcome	Achievement
		a public e-forms server hosting the first joint Partnership eForm (Portal Engagement Pack) and implementing SSL security to allow sensitive data to be entered onto forms via the Internet.
WP4 (Secure Email/ Area)	Recommendations re options to be pursued for Project Board	e-Champions agreed options based on the Process Mapping work. Councils involved in the Process Mapping work found involvement useful in highlighting procedural best practice within like Service Areas.
WP4	Costed options re technical solutions	Implementation of WP3 in conjunction with WP4 delivers a Secure Area for use with public eforms that need to handle sensitive information entered via the Internet. One Partner is piloting use of the Government Gateway. Two other Partners are purchasing their own selected solutions for secure Email & Areas following research on technical solutions by the Project Manager and discussions with Team Managers.
WP4	Deliver three pilot processes	The King's Lynn and West Norfolk are piloting use of the Government Gateway for the following applications: Council Tax, Housing Benefit & Non-Domestic Rates.
WP5 (Metadata)	Local metatag list complying with, and extending, LAWs standard	Documented standards for metadata were agreed by all Partners in January04.
WP6 (A-Z /FAQ)	Requirements specified	The business requirements were specified early in the project, though considerable follow up work and liaison with Portal Supplier was needed to implement them.
WP6	Set of joint A-Z / FAQs lists around prioritised processes	The FAQs were developed such that 'Recommended Links' are returned in front of other search results. The Technical specification enabling the Portal to produce a dynamically generated Joint A-Z List of services was finalised.
WP6	Joint A-Z / FAQs available on web sites	FAQs were implemented soon after the Portal phase 1 went live. The joint A-Z requires considerable effort in implementing metadata by all Partners and extends beyond end of March.
WP6	Search tool on Portal modified to return FAQs as well as page list	The Portal Search facility provides focussed searches which can display in the form of Recommend Links any relevant FAQs for individual councils and/or joint "All Norfolk" searches.
WP7 (E-Democracy)	Specification produced and agreed	The specification for the way forward was changed during the project, and agreed with ODPM. Some work by West Norfolk and County is continuing.
WP7	INTERREG bid	The bid was submitted on time (by the end of February).
WP7	Costed options re technical solutions for 'Who's my Councillor?'	Two ways forward were agreed. An interim "Recommended Links" of Councillors and Elected officials from each Partners' site. And a specific solution under development by the Portal supplier using a County spreadsheet which maps wards/postcodes/parishes to be delivered via the Portal but will be dependent on individual Partners implementation of metadata.
WP7	Community Planning tool procured	A change to requirements was agreed with ODPM. A new tool (Consultation Finder) was identified and procured to provide a single entry point to public consultations in Norfolk. Additional advanced search facilities have also been developed with the product that can display not only current "open" consultations but also past consultations that have now closed.
WP7	Up to seven pilots implemented and evaluated	This objective changed due to the selection of Consultation Finder, as agreed with ODPM. County will populate Consultation Finder with their consultations; other Partners will each include their consultation data as and when convenient.
WP8 (Property / Customer Databases)	Prioritised list of databases to be cleansed/created	The Project Board decided that it would be better to tackle fewer databases and achieve good results, so some projects, such as a single recruitment database for all Partners on the Internet, was not be funded. The selected databases were: e-Licensing;

Work Package	Deliverable or outcome	Achievement
		Census Explorer; and a Contact Management System.
WP8	New databases developed	<p>The e-Licensing database development is running late due to delays in Central Government agreeing the new guidelines for the legislation. However, detailed initial analysis was undertaken by Partners and funds were allocated to each District Council Partner. Each Partner will develop a database to integrate with their current licensing systems and some central analysis & design work is anticipated to agree data to be shared between partners once the new requirements are known.</p> <p>Census Explorer will allow analysis of Census 2001 data using spatial categorisation, and will be made available to all Partners. A Contact Management System has been procured for use by CICs and County Customer Service Centre which will allow development of a joint query database.</p>
WP8	At least one database per partner cleansed	<p>Contact information on Council Service Area contacts for Breckland, King's Lynn, Norwich City and North Norfolk updated and input into the new CIC Contacts Database; Census data from Census Explorer was cleansed; Data cleansing activities are planned or are ongoing within the 7 Districts involved in introducing the new eLicensing system. South Norfolk and Norfolk County have been refining and cleansing their Street Gazetteer which County plan to distribute to Districts once complete.</p>
WP8	Prioritised list of databases to be consolidated / shared & Future programme of action	<p>Prioritised list agreed, as above. Councils have plans for continued database rationalisation/cleansing (egs, eLicensing & Joint Gazetteers such as Street Gazetteers.</p>
WP9 (End Report)	Identification of work items	<p>This End Project Report has been developed alongside a Report on Post March 2004 Commitments.</p>

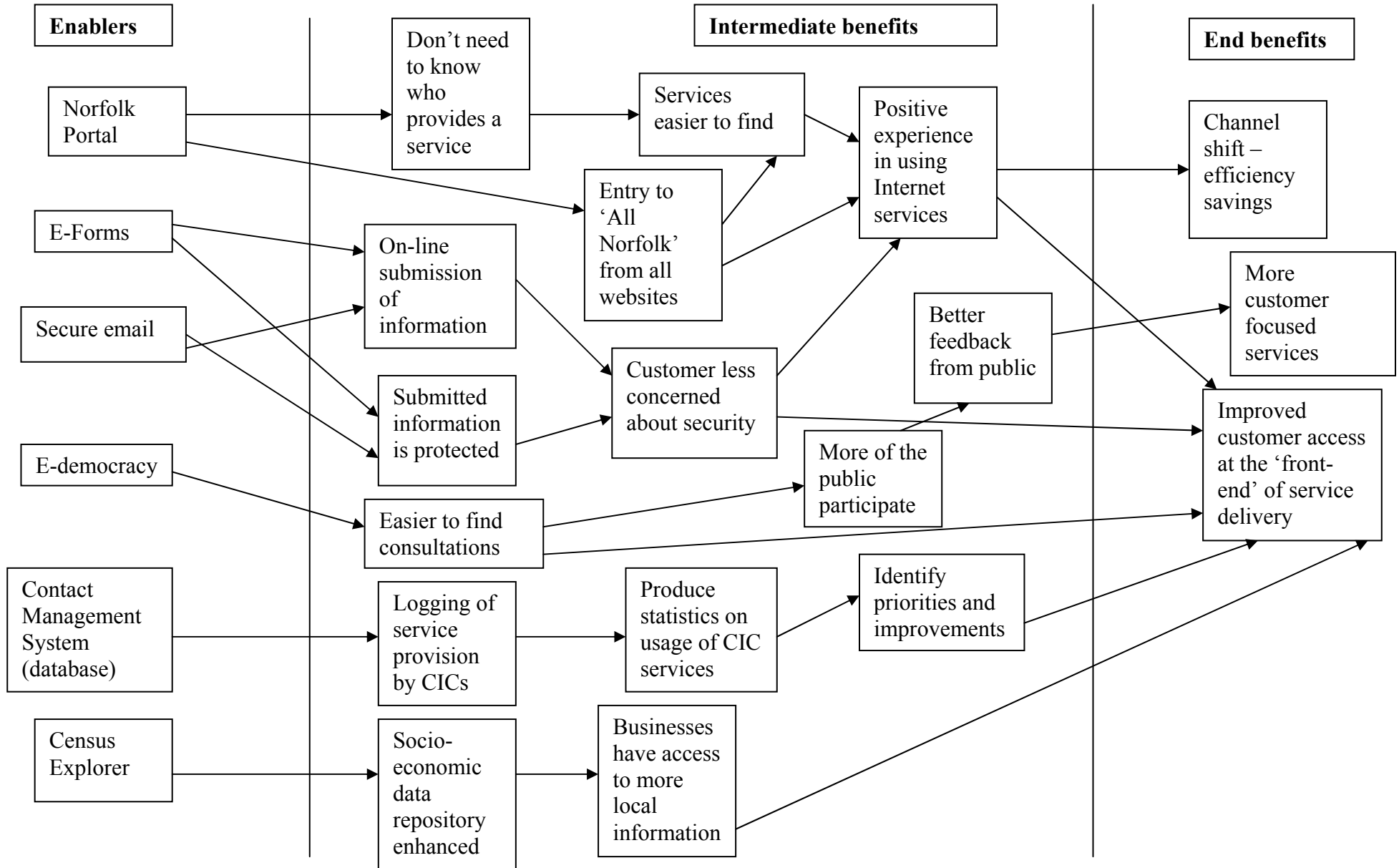
Annex B

Deliverables and contacts

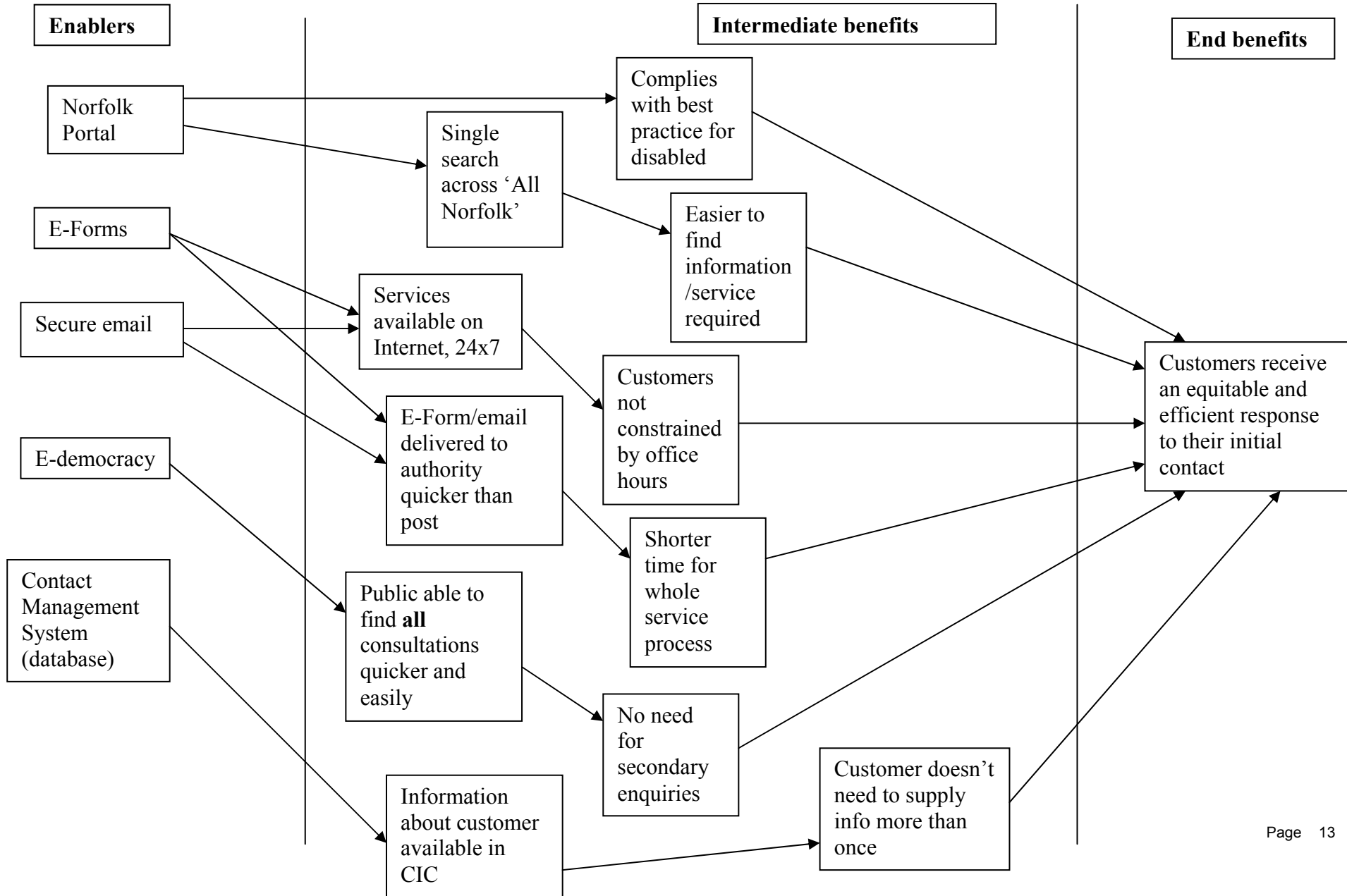
<Information in this Annex containing contact details of individuals was removed from the Web version of this document at the request of the May04 Project Board>

Annex C

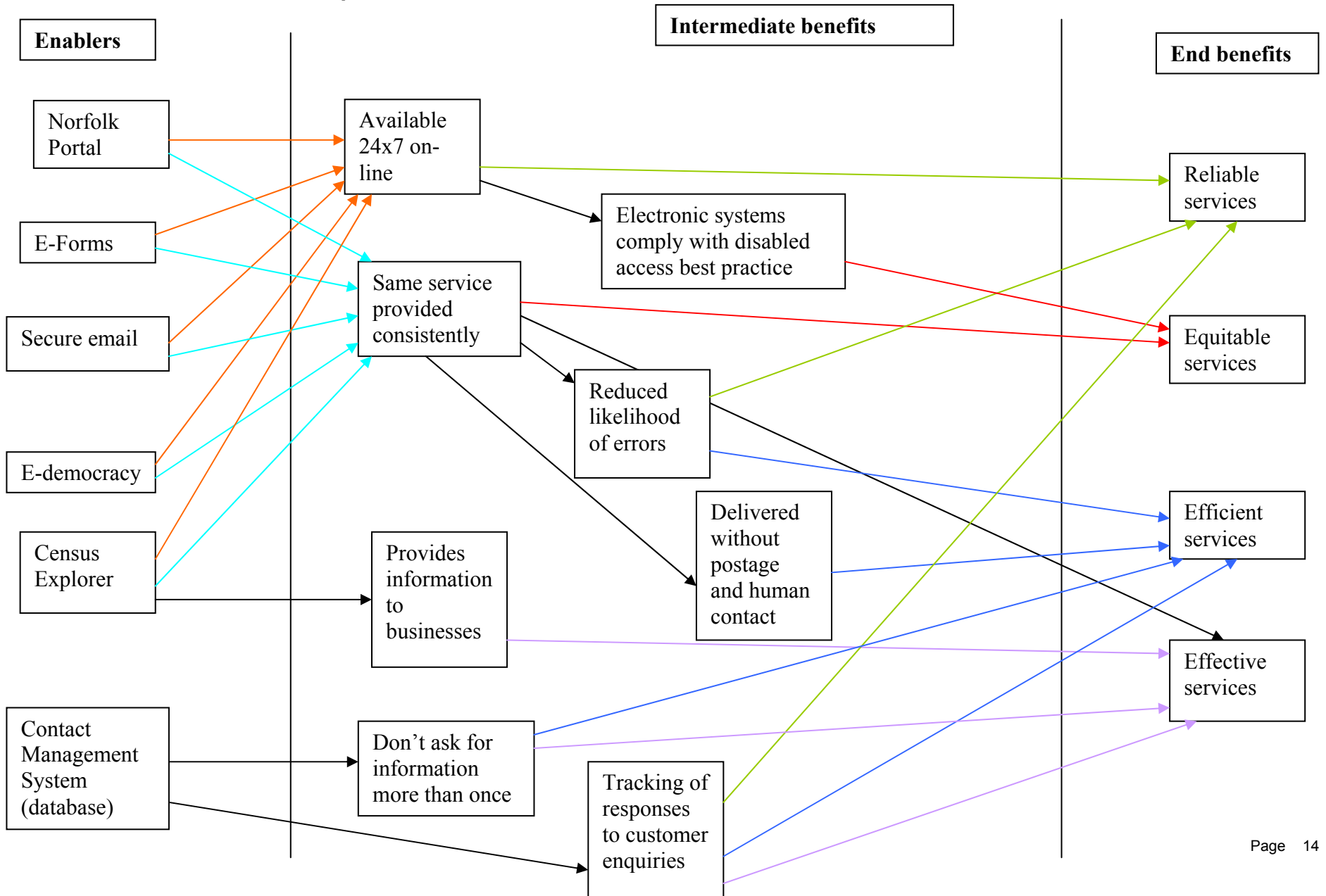
Benefits networks – improved customer access at the ‘front end’ of service delivery



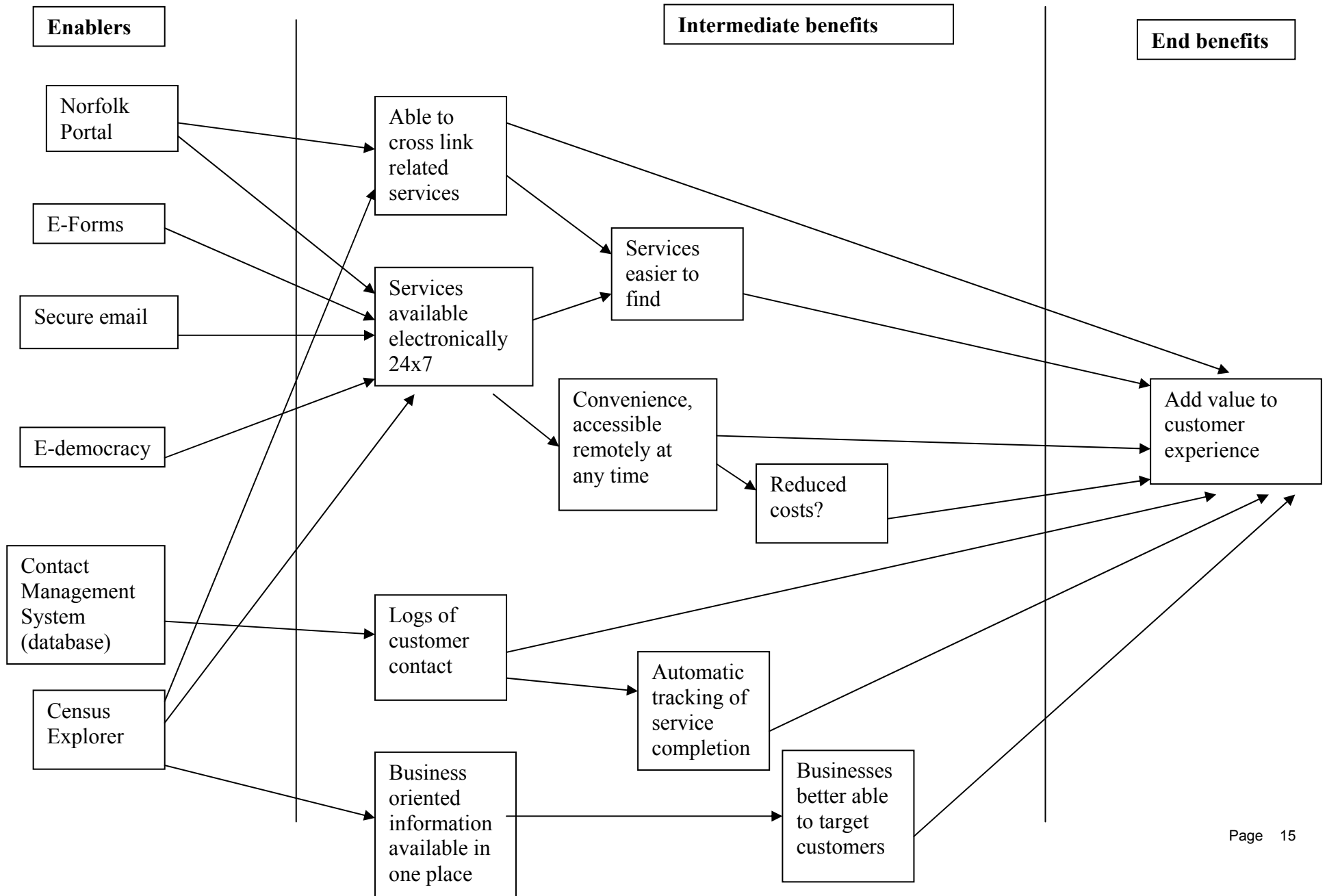
Benefits networks – equitable and efficient response to initial contact



Benefits networks – reliable, equitable, efficient and effective services



Benefits networks – add value to customer experience



Annex D

Risks to be managed/reassessed after April 2004

Ref in Risk Log	Description	Impact	Likelihood	Severity	Counter Measures	Owner
11	Politics – local members likely to react to issues around additional spend, branding, autonomy, people resources	Without central funding authorities may go their own way.	H	H	Put in place suitable governance arrangements to encourage the Partnership to continue.	e-Champions
16	Legal partnership may not be in place in time for this project	No documentation to underpin the Partnership, could jeopardise future funding.	M	M	Amend draft Legal Agreement as necessary and sign off.	e-Champions
28	Funding beyond 31st March 2004 for the project is not in place which could put a financial burden on authorities.	Momentum may decrease and fulfillment of joint Partnership activities may not be fully realised.	H	H	Need to identify longer term funding.	e-Champions
34	There was a lot of work to be done in February and March by Team Managers and authority staff, such as implementation of Portal (install software, training, acceptance testing, etc), development of metadata, FAQs and A-Z for Portal, pilot of secure email. There may be insufficient resource available.	Deployment of technology may not meet planned timescales. Pressure put on Team Managers to do their day job and be involved in the project.	H	M	Consult with Team Managers regarding availability and negotiate to meet majority and individual needs. Plan for some work to spill over into next financial year.	Project Managers and Team Managers
35	Portal supplier liaison should be maintained to ensure a central project escalation point is available if Partners need it.	Without a central resource to manage Supplier liaison it is possible that Partners will not learn from each other's issues.	H	M	Plan supplier relationship management meetings once per quarter?	Project Board

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