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**PROFORMA FOR IEG PARTNERSHIP PROJECTS**

Name of Partnership:	Norfolk Connect Partnership (NCP)	
Name of Lead Local Authority -Partner	Norfolk County Council	
Lead Partner details	Contact Name	Tim Anderson, E-Government Officer
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	Address	Norfolk County Council, County Hall, Martineau Lane, Norwich, Norfolk, NR1 2DH
	Email	tim.anderson.csg@norfolk.gov.uk
	List names of other partnerships your authority is part of, and its role - Lead /Secondary	
List name of partner organisations - for this application only		
Local Authority	Breckland District Council, Broadland District Council, Great Yarmouth Borough Council, King's Lynn and West Norfolk Borough Council, Norfolk County Council, North Norfolk District Council, Norwich City Council, South Norfolk District Council	
Other - Public, Private or Voluntary	None at present	
1. What are the main objectives of the Partnership - and how will they be delivered		
The specific objectives of the NCP are to work collaboratively to:		
<ul style="list-style-type: none"><li>▪ Improve customer access to information and services in Norfolk at the 'front end' of service delivery.</li><li>▪ Ensure that customers receive an equitable and efficient response to their initial contact or enquiry in order to deliver the most effective outcome.</li><li>▪ Deliver services and support to meet customer requests in a reliable, equitable, economic, efficient and effective way.</li></ul>		



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- 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
- The Partnership has been set up with a robust programme and project management structure to deliver projects against these objectives
- Full details are contained in the detailed business case at [www.norfolk.gov.uk/council/pathfinder](http://www.norfolk.gov.uk/council/pathfinder)

2. Tick box for type of Partnership and provide description, as appropriate

<input type="checkbox"/> Joint Delivery	Joint delivery partnership.
<input type="checkbox"/> Local Strategic	
<input type="checkbox"/> Regional	
<input type="checkbox"/> Sub-regional	
<input type="checkbox"/> Other	

3. Outline background to Partnership e.g. when formed, examples of achievements to date, other successful projects

Partners first started collaboration around strategic ICT developments in 1995 and an early deliverable was the Norfolk and Waveney Information Area, along with landmark projects like The Forum. Work on joint One Stop Shops started in 1998 and that has broadened to include projects like SUPER. A full programme of partnership projects is already in place (see [www.norfolk.gov.uk/council/pathfinder](http://www.norfolk.gov.uk/council/pathfinder))



## NORFOLK CONNECT PARTNERSHIP - INFORMATION IN SUPPORT OF PROPOSAL

### i. Partners

The core partners of the NCP are as outlined at the front of this proposal. There are a wide range of additional partners in the public, private and voluntary sectors, tied in via specific projects or via other strategic frameworks such as 'Shaping the Future'.

### ii. How the Partnership supports the delivery of Electronic Service Delivery targets

The Partnership aims to improve access to services for customers using ICT as an enabler for joint service delivery. In line with this the NCP has identified specific objectives and agreed principles for joint working to ensure success based on the 'building blocks' model for e-government, the strengths and weaknesses of individual authorities and the detailed needs of customers.

The building blocks were also used to identify both a long and short list of potential joint working areas from which a specific programme of Phase 2 projects were assembled. This should ensure that partners will meet their ESD targets by supporting areas where they are weak, and also providing 'added value' services to customers through joint service delivery.

There is no differentiation between lead and partner authority per se, although resources are allocated based on authority needs rather than pro rata shares.

### iii. How Partnership supports the wider ODPM objective of providing 'joined up' local service

The aims and objectives of the NCP are concentrated on providing joined up service delivery (see [www.norfolk.gov.uk/council/pathfinder](http://www.norfolk.gov.uk/council/pathfinder) )All of the projects are designed to facilitate joined up service delivery either directly or by providing information to staff, facilitating access.

### iv. Individual Projects to be delivered through the Partnership

The NCP has identified the following projects for its Phase Two bid for funding under the Local e-Government Programme. The anticipated cost/benefits of this planned programme have been detailed in the full Business Case document (see [www.norfolk.gov.uk/council/pathfinder](http://www.norfolk.gov.uk/council/pathfinder))

Project	Description	Costs (£000k)	Building Blocks
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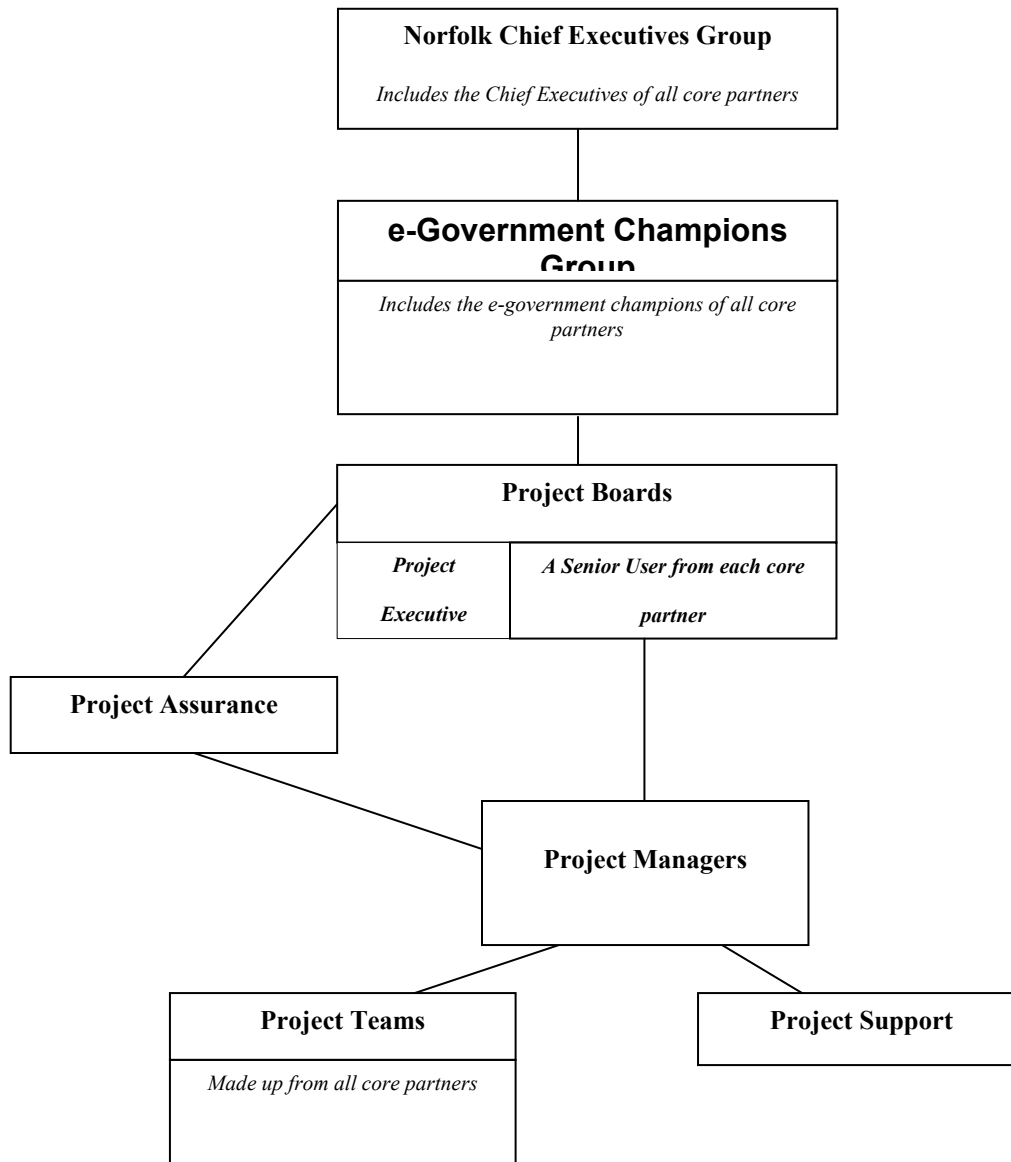
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A-Z/FAQs	Straightforward development of core information on websites linked to Portal and other delivery mechanisms (CD-ROM etc.).	£180	Providing information, providing access, contact centres, One Stop Shops, specialist portals, joining up, intranet/extranet, customer, land and property databases.
Performance management framework for NCP	Identification of performance measures, benchmarks and reporting formats for monitoring Local e-Government Programme success.	£50	Providing information, consultation, leadership, change management, programme/project management.
E-forms	Developing web-based, common forms for high volume transactions which can deliver to multiple organisations.	£180	Application for services, booking venues, resources and courses, joining up.
Property/customer/land databases	Identifying and cleansing databases with geographical or people references.	£300	Application for services, providing access, customer, land and property databases.
Customer relationship management 1	Develop joint, core CRM data for use by partners and protocols.	£250	Providing information, contact centres, One Stop Shops, joining up, customer relationship management, knowledge management, customer, land and property databases, understanding customers.
Life episodes/process maps	Mapping the most common or highest "value" processes in decision-tree format for internal and external use, including fulfilment.	£180	Contact centres, One Stop Shops, customer relationship management, knowledge management, understanding customers.
E-democracy 1	Integrated A-Z of elected representatives, greater information on democratic processes, joint consultation and 'planning for real' (web, CD and events).	£100	Providing information, consultation, providing access, joining up, knowledge management, understanding customers.
Training, branding and information links	To enable existing outlets to become One Stop Shops.	£150	Providing information, application for services, providing access, One Stop Shops, joining up, marketing and take up.
Contact centre development	Development of a business case and the start of procurement for joint/linked contact centre(s).	£100	Providing information, providing benefits and grants, application for services, providing access, procurement, contact centres, joining up, knowledge management, customer relationship management.
Portal/further partners	Adding further partners in public, private and voluntary sector.	£50	Providing information, providing access, specialist portals, joining up.
Marketing and take-up	Provision of information to promote e-government services and access channels and improved contact systems, i.e. streamlined telephone numbers.	£50	Providing information, consultation, application for services, customer relationship management, marketing and take up.
Broadband awareness raising	Information for businesses and households about existing broadband projects.	Already funded	Providing information, consultation, Broadband, understanding customers, marketing and take up.
SUPER 2 (follow up) and SUPER 3	Web-based portal to information and consumer advice for individual citizens, joining up public and voluntary networks, in areas not covered by existing SUPER 2 project, e.g. employment advice, licensing, fire.	£100	Providing information, providing benefits and grants, providing access, joining up, knowledge management, One Stop Shops.
Targeted customer information 1	Develop more comprehensive information for key customers and leisure users.	£50	Providing information, providing benefits and grants, application for services, paying for goods and services, booking venues, resources and courses, providing access, specialist portals, joining up, customer relationship management, knowledge management, marketing and take up.
Programme management, procurement	Support for the co-ordinated programme of projects, specialist advice on procurement, legal advice and procurement costs.	£350	Leadership, procurement, joining up, programme/project management.
<b>Total</b>		<b>£2,210</b>	



**v. Steering Group and Project Management Arrangements**

The NCP's programme of e-government projects will be managed according to the following hierarchy:



The e-Government Champions Group acts as the 'Programme Board' for the NCP, providing overall direction and management of all projects. It is also accountable for its success. The group is responsible for any publicity or other dissemination of information about the projects. It has a series of PRINCE 2 compliant Project Boards reporting to it via the Project Executive. The e-Government Champions Group reports currently to the Norfolk Chief



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Executive’s Group, although this may change over time as the County and District-based LSPs become more mature.

Individual projects are managed in line with PRINCE 2 and delivery is in line with the stages detailed within each assignment’s high-level project plan. Each stage of a project is signed off prior to the commencement of subsequent stages.

In order to maintain such a large programme of projects as has been suggested, a significant proportion of the current bid is towards programme management costs and specialist costs (such as procurement).

**vi. Sources of funds**

Details of all sources of existing and anticipated funding are detailed in the full Business Case (see [www.norfolk.gov.uk/council/pathfinder](http://www.norfolk.gov.uk/council/pathfinder)) with more details of joint project funding in Appendix D (see [www.norfolk.gov.uk/council/pathfinder](http://www.norfolk.gov.uk/council/pathfinder))

**vii. Other Resources**

Covered in identified funding strategy (link to ‘Financial Case’ in full Business Case). In addition, considerable officer time is devoted towards support for individual projects (project boards, projects teams) within the programme from within own resources.

It is difficult to predict with any accuracy the likely cost/benefits of the full programme of NCP projects at this stage, given the uncertainties about procurement options, technology platforms, staffing numbers and likely volumes of customers. This analysis will be a key component of the planning for each individual e-government project that is commissioned by the NCP. However, the table overleaf provides a high level analysis of the broad areas of anticipated cost reductions and cost increases to 2004:

Cost reduction		Cost increase	
Service delivery costs	↓	NCP set up and investment costs	↑
Impact of channel switching	↓	Awareness raising and promotion	↑
Efficiencies in administration	↓	Short term surge in activity volumes	↑
Synergies in service provision	↓	Removal of idiosyncrasies	↑
Better targeting of support	↓	Short term costs of channel duplication	↑



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Staff utilisation	↓	Take up of benefits	↑
Cross-agency front end integration	↓	Take up of other services	↑
Cross-agency back end integration	↓	Opportunity costs of staff involved	↑
Promotion of self help & independence	↓	Short term costs of knowledge sharing	↑
Reduced costs of managing data	↓	Programme/project management	↑