



*SmartCities*

## Project Initiation Document

Pilot name: Norfolk Web Services

Municipality: Norfolk County Council

Work-package: WP3

Date: 02/12/09

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## 1. Introduction

A project initiation document [PID] is a document that brings together in one place the key information needed to start, manage and evaluate a pilot.

**All stakeholders should be informed of the development of a PID, and the final PID should be agreed and signed off by the management in municipal partners.**

The PID should contain information setting out the "who, what, why, when and how" for the local pilot. It should define all major aspects of the pilot, and can be used as a key part in the management of the delivery of the pilot and sets the baselines that will be used in any assessment of the pilot's success.

All Smart Cities partners are expected to produce a PID for each local pilot. These will be used by the project and by local partners to measure progress against the aims and objectives set out in each pilot's PID. Many partners will already be expected to develop PIDs for their pilots: in this case relevant information should be copied into this form.

## 2. Pilot information

This section sets out the basic information about your pilot.

### 2.1. Pilot name

What's your pilot project called?

Norfolk Web Services

### 2.2. Pilot acronym

Does the pilot have an acronym? [e.g. SCRAN?] If not, leave blank.

### 2.3. Pilot website

Does the pilot have a local website? If not, leave blank.

[http://www.norfolk.gov.uk/Council\\_and\\_democracy/Online\\_services/NCC075645](http://www.norfolk.gov.uk/Council_and_democracy/Online_services/NCC075645)

### 2.4. What type of initiative is the pilot?

Select **all** that apply to your pilot.

- |                                     |                      |                                     |                            |
|-------------------------------------|----------------------|-------------------------------------|----------------------------|
| <input checked="" type="checkbox"/> | Project or service   | <input type="checkbox"/>            | Award scheme               |
| <input type="checkbox"/>            | Network              | <input checked="" type="checkbox"/> | Promotion/awareness scheme |
| <input checked="" type="checkbox"/> | Strategic initiative | <input type="checkbox"/>            | Other                      |

### 2.5. Pilot country

<input type="checkbox"/>	Belgium	<input type="checkbox"/>	Norway
<input type="checkbox"/>	Germany	<input type="checkbox"/>	Sweden
<input type="checkbox"/>	Netherlands	<input checked="" type="checkbox"/>	UK

### 2.6. Pilot city/region

Norfolk

### 2.7. Pilot start date

01/09/08

### 2.8. Pilot finish date

30/12/10

### 2.9. Pilot operational date

When did your pilot go 'live' to the public/businesses?

various

## 3. Background to the pilot

Set out the context for the pilot: why are you interested in doing this work, what issues do you need to address, why do you feel you need to address them etc..

Norfolk County Council and its partners wish to improve the way they provide data to individuals, groups and communities via the internet and officers and intermediaries using the internet as a resource. There are therefore a range of projects which are developing web resources, and ways of presenting those web resources in a personalised and/or localised way. This should ensure people find it easier to get access to information about services that are relevant to them and to those services themselves

### 3.1. Pilot topics

Select **all** that apply to your pilot

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Efficiency & Effectiveness, Benchmarking | <input checked="" type="checkbox"/> Interoperability       |
| <input checked="" type="checkbox"/> Inclusive eGovernment                    | <input type="checkbox"/> Legal Aspects                     |
| <input type="checkbox"/> eIdentity and eSecurity                             | <input checked="" type="checkbox"/> Multi-channel Delivery |
| <input checked="" type="checkbox"/> eParticipation, eDemocracy and eVoting   | <input checked="" type="checkbox"/> Open Source            |
| <input type="checkbox"/> eProcurement  | <input checked="" type="checkbox"/> Policy                 |
| <input checked="" type="checkbox"/> Services for Businesses                  | <input type="checkbox"/> Regional and Local                |
| <input checked="" type="checkbox"/> Services for Citizens                    | <input checked="" type="checkbox"/> User-centric Services  |
| <input type="checkbox"/> High Impact Services with Pan-European Scope        | <input type="checkbox"/> Other                             |
| <input type="checkbox"/> Infrastructure                                      |  |

### 3.2. Pilot sector

Select **all** that apply to your pilot

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Communication (infrastructure) | <input type="checkbox"/> Internal market                      |
| <input type="checkbox"/> Crime, Justice and Law                    | <input type="checkbox"/> Local/Regional Community Development |
| <input checked="" type="checkbox"/> Culture and Media              | <input type="checkbox"/> Procurement                          |
| <input type="checkbox"/> Customs                                   | <input type="checkbox"/> Social Security                      |
| <input type="checkbox"/> Education, Science and Research           | <input checked="" type="checkbox"/> Social Services           |
| <input type="checkbox"/> Electricity/Gas                           | <input type="checkbox"/> Tax                                  |
| <input type="checkbox"/> Employment                                | <input type="checkbox"/> Travel, Transports and Motoring      |
| <input type="checkbox"/> Environment                               | <input type="checkbox"/> Water                                |
| <input type="checkbox"/> Fire Services                             | <input checked="" type="checkbox"/> Other Social Services     |
| <input checked="" type="checkbox"/> Healthcare                     | <input type="checkbox"/> Other                                |

### 3.3. Target users of pilot

Select **all** that apply to your pilot

<input checked="" type="checkbox"/>	eGovernment	<input checked="" type="checkbox"/>	Disadvantaged/deprived communities
<input type="checkbox"/>	Administrative	<input checked="" type="checkbox"/>	Families and children at risk
<input type="checkbox"/>	Business (self-employed)	<input checked="" type="checkbox"/>	Homeless
<input type="checkbox"/>	Business (industry)	<input checked="" type="checkbox"/>	Minorities and migrants
<input checked="" type="checkbox"/>	Business (SME)	<input checked="" type="checkbox"/>	Older people (60+)
<input checked="" type="checkbox"/>	Citizen	<input checked="" type="checkbox"/>	People living in poverty and/or precarity
<input checked="" type="checkbox"/>	Civil society	<input checked="" type="checkbox"/>	People with anti-social and criminal behaviour
<input checked="" type="checkbox"/>	Intermediaries	<input checked="" type="checkbox"/>	People with disability
<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>	People with health and long-term care problems
<input type="checkbox"/>	eHealth	<input checked="" type="checkbox"/>	People with no or poor digital literacy
<input type="checkbox"/>	Add Patients	<input checked="" type="checkbox"/>	SMEs, associations and intermediaries
<input checked="" type="checkbox"/>	General public	<input checked="" type="checkbox"/>	Unemployed people
<input type="checkbox"/>	Health authorities	<input checked="" type="checkbox"/>	Young people at risk of marginalisation
<input type="checkbox"/>	Health professionals	<input type="checkbox"/>	Other
<input checked="" type="checkbox"/>	eInclusion	<input type="checkbox"/>	Women
<input checked="" type="checkbox"/>	Any citizen	<input type="checkbox"/>	

### 3.4. Description of target users

Please describe your target group and provide some information on size, composition and needs.

Ultimately the services are relevant to every citizen at some point of their life. The intention of the work is to increasingly slice up information to particular communities and user groups. The first areas covered are the areas of Diss, Great Yarmouth and Kings Lynn and to Children and Families and users of Adult Social Services.

### 3.5. *Type of service*

Select the **one** that best applies to your pilot

- |  |  |
|--|--|
| <input type="checkbox"/> Not applicable/not available  | <input type="checkbox"/> IT infrastructures and products                   |
| <input type="checkbox"/> Awareness-raising information | <input type="checkbox"/> Participation                                     |
| <input type="checkbox"/> Training and education        | <input checked="" type="checkbox"/> Inclusive services of general interest |
| <input type="checkbox"/> Content provision             | <input type="checkbox"/> Other   |

### 3.6. *Overall implementation approach*

Select the **one** that best applies to your pilot

- |  |
|--|
| <input type="checkbox"/> Public administration   |
| <input type="checkbox"/> Private sector  |
| <input type="checkbox"/> Non-profit sector   |
| <input checked="" type="checkbox"/> Partnerships between administration and/or private sector and/or non-profit sector |

## 4. Pilot description

These sections of the PID describe what the pilot will do and how it will do it.

### 4.1. Objectives

What outcomes should be delivered by the pilot? (Business case/benefits should be set out in Section 5)

The key objectives are to develop products that (a) can slice and dice service information according to geographical or user communities (b) use web services to consolidate services and information from different websites about the same community and (c) build the capacity of service delivery intermediaries to use web and social media technology

### 4.2. Approach

How will the pilot do this?

The project has a number of sub projects:

- Home Page (using web services to consolidate information about an area from other web sites and training for community groups in optimising their use of the web plus possibly opening access to NCC data for re-use by private and voluntary sector organisations);
- Service Directories (creating a “big bucket” of information about public and voluntary sector services that can be sliced and diced for different user groups); services2gether (supporting intermediaries in very local service delivery);
- Front Door (optimising use of call centres, one stop shops and web sites to achieve process efficiencies and personalised services) plus a number of specific web site enhancements to deliver new e-services. These are linked closely with the Home Access free computers and broadband for low income families which will allow them to access more services online, and the Digital Ages project to encourage older people to use the internet.

### 4.3. Deliverables

What outputs/processes/procedures/definitions will be delivered by the pilot?

- A set of training material for intermediaries in using the web to market their services and to deliver ours.
- A set of localised web sites for consolidate community information.
- A set of service directories using ever more targeted sets of relevant service information.

#### **4.4. Exclusions**

What issues are **outside** the scope of the pilot?

Back office service transformation

#### **4.5. Constraints**

What issues constrain the pilot? (These will include financial, technical, and timing issues.)

The main constraint is the ability to engage the community sector which may restrict use of the new services, and the ability to persuade low income families and older people to access e-services

#### **4.6. Assumptions/dependencies**

Set out the assumptions you have made at the beginning of the pilot – particularly if your pilot is dependent upon other projects/pilots. Identify external factors which may affect the pilot.

The key assumption is that web information is the basis for all service access – either directly on a self serve basis, or via public or voluntary sector intermediaries.

## 5. Business case

Set out why your municipality feels the pilot is necessary, what the pilot seeks to achieve, and what benefits it will deliver. Include how these benefits will be measured (e.g. increased customer satisfaction, faster processing etc.).

### 5.1. Summary/overview

There are two key benefits:

- a) Cost savings via channel shift, and
- b) Improved customer service via more personalised/localised information.

### 5.2. Customer benefits

More personalised/localised information

### 5.3. Performance benefits

Improvements in NI 14 about reducing non essential/repeat contact

### 5.4. Employee benefits

Giving a better customer service – either meeting more client needs or reductions in low level inquiries

### 5.5. Financial benefits

Cost savings via channel shift and de-professionalising appropriate inquiries

### 5.6. Project benefits

Case studies of effective channel strategies.

## 6. Pilot management/organisation

Set out the organisational structure that will manage your pilot. This should include relevant senior managers, project/pilot managers and staff. Please indicate how the pilot will be managed.

The projects are all managed by or include on the board e-Service Officer Tim Anderson and Customer Access manager Louise Metz. They all report to Customer Services Board.

## 7. Staff/financial resources

Set out what resources are available to deliver the pilot. This should include what budget and staff the pilot can call upon.

### 7.1. Funding sources

Select **all** that apply to your pilot

- |                                     |                         |                                     |                                  |
|-------------------------------------|-------------------------|-------------------------------------|----------------------------------|
| <input checked="" type="checkbox"/> | Public funding EU       | <input checked="" type="checkbox"/> | Public funding local             |
| <input checked="" type="checkbox"/> | Public funding national | <input type="checkbox"/>            | Private sector                   |
| <input type="checkbox"/>            | Public funding regional | <input type="checkbox"/>            | Charity, voluntary contributions |

### 7.2. Overall cost/budget (€)

£200,000

### 7.3. Contribution from local funds (€)

£100,000

### 7.4. Contribution from Smart Cities (regional, in €)

£50,000

### 7.5. Contribution from Smart Cities (transnational, in €)

none

### 7.6. Staff resources

The projects use the equivalent of 1fte over the delivery period but this is made up of short bursts of work by around a dozen different officers.

## 8. Reporting framework

How will the pilot report progress, both to local management and to the Smart Cities project? How will the pilot's timelines and reporting mechanisms link with reporting for the Smart Cities project?

Project boards meet monthly on average and report bi-monthly to Customer Services Board. Reports will be made to Smart Cities at board meetings and monthly and half yearly activities reports.

### 8.1. *Baselines/zero measuring*

What baselines do you have? Do you have evidence to how the pilot is need for this p

Have web statistics and NI14 baselines

### 8.2. *How will you measure progress?*

How will you show how your pilot is progressing?

Web statistics, NI 14, project plan key stages and take up of Home Access computers and Digital Ages take up.

### 8.3. *How will you measure the impact of your pilot?*

e.g. increased citizen awareness/use of a service

- Evaluation reports for Digital Ages.
- Surveys of users.

### 8.4. *What local indicators will you use?*

e.g. surveys of local citizens, businesses

NI 14.

**8.5. What national/transnational indicators will you use?**

e.g. levels of service use

percentage of households with internet access at home,

**8.6. What work-package/subtheme indicators will you use?**

Training of Staff, Organisations involved in the project, localised/personalised customer services

## 9. Pilot plan

This should set out how the pilot will deliver the items set out in 4.3, including timelines for all deliverables and outputs.

## 10. Risks

Set out the main risks the pilot faces and what steps you will take to manage these risks.

Key risks are:

- Non availability of key personnel
- Lack of take up by the public
- Failure of ICT suppliers

These will be managed by monitoring staff and supplier performance and availability and ensuring there are contingency plans in place, and by using customer profiling techniques in marketing services to boost take up.

## 11. Co-design

### *11.1. With other organizations and institutional partners*

How are you working with other **local** organisations / institutional partners to co-design your pilot ?

Home Page has involved community groups and other public sector stakeholders in developing the look and feel and content of the service. There are feedback options on the form and there is a national evaluation by the Tavistock Institute involving focus groups and surveys which will feed into the service's development. Service Directories have to conform to government guidelines but we will be engaging customers in determining the content of these services when they are formally launched.

### *11.2. Co-design with citizens and individuals*

How are you working with citizens and individuals to co-design your pilot?

As above

### *11.3. The impact of co-design*

How has this work changed your pilot – are you doing anything differently?

Working with community groups has changed the emphasis of the HomePage project with more work being out into raising their capacity to use the web effectively and add web services functionality to their own websites so they can communicate more effectively with customers and participate in HomePage by providing RSS feeds.

## 12. Transnational work

### 12.1. Transnational links

What other municipalities and pilots are you working with as you develop/deliver your local pilot?

We are not working directly with other municipalities on this work but are sharing our outcomes via the Smart Cities website and meetings and using that route to learn from what others are doing. The HomePage and Service Directory work has been done with close monitoring of UK national developments in linked data and publication standards via direct links with some of the leading organisations in that field and via the Timely Information to Citizens group supported by CLG and the IDea.

### 12.2. Transnational learning

How are you incorporating transnational learning into the design/implementation of your pilot?

We have been monitoring work by other partners in WP3 and the SCRAN research briefs to see what can be learned about the role of web in customer access.

### 12.3. Transnational outputs

How will your pilot contribute to the project's transnational outputs? What transnational outputs will it contribute to, and what do you expect the contribution to look like?

The project contributes to:

- Training of staff - at least 50 library, community group, parish council and other people will be trained
- Localised/personalised customer services - two platforms created (HomePage and service directory)
- Common data structure - advancing the work of Porism by extending standards
- egov services created - two new services