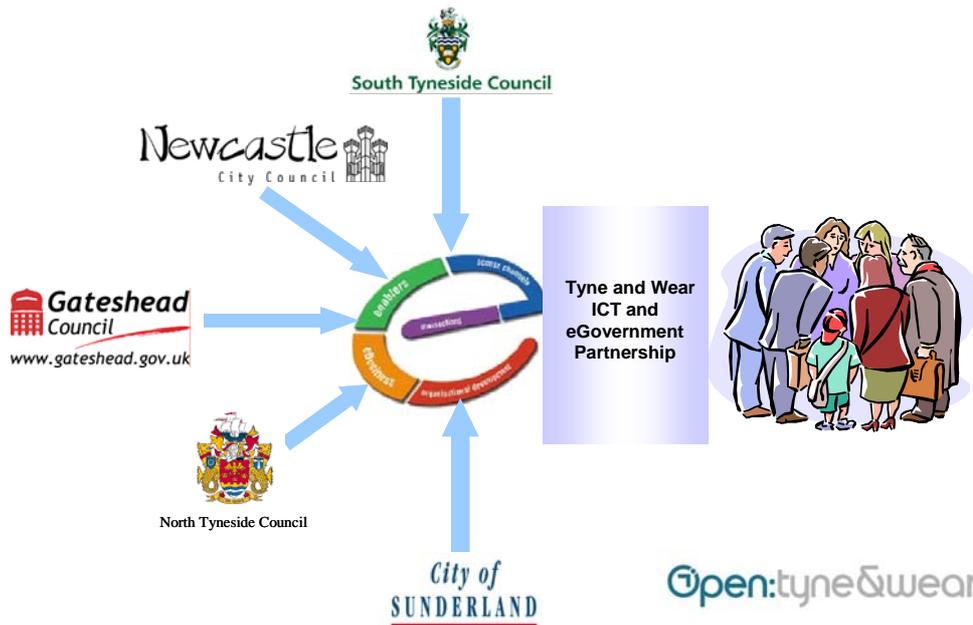


# Tyne and Wear ICT & eGovernment Partnership



## Community Service Portal Project

### End of Project Report August 2004

**Release:** Final Version  
**Date:** August 2004  
**Document Number:** Report 1  
**Version No:** 02

**Author:** Graham Jordan  
**Owner:** Alan Holt  
**Client:** ODPM

Last printed: 26/08/04 09:53



## Acknowledgements

I would like to thank the following without whose help this project could not have been such a success.

<b>Gateshead</b>	<ul style="list-style-type: none"> <li>• Roy Sheehan</li> <li>• Julie Knox</li> <li>• Janet Kirton</li> <li>• Lindsay Kirkley</li> <li>• Sam Richardson</li> <li>• Peter Thompson</li> </ul>	<ul style="list-style-type: none"> <li>• Robert Schopen</li> <li>• Joe Docherty</li> <li>• Ian Best</li> <li>• David Veitch</li> <li>• Pauline Puntin</li> </ul>
<b>North Tyneside</b>	<ul style="list-style-type: none"> <li>• Phil Jackman</li> <li>• Mike Watson</li> <li>• Liz Wisniewski</li> <li>• Richard Hunter</li> <li>• Joyce Taylor</li> </ul>	<ul style="list-style-type: none"> <li>• Claire Edge</li> <li>• Pete Warne</li> <li>• Neil Turnbull</li> <li>• Keith Bulmer</li> <li>• Phil McCabe</li> </ul>
<b>South Tyneside</b>	<ul style="list-style-type: none"> <li>• Alan Holt</li> <li>• Paul Moore</li> <li>• Deborah Ashley</li> <li>• Roger Abbott</li> </ul>	<ul style="list-style-type: none"> <li>• Ian Burden</li> <li>• Elizabeth Brown</li> <li>• Martin Tovey</li> <li>• Michele Maving</li> </ul>
<b>Sunderland</b>	<ul style="list-style-type: none"> <li>• Steve Williams</li> <li>• David Fleetwood</li> <li>• Andrew Seekings</li> <li>• Paula Dodds</li> <li>• Julie Barnes</li> <li>• Julie Elliott</li> </ul>	<ul style="list-style-type: none"> <li>• Ken Galloway</li> <li>• Ian Tate</li> <li>• Lorraine Tiffany</li> <li>• Cheryl Logan</li> <li>• Paul Quin</li> </ul>
<b>Newcastle</b>	<ul style="list-style-type: none"> <li>• Fred Stephen</li> <li>• John Littleton</li> <li>• Julie Wood</li> <li>• Richard Elliott</li> <li>• Gill Smith</li> <li>• Carol Wade</li> </ul>	<ul style="list-style-type: none"> <li>• Tony Seymour</li> <li>• Elaine Dobinson</li> <li>• Martee Reed</li> <li>• Fiona Wilson</li> <li>• Caroline Winter</li> </ul>
<b>Connect Internet Solutions</b>	<ul style="list-style-type: none"> <li>• Carole Boardman</li> <li>• Ian Finch</li> <li>• Mark Caldwell</li> </ul>	
<b>Cityspace Limited</b>	<ul style="list-style-type: none"> <li>• Mark Collin</li> <li>• Tim Ashworth</li> <li>• Chris O'Donnell</li> </ul>	<ul style="list-style-type: none"> <li>• Julian Blom</li> <li>• Mark Ellerington</li> <li>• Nick O'Connor</li> </ul>
<b>ODPM</b>	<ul style="list-style-type: none"> <li>• Micheal Wilson</li> <li>• Yemi Atiku</li> </ul>	

I would particularly like to thank Paul Moore for his support throughout the Project.

Graham Jordan, Project Manager

August 2004



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## About this Document.

This is the end of project report for the Tyne and Wear Community Service Portal Project. It is an essential element of the partnership programme as it:

- Promotes local e-government learning at both a local and national level;
- Formally marks the end of grant funded element of the project;
- Provides a document of record that can be published and made available to other partnerships and the local government community through the ODPM;
- Will provide the base information to enable the ODPM to evaluate the success of:
  - i. the Partnership programme;
  - ii. individual Partnerships; and
  - iii. individual projects.
- Will provide the basis for the summary report the ODPM will produce at the end of this year;





## 1 Summary: Impact on Local People

A free and easy-to-use joined up service has been established that is unique in the UK.

People don't need any computer skills or access to a computer at home, and can access services when they are on a day out, shopping or visiting the area.

People can now use any kiosk to access their council's services, any time of the week, any day of the year.



- Visitor information
- Where to Stay
- Nightlife
- Dining out
- Regional & local events
- A-Z Guides to each Council's Services
- Information about each Council and its Councillors
- Things to see and do
- Contact each council
- Request a form
- Report an environmental problem
- Council Jobs
- Signposts for speakers of different languages

The five Tyne and Wear councils have jointly developed a unique free and easy-to-use local service.

'Open: tyne&wear' revolutionises the way in which people can access services from Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland Councils, by providing a single access point which the public can use while they are out and about.



For the first time in the UK, citizens can use any of more than 40 on-street information kiosks to access electronic services from other Councils.

Tourists can be sure that information on the kiosks is up to date and consistent with that on the web as it is drawn directly from [www.visittyneandwear.com](http://www.visittyneandwear.com) and in turn [www.visitnewcastlegateshead.com](http://www.visitnewcastlegateshead.com).

Councils only need to enter content once, for the web, kiosks and ultimately digital television and wireless internet and other future e-channels

Other public service providers can join 'open: tyne&wear' easily, expanding the range of services available.

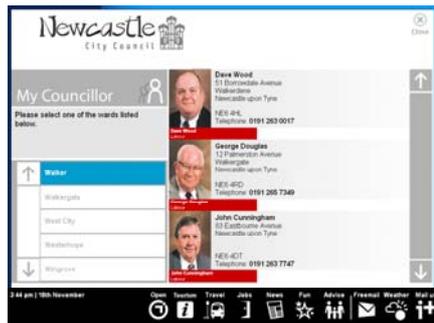
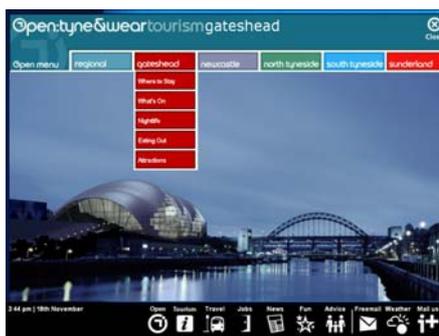
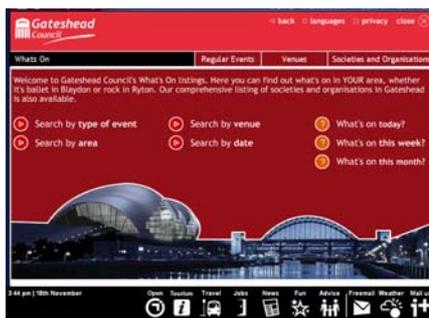
Councils have a presence in more places than they could with traditional staffed information points.

This is an excellent example of the Councils in Tyne and Wear working together to improve the quality of the service for our citizens and for visitors to the region.

'Open: tyne&wear' is being developed as an extension of each Council's electronic service delivery and customer services strategies.

More than 40 on-street touchscreen kiosks have been located across Tyne and Wear.

Services from the Council where the kiosk is located are always available from the first screen users see on the kiosk.





An attractor panel alerts users that more services are available via 'open:tyne&wear'. Selecting this presents menus that give access to services from other Councils and to tourist information, which is drawn together from each Council, combined and presented seamlessly to the user in the 'open:tyne&wear' look and feel.



**Value for money**

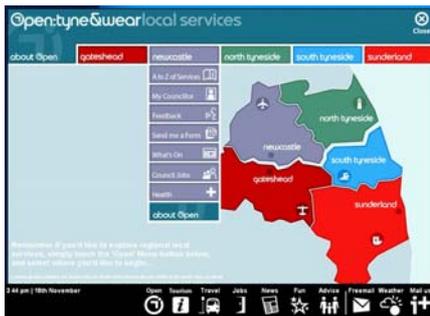
Council and Tourism services have been made more accessible : they are available 24 hours each day.

People can access services at convenient places - often where there is no face to face service available



Some kiosks have been combined with cash machines offering financial services in areas that no longer have banks.

We anticipate that the kiosks and 'open:tyne&wear' will affect the way people contact the councils and take up of different contact channels.



'open:tyne&wear' gives everyone easy access to up-to-the minute electronic services irrespective of whether they have a computer or any IT skills – research has shown 50% of users will have no computer experience.

We are renting space on the kiosks ~ suppliers are responsible for maintenance and providing attractive complementary Government and voluntary agency services.

We have set up a framework contract via s-cat so other councils from Berwick to Redcar can buy kiosks and portal services easily.

## 1.1 User comments

- Hi this is great and fun - I think you should put music on it! I would just like to say this machine is very good because it makes me more reliable! Well done
- Could you put printable pictures on? Otherwise I love it! I like this facility because it just to be phones here and that was boring
- It's a great idea- needs some advertising to let people know what it is and does though. Good work!
- I think the i+ are very good because you can play games and email your friends for free. I regularly use the email because I don't have the internet at home so I only get to go on in school if I want to receive my emails.
- Great idea & it works much better than the Nexus one at the Haymarket! Well done.
- Brilliant system! Why can't we have more?
- I find this very useful I use it every time I am down the quayside.
- I think this facility is great. We need these in Scotland.
- This is great. It is really useful to e-mail my friends. I think there should be more of these, thank you for putting one here.
- I find this very useful because the information on jobs that I want actually prints out! Great facility but would be great to be able to find local places to eat
- This is brilliant - Whitley Bay for capital of culture! Seriously though we have really enjoyed using this service. Thank you for these computers they help a lot with Whitley Bay. It makes the place look tidy and new. I have spent up to half an hour on the i+ and I am very happy - you have done a great job.
- I think it is really great This machine is great thanks! I think i plus is very useful for people like myself because I have only lived here for 1 month and I sometimes get lost!
- Why not set up a Greeters scheme like they have in New York for people visiting Newcastle and Sunderland? This is a great information box. I've never seen anything like it. 10/10, well done!
- We like playing the games - it is very fun Hi, this is great stuff. I like the fun section and hope u keep it. I like the games - something to do when u are waiting for your bus

*Further information website [www.opentyneandwear.info](http://www.opentyneandwear.info)*

## Partnership Overview

### 2.1 Background

- The Tyne and Wear ICT & eGovernment Partnership (TWICT) brings together the five Tyne and Wear local authorities' Heads of ICT and eGovernment with the aim of sharing experience and progressing eGovernment initiatives for the benefit of the region.
- TWICT is a sub regional, joint delivery partnership, funded through subscription from its member authorities.
- Unlike other partnerships TWICT was not formed in response to the ODPM Partnership funding programme. The Partnership was formally constituted in July 2002 but had been meeting prior to that date.
- In general terms, TWICT supports ESD by ensuring a common approach to common issues in the sub-region and by pooling experience and resources where appropriate to ensure that all of the Councils meet the 2005 target (2004 in Newcastle's case via its LPSA).
- Partnership members have investigated particular developing areas, such as e-commerce, customer relationship management, call centres and smartcards. The Partnership has enabled all partners to share knowledge and experience gained at reduced overall cost, an approach echoed in this application.
- Significantly, work in e-commerce and smartcards has
  - consolidated the role of NEPO (North East Purchasing Organisation, <http://www.nepoportal.org>), a consortium of 12 local authorities from across the region and
  - led to the creation of NERSC (North East Regional Smartcard Consortium [www.neresc.org.uk](http://www.neresc.org.uk)).
- TWICT Partners involved in this project are: Newcastle City Council, City of Sunderland, Gateshead Council, South Tyneside Council (Chair of the Partnership and grant holder for this project), North Tyneside Council.
- Regular contact with colleagues in the wider region to further similar aims at a regional scale is supported by the participation of Tyne & Wear ICT and eGovernment Partnership members in the North East Committee of IT Managers (NECITM) and North East Connects.

## **Key Objectives of the Partnership**

- To enable the five Metropolitan District Councils within Tyne and Wear to make substantial progress in implementing the e-Government and modernisation agendas.
- To avoid duplication of investment and allowing the acceleration of developments and implementation of ICT infrastructure and applications.
- To provide a basis for future investment opportunities and make such grant applications as may benefit the Partnership collaboratively or individually.

## **Delivery**

- Acting collectively, individually or in any combination by consensus to undertake such ICT and e-Government activities as may benefit an individual authority or the Partnership as a collective.
- Deploying resources collaboratively to any activity which would be of mutual benefit for moving forward the ICT and e-Government agendas.
- Allocating other additional resources that each of the Councils feels able, to the Partnership, to promote the agenda.
- Liaising with other regional and sub-regional ICT groups including economic development and education to ensure a co-ordinated approach is applied to regional ICT developments.

## Track Record

- Partnership members have been successful in attracting Pathfinder status, LGOL Partnership Round 1, Invest to Save funding and LGOL Partnership Round 2.

<u>Pathfinders</u>	Newcastle	NERSC (with Southampton) Extend the reach and range of Smartcard use for public services
	Sunderland	Personalised public access web gateways
<u>LGOL Round 1</u>	Newcastle	North East Regional Smartcard Consortium (NERSC)
	Gateshead	North East Purchasing Organisation (NEPO)
	North Tyneside	E-Society Partnership
<u>ISB</u>	Newcastle	LEAP Project
	Gateshead	ePower Project
<u>LGOL Round 2</u>	Gateshead	NEPO
	South Tyneside	TWICT Partnership
	North Tyneside	E-Society Partnership

## Lead Authority

South Tyneside Council

## Lead officer

Alan Holt  
Head of ICT and E-Government  
South Tyneside Council,  
Town Hall & Civic Offices,  
Westoe Road,  
South Shields,  
Tyne & Wear  
NE33 2RL  
alan.holt@s-tyneside-mbc.gov.uk  
0191 424 7100

## Partnership website

At present the partnership does not have a website. However, two websites have been developed for the Community Service Portal Project.

Public information website: [www.opentyneandwear.info](http://www.opentyneandwear.info)

Project tracking website: [www.newcastle.gov.uk/twcsportal](http://www.newcastle.gov.uk/twcsportal)

## TWICT Members

- Gateshead Council
- Newcastle City Council
- North Tyneside Council
- South Tyneside Council
- Sunderland City Council
  
- Associate members
  - Durham County Council
  - Northumberland County Council (from July 2004)
  - Nexus (from April 2004)
  - One Northeast (Regional Development Agency)

## 2.2 Issues raised through partnership working and how have they been managed

### Resources

This project was initiated at short notice and had only 10 months in which to complete its work.

Identifying / recruiting the necessary staff to work on such a project could have been a significant problem.

However, due to adopting a federated approach to managing the project via a full time Project Manager and as-required Deliverable Team Leaders, which were all released to the project by their respective Councils, no problems in resourcing the project were encountered.

## **Collaborative Working**

Collaborative working could have been a problem but the devolved nature of the project management structure significantly reduced this risk.

Partners in the project worked in a truly joined up manner; for example, the Project Executive and project control were provided by South Tyneside, Project Management by Gateshead and the project-tracking website by Newcastle.

## **Areas of Responsibility**

This project was delivered through a number of delegated teams each led by individuals from a member Council, assisted by colleagues from the other councils.

Examples of this include:

- Website – led by Gill Smith, Newcastle
- Tourism – led by Sam Richardson, Gateshead
- Legal – led by Ian Best, NEPO (Gateshead)
- Publicity Materials – produced by Richard Hunter, North Tyneside
- Launch arrangements and publicity – led by Gill Smith, Newcastle
- Branding – led by Carol Wade, Newcastle
- Procurement and Project Assurance – Paul Moore, South Tyneside

## **Conflicting goals**

The project has not exposed any conflicting goals between the participating Councils.

All are developing their electronic service delivery mechanisms and customer service strategies and see kiosks and joined up service delivery as key parts of these strategies.

## **Finances available for procurement**

Having to recruit staff specifically for the project and especially if it had been necessary to appoint third party project staff would have severely depleted the funds available for the development and implementation of the Tyne and Wear Community Service Portal.

Fortunately the project fell within the mainstream customer service and electronic service delivery activities of all the Councils and existing staff were able to be released to work on the project.

## **Joint procurement**

Establishing a mechanism for the procurement of the necessary services for the portal development and implementation could have proved lengthy and expensive.

All Councils involved in the project are members of the North Eastern Purchasing Organisation (NEPO) ~ itself a LGOL II Partnership supported organisation ~ which was able not only to procure on behalf of the project but established a framework agreement that the other Councils in NEPO can use to expand the reach of, or replicate the Tyne and Wear kiosk and portal services.

## 2.3 Continuance of Partnership beyond 31 July 2004

Whilst funding for the Community Service Portal project is available only until March 2004, sustainability of the Partnership beyond this project is not an issue.

The Partnership was established in 2002 and has been resourced from its member Councils on an annual subscription basis since that date.

To manage the DigiTV project and to continue the development of the Community Service Portal, the Partnership has decided to continue the secondment of the Project manager to March 2005 in the form of a Partnerships Project Officer post, funded from the Partnership's own funds. This has enabled a longer-term view to be taken of the project and ensures that the project will not cease to develop on 31<sup>st</sup> March 2004.

The following outline work programme indicates some of the topics the partnership plans to investigate in 2004/05.

	M	J	J	A	S	O	N	D	J	F	M
Overseeing development of the portal as new partners / content are added	X	X	X	X	X	X	X	X	X	X	X
Monitor Kiosk developments in the North East and wider UK to identify beneficial developments for Open: tyne&wear	X	X	X	X	X	X	X	X	X	X	X
Identify the potential for Partnership delivery of Priority Outcomes	X	X	X	X	X	X	X	X	X	X	X
Tyne and Wear Pilot of Interactive Digital TV (5 councils x 3 platforms – Sky, ntl: and Telewest)	X	X	X	X	X	X	X	X	X	X	X
Oversee the addition of the IRT/Pathfinder directory of services for children and young people within Open: tyne&wear	X	X	X	X	X	X					
WiFi nodes implementation (by Cityspace)	X	X	X	X	X						
Trial of Digital TV content management Starter Kit as part of ODPM National Project for Digital TV	X	X	X	X	X						
National Project monitoring for DigiTV	X	X	X	X	X						
Digital TV related promo	X	X	X	X							
Identifying options for joining partners	X	X	X								
Completion of the Kiosks implementation	X	X	X								
Completion of the Tyne and Wear Tourism Content	X	X	X								
Content on to Digital TV	X	X									
Investigation of joint goods and services contracts and procurement through NEPO			X	X	X	X	X	X			
Nexus Journey Planner and Additional Kiosks			X	X	X	X	X	X			
Identify requirements for, a partnership approach to developing an infrastructure that can link A to Z search facilities to Council content, GCL / LGCL categories and descriptions and ESD			X								
Develop a briefing paper explaining WIFI technologies and the potential for secure use for council services.			X								

Investigation of requirements to enable community groups to be listed and searchable on the portal, including investigation of integrating with other portals in the region such as n-e-life.com.	tba											
An investigation of the provision of information and services in languages other than English, including pictorial scripts and British Sign Language.	tba											
An investigation of the requirements of Tyne & Wear Fire for on street kiosks as an information and communication medium.	tba											
An investigation of the requirements of Northumbria Police for on street kiosks as an information and communication medium.	tba											

## Open:tyne&wear interactive digital TV service

TWICT has launched 7 new interactive digital television services on sky, ntl and Telewest as part of the Government's National Project for Digital TV:

- Gateshead Council
- Newcastle City Council
- North Tyneside Council
- South Tyneside Council
- City of Sunderland Council
- Nexus
- Open:tyne&wear (as a gateway to the above and also containing tourism information)

This screenshot shows the main menu of the Open:tyne&wear service. The header includes the logo and the text 'Please come in Council services and local information'. A date of '30 April 2004' is displayed. The main menu is organized into a grid with categories like 'Council services', 'Public transport', and 'Visiting the area'. There are also 'Help' and 'Terms' buttons at the bottom.

This screenshot shows the 'Local Councils' selection screen. It features a 'Quick Links' button and a 'Main menu' button. The text prompts the user to 'Select your council from this list' and provides a list of councils: Gateshead Council, Newcastle City Council, North Tyneside Council, South Tyneside Council, and City of Sunderland Council. A 'Press 'OK' to select this menu item' instruction is visible on the right.

This screenshot shows the main menu for the South Tyneside Council DigiTV service. The header features the council's logo and the text 'Welcome to South Tyneside DigiTV service Lots of useful information and services.' The date '30 April 2004' is shown. The menu includes categories such as 'Report it', 'Contact us', 'Benefits', and 'Housing'. 'Help' and 'Terms' buttons are located at the bottom.

This screenshot shows the 'Visitor menu' for the Open tyne and wear service. It includes a 'Quick Links' button and a 'Main menu' button. The text reads 'Welcome to Tyne and Wear - where dynamic city life meets culture, countryside and coastline.' The menu is divided into two columns with categories like 'About the area', 'Attractions', 'Major events', 'Dining & nightlife', 'Tourist services', 'Beaches & coast', 'Getting here', and 'Your views'. A 'Press 'OK' to select this menu item' instruction is on the right.

## 2.4 Benefits

The objectives of the Tyne and Wear ICT & eGovernment partnership, and its raison d'être are

- To enable the five Metropolitan District Councils within Tyne and Wear to make substantial progress in implementing the e-Government and modernisation agendas.
- To avoid duplication of investment and allowing the acceleration of developments and implementation of ICT infrastructure and applications.
- To provide a basis for future investment opportunities and make such grant applications as may benefit the Partnership collaboratively or individually.

Involvement in the partnership has enabled South Tyneside, North Tyneside and Sunderland councils to establish an out-of-home eGovernment infrastructure, and for Gateshead and Newcastle to further expand their networks.

Council services and public information are now available throughout Tyne and Wear on a 24/7 basis.

The partnership was able to resource the procurement and legal processes surrounding kiosks and portal services in a way that all Partnership and the wider NEPO membership could benefit from through reduced procurement and legal costs. The negotiating expertise of NEPO buyers and the economies of scale associated with such a significant framework contract meant that a competitive price was secured.

Open:tyne&wear and the out-of-home eGovernment infrastructure provides a 'paid-for' platform for the development of further eGovernment services and ensures mobile workers and people on streets can be included in future strategies.

## 2.5 Development of new partnerships

- As a result of the Community Service Project the Tyneside and Sunderland Tourism Officers have started working together much more closely.
- Arising from the success of the kiosk, portal and digital TV initiatives, Nexus and Northumberland County Council have joined TWICT as associate members.
- Meetings have been convened by TWICT to bring together the heads of customer service from the Tyne and Wear councils.
- Discussions have taken place regarding the TWICT partnership and the North East Centre of Excellence in Procurement.

## 2.6 Role of ODPM

The ODPM eGovernment Programme and in particular the Partnership funds encouraged collaboration within the Partnership beyond joint investigations of common issues and commissioning of research papers into the collaborative development and joint delivery of services for the whole sub region with tangible citizen outcomes.

TWICT considers that 'Open: tyne&wear' and the out-of-home eGovernment infrastructure provide an 'already paid-for' channel for future eGovernment projects and, together with Digital TV and WiFi, provide a key infrastructure for future services.

Many organisations and council departments are already investigating how the kiosks network, digital TV and WiFi can aid their service delivery and customer service strategies.

The ODPM support for the Community Service Portal project accelerated the pace of development of the out-of-home eGovernment infrastructures in Gateshead and Newcastle and meant that new networks could be established in North Tyneside, South Tyneside and Sunderland. It is unlikely that these networks would have developed as they are today if the ODPM funding had not been made available.

The timescale of the project was tight – approval in May 2003 and completion by March 2004 – and it was a challenge to identify acceptable procurement methodologies that met Standing Orders and conformed with the project timescale. In general the ODPM support was adequate, although we could have benefited from a speedier approval of quarterly reports and grant payments. A structure for the quarterly reports and advance notice of the need for an end of project report, within the project timescale would have been useful, as would financial management and grant claim template spreadsheets. Advance notice of the programme of seminars would have ensured that these could be planned for within

the resources available for the project and that the Partnership was suitably represented at each event.

It was difficult to obtain information about projects that other partnerships had been funded to deliver, as written notifications listed partnerships rather than project names or keywords and the ODPM website did not carry sufficient information about the projects. As such opportunities to link up projects that could have arisen did not come to light or arose too late in projects to enable synergies and opportunities to be exploited. This may have been assisted by a specific allocation of funds for peer-dissemination within these projects, as appears to be the case with the National Projects of which people are much more aware.

## **2.7 Lessons Learned for the Partnership**

In general the project was run very effectively and this was largely due to the hard work and commitment of the council staff engaged in the project.

Another important factor that contributed to the successful outcome was that the project was divided into distinct strands each managed by a dedicated deliverable team leader, all reporting to a full time Project Manager. Each Council nominated a lead officer for the kiosks and portal initiatives.

The deliverable team leaders and council lead officers were not all full-time dedicated to the project and, in most cases, were not being funded by the project, so had to prioritise their time with their day job. Inevitably at times this led to competition for time with the normal duties and responsibilities. Full, or part time, secondment to the project would have enabled more focussed management, however insufficient resource was available for this purpose.

The Project undoubtedly benefited from having a dedicated Project Manager who was able to meet with stakeholders frequently and when required by the deliverable team leaders to resolve problems or major issues.

The Project Manager also had time to meet with a variety of organisations and council departments to promote the concept and work of the project, which led to greater understanding and 'buy-in', and also provided useful informal validation and peer review of the work in progress.

Board meetings were held monthly, as were Project Team meetings due to the need to programme these into diaries in advance; deliverable team meetings were convened as required.

Regular communication between the Project Manager, Project Executive, Project Assurance Manager and Deliverable Team Leaders ensured that the project was taken forward in an effective and acceptable way.

The decision making process was never contentious with all team members understanding the need to work in a consensus fashion.

## **2.8 What are the key achievements of the Partnership**

One of the key achievements has been to cascade the spirit of joint working at the TWICT board level to lower levels in each Council. Excellent and effective working relationships have formed between staff drawn together for the first time, through this project. This has enabled informal networking and information sharing on other topics and encouraged investigation of further joint working initiatives.

The project has also shown that by jointly addressing a topic of common interest, recognisable by all as a core activity it is possible to achieve significant results by catalysing existing resources where additional resources to fund staff are not available.

The value of having a full time project manager encouraging and managing joint working has been realised and the partnership has established the post of Partnership Project Officer to undertake further joint work in 2004/05 from within its own resources.

This was TWICT's first significant project, and the first to deliver direct tangible citizen outcomes. The success of the project in meeting its objectives has encouraged TWICT to undertake further joint working and collaborative projects, a number of which are currently in the planning stage. It has also encouraged other local organisations to seek membership of TWICT.



### **3 Project Overview**

#### **3.1 Tyne and Wear Community Service Portal**

##### **Vision (January 2003)**

The Tyne and Wear Community Service Portal will provide a consistent easy-to-use way into local information and services, irrespective of the access channel used. This could be web, interactive digital television (iDTV), on-street kiosk or public WiFi (high-frequency wireless local area network) enabling mobile access to the Portal from laptop and handheld computers.

Citizens and visitors will be able to access joined up information and services on street and at home without needing to have access to a computer.

The Community Service Portal will support each Council in transforming the way in which it delivers services to its customers.

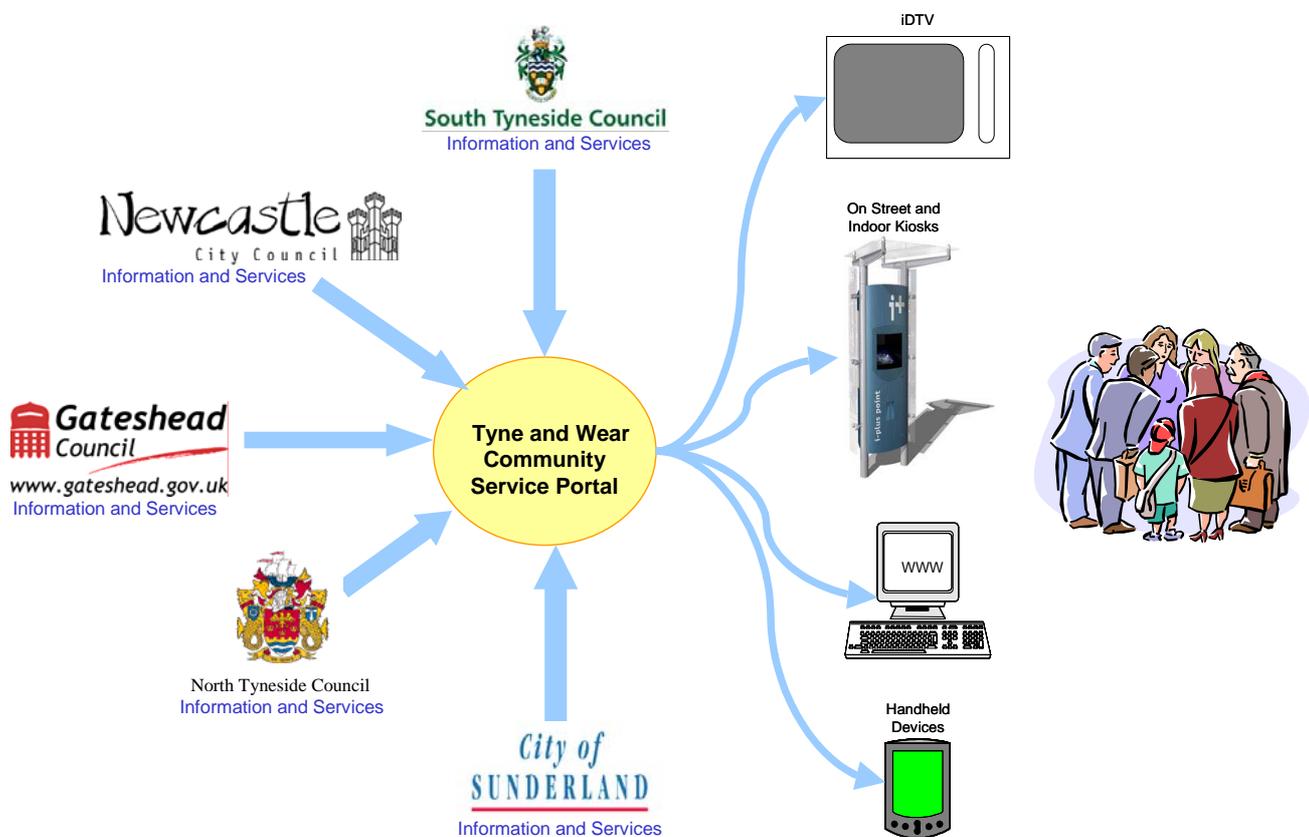
We will ensure that the Community Service Portal is:

- Joined up: The Portal will bring together services from a number of Councils, other public services and private companies. It will provide a 'snappy service' point for citizens and visitors.
- Accessible: The Portal will be designed to ensure that it will be as easy as possible to access, offer choice, and be convenient to use.
- Delivered jointly: The Partnership will work with other public service providers to ensure that customers' needs are addressed in an efficient and effective manner.
- Delivered seamlessly: The Portal will deliver services consistently and together – customers will not feel like they are dealing with many different organisations when they use different services.
- Open and accountable: Services will be provided in a more transparent way, with information more readily available. It will be easier for our customers to make suggestions or complaints and we will be more responsive to their needs. The citizens of Tyne and Wear will be able to take a more active role in local decision-making.
- Used by e-citizens: The Portal will enhance peoples choice in how they deal with us, offering additional access channels to joined-up cross-council services through kiosks, interactive digital television, WiFi and the world wide web.

Delivered or supported electronically: Faster, more reliable and more efficient levels of service will be achieved through the appropriate use of new technology. This will also allow us to achieve better value for our customers. We will use these technologies as appropriate for the benefit of our community.

The Portal will give the public access to their own Council's information and services from another Council's area, and an easy route to the public for other service providers in the public and voluntary sectors.

This diagram illustrates the proposed Community Service Portal.



Community Service Portal Principles

- Supplying local information and public services in the home and on street regardless of users' access to technology or understanding how government works.
- Creating a sustainable Community Service Portal that will need minimal support.

## Community Service Portal Content

- Information and interactive services, for
  - Residents
  - Visitors
- Drawn from each Council's existing content.
- Portal level content indexing.
- Supplemented by 3rd party public and commercial content.
- Commonly branded content available in any location.
- Portal level brand to be determined and promoted across all kiosks, iDTV and websites.

## Services

The Portal will feature a range of eGovernment services of the local Council of where the Portal is accessed, and the facility to access the services of the other Councils in the partnership and those of other public service organisations.

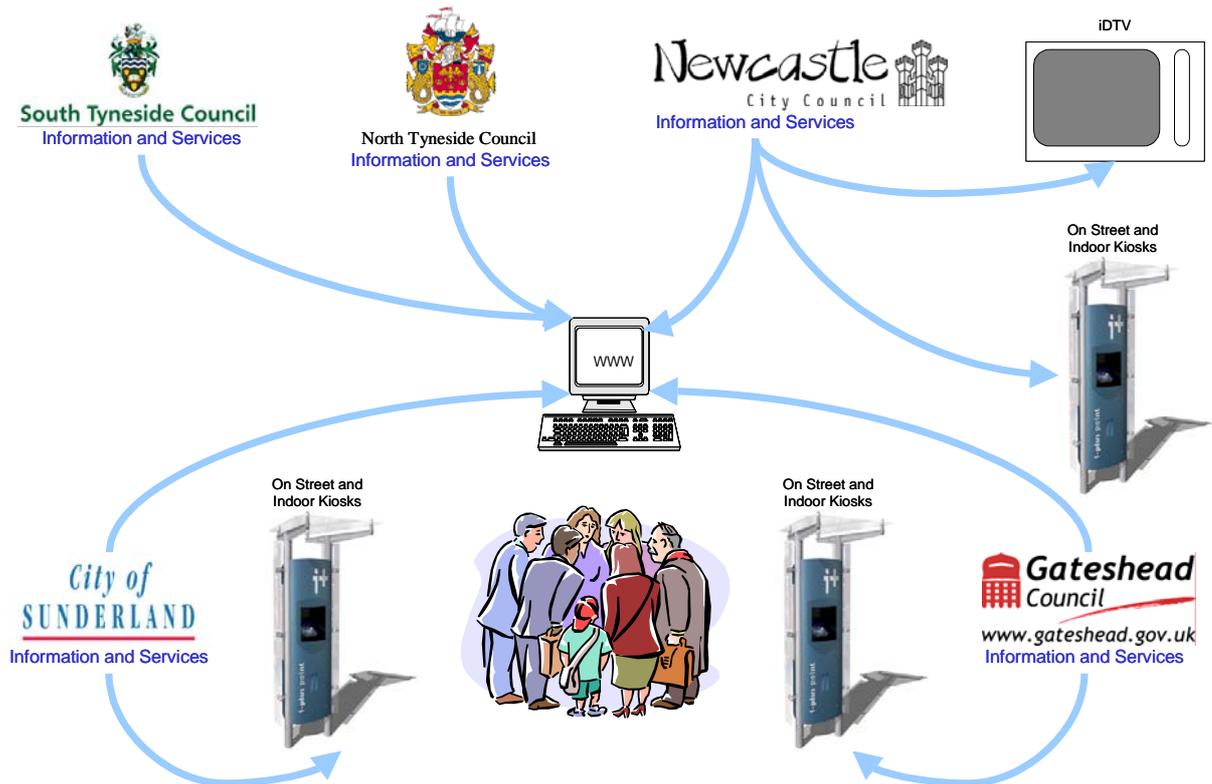
The Community Service Portal will build on the on street information and service kiosk networks being developed in Newcastle, Sunderland and Gateshead.

## **Situation before this Project**

There was no single point of access to information and services provided by all of the Tyne and Wear Councils.

Each Council published information and had services available via the World Wide Web; Newcastle, Gateshead and Sunderland Councils had embarked on separate kiosks implementation programmes. Additionally, Newcastle had been undertaking pilot iDTV services on Telewest.

This is illustrated below.



Citizens and visitors had to visit each Council website in turn to gain access to regional information, and could not access a Council's information and services from a kiosk outside that Council area.

There were no on-street kiosks in North Tyneside and South Tyneside and no iDTV services for Gateshead, Sunderland, North Tyneside or South Tyneside Councils.

The Tyne and Wear Community Service Portal can bring together content not only from the five councils but also other public sector bodies such as the Police and Nexus (the local PTE) and make it available across all the Portal access points as illustrated in the earlier diagram.

## Project Scope

### In scope

- Procurement of additional on street kiosks.
- Implementation of the extended kiosk network.
- Agreeing content workflow.
- Agreeing to, and providing, content for the Community Service Portal.
- Developing bids for further development.
- Sustainability and Portal management arrangements.
- Procurement, Testing and Establishment of the Community Service Portal systems.

### System functionality Scope

- Taking content from councils and other content providers
- Indexing content
- Storing content and pointers to content
- Providing an easy-to use consistent interface across a variety of output formats
- Providing content to a variety of output formats
- Providing management information about use of the system

The project addressed the delivery of the above system up to and including the final products as defined. It also covered the implementation and testing of the systems together with the specified interfaces.

Training in the operation, development and maintenance of the installed system was also included.

## 3.2 Organisation

### Project Board

- The Tyne and Wear ICT & eGovernment Partnership Board managed the Project.
- It meets monthly and is chaired by the Project Executive (Alan Holt).
- Regular reports were submitted from the Tyne and Wear ICT & eGovernment Partnership to the Tyne and Wear Chief Executives Group.

## **Project Team**

- A Project Team managed the production of the deliverables and implementation of the Community Service Portal.
- This met monthly and was chaired by the Project Manager.

## **Project Manager**

- A full time Project Manager was appointed, reporting to the Project Board.
- The Project Manager was a member of the Project Team.

## **Project Assurance**

- A Project Assurance Manager was appointed.
- The Project Assurance Manager was a member of the Project Team.

## **Council Teams**

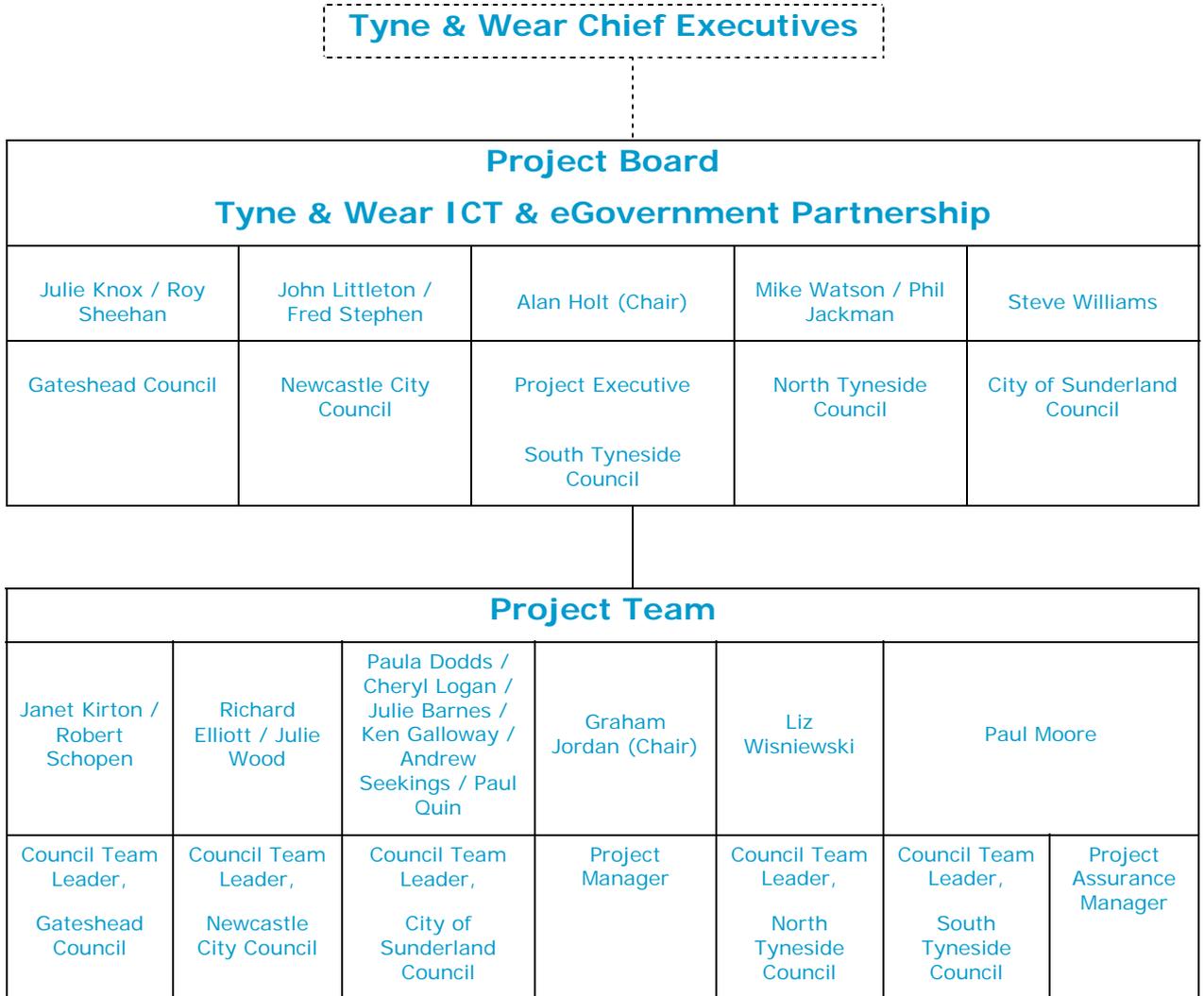
- Each Council provided a team to work on the project, which consisted of at least a Council Team Manager, a content manager, a street furniture implementation manager, and a legal contact.
- Each Council Team Manager was a member of the Project Team.
- The production of each deliverable was led by one of the Councils' Project Team Managers. All Councils worked together to produce each deliverable.
- Staff responsible for the deliverables attended and presented highlight reports to each Project Team meeting.

## **Council Team Leaders**

- There were 5 of these, one for each council.
- The Council Team Leaders were representatives of each Council who understand the Authority's business and are familiar with existing business processes.
- They were responsible for managing the local team members who defined the requirements for the system, took care of the local implementation of the Community Service Portal and the provision and conversion of content for the system.

## Project Structure Overview

The diagram below illustrates the structure of the project.



Multiple names represent transitions that occurred during the project.

Other staff that were allocated responsibility for deliverables and suppliers attended the Project Team meetings as required.

### 3.3 Project Deliverables

- All planned deliverables were achieved by July 2004.
- Public deliverables are Available at [www.newcastle.gov.uk/twscsportal](http://www.newcastle.gov.uk/twscsportal)

### 3.4 Outcomes against Objectives

#### Primary Objectives

*Define the technical and operating requirements for the Portal.*

This was the subject of deliverable *D1 Specification of Technical and Operational Requirements*, which was completed in early July 2003 and was used as the basis of the Invitation to Tender.

This was developed further in Design and Implementation discussions with the supplier and a clear philosophy for the portal and its operation was developed. This included content, integration, navigation and look and feel and is documented within *D3 Integration of Community Service Portal and Kiosks with Council Content*.

*Implement a network of on-street kiosks.*

Within the *D2 Procurement of Community Service Portal Systems and Services* process, responses to the invitation to submit Expressions of Interest indicated that suppliers were able to implement a network of on-street kiosks within the timescale and budget available to the project.

*Deliver local authority services and local information.*

The *D2 Procurement of Community Service Portal Systems and Services* process resulted in the selection of a supplier able to deliver the portal systems and services and extend the network of on street kiosks within the timescale and budget available to the project.

These carry a mix of council services, other public services, local information and national services. The Community Service portal provides a new, easy way to access Council and other public services, and for the first time, enables users to access services from Councils other than that where the kiosk is located.

An additional 15 kiosks have been installed across Tyne and Wear, 3 in each of the 5

council districts.

Kiosk provision was subcontracted to the company that was already establishing a kiosk network in the area; as a result all of the kiosks in Tyne and Wear work in the same way and all carry the Community Service Portal.

The implementation of the portal services and on-street kiosks was coordinated through the *D3 Integration of Community Service Portal and Kiosks with Council Content* deliverable.

*Establish the management structures and procedures to sustain the network.*

Management arrangements to sustain the network were developed within the *D4 Development Plan*. This considered governance arrangements, expansion arrangements, development priorities, future funding sources and contractual relationships.

The project contracted for four years managed service for the portal systems and kiosk services and secured a capped rate annual continuation fee should the councils wish to extend the portal and kiosk services beyond 2008.

The Partnership and Community Service Portal was invited to be a cluster to trial the Starter Kit being developed by the National Project for Digital Television. The Partnership has always seen Digital Television as a key channel for the Portal and is very enthusiastic about participating in the National Project.

The intention is to investigate the potential of Digital TV for Council services across the area. It was originally intended to use Portal data to feed services on the digital television platform however limitations of functionality with the National Project's Starter Kit prevented this.

To manage the DigiTV project and to continue the development of the Community Service Portal, the Partnership decided to continue the funding of the Project Manager to March 2005 in the form of a Partnership Project Officer post, funded from the Partnership's own funds.

## Secondary Objectives

*Delivery of local authority services and local information services in a cross-service cross authority way.*

Content on portal and kiosks is drawn from a range of councils and presented in a seamless way to the user.

Discussions took place within the deliverable *D1 Specification of Technical and Operational Requirements* development and with the supplier within *D3 Integration of Community Service Portal and Kiosks with Council Content* deliverable to determine the way in which content is brought together and navigated within the portal and kiosks.

A presentation and navigation style was developed in conjunction with the supplier to ensure that users can access information and services and move between information from different Councils quickly and easily.

Where appropriate information from various sources is pooled to give a sub regional perspective.

Kiosks are free to use and Council services are available from the highest-level menu and are presented on the first screen the user sees.

*Attempt to reduce the digital divide by enabling access to e-services for people without access to a PC or the World Wide Web.*

From the *D2 Procurement of Community Service Portal Systems and Services* responses to the invitation to submit Expressions of Interest it was identified that a number of kiosks could be supplied which each Council in the partnership would decide where to locate within their area.

Councils could therefore target areas where access to services might be limited.

Each Council determined its locations for kiosks according to local priorities. These included ensuring access to services in areas where access to PCs and the World Wide Web is less developed and areas where traditional services are lacking.

A mix of locations were selected, from City Centre locations and locations popular with tourists, to rural village locations selected for social inclusion reasons.

*Make more content  
and services more  
easily accessible.*

The Community Service Portal enables kiosks to offer services from other Council areas, and pulls these together in a way that is easy to use.

The additional kiosks provided by this project (and further kiosks provided by the Councils and supported by other funds such as Single Regeneration Budget and Lottery funds) ensure that there is a greater presence for eGovernment services, provided not only by the Council but by Central Government Departments and Agencies and their intermediaries.

The kiosks implemented are attractive, free to use, easy to use, and carry supplemental commercial content that attracts users who may then access eGovernment services on the spur of the moment.

*Provide ways of  
transacting business.*

Responses to the *D2 Procurement of Community Service Portal Systems and Services* invitation to submit Expressions of Interest indicated that the kiosks and portal would enable transactional processes.

The kiosks and the Community Service Portal enable interactive services developed by Councils and their partners to be made available to the public.

*Develop a system that can ultimately be additionally provided using emerging technologies such as interactive Digital Television (iDTV) and WiFi.*

From the *D2 Procurement of Community Service Portal Systems and Services* responses to the invitation to submit Expressions of Interest it was identified that portal systems were available that would allow content to be delivered to DiTV without the need for duplication or recreation.

Kiosks can have Smartcard / credit card / debit card facilities and carry a WiFi node which creates a local 'bubble' for wireless public internet access.

Portal systems were developed that allow data to be delivered to DiTV without the need for duplication or recreation. A small amount of content management work is required to establish DiTV-specific introductory pages and format templates, in a similar manner to those required for kiosks. These can be accommodated within the portal systems.

### 3.5 Operation / Launch

*When will the project be operational?*

The Community Service Portal was activated on 26<sup>th</sup> March 2004.

*What arrangements have been made for Publicity/Press launch/Website?*

A series of activities took place across the Council areas involving a Ministerial Launch by David Milliband MP, and a week of events with the local BBC 'Blue Bus' adjacent to different kiosks.

This was supplemented by local 'council news' publicity, advertisements, leaflets and a free-to-enter prize draw via the kiosks.

A number of presentations on the project have been given to local organisations, local events and a number of national conferences, the most significant of these being the Smart Government Forum in December 2003 and the SPIN Electronic Public Information 2004 event in May.

### 3.6 Risks

*Were there any changes to the main risk factors for the project since inception?*

Risks were reviewed at each monthly Board meeting and managed within a PRINCE 2 project methodology.

The most significant risk that emerged during the project was that factors beyond our control delayed the implementation of the kiosks.

Most significant were power and telecommunications, however installing street furniture in the North East in Winter / Spring also potentially exposed us to adverse weather conditions. The implementation programme for the kiosks was tight and whilst measures were taken to mitigate against tardiness on the part of third party telecommunications and power suppliers this was experienced and little could be done regarding the weather.

### 3.7 General Comments

Nearly 50 kiosks are now available and all carry Open:tyne&wear. Should these prove successful it is possible there could be more than 70 kiosks in operation by 2006.

In addition to kiosks within Tyne and Wear, Blyth Valley and Redcar and Cleveland Councils are investing in identical kiosks, through the framework agreement established via the North Eastern Purchasing Organisation (NEPO). This enables councils from the Scottish borders to Teesside to procure portal and kiosks services very easily and establishes the kiosks deployed in Tyne and Wear as the de facto standard for the region.

Many of the kiosks are adjacent to key tourist attractions or in main shopping areas.

The kiosks are connected using broadband and can offer real time services such as transport information or real time booking services. They are web-based but navigation is controlled so users cannot access unapproved sites.

Because of the design of the touchscreen interface, users need no computer experience and need not be aware they are accessing information and services via the internet.

Kiosks are equipped as 'hotspots' for wireless internet (wifi) enabling users of hand held devices and portable computers access to broadband speed wireless services.

Services from the Council where the kiosk is located are available from the first screen users will see on the kiosk. An attractor panel alerts users that more services are available via Open:tyne&wear, which also has its own menu button. Pressing this button presents menus that give access to services from other Councils and to tourist information which is drawn together from each Council, combined and presented seamlessly to the user in Open:tyne&wear look and feel.

The Partnership was fortunate that all of its members are members of the North Eastern Purchasing Organisation. Procuring via NEPO made it easier to develop consensus on the procurement methodology and enabled access to the expertise of professional buyers.

NEPO's already-planned s-cat registration was established in parallel to the determination of the procurement methodology. Without that registration being in place purchase via s-cat may not have been an option and could have impacted significantly on project timescales.

This was NEPO's first procurement under s-cat, and the Office of Government Commerce gave very useful guidance to NEPO and the D2 Procurement Team.

As well as achieving the objective of procuring the initial portal and kiosks services, NEPO established a mechanism for other member councils to join the Tyne and Wear portal or replicate the portal in their own areas.

Absence due to illness and reorganisation of responsibilities effected a number of staffing changes to the Council kiosks teams. However, replacement staff took up the roles vacated, and work progressed as planned.

Links with other Projects including National Projects were established and discussions held:

- LAWS – regarding data structures for common services such as 'AtoZ listings', 'What's on' events and 'Council Jobs'.
- DigiTV – The Partnership is participating as a trial site for the Starter Kit using portal data to populate its digital TV service.
- Ttravis – the Morpeth / Alnwick travel and tourism kiosk project
- IRT Pathfinder '*Passport to Services*' – the Gateshead / Newcastle integrated referral and tracking project expressed interest in working with other Tyne and Wear Councils to publish a directory of services for young people via the portal.
- Smartcards National Project – all councils in the Partnership are members of the North East Smartcard Consortium (NERSC) which is a leading partner in the Smartcards national project. Kiosks services procured can include Smartcard facilities. A presentation on the potential of kiosks and the portal as a channel to support Smartcards was given to the Smart Government Forum in December 2003.

Additional kiosks provided by this project (and further kiosks provided by the Councils and supported by other funds such as Single Regeneration Budget and Lottery funds) ensure that there is a greater presence for services.

### 3.8 Detailed Outcomes

**DELIVERABLE: 1 *Specification of operational and technical requirements***

The Deliverable Team comprised website managers, web application developers and Council Team Leaders within this project. Newcastle City Council led this Deliverable Team.

A number of meetings were held and a draft specification developed. This was circulated amongst the Deliverable and Project Teams and refined into a format appropriate for use as an Invitation to Tender. The Deliverable was completed to schedule in July 2003.

## **DELIVERABLE: 2 Procurement of Community Service Portal systems and services**

The Deliverable Team comprised legal representatives, procurement officers and Council Team Leaders within this project.

South Tyneside Council led this Deliverable Team.

The Procurement Methodology was determined and documented.

It was decided to procure the portal systems and services via s-cat, through the North Eastern Purchasing Organisation (NEPO), a consortium of twenty local authorities from the Tweed to the Tees, to establish a framework against which NEPO members wishing to join or replicate the Community Service Portal can purchase portal and kiosk services without further procurement.

NEPO's already-planned s-cat registration was established parallel to the determination of the procurement methodology. Without that registration being in place purchase via s-cat may not have been an option and could have impacted significantly on project timescales. This is NEPO's first procurement under s-cat, and the Office of Government Commerce Catalogue Manager gave very useful guidance to NEPO and the D2 Procurement Team.

S-cat prime contractors were invited to submit expressions of interest (EoI) and a number of responses were received. The suppliers that submitted compliant EoI responses were invited to tender.

The procurement process resulted in Connect Internet Solutions being invited to work with the Partnership. Connect provides portal and web services to a variety of clients in the public and private sector including Liverpool Football Club, North West Workplace and Knowsley Council where it provides web, digital TV and kiosk services, the kiosk service being provided by Cityspace.

Connect proposed to subcontract Cityspace for the delivery of the kiosk services. Cityspace is already working with more than 25 Councils to implement urban digital networks. Each supplier worked directly with the Councils on implementation issues, reporting and working via a joint account management role as part of the project team.

Connect proposed a complete managed service comprising:

- Web-based Portal management system to gather content directly entered by each Council or extracted from static web pages, databases or each Council's existing content management systems
- Template creation and management for www and kiosks that is extensible to DiTV
- Cache content to ensure performance in delivery via kiosks and the www and also search engine penetration
- Hosting and serving of that formatted content to www, kiosks
- On street i+ kiosks with WiFi wireless internet hotspot functionality
- Kiosk emulation equipment for North and South Tyneside Councils, and for the Portal manager (other Councils have already addressed this in their existing arrangements with Cityspace)
- Full implementation services including on site and e- training
- Full hardware maintenance (incl. vandalism repair), print roll refresh, cleaning, all software upgrades, account management and user support

The cost model provided by Connect / Cityspace was for an overall one-off payment that would give a number of years of managed service.

The project funds were sufficient to finance the set up and operation of the Community Service Portal and 15 on street kiosks for a period of 4 years. Beyond that period we have the option to extend at rates that would not exceed agreed capped amounts.

**DELIVERABLE: 3 Integration of Community Service Portal and Kiosks with Council content**

Each council had a nominated Team Leader who led their involvement in this Deliverable Team. Effectively, there were five teams, one for each Council, comprising their legal, highways, content and communications representatives.

The Project Manager led this Deliverable Team.

The Community Service Portal project was developed within each Council's electronic service delivery and customer services strategies.

The Councils identified legal, highways and content issues associated with launching the Community Service Portal, and transferred knowledge and experience from those Councils that already have an established or planned kiosks presence.

Necessary approvals procedures within each Council were identified, and where necessary Cabinet and Committee reports were submitted. Initial content was agreed and data feeds identified.

Data structures were established to draw together Tourist Information from the five councils and to store it within the portal systems. This solution enables content not only to be presented in a coherent fashion from each of the councils, but also for information from various sources to be combined and presented in a regional view to the user. This also provides the blueprint for future content integration within the portal.

Initial Tourism content includes:

- Travel and Transport
- Visitor information
- Accommodation / Where to Stay
- Nightlife
- Dining out
- Regional What's on
- Things to see and do

Council services were established for North Tyneside, South Tyneside and Sunderland Councils. Services for Newcastle and Gateshead Councils had already been developed in advance of this project.

Data for North Tyneside, South Tyneside and Sunderland Councils is provided to the Portal in xml feeds drawn from existing council systems and presented to kiosk users from the Portal according to the Cityspace design templates used throughout the country. For Newcastle and Gateshead Councils the Portal will act as a 'thin' portal providing links to kiosks services already established.

Initial Council services include:

- Guides to Council Services
- Information about the Council and Councillors
- Contact the council
- Request a form
- Report an environmental problem
- Local What's on?
- Council Jobs
- Signposts to different languages

Services from the Council where the kiosk is located are available from the first screen users will see on the kiosk (this is how services were presented prior to the project).

A new attractor panel alerts users that more services are available via the Community Service Portal, which has its own menu button. Pressing this button presents menus that give access to services from other Councils and to tourist information which is drawn together from each Council, combined and presented seamlessly to the user in the Community Service Portal look and feel. Menus allow for services to be expanded in the future.

The appearance of the main Cityspace kiosk interface is largely monochromatic and uses bold blocks of colour.

The Community Service Portal is presented in a softer, more graphical manner featuring suitable background imagery from the region.

## Services on the Kiosks

### Welcome

This is the first screen users see. It always carries the services of the Council in which the kiosk is located, regardless of the funding source for the kiosk.



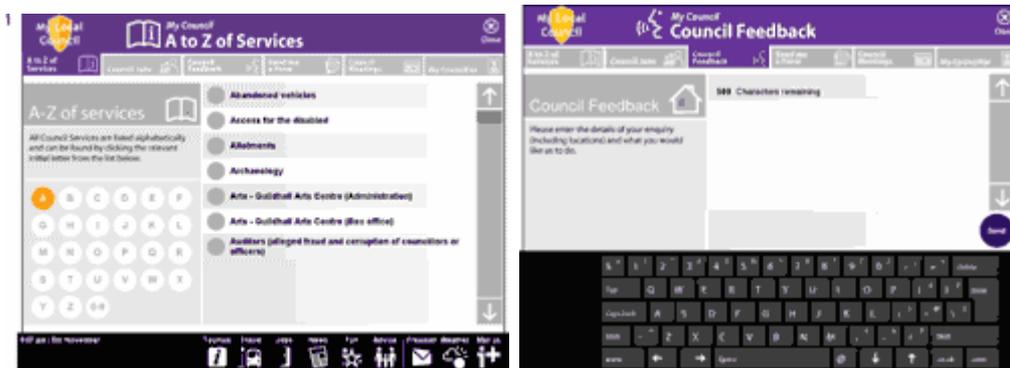
### News

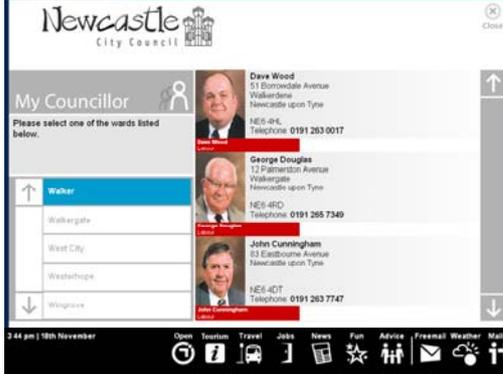
Touching the header strip on the i+ Welcome screen or on the small news icon at the bottom of the screen will take users to local, national and international BBC News.



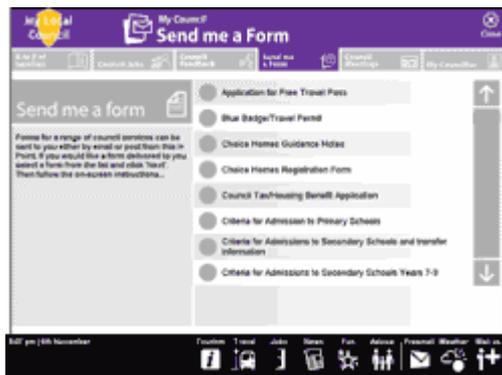
### Council Services

Touching any of the side panel buttons will take users to Council services such as:

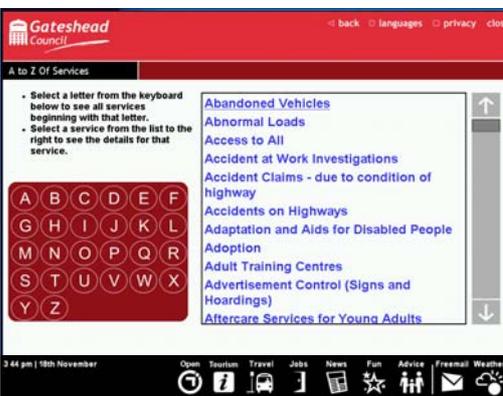
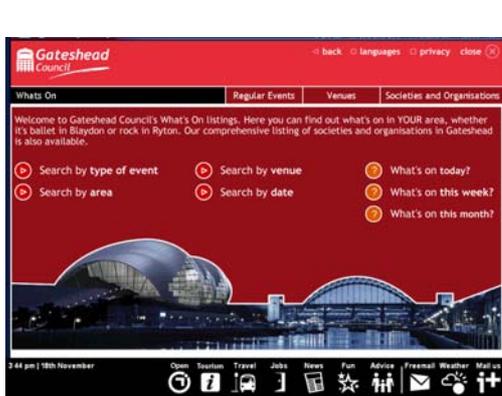




and allow them to request Council forms:



or find out 'What's on?'



## Travel

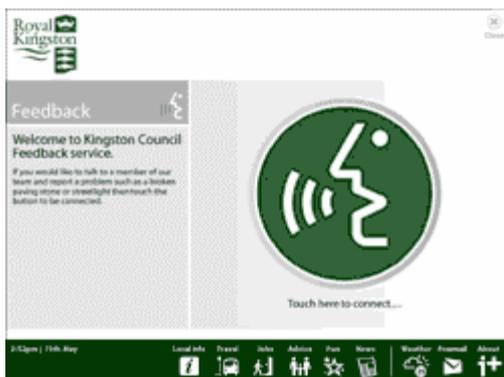
Touching on the small Travel icon at the bottom of the screen



will take users to i+ Travel Services such as roads and public transport delay information, roadworks, and to Journey Planning and Real-time passenger information to be added shortly,



and can allow them to access a Transport authority / Council Help Point.

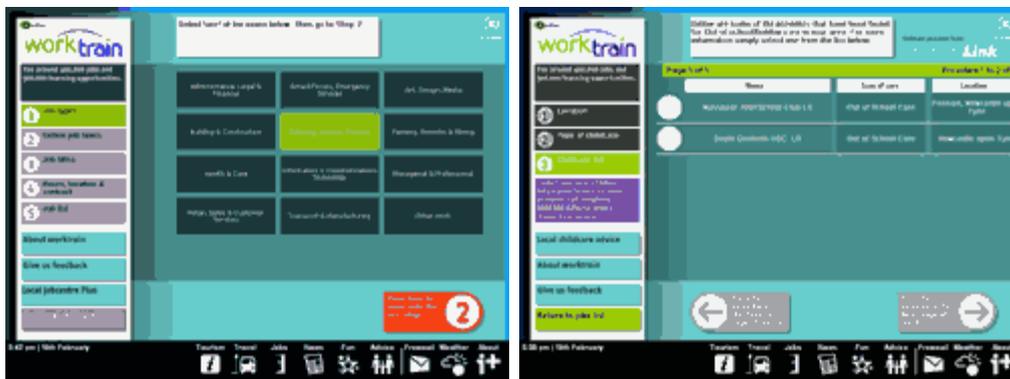


## Jobs

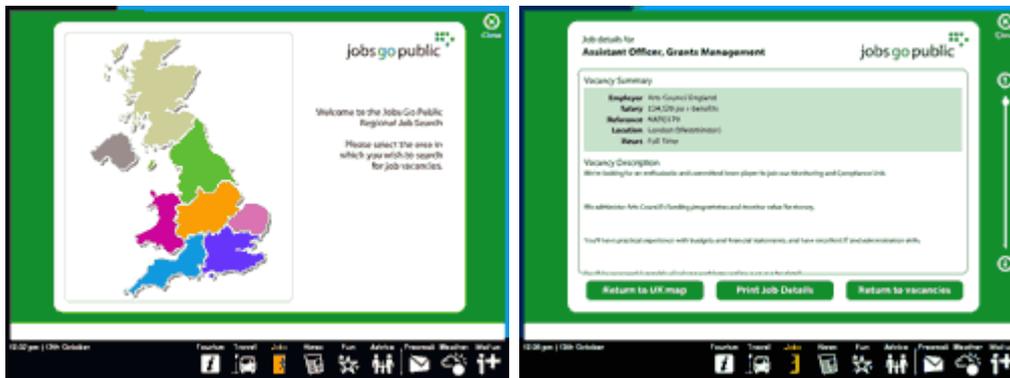
Touching on the small Jobs icon at the bottom of the screen



will take users to Department for Work and Pension services such as Worktrain:



and Jobsgopublic



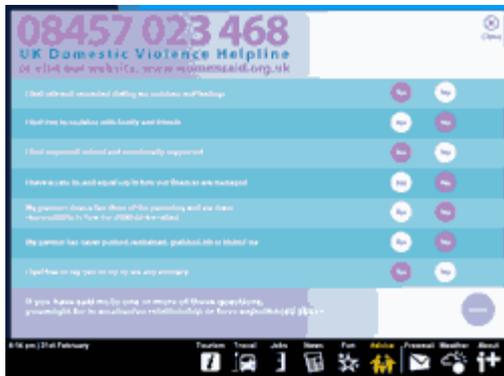
## Advice

Touching on the small Advice icon at the bottom of the screen

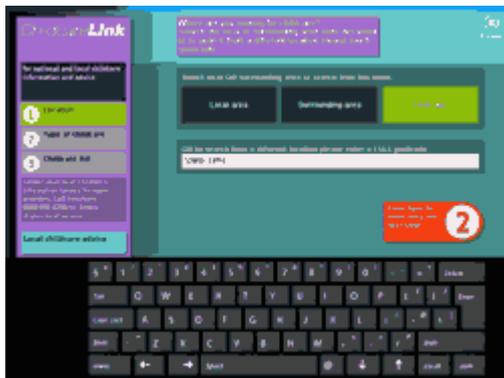


will take users to advice services such as:

### Women's Aid



### Childcare



### Crimestoppers



## Missing Persons



## Freemail

Touching on the small Freemail icon at the bottom of the screen will take users to the free email service:



## Tourism

Touching the small Tourism icon



at the bottom of the screen will take users to tourism services and give access to a local service finder and the 'send an e-postcard' function:

## Fun

Users can also have fun whilst using i+ services. Touching on the small Fun icon at the bottom of the screen will take users to fun and games from i+:

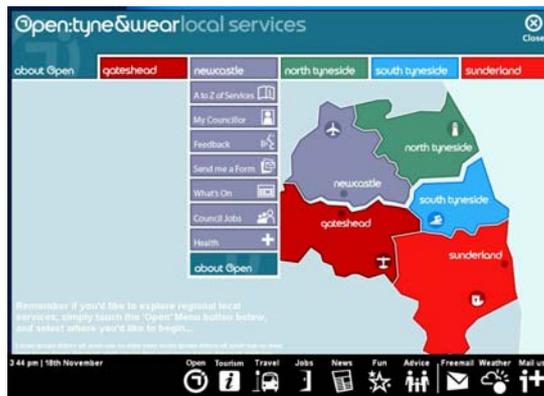


## Open:tyne&wear

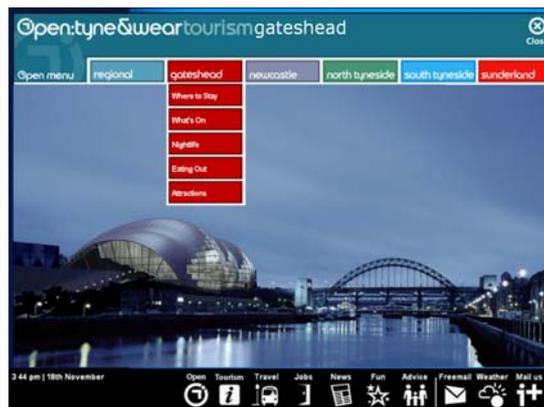
Touching the 'Open' button at the bottom of the screen, or the animated attractor panel, gives users access to the Open menu where they can choose from a range of regional services, at the moment other councils services and sub-regional tourism information.



Local Services gives users access to council services from each of the Councils in Tyne & Wear.



Likewise, Tourism gives access to Tourism Information and services from each of the Councils, and additionally offers an amalgamation of this, together with information for attractions outside the sub-region, in a 'regional' button.

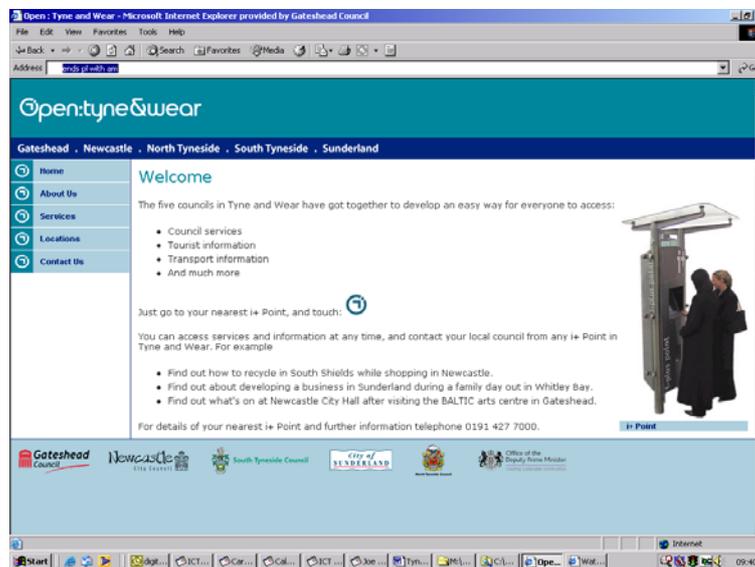


## On the Web

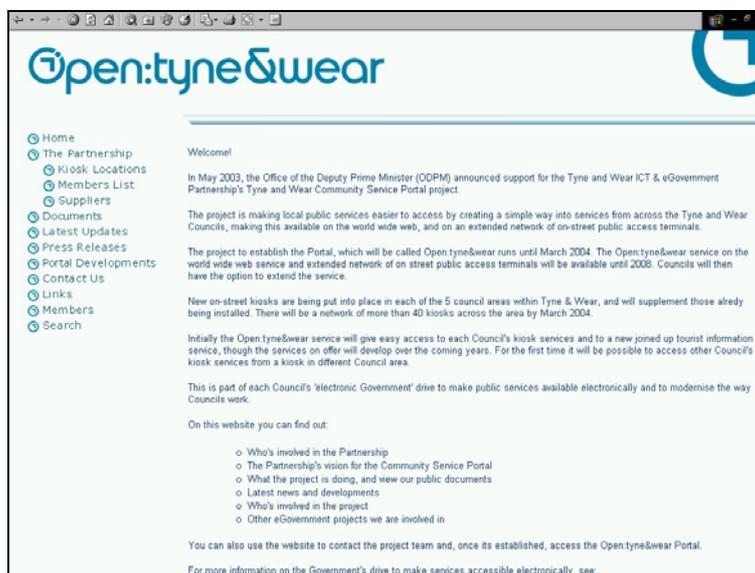
The following domain names for the Portal were registered:

- [www.opentyneandwear.org](http://www.opentyneandwear.org), .org.uk, .info, .tv
- [www.opentw.org](http://www.opentw.org), .org.uk, .info, .tv
- [www.opennewcastle.org.uk](http://www.opennewcastle.org.uk), .info, .tv
- [www.opengateshead.org](http://www.opengateshead.org), .org.uk, .info, .tv
- [www.opennorthtyneside.org](http://www.opennorthtyneside.org), .org.uk, .info, .tv
- [www.opensouthtyneside.org](http://www.opensouthtyneside.org), .org.uk, .info, .tv
- [www.opensunderland.org](http://www.opensunderland.org), .org.uk, .info, .tv

A website using the domain name [www.opentyneandwear.info](http://www.opentyneandwear.info) is used as the primary public information site for the portal.



A further website at [www.newcastle.gov.uk/twportal](http://www.newcastle.gov.uk/twportal) provides documentation on the project and enabled the project to be tracked through its development.



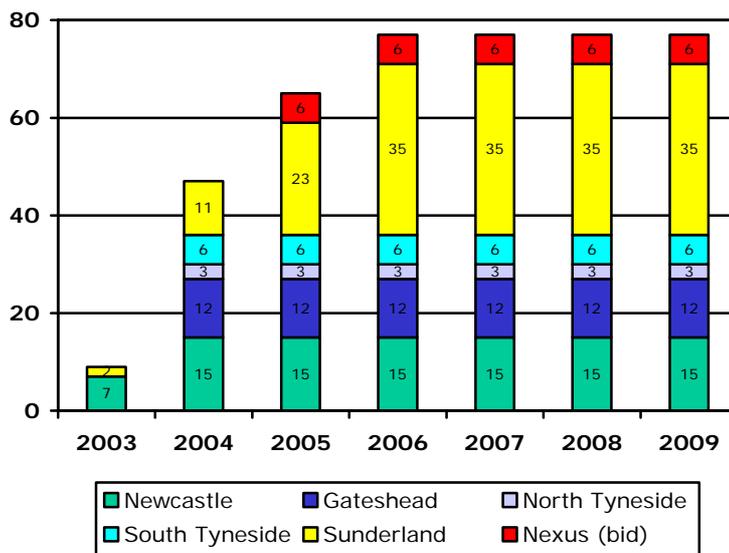
3 additional on street kiosks were located in each Tyne and Wear district:

- Gateshead
- Newcastle:
- North Tyneside
- South Tyneside
- Sunderland

These are in addition to kiosks already established by Councils as part of their customer service strategies and kiosks being funded by SRB (South Tyneside), Lottery funds (Gateshead) and Neighbourhood Renewal Fund (Sunderland).



More than 40 kiosks are now available and all carry the Community Service Portal. Should these prove successful it is possible there could be more than 70 kiosks in operation by 2006.



## Tourism Services

The tourism services on the kiosk are brand new. When discussions commenced regarding making tourism information available through the Portal for all of Tyne and Wear, the Tourism Managers decided it would be useful to have a common system and commissioned a Tyne and Wear tourism data management system. ([www.visittyneandwear.com](http://www.visittyneandwear.com)).

This builds on and uses data from the [www.visitnewcastleandgateshead.com](http://www.visitnewcastleandgateshead.com) website augmented by xml feeds and direct content entry by the Councils. Through this, the tourism managers subscribed to a common xml format for their information, and secured the use of this from the [www.visittyneandwear.com](http://www.visittyneandwear.com) system for any channel, including the kiosks.

Content for the kiosks tourism services is drawn from the [www.visittyneandwear.com](http://www.visittyneandwear.com) system and presented to users in the Portal look and feel. Data is taken dynamically from live systems used to populate Council and Tourist Information websites ~ kiosk users can be assured of receiving information consistent with that available to web users.

## World wide web

It was originally planned that the portal would be made available via the www. However it was realised that as the portal provides restricted functionality based on existing full functionality websites, this would offer users a diluted web experience.

Instead it was decided to establish a 'further information' website at [www.opentyneandwear.info](http://www.opentyneandwear.info) and include links to the full functionality websites from which the kiosk content is drawn.

The following table illustrates the implementation status of kiosks in Tyne and Wear, Northumberland and the Tees Valley. This includes those kiosks funded by this project and those funded through other initiatives.

Key

Live (including all 15 kiosks funded through this project)
Planned to be live by end Summer 2004
Further kiosks to be live by end 2004

Authority	Kiosk count	Location	Status / Go live
Gateshead	1.	1. Leisure Centre	Live 3 <sup>rd</sup> March
	2.	2. West Street	Live 31 <sup>st</sup> March
	3.	3. Coatsworth Road	Live 14 <sup>th</sup> April
	4.	4. Baltic Quay	Live 27 <sup>th</sup> April
	5.	5. Crawcrook	Live 27 <sup>th</sup> April
	6.	6. Felling	Live 24 <sup>th</sup> May
	7.	7. Chopwell	Live 26 <sup>th</sup> May
	8.	8. Winlaton	Live 28 <sup>th</sup> May
	9.	9. Saltwell Park	Awaiting instruction to proceed from Council
	10.	10. Indoor demo unit	Cityspace arranging delivery
	11.	11. OE Hospital	Awaiting instruction to proceed from Council
	12.	12. Old Durham Road	Cityspace now estimating early September
		13.	13. Metrocentre, opposite the Nexus travel information centre
Newcastle	14.	1. Northumberland Street Evans	Live pre project
	15.	2. Northumberland Street Evans	Live pre project
	16.	3. Civic Centre	Live pre project
	17.	4. Chillingham Road	Live pre project
	18.	5. Chillingham Road	Live pre project
	19.	6. Pitcher & Piano	Live pre project
	20.	7. Gosforth High Street	Live pre project
	21.	8. Shields Road	Live May 2004
	22.	9. Adelaide Tce Benwell	Live May 2004
	23.	10. Adelaide Tce Benwell	Live May 2004
	24.	11. St Anthony's	Live May 2004
	25.	12. St Anthony's	Live May 2004
	26.	13. West Denton	Live 14 <sup>th</sup> May
	27.	14. Westgate Road	Live 26 <sup>th</sup> May
	28.	15. Northumberland St Abbey National	Cityspace now estimating early September
	29.	16. Newgate St Co-op	Cityspace now estimating early September
	30.	17. Fawdon	Cityspace now estimating early September
	31.	18. Acorn Road, Jesmond	Cityspace now estimating early September
		Charlotte Sq Business Centre	Will be 4 months from approval
		Cruddas Park	Will be 4 months from approval
		Thockley	Will be 4 months from approval
		Dinnington	Will be 4 months from approval
		Central Station	Will be 4 months from approval
North Tyneside	32.	1. North Shields	Live 31 <sup>st</sup> March
	33.	2. Whitley Bay	Live 16 <sup>th</sup> April

Authority	Kiosk count	Location	Status / Go live
	34.	3. Wallsend	Live 12 <sup>th</sup> July
South Tyneside	35.	1. King St	Live 26 <sup>th</sup> March
	36.	2. Amphitheatre	Live 27 <sup>th</sup> May
	37.	3. Hebburn	Live 28 <sup>th</sup> May
	38.	4. Jarrow	Live 12 <sup>th</sup> May
	39.	5. Amusements	Live 21 <sup>st</sup> June
	40.	6. Asda, Boldon	Live 27 <sup>th</sup> May
Sunderland	41.	1. M&S	Live 30 <sup>th</sup> March
	42.	2. Park Lane	Live 15 <sup>th</sup> April
	43.	3. Hetton	Live 12 <sup>th</sup> May
	44.	Debenhams	Estimate: early October
	45.	Chester Road	Estimate: early October
	46.	Glass Centre	Estimate: early October
	47.	University of Sunderland	Estimate: early October
		Marine Activities Centre	Estimate: early October
		Seaburn Park	Estimate: early October
		Seaburn Centre	Estimate: early October
		Southwick Health Centre	Estimate: early October
		Southwick Barclays Bank	Estimate: early October
		Fulwell Post Office	Estimate: early October
		Houghton le Spring Post Office	Estimate: early October
Blyth Valley		Blyth	Estimate Q4 2004
		Cramlington	Estimate Q4 2004
Redcar & Cleveland		Indoor	Live
		Indoor	Live
		Indoor	Live
		Indoor	July 04
		Outdoor	July 04

## **DELIVERABLE: 4 Development Plan**

The Deliverable Team comprised each Council Team Leader within this project.

The Project Manager led this Deliverable Team.

Other local public service providers have shown significant interest in joining the Portal especially because of reaching the web, digital TV and on street kiosks in five council areas through a single data feed, simplified content management and more straightforward business negotiations.

Deliverable D4.2 'Development Options, Sustainability and Management' was completed. This explores issues and options for the community service portal beyond March 2004.

The document contains background to the project and a description of what has been put in place, such that it can be read as a standalone document without reference to other materials.

Sustainability has been addressed by letting a contract for four years of portal and kiosks services, although the key factor influencing sustainability will be the development of public and commercial services sufficient to financially support the kiosks network such that after March 2008 the kiosks network can be provided without further financial support from the Councils. A significant area here is the identification of appropriate developments to sustain the kiosks and portal, and clarification of the options available and costs that would apply for organisation joining the portal / kiosks network.

The management of the development of the portal as a platform for services is addressed in this report. It is suggested that a Management Group be established, but with a small manageable Core Group consisting TWICT members. However, until such time as additional organisations are granted a presence on the portal, this need not be addressed. Kiosks management would not be the responsibility of this group, but would be the responsibility of the district Council in whose area the kiosks are located.

The Partnership has always seen Digital Television as a key channel for the Portal and is very enthusiastic about participating in the National Project. In late 2003, the Partnership and Community Service Portal was invited to be a cluster to trial the Starter Kit being developed by the National Project for Digital Television.

A pilot Digital TV service will be established on Sky, Telewest (which serves Tyneside) and ntl: (which serves Wearside) and will be available until 2005. Councils are keen to investigate the potential of the medium for services across the area and add to the knowledge gained by Newcastle in operating an interactive digital television service since 2000 and will use these investigations to decide whether to extend the service based on the National Project beyond 2005.

The intention to use Portal data to feed services on the digital television platform wherever possible was not realisable due to the functionality of the Digital TV Starter Kit.

To manage the DigiTV project and to continue the development of the Community Service Portal, the Partnership has decided to continue the secondment of the Project manager to March 2005 in the form of a Partnerships Project Officer post, funded from the Partnership's own funds. This has enabled a longer-term view to be taken of the project and ensures that the project will not cease to develop on 31<sup>st</sup> March 2004.

The D4.2 Kiosks and Portal Sustainability Report identifies over 20 topics that could be investigated further as potential developments of 'Open:tyne&wear'. The Partnership has created the post of Partnership Project Officer to develop the portal further in 2004/2005, and the Board will prioritise those areas which it feels should be investigated in addition to the already-approved areas of work in order to create a work programme for the Partnership Project Officer for 2004/2005.

## **DELIVERABLE: 5 Marketing, Publicity & Website**

The Deliverable Team comprised communications unit representatives, electronic service delivery representatives, customer service representatives and Council Team Leaders within this project.

Newcastle City Council led this Deliverable Team.

A press management strategy was developed, taking into account the need to consult all Partnership members, the supplier and the ODPM prior to any Press Releases being issued.

Preliminary options for the launch of the Community Service Portal and Kiosks were developed and considered by the Board.

A project Website was established at [www.newcastle.gov.uk/twscportal](http://www.newcastle.gov.uk/twscportal) that enabled stakeholders and other interested parties to find out more about the project and access documentation and follow progress.

A Press Release regarding the Project and Community Service Portal was issued to the trade and eGovernment press to coincide with the Contract being put in place. Publicity in the local general media was undertaken by each Council as part of its customer service development work, to coincide with kiosk installation.

Local MP David Milliband agreed to launch the portal and kiosks in South Tyneside on 26<sup>th</sup> March 2004.

The BBC Blue Bus, which combines a mobile radio studio with a mini cyber café, was located next to a kiosk in each of the other 4 authorities during week commencing 29<sup>th</sup> March 2004 to promote the portal and kiosks and provide access to the Portal on the web.

Days allocated were: -

- Newcastle on Monday 29 March
- Sunderland on Wednesday 31 March
- Gateshead on Thursday 1<sup>st</sup> April
- North Tyneside on Friday 2<sup>nd</sup> April

Staff from the project were on hand at the kiosk to work alongside the BBC staff in encouraging and promoting the use of the Portal and Kiosk.

A free to enter prize draw was held in each council area. Prizes were donated by suppliers. Winners of the competition were announced on BBC Radio Newcastle the following day.

The Blue Bus provided advertising in the form of posters in the local neighbourhood, advertising on the timetable for the bus on the Website and on BBC Radio Newcastle's Paul and Ian show which is broadcast from the Blue Bus (10am - 1pm).

North Tyneside Council produced the following: -

- A3 size Posters and one page flyers to promote the launch event, these were distributed to Local libraries, shops etc.
- A4 size leaflets fold to 1/3 size to promote the portal and kiosks rather than the launch event and these were available in Council buildings, Libraries, Tourism offices, CAB, Age Concern, for Council members for ward surgeries etc, disability groups, voluntary groups, ethnic minority groups, on the Blue Bus etc.

In addition, the Kiosks / Portal and Launch were promoted on Council websites and internally for staff on Intranets and via e-mail.

The project Website at [www.newcastle.gov.uk/twcsportal](http://www.newcastle.gov.uk/twcsportal) continued to be developed with latest information so interested parties could find out more about the project, access documentation and follow progress.

Plans for the public launch of the 'Open: tyne&wear' Portal and extended kiosks network were finalised. A press release was issued and posters, leaflets and handbills were produced to promote the launch.

### Examples of Publicity Materials

Posters at Metro stations adjacent to launch locations

**Open:tyne&wear**

**A new way to find information about our area**

You can now access information and local services using the free and easy to use **i+ Points** located throughout Tyne and Wear. Find:

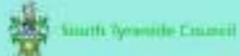
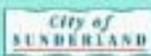
- Council Services
- Transport Information
- Tourist Information
- And much more

**Go to your nearest i+ Point and click  on the front screen.**

For further information contact 0191 427 7000  
**www.opentyneandwear.info**

**Win a 3 night cruise to Norway for 2 people, or £200 in High Street Gift Vouchers**

Look out for the BBC blue bus at the i+ Point  **in King Street on 26th March**

Competition prizes sponsored by **i+** and **FJORDLINE** Competition promoted by **cityspace**

To enter! All the i+ points in your area provide 3 services that you'll find useful in your home or at work in Tyne and Wear. Every time you use one of them you'll be entered into a prize draw, and you could win £200 of High Street Vouchers. A draw will be made on 3 separate days starting on the 26th March 2004 in South Tyne and Wear, 26th March 2004 in South Tyne and Wear, 27th March 2004 in South Tyne and Wear, 28th March 2004 in South Tyne and Wear, 29th March 2004 in South Tyne and Wear, 30th March 2004 in South Tyne and Wear, 31st March 2004 in South Tyne and Wear, 1st April 2004 in South Tyne and Wear, 2nd April 2004 in South Tyne and Wear, 3rd April 2004 in South Tyne and Wear, 4th April 2004 in South Tyne and Wear, 5th April 2004 in South Tyne and Wear, 6th April 2004 in South Tyne and Wear, 7th April 2004 in South Tyne and Wear, 8th April 2004 in South Tyne and Wear, 9th April 2004 in South Tyne and Wear, 10th April 2004 in South Tyne and Wear, 11th April 2004 in South Tyne and Wear, 12th April 2004 in South Tyne and Wear, 13th April 2004 in South Tyne and Wear, 14th April 2004 in South Tyne and Wear, 15th April 2004 in South Tyne and Wear, 16th April 2004 in South Tyne and Wear, 17th April 2004 in South Tyne and 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## A4 Leaflet

### Open:tyne&wear

The five councils in Tyne and Wear have got together to develop an easy way for everyone to access:

- Council services
- Tourist information
- Transport information
- And much more

Just go to your nearest i+ Point, and touch:



You can access services and information at any time, and contact your local council from any i+ Point in Tyne and Wear. For example

- Find out how to recycle in South Shields while shopping in Newcastle.
- Find out about developing a business in Sunderland during a family day out in Whitley Bay.
- Find out what's on at Newcastle City Hall after visiting the BALTIC arts centre in Gateshead.

For details of your nearest i+ Point and further information telephone 0191 427 7000. [www.opentyneandwear.info](http://www.opentyneandwear.info)

### Open:tyne&wear

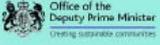
**Tyne and Wear ICT and e-Government Partnership 2004**

Open Tyne & Wear is a service organised by the Tyne and Wear ICT and e-Government Partnership.

This brings together the five Tyne and Wear councils with the aim of sharing experience and progressing e-Government initiatives for the benefit of the region.





### Open:tyne&wear

**The free and easy-to-use information service about our area**



Gateshead · Newcastle · North Tyneside  
South Tyneside · Sunderland

- latest jobs
- free e-mail
- news & sport
- council services
- visitor information



### Open:tyne&wear

**Simple to use touchscreen access**

Available at an i+ Point:

- Free outward e-mail and e-postcards
- The latest jobs
- Visitor and what's on information
- Council information and services
- BBC news and sport
- Transport information
- Crimestoppers
- Weather
- Missing Person's Helpline



### Open:tyne&wear

**Get in touch with your council**



You can access services from Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland councils, such as:

- An A-Z of services - for information such as when bins will be emptied, how to contact social services and where to find sports facilities.
- What's on
- Jobs search and applications
- Who's my local Councillor?
- Contact us
- Request a form
- Reporting environmental issues

Note: Services will vary for each council.

### Open:tyne&wear

**Visitor and tourist information across the region**

Tourist Information is available for the Tyne and Wear region, including:

- Places to visit
- Accommodation listings
- Travel and transport
- Nightlife
- Dining out
- Regional events
- Things to see and do



## On-bus Cove Card



**Open:tyne&wear**

**A new way to find information about our area**

You can now access information and local services using the free and easy to use **i+** Points located throughout Tyne and Wear. Find:

- Council Services
- Transport Information
- Tourist Information
- And much more

**i+**

Go to your nearest **i+** Point and click **i+** on the front screen.

For details of your nearest **i+** Point, and further information contact 0191 427 7000.  
[www.opentyneandwear.info](http://www.opentyneandwear.info)

## A5 Handbill



**Open:tyne&wear**

**A new way to find information about our area**

You can now access information and local services using the free and easy-to-use **i+** Points located throughout Tyne and Wear. Find:

- Council Services
- Tourist Information
- Transport Information
- And much more

Go to your nearest **i+** Point and touch **i+** on the front screen.

For further information contact 0191 427 7000  
[www.opentyneandwear.info](http://www.opentyneandwear.info)

Look out for the BBC blue bus at the **i+** Point between



catch up with the BBC bus.

**26th March** and **2nd April**

Win a 3 night cruise to Norway for 2 people, or £200 in High Street Gift Vouchers.  
See reverse for details.

## Launch Event Photographs

South  
Tyneside  
26<sup>th</sup> March  
2004

Member of Parliament for South Shields and Schools Standards Minister, David Miliband MP Launched open: tyne&wear with Councillor John Temple, Deputy Leader of South Tyneside Council.





Ian Robinson from BBC Radio Newcastle tries the kiosk and interviews David Miliband live on the daytime show.



Connect, Cityspace and Project Representatives at the Launch.



Newcastle

Councillor David Wood, Cabinet Member for ICT Launched

29<sup>th</sup> March  
2004

Open:tyne&wear in Newcastle.





Mark Collin of Cityspace (in the suit) announces the winner of the South Tyneside draw for £200 of High Street Vouchers on the daytime show, live from the BBC Blue Bus.

Sunderland  
31<sup>st</sup> March  
2004



Leader of the Council, Councillor Bob Symonds launches the service as Chief Executive Ged Fitzgerald looks on.





# Gateshead

1<sup>st</sup> April 2004





Mark Collin of Cityspace sends an e-postcard – *'wish you were here.... weather is glorious!'*





Sam Richardson, Open:tyne&wear:tourism co-ordinator

North  
Tyneside  
2<sup>nd</sup> April 2004



Councillor Karen Johnston, Cabinet Portfolio Holder for Leisure and Tourism launches the kiosk.





The North Tyneside kiosk and portal team, and Phil Jackman, Head of ICT Services





And the winner is...Claire Edge announces the winner of the Gateshead draw.

Graham Jordan, Open: tyne&wear Project Manager



**DELIVERABLE: 6 Community Service Portal Branding**

The Deliverable Team comprised communications unit representatives, electronic service delivery representatives, customer service representatives and Council Team Leaders within this project.

Newcastle City Council led this Deliverable Team.

Following research and consultation a Branding Strategy, *D6.1* was developed. This identified the requirements for a brand for The Tyne & Wear ICT Community Service Portal (TWICT Portal), investigated the current situation regarding branding for all five local authorities, investigates the current situation regarding brands which have been the result of Tyne & Wear initiatives and identified the approach to be taken to develop the brand.

A 'brief' for the design development of a brand was developed based on the Branding Strategy.

Cityspace developed Initial Designs, which were considered by the D6 Team. The final designs were presented to the Project Board for approval and the D6.2 Branding Report was produced in December 2003.

The Tyne and Wear Community Service Portal was named '**Open tyne and wear**'. Use of a strap line had been considered but this was felt unnecessary by the Project Board; it could however be used in the future to differentiate different delivery channels for the portal.

The logo developed is:



It will be used in this air force blue colour throughout the Portal.

Guidelines were developed for people using the brand on kiosk structures, web, screens, services and in promotional materials. These include alternative formats such as monochrome.

Variants will be developed to portray council services and tourism and in the future transport services. These are likely to take the form

- Open: tyneandwear: tourism
- Open: tyneandwear: councilservices
- Open: tyneandwear: transport

The brand is applied to every kiosk in Tyne and Wear (as they each give access to the Portal) not only those kiosks funded by this project.

Each Council decided upon a livery scheme for its kiosks that included considerations for the brand determined by the Project Team.

### 3.9 Priority Outcomes:

Kiosks could play a role in delivering 41 of the 54 priority outcomes. In 10 cases outcomes are already achieved or being implemented.

Key:

<b>Black</b>	=	<b>Limited role for kiosks</b>
<b>Grey</b>	=	<b>Not yet being considered, but kiosks could support this.</b>
<b>Red</b>	=	<b>Preparation &amp; planning – to include projects that are being planned or being piloted</b>
<b>Amber</b>	=	<b>Implementation stage – roll out of approved projects</b>
<b>Green</b>	=	<b>Fully implemented – projects completed &amp; implemented</b>

<b>1. Schools (applicable to LEAs only)</b>		
<b>R1</b> Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry		
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.		A directory of services for children and young people, particularly aimed at supporting those 'at risk' is being developed as part of the Gateshead-Newcastle IRT Pathfinder Passport to Services project and it is intended to publish this directory on as many channels as possible, including kiosks.
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools		As an out-of-home device giving self service access, kiosks could be used to enable citizens to track an enquiry based on a reference number.
<b>E1</b> If 'green' on R1, R2 & G1 above, please suggest agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.		N/A
<b>2. Community Information</b>		
<b>R3</b> One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).		The kiosks currently contain each Council's A-Z of services. These can be enhanced to meet the metadata requirements and to reflect the requirements of the Councils' customer service strategies.
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.		Kiosks could be used to provide the local community with crime prevention and improvement information.
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events		We are currently considering how best to enable voluntary sector services to be included on kiosk service directories.
<b>E2</b> If 'green' on R3, R4 & G2 above, please suggest agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.		N/A
<b>3. Democratic Renewal</b>		

<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.		This is already being developed by our kiosks provider, elsewhere in the country.
<b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.		Kiosks could be used to make these available on street.
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.		Kiosks could be used to provide information and enable sign up to such services.
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).		Kiosks could be used to make these available on street.
<b>E3</b> If 'green' on R5, R6, G3 & G4 above, please suggest agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.		N/A
<b>4. Local Environment</b>		
<b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).		Kiosk users can request services, report abandoned cars etc and request forms.
<b>R8</b> Online receipt and processing of planning and building control applications.		As an out-of-home device giving self service access, kiosks could be used to enable citizens to track an application based on a reference number.
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.		Kiosks could be used to make these available on street.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes. ( <i>where applicable</i> )		
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.		
<b>E4</b> If 'green' on R7, R8, G5, G6 & G7 above, please suggest agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.		N/A

<b>5. e-Procurement</b>		
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.		
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).		
<b>G9</b> Regional co-operation on e-procurement between local councils.		
<p>If 'green' on R9, G8 &amp; G9 above, please agree to work towards providing:</p> <p><b>E5</b> Access to virtual e-procurement 'marketplace';</p> <p><b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p> <p><b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8);</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p>		N/A
<b>6. Payments</b>		
<b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).		Kiosks can be used for making payments. As they are equipped with a printer, receipts can be given. As an out-of-home device giving self service access, kiosks could be used to enable citizens to track an application based on a reference number.
<b>R11</b> Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling. ( <i>where applicable</i> )		As an out-of-home device giving self service access, kiosks could be used to enable citizens to check balances on accounts.
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.		
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers. ( <i>where applicable</i> )		Kiosks are already enabled so citizens can request a form for direct debit payment.
<p>If 'green' on R10, R11 G10 &amp; G11 above, please agree to work towards providing:</p> <p><b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p> <p><b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);</p> <p><b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions;</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p>		N/A
<b>7. Libraries, Sports &amp; Leisure</b> ( <i>where applicable</i> )		
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.		Kiosks would be capable of performing this function.

<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.		Kiosks would be capable of performing this function.
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.		Kiosks provide a key out-of-home access channel. Kiosks are also equipped with WiFi nodes, enabling personal wireless internet usage for citizens and council workers.
<b>E11</b> If 'green' on R12, R13 & G12 above, please suggest agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.		N/A
<b>8. Transport</b>		
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.		These will be made available on the kiosks by NEXUS.
<b>R15</b> Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.		Kiosks would be capable of performing this function.
<b>G13</b> E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.		Kiosks are already enabled so citizens can request / complete such a form.
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.		Investigations are currently underway which are including consideration of the provision of this on kiosks.
<b>E12</b> If 'green' on R14, R15, G13 & G14 above, please suggest agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.		N/A

<b>9. Benefits</b>		
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.		
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.		Benefits information is already included on the kiosks. Kiosks are already enabled so citizens can request such a form. Benefits calculation could be included but is likely to be too complicated and take too long to be effective on the kiosks.
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.		Kiosks support a wireless out-of-home network that could support mobile workers and 'in the field' working.
If 'green' on R16, R17 & G15 above, please agree to work towards providing:  <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. <b>E14</b> Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms, in the comment column opposite. Otherwise, leave this row blank.		N/A
<b>10. Support for Vulnerable People</b>		
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.		Some information is already available via the kiosks and this can be enhanced.
<b>R19</b> Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.		Kiosks support a wireless out-of-home network that could support mobile workers and out of hours working.
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.		Gateshead Council is leading on the delivery of a national trailblazer project for the Identification Referral and Tracking (IRT) initiative. As part of this a system is being procured and piloted to support multi-agency joined up working and publish a directory of services for children and young people on the kiosks.
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.		Kiosks support a wireless out-of-home network that could support mobile workers.
<b>E15</b> If 'green' on R18, R19, G16 & G17 above, please suggest agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave this row blank.		N/A

<b>11. Supporting new ways of working</b>		
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.		Kiosk users can email councillors direct.
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.		
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.		WiFi facilities on the kiosks can form part of mobile working strategies.
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").		
<b>E16</b> If 'green' on R20, R21, R22 & G18 above, please suggest agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.		N/a
<b>12. Accessibility of services</b>		
<b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).		Kiosks play a key part in the delivery of services 24/7.
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.		Kiosk content will be generated automatically from such a system.
<b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).		
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).		Kiosk interfaces are designed to be as accessible as possible. The presentation system is html based and uses appropriate standards.
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS).		Appropriate parts of the eGif are applied, although the kiosk environment forces some restrictions e.g. pdf documents.
<b>E17</b> If 'green' on R23, R24, G19, G20 & G21 above, please suggest agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.		N/A

<b>13. High take up of web-based transactional services</b>		
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.		Kiosk (and web) performance stats could be published.
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.		Portal performance stats could be published.
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.		Councils are reviewing these as part of their customer service strategies.
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).		The kiosks conform to appropriate usability guidelines.
<b>E18</b> If 'green' on R25, R26, G22 & G23 above, please suggest agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.		N/A
<b>14. Making it easy for citizens to do business with the council</b>		
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.		As an out-of-home device giving self service access, kiosks could be used to enable citizens to track an enquiry based on a reference number. Interactions from kiosks are already integrated into CRM systems where Councils have implemented them.
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.		This could be achieved.
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies		
<b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.		
<b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.		Kiosks could support this.
<b>E19</b> If 'green' on R27, R28, R29, G24 & G25 above, please suggest agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank.		N/A

### 3.10 Take-up - by partners

The following partners are involved in the project:

- South Tyneside Council
- Gateshead Council
- Newcastle City Council
- City of Sunderland Council
- North Tyneside Council

In addition, NEXUS is planning to fund additional kiosk tenancy, and develop a Journey Planner and travel services for the kiosks within 2004/05.

Blyth Valley, which is the southernmost Northumberland district, bordering North Tyneside, is procuring 2 kiosks for Blyth and Cramlington through NEPO; these will both carry 'Open: tyne&wear', giving Blyth residents access to council and tourism services within Tyne and Wear.

Redcar and Cleveland Council has also procured a number of i+kiosks.

### 3.11 Benefits Realisation

The kiosks network and community service portal were intended to increase reach for the councils e-services.

- Over 40 kiosks are now available, across all five council areas
- They provide free of charge 24/7 access to local Council and Central Government eGovernment services
- A funded platform for eGovernment and partnership services has been implemented.
- The network is used by an average of 1600-2000 users per day, over half of which have said they don't have a computer at home. We anticipate this usage will grow as users become more familiar with the kiosks.
- Many users are accessing services from other councils or the tourist information services, where 500-600 pages of information per day are requested.
- Everyone can contact their council or their councillor free of charge using email.
- Councillors and service departments are receiving emails directly from the kiosks.

Based on the cost of the services engaged and that around 1 in 5 users accessing council or tourism services, a estimated cost of around £2 per transaction emerges.

The NEPO framework agreement will save a council wishing to procure kiosks and portal services around 6 months of elapsed time, and more than £10,000 of procurement administration and legal costs. That all they need to do is complete a two-side order schedule and send this to NEPO means that the entry costs are significantly reduced for other councils.

Thus it could be argued that by jointly procuring the kiosk and portal services, the partnership project saved the five councils around £40,000 in administrative costs alone.

If all North East councils procure kiosks through the NEPO framework agreement then the saving across the North East region could be around £240,000.

Other benefits include:

- Perception of the area as being 'go-ahead'
- Penetration of village communities and urban areas with an out-of-home infrastructure
- Council presence in villages / areas where there is no Council office.
- Creation of a network of wireless Internet facilities.
- Reinforcement of Council customer service brands.
- Use of the kiosks – one of the best used kiosks is in a suburban front street rather than being a tourism 'hot spot'
- Giving eGovernment facilities to non PC users (51% in Gateshead said they didn't have a PC at home)
- Raising the profile of the eGovernment agenda with citizens

### 3.12 Take-up - by citizens

Kiosks are generating 45-55 users per day, although the most used kiosks are attracting 95 users per day. (Newcastle Millennium Bridge and Gateshead Coatsworth Road)

Open: tyne&wear is generating 500-600 page requests per day. These are split 50-50 between tourism and council services. The busiest week so far was Spring Bank Holiday week (5,600 hits). The most requested 'open' content was 'regional what's on'.

#### Feedback

Coatsworth Road, Gateshead	<i>Hi this is great and fun - I think you should put music on it!</i>
	<i>I would just like to say this machine is very good because it makes me more reliable! Well done</i>
Gateshead Leisure Centre	<i>Could you put printable pictures on? Otherwise I love it!</i>
	<i>I like this facility because it just to be phones here and that was boring</i>
Interchange Centre, Gateshead	<i>It's a great idea- needs some advertising to let people know what it is and does though. Good work!</i>
Chillingham Road, Newcastle Upon Tyne	<i>I think the i+ are very good because you can play games and email your friends for free. I regularly use the email because I don't have the internet at home so I only get to go on in school if I want to receive my emails.</i>
Adelaide Terrace, Newcastle upon Tyne	<i>Great idea &amp; it works much better than the Nexus one at the Haymarket! Well done.</i>
Millennium Bridge, Newcastle upon Tyne	<i>Brilliant system! Why can't we have more? I find this very useful I use it every time I am down the quayside.</i>
Shields Road, Newcastle upon Tyne	<i>I think this facility is great. We need these in Scotland.</i>
St Anthony's Road, Newcastle Upon Tyne	<i>This is great. It is really useful to e-mail my friends. I think there should be more of these, thank you for putting one here.</i>

Beacon Shopping  
Centre, North Shields

*I find this very useful because the  
information on jobs that I want actually  
prints out!*

*Great facility but would be great to be able  
to find local places to eat*

Whitley Road,  
Whitley Bay

*This is brilliant - Whitley Bay for capital of  
culture! Seriously though we have really  
enjoyed using this service.*

*Thank you for these computers they help a  
lot with Whitley Bay. It makes the place  
look tidy and new. I have spent up to half  
an hour on the i+ and I am very happy -  
you have done a great job.*

King Street, South  
Shields

*I think it is really great*

*This machine is great thanks!*

*I think i plus is very useful for people like  
myself because I have only lived here for 1  
month and I sometimes get lost!*

High St West,  
Sunderland

*Why not set up a Greeters scheme like they  
have in New York for people visiting  
Newcastle and Sunderland?*

*This is a great information box. I've never  
seen anything like it. 10/10, well done!*

Sunderland Bus  
Terminus, Park Lane

*We like playing the games - it is very fun*

*Hi, this is great stuff. I like the fun section  
and hope u keep it. I like the games -  
something to do when u are waiting for your  
bus*

### 3.13 Project roll-out

A wide range of organisations have expressed an interest in joining the Community Service Portal.

These include:

- Business park developers (wishing to install kiosks)
- Citizens Advice Bureau
- Gateshead College
- Sunderland University
- NEXUS
- South Tyneside Action for Employment
- Northumbria Police
- Arms-length Housing Companies
- Council partnership initiatives such as 'Healthy Living Centres'
- Blyth Valley Council
- Connexions Tyne & Wear
- Gateshead-Newcastle IRT Passport to Services

Discussions are continuing with these to identify how they might join or replicate the portal.

By December 2005 it is hoped that an increased range of voluntary sector service information will be available and that NEXUS journey planning and transport information will be available.

There ought to be around 15 additional kiosks implemented by December 2005.

Cost areas involved include:

- Application and content development
- Kiosk tenancy
- Kiosk front screen 'advertising' of the service
- Project management

### 3.14 Sustainability

The community service portal project has delivered:

- A framework contract for the procurement of further kiosk and portal services. This means that any of the 24 north east Councils that make up NEPO can procure portal and kiosks services without the need to go through a further tender exercise.
- Four years provision of 15 additional on-street kiosks, three in each Tyne and Wear district, complementing those networks already in place.
- The development of a Community Service Portal, branded 'Open: tyne&wear' to serve as a platform for pub services delivery via all kiosks in Tyne and Wear.
- The development of a range of kiosk services for North Tyneside, South Tyneside and Sunderland Councils based on dynamic live data feeds from existing systems.
- The development of a new Tyne and Wear Tourism service for the kiosks based on dynamic live data feeds from existing Tourism systems, including the new [visttyneandwear.com](http://visttyneandwear.com) common management system.
- Four years hosting of the portal system and Council and Tourism services.

A contract for the project was let competitively through the Government's S-cat catalogue. A framework contract was established between the North Eastern Purchasing Organisation (NEPO) and Connect Internet Solutions, which in turn subcontracted Cityspace to provide kiosks services.

Sustainability has been addressed by letting a contract for four years of portal and kiosks services, although the key factor influencing sustainability will be the development of public and commercial services sufficient to financially support the kiosks network such that after March 2008 the kiosks network can be provided without further financial support from the Councils.

A significant area here is the identification of appropriate developments to sustain the kiosks and portal, and clarification of the options available and costs that would apply for organisation joining the portal / kiosks network.

The Development Plan Deliverable (D4.2) identifies 29 topics that could be investigated further as potential developments of 'Open:tyne&wear'. The Partnership has created the post of Partnership Project Officer to develop the portal further in 2004/2005, and the Board has prioritised those areas which it felt should be investigated in addition to the already-approved areas of work in order to create a work programme for the Partnership Project Officer for the coming year.

The management of the development of the portal as a platform for services is also addressed in D4.2. It is suggested that a Management Group be established, but with a small manageable Core Group consisting TWICT members. However, until such time as additional organisations are granted a presence on the portal, this need not be addressed.

Kiosks management would not be the responsibility of this group, but would be the responsibility of the district Council in whose area the kiosks are located.

### **3.15 Role of ODPM**

Without the ODPM funding it is unlikely that the Community Service Portal would have been achieved. It is probable that some districts would still have no kiosks available, and that where kiosks were available they would not offer access to services from other councils.

The partnership is proud of what has been achieved with the ODPM funds and the project has encouraged interest and optimism in joint working within the partnership to the extent that new joint initiatives are already being planned.

The timescale of the project was tight – approval in May 2003 and completion by March 2004 – and there were problems in identifying procurement methodologies that conformed with the project timescale. We were fortunate not to have to recruit external project staff, which would have had a serious impact on our start-up phase.

In general the ODPM support was adequate, although we would have benefited from a speedier approval of quarterly reports and grant payments. A structure for the quarterly reports and advance notice of the need for an end of project report, within the project timescale would have been useful, as would financial management and grant claim template spreadsheets.

### 3.16 Lessons Learned

	<i>Observation</i>	<i>Recommendation</i>
<b>Timescales</b>	<p>Timescales were tight but the project was delivered on time because of having a dedicated Project Manager and the willingness and flexibility of the chosen contractors.</p> <p>There was initially insufficient consideration of negotiation time and interfacing to third party data systems.</p>	<p>Ensure a dedicated PM is in place.</p>
<b>Project organisation structure</b>	<p>There were too many people involved in the project.</p> <p>Dividing the work into deliverable teams worked well. However some people may have felt disengaged or inclined to sit back because they did not have specific personal responsibility.</p> <p>The D3 Implementation Team was, of necessity, large. This consisted of all Project Team members plus others and as a result the Project Team meetings were combined with D3 meetings where no supplier / contractual issues were to be discussed.</p> <p>The D5 Marketing and D6 Branding teams were made up of nominated representatives who had little other involvement with the project, which caused some difficulties ensuring they were aware of the emerging concepts and decisions within the project.</p>	<p>Have a core team of staff involved with the project and devote more PM time to liaison and keeping others informed.</p>
<b>Project Board</b>	<p>Because the Project Board was the TWICT Partnership it was not possible to have dedicated Project Board meetings. Project items were considered as a single agenda item at TWICT meetings.</p> <p>This meant that the approach had to be less formal than normal PRINCE 2 approaches would suggest. However this did not generate any difficulties.</p> <p>We had formal and informal access to the Board via the Chair and this appeared to work very well.</p>	<p>More formal use of PRINCE 2.</p>
<b>Project Manager</b>	<p>It was essential that the project had a full time Project Manager coordinating the work.</p> <p>A full time dedicated Project Manager meant that the project could be maintained as a priority and kept on track considering short duration.</p>	<p>A dedicated Project Manager should be established for partnership projects where timescales and budgets are finite.</p>
<b>Consensus working</b>	<p>The Project Manager had a background in supporting partnership initiatives (Passenger Transport Authority, European Research Consortia) and previously chaired a CEN standardisation workshop in which a consensus management approach was required.</p> <p>This experience of managing the development of consensus decisions was valuable to the project.</p>	<p>Try to ensure staff on the partnership project have experience of joint working.</p>
<b>Council Team Leaders</b>	<p>Identifying a named individual to be the lead person for implementation in each Council worked very well.</p> <p>There were difficulties however in Sunderland due to staff turnover and in Gateshead due to ill health. These were overcome however through clear handover arrangements being put in place and project documentation being available and appropriately structured.</p>	<p>Nominated lead officers in each Council should be established.</p>

	<i>Observation</i>	<i>Recommendation</i>
<b>Council Teams</b>	<p>These were of necessity large due to the variety of specialist skills required throughout the project.</p> <p>Not all councils constituted internal teams as recommended which meant that some of the highways-related installation issues were not proactively addressed and emerged as problems late in the installation process.</p>	<p>Ensure communications within each council and appropriate roles are adequately addressed.</p>
<b>Continuity</b>	<p>Lack of continuity and lack of attendance at meetings was a major problem. On a number of occasions decisions made were questioned long after the event, frustrating colleagues.</p> <p>Colleagues missing meetings meant that minutes had to be more detailed and more emails, phone calls and meetings were required.</p>	<p>Nominated lead officers should be given sufficient resources to ensure that every organisation is represented at every meeting.</p>
<b>Specification</b>	<p>The specification worked well, however, there was insufficient identification of content and data sources and content management controls at this early stage of the project. This was due in part to a reliance on an existing specification document developed prior to the project by one of the Councils.</p> <p>The supplier interpreted the specification believing a content management system approach to content management was required – in reality a data integration approach was required, changing the nature of core system technologies implemented. This would have been a problem if our supplier had not been able to offer such services.</p>	<p>Content and data sources should be agreed and documented at the scoping stage of the project.</p>
<b>Procurement methodology</b>	<p>Due to the timescale of the project it was necessary to use a pre-tendered catalogue such as s-cat for the procurement. We were fortunate that NEPO had just signed up to s-cat.</p> <p>The suggestion from Sunderland Council to use NEPO to establish a framework contract was a masterstroke.</p> <p>Significant effort was put in by NEPO management and legal staff to put the contract in place, which would have otherwise fallen to South Tyneside.</p> <p>Despite the situation with existing contracts already in place and the special terms on these and those required by the new framework contract this worked very well. The framework agreement is already proving to be very useful as other NEPO members have already procured kiosk services through it.</p>	<p>Consideration should be given to using NEPO to set up framework agreements for the procurement of other goods and services that may be of wider interest than to the purchasing partnership.</p>
<b>Negotiations</b>	<p>After a slow start contract negotiations resulted in a workable deal for all parties.</p> <p>The supplier failed to supply price information in its ITT response in the format requested. This made it almost impossible to determine pricing.</p> <p>Prices quoted did not concur with pre-project proposals submitted by the supplier independently of this procurement exercise, which caused difficulties for some authorities. In addition the supplier did not provide for a realistic number of kiosks divisible by 5 councils as requested.</p> <p>As a result protracted price negotiations were required.</p>	<p>Insist on correct-format pricing returns in responses to ITT such that the supplier removes all ambiguity over price.</p>

	<i>Observation</i>	<i>Recommendation</i>
<b>Contracting</b>	<p>Contract negotiations took much longer than anticipated, especially with regard to resolving special terms requested by the supplier.</p> <p>Following s-cat should have resulted in a streamlined timescale. Conditions (special terms) imposed by the subcontractor and difficulties in accepting these led to protracted discussions. Not having all the parties involved in one place for these discussions did not aid the process.</p> <p>However, suppliers being flexible and working alongside contract preparations meant that the project could be delivered on time. This was aided by Newcastle and Gateshead already being in separate contractual relationships with Connect and Cityspace for other projects.</p>	<p>Insist on special terms, licences, etc being documented in the tender response.</p>
<b>Identification of content</b>	<p>It was crucial that we eventually focussed on the tourism content for the sub regional content, however we should have identified tourism content and ensured the buy-in of the tourism managers earlier in the project.</p> <p>Tourism managers decided to commission a Tyne and Wear-wide visitor information management system as a result of discussions around kiosks. However this was commissioned and specified, and data feed decisions made independently of the kiosk and portal project which led to difficulties with data integration later in the project.</p> <p>There were difficulties experienced due to the non-availability of tourism information data in a suitable format for use within the Portal. This resulted in much additional work to establish the data that was perceived to be part of the kiosk project.</p>	<p>Ensure all content stakeholders are fully engaged as early as possible in (or before) the project.</p>
<b>Development</b>	<p>Development of the portal and council and tourism services was undertaken as a secondary activity to the data integration.</p> <p>It was generally felt that more presentational options should have been offered for consideration by the supplier and that greater emphasis should have been placed on the consideration of mock-up services prior to final development and go-live.</p>	<p>Ensure the developer prepares regular options for consideration and a recommended way forward.</p>
<b>Development of data interfaces</b>	<p>The provision of tourism data by a 3rd party system provider was perceived as not being a priority for them and they failed to provide the supplier's developers with information on the data context to accompany data definitions. This made the service development process more complicated than it need to have been.</p> <p>Management of council data interfaces development could have been more co-ordinated. Some meetings between non-core staff and suppliers were not minuted or agreed actions disseminated.</p>	<p>Ensure data is available and that contracts are in place that clearly identify the ownership and IPR over data and data structures prior to choosing that content.</p> <p>Consider commissioning kiosk versions of websites and other systems direct from their original developers as they should have a better conceptual understanding of the functionality and data structures.</p> <p>Ensure suppliers document all meetings with councils and other parties active in the project and decisions made and circulate these.</p>

	<i>Observation</i>	<i>Recommendation</i>
<b>Development of user interface</b>	<p>The user interfaces are excellent. However, the sub regional content could be more obvious to the customer and the tourism interfaces require some minor improvements.</p> <p>Delays in interfacing tourism data sources delayed development of user interface resulting in disappointment at the tourism interface upon launch – as a result it did not match expectations based on previous discussions with the supplier.</p> <p>Kiosk interface guidelines and developing services based on what was already available on the kiosks elsewhere resulted in unimaginative user interfaces.</p> <p>Gateshead council had developed its own interfaces in-house, complied with kiosk design guidelines yet had developed interfaces that are much more engaging.</p>	<p>Stronger management of the suppliers development process to ensure they have both technical and graphical developers in place, that the user interface is being developed according to pre-agreed requirements and that development goes further than meeting minimum specifications.</p>
<b>Kiosk installation (and location)</b>	<p>Problems with BT, power and ADSL connectivity had severe effects upon installation timescales.</p> <p>The kiosk installation timescale proved to be 16 weeks from the instruction to proceed from a Council – following site survey, consultation and approval of site by Committee etc. The overall timescale from starting to look at possible locations to 'go live' is likely to be &gt;26 weeks in reality.</p> <p>Some locations failed and new locations had to be identified because of a lack of advance consultation within a council or not being aware of the presence of obstructive services until works commenced.</p> <p>Some councils involved Highways representatives early in the project and had fewer problems with s50 notices etc than those that brought in highways representatives in later stages.</p>	<p>Involve Highways department early and throughout the project.</p> <p>Make other Councils ordering kiosks aware of the process and timescales involved.</p>
<b>Web implementation</b>	<p>We decided not to implement portal on the web as it consists of a subset of web content. We should have identified this earlier in process.</p> <p>We instead created a 'further information' website.</p>	
<b>General implementation</b>	<p>Implementation generally went very well, however too much reliance was placed on suppliers to manage the development phase of the project and communicate developments and issues.</p>	
<b>Helpdesk</b>	<p>No consideration had been given to the provision of a helpdesk function for members of the public.</p> <p>We were fortunate that South Tyneside Council was able to take this on.</p>	<p>Ensure consideration of helpdesk issues when a new channel is launched.</p>
<b>Sustainability</b>	<p>The funding of the Partnership Project Officer for a year beyond the project ensured that discussions about developments beyond the project timescale could take place.</p>	<p>Ensure a continuation or hand-over process is in place for ends of project.</p>

	<i>Observation</i>	<i>Recommendation</i>
<b>Promotion and marketing</b>	<p>The promotional aspects for the project – websites, leaflets and posters, press releases and launch events worked really well.</p> <p>Promoting developments in one campaign was beneficial to 5 or 5+1 campaigns.</p> <p>There were too many people involved in this work that were not involved in the main work of the project. The deliverable team could maybe have benefited from a more centralised approach to its work.</p> <p>Some people failed to attend meetings then questioned decisions that had been made or requested changes to agreed documents. This caused difficulties that could have been avoided.</p>	<p>Use a very small core team to co-ordinate a single campaign across all councils to launch new channels.</p>
<b>Press management</b>	<p>Press coverage was good and very positive. However some difficulties with quality assurance and release management were encountered. Fortunately we were not compromised because of this.</p>	<p>PM to be responsible for press management.</p>
<b>Publicity materials</b>	<p>North Tyneside Frontline graphic services produced excellent design work for the project that was very high quality and value for money.</p> <p>The Metro station posters we produced were initially placed on the wrong stations due to there being 5 variants.</p>	<p>Ensure publicity materials are easily managed by those responsible for distribution etc.</p>
<b>Launch events</b>	<p>One launch event for the project may have been sufficient. However holding one in each district with the participation of the BBC Blue Bus provided reinforcement of the message.</p> <p>Involving the BBC Blue Bus was a very good move. The BBC was very keen to participate and it worked very well for us. And didn't cost us anything.</p> <p>It would have been useful to have more consistency regarding official representation at the launches – Councillors, Head of ICT etc varied launch to launch.</p>	<p>Consider involvement of BBC Blue Bus at any future e-government event.</p> <p>Agree 'representation strategy' in advance of events.</p>
<b>Information website</b>	<p>A very good website was established by Newcastle. However this is difficult to manage as all changes have to be done by staff at Newcastle.</p>	<p>PM to manage website directly.</p>
<b>Branding</b>	<p>Cityspace developed an excellent brand and logo.</p> <p>Using Cityspace was a good move as this ensured compliance with their design guidelines and meant the work could be completed much more quickly than engaging an outside agency.</p>	<p>Channel providers understand the medium and audience and should be considered when letting branding and marketing contracts.</p>
<b>Risk management</b>	<p>This was sound.</p>	
<b>Finances</b>	<p>Financial administration worked well although the claims procedure and budget spreadsheets took a lot of setting up.</p> <p>Significant legal &amp; procurement admin costs were encountered that had not been included in the original budget estimates.</p> <p>We were fortunate that the councils absorbed most labour costs within the project and these costs did not limit the scope of the procurement.</p>	<p>Consider establishing a set of standard spreadsheets for other similar projects.</p>

Quality review	Observation	Recommendation
	<p>Some deliverables were formally signed after being submitted.</p> <p>A number of decisions, especially regarding development, were taken outside project team meetings and were not documented or formally approved.</p> <p>Formal acceptance of developments was not sought from Councils.</p>	<p>Place more importance on formal approvals and sign off procedures to ensure ownership of decisions and approvals is rested with those responsible.</p>



## **Appendix 1 Project Contact Details**

<b>Project Executive &amp; Partnership Chair</b>	
<b>Name</b>	Alan Holt Head of ICT and E-Government
<b>Address</b>	South Tyneside Council, Town Hall & Civic Offices, Westoe Road, South Shields, Tyne & Wear NE33 2RL
<b>Email</b>	<a href="mailto:alan.holt@s-tyneside-mbc.gov.uk">alan.holt@s-tyneside-mbc.gov.uk</a>
<b>Telephone</b>	0191 424 7100

<b>Project Manager</b>	
<b>Name</b>	Graham Jordan
<b>Address</b>	ICT Services Gateshead Council Civic Centre Regent Street Gateshead NE8 1HH
<b>Email</b>	<a href="mailto:grahamjordan@gateshead.gov.uk">grahamjordan@gateshead.gov.uk</a>
<b>Telephone</b>	0191 433 3790

<b>Project Website</b>
<a href="http://www.opentyneandwear.info">www.opentyneandwear.info</a>



## Appendix 2 Project Finances

### **Lead Authority**

South Tyneside Council

### **Name and email address of Lead Officer**

#### **Project Executive & Partnership Chair**

Alan Holt

Head of ICT and E-Government

South Tyneside Council,

Town Hall & Civic Offices,

Westoe Road,

South Shields,

Tyne & Wear

NE33 2RL

alan.holt@s-tyneside-mbc.gov.uk

0191 424 7100

### **Date commenced**

May 2003

### **Date completed**

July 2004

### **Original budget**

£500,000

### **Final outturn**

£500,000

## Revised Pro-Forma For Project Milestones & Deliverables

(Schedule 1 to the MOA)

<b>DELIVERABLE: PM1 Project Initiation Document</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
Submission to ODPM	<i>End May 2003</i>	<i>£0</i>
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£0</b>

<b>DELIVERABLE: PM2 Grant Claims</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
Grant Claim 1	<i>19<sup>th</sup> September 2003</i>	<i>£0</i>
Grant Claim 2	<i>16<sup>th</sup> January 2004</i>	<i>£0</i>
Grant Claim 3	<i>16<sup>th</sup> April 2004</i>	<i>£0</i>
Final Grant Claim	<i>20<sup>th</sup> August 2004</i>	<i>£0</i>
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£0</b>

<b>DELIVERABLE: PM3 Progress Reports</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
Progress Report 1	<i>19<sup>th</sup> September 2003</i>	<i>£7,463</i>
Progress Report 2	<i>16<sup>th</sup> January 2004</i>	<i>£10,173</i>
Progress Report 3	<i>16<sup>th</sup> April 2004</i>	<i>£7,360</i>
Final Implementation Report	<i>20<sup>th</sup> August 2004</i>	<i>£0</i>
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£24,996</b>

<b>DELIVERABLE: PM4 Auditor's Report</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
Draft Report	<i>End November 2004</i>	<i>£0</i>
Final Report	<i>30<sup>th</sup> December 2004</i>	<i>£0</i>
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£0</b>

<b>DELIVERABLE: 1 Specification of operational and technical requirements</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
1.1 Draft Report	<i>End June 2003</i>	<i>£0</i>
1.2 Final Report	<i>Mid July 2003</i>	<i>£0</i>
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£0</b>

<b>DELIVERABLE: 2 Procurement of Community Service Portal systems and services</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
2.1 Procurement methodology	<i>Early July 2003</i>	<i>£2,921</i>
2.2 Contracts Established	<i>End September 2003</i>	<i>£6,950</i>
Payments to suppliers	-	
Procurement and legal costs	<i>£6,950</i>	
2.3 Community Service Portal systems operational	<i>July 2004</i>	<i>£423,081</i>
Payments to suppliers	<i>£422,081</i>	
Procurement and legal costs	<i>£1,000</i>	
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£432,952</b>

<b>DELIVERABLE: 3 Integration of Community Service Portal and Kiosks with Council content</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
3.1 Portal Populated with Council Content and established within Council Website (N)	28 <sup>th</sup> May 2004	£11,530
3.2 Portal Populated with Council Content and established within Council Website (NT)	28 <sup>th</sup> May 2004	
3.3 Portal Populated with Council Content and established within Council Website (ST)	28 <sup>th</sup> May 2004	
3.4 Portal Populated with Council Content and established within Council Website (G)	28 <sup>th</sup> May 2004	
3.5 Portal Populated with Council Content and established within Council Website (S)	28 <sup>th</sup> May 2004	
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£11,530</b>

<b>DELIVERABLE: 4 Development Plan</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
4.1 Draft Report	End January 2004	£7,065
4.2 Final Report	End March 2004	£3,056
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£10,121</b>

<b>DELIVERABLE: 5 Marketing, Publicity &amp; Website</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
5.1 Launch of Marketing & Publicity Website	End June 2003	£773
5.2 Community Service Portal Launch	End March 2004	£9,227
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£10,000</b>

<b>DELIVERABLE: 6 Community Service Portal Branding</b>		
<b>Milestones for this Deliverable</b>	<b>Date to be Completed</b>	<b>Grant expenditure Incurred (Where applicable)</b>
6.1 Draft Report	<i>End July 2003</i>	£1,968
6.2 Final Report	<i>End December 2003</i>	£8,434
<b>Total Anticipated Grant Expenditure for this Deliverable</b>		<b>£10,080</b>





## Finances of the Project and initiatives supporting the expansion of the network.

E-government partnership grant contribution	£500,000
Other e-government grant contribution	-
Other central government grant contribution	£199,500
SRB South Shields, South Tyneside, Tourism	£78,000
NRF Sunderland	£84,000
NOF Gateshead, Healthy Living Centres and Saltwell Park	£37,500
Contributions in kind from partners - Indicative kiosk network and content development, project contributions not charged to project (estimates) May 03 - March 04	£344,000
Tourism website and data management system	£30,000
Gateshead Council	£80,000
North Tyneside Council	£51,000
South Tyneside Council	£54,000
Sunderland	£46,000
Newcastle	£64,000
Tourism Officers	£19,000

Published by

Tyne and Wear ICT & eGovernment Partnership  
Town Hall & Civic Offices,  
Westoe Road,  
South Shields,  
Tyne & Wear  
NE33 2RL

[www.opentyneandwear.info](http://www.opentyneandwear.info)  
email: [enquiries@opentyneandwear.info](mailto:enquiries@opentyneandwear.info)

August 2004