HarrowCOUNCIL
LONDON

PUBLICATIONS ADVISORY PANEL

THURSDAY 9 FEBRUARY 2006
8.00 PM

[PLEASE NOTE START TIME OF MEETING]

COMMITTEE AGENDA

COMMITTEE ROOM 5
HARROW CIVIC CENTRE

MEMBERSHIP   (Quorum 3)

Chair: **Councillor Marie-Louise Nolan**

Councillors:

Harrison	**Knowles**	**Branch**
Bill Stephenson	**Jean Lammiman (VC)**	

Reserve Members:

1. Foulds	1. Osborn	1. Thornton
2. Burchell	2. Janet Cowan	2. Paddy Lyne
3. Lent	3. Seymour	

Issued by the Democratic Services Section,
Legal Services Department

Contact: Sara Mirza, Committee Administrator
Tel: 020 8424 1323   E-mail: sara.mirza@harrow.gov.uk

HARROW COUNCIL

PUBLICATIONS ADVISORY PANEL

THURSDAY 9 FEBRUARY 2006

AGENDA - PART I

1. **Attendance by Reserve Members:**
   To note the attendance at this meeting of any duly appointed Reserve Members.

   Reserve Members may attend meetings:-

   (i)   to take the place of an ordinary Member for whom they are a reserve;
   (ii)   where the ordinary Member will be absent for the <u>whole</u> of the meeting; and
   (iii)   after notifying the Chair at the start of the meeting.

2. **Declarations of Interest:**
   To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from all Members present.

3. **Arrangement of Agenda:**
   To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in the Local Government (Access to Information) Act 1985.

4. **Minutes:**
   That the minutes of the meeting held on 27 September and 8 November 2005, having been circulated, be taken as read and signed as a correct record.

5. **Public Questions:**
   To receive questions (if any) from local residents or organisations under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).

6. **Petitions:**
   To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Advisory Panel and Consultative Forum Procedure Rule 13 (Part 4E of the Constitution).

7. **Deputations:**
   To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).

Enc.   8. **Website Update:** (Pages 1 - 8)
       Report of the Director of Business Development.

Enc.   9.   **Harrow People - Update:** (Pages 9 - 12)
Report of the Group Manager of Communications.

10.   **Community Notice Boards - Update:**
Oral report of the Group Manager of Communications.

11.   **Business Transformation Partnership:**
Oral report of the Director of Business Transformation.
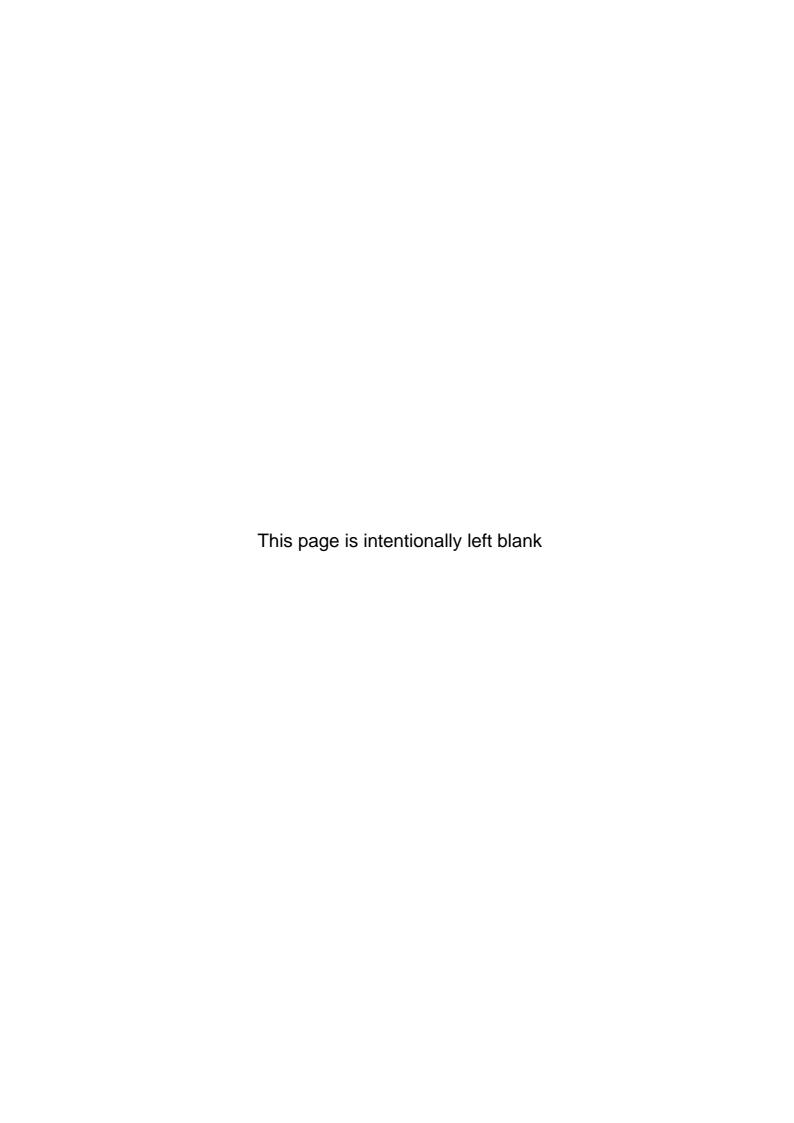
12.   **Council Tax Supplement:**
To be discussed.

[The papers relating to this item will be circulated under separate cover to Members of the Panel only].

13.   **Any Other Business:**
Which the Chair has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

This page is intentionally left blank

Meeting:	Publications Advisory Panel
Date:	9th February 2006
Subject:	Web Refresh Project
Responsible Officer:	Director of Business Development
Contact Officer:	Director of Business Transformation
Portfolio Holder:	Finance and Performance Management
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

None – the report is for information only.

Reason for report

To provide the Publications Advisory Panel with an update concerning the Web Refresh Project.

Benefits

The strategic benefits, as detailed in the Outline Business Case, can be grouped into those which are financial, qualitative and quantitative. Almost all of these benefits rely on the associated organisational development as well as the technical changes proposed. These benefits are shown in the matrix below:

	Financial	Non-financial
Quantitative	(cashable savings) Savings in current website support costs Support for the long term web channel switch cost savings (from manual to web channel, such as labour costs)	(measurable PIs) More web content More customer hits on the site (meeting access strategy targets) Reduced risk of out of date content triggering complaints and litigation Meeting government web standards
Qualitative	(non-cashable savings) Faster more streamlined web publishing Reduced risk of site or functionally failure	(quality improvements) Better quality web content Higher levels of customer trust in the site Increased ability to fully meet FOI requests across web based material Improved levels of usability (navigation changes) Higher levels of awareness and contributions across all staff Potential innovations to enhance CPA perception Flexibility for future integration

Cost of Proposals

Capita IT Services have been commissioned to perform the work in partnership with Harrow IT Services and the PR and Communications unit. The costs of the proposed solution are estimated as follows:

Total (Capita) Cost: **£264,189,**
        (Other)   **£135,000**

Made up as follows:

                        Capita   HITS/Other

```
* Design                  12,240
* Project Management       46,920
* Development      }
* Training         }      205,029
* Testing          }
Implementation:
* Hardware                          30,000
* Software                          30,000
* Resources                         75,000

These costs being met partially from LPSA funding and from existing Capital
Programme Projects.
```

Risks

The key issues and risks include:

- The availability and participation of key stakeholders for interviews and focus groups
- Availability of information and documentation for the existing website
- Access to the current website content
- Access to Technical and Information architecture framework
- Ability within a very short timeframe to migrate to the new solution
- Impacts upon the Knowledgebase implementation in First Contact given the implementation is anticipated to occur during system testing

Implications if recommendations rejected

Although no specific decisions are required if the Web Refresh Project were not to go ahead then the current website will continue to be a barrier to rapid change and have limited flexibility. The search facility will continue to frustrate both internal and external users and content management will continue to be a major concern. Ultimately the current website will be and is a barrier to Harrow achieving its and the Governments 'e@ targets and priorities.

Section 2: Report

1   Programme / Project Update

1.1   Project Initiation Document (PID)

The PID has been approved and authorised. The PID has been used as the basis of this report to the Publications Advisory Panel.

The purpose of the PID is to define the Web Refresh project, to form the basis for its management and the assessment of overall success. The

document outlines the approach, high-level plan, assumptions and risks regarding the implementation of the Web components of the Business Transformation Programme.

1.2 Background

The web is one of the main channels for Harrow's customers to interact with the Council. In accordance with the Access and Uptake strategy the target for web-based activity is 20% aligned to the First Contact phase1 deliverables by the middle of May 2006. The knowledge base project is nearing completion and is in part reliant of the Web Refresh.

The Web Refresh project has been set up to fulfil the acquisition and implementation of the business and technical solution required to sustain the functional objectives of Harrow which are:-

- Supporting the Publications Advisory Panel's requirements for a dynamic, flexible internet and intranet environment

- Re-engineer the business processes surrounding the control and update of the content management system

- Implement identified quick wins from the above

- Implement in full the new business processes and service delivery strategy

- The Web refresh will liaise with HITS to ensure smooth delivery of infrastructure into the Council and ongoing management support of the infrastructure and new web service

- The Project team will liaise with the Web editor and the PR and Communications team to ensure that data is managed on an ongoing basis. The PR and Communications team will liaise with departments to manage the data pro-actively.

- Remove duplication of effort by updating both intranet (phase 2) and internet and use one common shared system for knowledge management for First Contact frequently asked questions as well as providing the interface to the outside world.

1.3 Objectives

The Web Refresh project has been established to facilitate the delivery of a new website that will adopt best practice for accessing information about the Council and be a key deliverable for First Contact. The aim of the revised website is to cover the following

- To enhance the Service Delivery function and greatly improve accessibility to services in line with the Council's Access Channel Strategy.

- Provision of good quality accurate and timely information to both public and employees (Data management, Knowledge Management key to the success of First Contact) Single source of information for intranet and internet.

- To provide infrastructure to support the new web site

- Design support model

- Develop the look and feel for a new Harrow intranet and internet site.

- Design solution that adheres to commonly used standards that allows easy interoperability with third party products and "off the shelf" solutions. The current underlying content management system is not a best of breed tool and the nationally recommended approach to navigation and structure has now been changed.

- The council is strategically looking to move towards an enterprise wide approach to content management to achieve efficiencies, to improve its performance in records management and it ability to comply with legislative compliance with relevant laws such as Freedom of Information and Data Protection Acts.

- Promote Harrow to the public by incorporating information on

  Community, Leisure, Tourism, Business, Youth etc.

1.4 Approach

The Web Refresh project will be executed within a phased approach, specifically:

1. Mobilisation
2. Detailed Design
3. Approval of Detailed Design
4. System Build
5. UAT & Training
6. Go Live

Detailed dates and a detailed project plan are currently being developed and will be issued to the Project Board / Steering Group as soon as possible.

1.5 Project Governance

A Web Refresh project manager will be appointed and will be accountable to the BTP programme management team. They will provide status reports detailing progress to plan, risks, issues and variance as dictated by the BTP programme office. In addition they will provide updates to the functional project delivery managers at the weekly Programme Management Project Review meetings.

The Web Refresh project manager is responsible for the delivery of the Web Refresh project plan. The work breakdown within is structured as follows:

1. All deliverables are rolled up to milestones and recognise interdependencies for First Contact
2. All deliverables are assigned an owner who takes responsibility for task level planning and execution
3. All deliverables are reported upon in weekly status meetings

It should be noted that this project and its deliverables are now directly linked into the First Contact programme.

The Web Refresh Project also has a dedicated Steering group chaired by the Chief Executive.

1.6 Training

The Web Refresh Project has a responsibility to facilitate the training of Council staff in the use of the solution. This includes the training of the Data Owners within the business as well as the technical support staff within HITS.

The project team will develop a Training Needs Review which will specify the most appropriate delivery mechanism for the training (classroom, CBT or other). A train the trainer approach may be the preferred option.

1.7 Data Migration to New Content Management System

The transition of existing content and creation of new content to the new Content Management system will conform to the following.

- Standard templates and formats
- Council agreement to formats and standards
- Aligned with best practice

Part of this will be delivered through the First Contact Knowledge Management work stream.

1.8 Communications

The Web Refresh project will communicate with the following stakeholder groups:

- Members
- BTP project representatives (inc delivery managers and team members)
- HITS project and departmental management

- Third party suppliers
- Web Team / HITS helpdesk team
- Data Owners
- End users
- Citizens
- Knowledge Teams / First Contact project
- Project Board and Project Sponsor
- Other specific users groups e.g. disabled users, BEM and young people

Communication is required to ensure:

- Alignment of project plans
- Gathering of requirements
- Understanding of interdependencies
- Acceptance of deliverables
- Clarification of risks, issues and actions

Finance Implications

The total cost is £400K is being funded by a virement within the BD part of the capital programme this year and partially from LPSA funds, as follows:

T9669 P0804 First Contact IT requirements	£150K
T9692 P0827 Website	£100K
T3008 P0783 LPSA IT Requirements	£150K

These funds will be collected under T9692 P0827

Legal Implications

None

Equalities Impact

None

Section 17 Crime and Disorder Act 1998 Considerations

None

Section 3: Supporting Information/Background Documents

None

This page is intentionally left blank

Meeting:	Publications Advisory Panel
Date:	February 9th, 2006
Subject:	Harrow People reader analysis
Responsible Officer:	Peter Brown
Contact Officer:	Angela Hart
Portfolio Holder:	Cllr Nolan
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

To note reader analysis report on Harrow People

Reason for report

This report follows the publication of a reader survey form in the December 05 edition of Harrow People.

Benefits

Information from reader surveys assists in preparing future editions of Harrow People to meet reader requirements.

Cost of Proposals

None

Risks

Not applicable

Implications if recommendations rejected

Not applicable

Section 2: Report

Report attached

Financial Implications

None

Legal Implications

None

Equalities Impact

None
Section 3: Supporting Information/Background Documents

None:

Reader's survey analysis January 2006

These are the results of a reader's survey conducted in the January 2006 edition of the council's monthly magazine *Harrow People.* We offered a prize (a meal for two in a local restaurant) as an incentive to residents to take part. As of January 25, 2006, 85 people had responded to the survey.

1. Since September 2005 Harrow People has been published monthly

68 per cent of residents said they had received them all of them
32 per cent said they had only received some of them

2. How often should Harrow People be published?

7 per cent said it should be published more often
18 per cent said it should be published less often
75 per cent said monthly frequency was just right

3. How much of Harrow People do you read?

44 per cent said all of it
51 per cent said most of it
5 per cent said very little

4: Why residents read very little of the magazine

5 per cent of residents said they read very little of the magazine. Reasons are as follows:

Bland	1
Too 'politically correct'	2
Subjective- no criticism	1
Too busy, not enough time	2
Some articles are of little interest	1
Reading is a strain because of colours, print etc	1

5. Please indicate which areas are of most interest

71 per cent said they enjoyed the general information
52 per cent said they like the resident consultations
38 per cent said they like the information about council achievements

52 per cent said they read the information on the council expenditure
80 per cent said they especially liked information on community news
82 per cent said they liked reading about local events
31 per cent said they like business news
84 per cent said they liked the information about council services
51 per cent said they were interested in the council priorities
34 per cent said they liked reading about local councillors
43 per cent said they were interested in the council jobs

6. We asked residents to indicate any additional areas of interest:

Additional areas of interest included: more information on sporting activities, cartoons for younger readers, information on citizen's advice bureaux. But one recurring theme was that several readers wanted to see more information on parks and open spaces and environmental issues in general.

7. Did you find the pull-out Harrow jobs supplement useful?

51 per cent said they did
49 per cent said they didn't (retired residents)

8. Are you happy with the overall presentation of Harrow People?

75 per cent said they were happy with the page design, 25 per cent were mostly happy
78 per cent said they were happy with the cover design, 22 per cent were mostly happy
81 per cent said they were happy with the photography, 19 per cent were mostly happy
70 per cent said they were happy with the paper used, 22 per cent were mostly happy, 8 per cent said improvements were needed
85 per cent said they were happy with the size of the publication, 15 per cent were mostly happy

9. Which format did they prefer for receiving council information?

88 per cent said they prefer the magazine
7 per cent said they prefer the website
5 per cent had no preference

10. Any additional comments.

Positive comments from respondents outweighed negative ones by 4:1

Positive comments

"I never used to read this because it had too many adverts. I like the new design looks professional, like a magazine you would buy rather than a freebie."   A Tompkins

"I have gained more information via this paper than any other, I think it's brilliant. Well done keep it up." Brigid Courting

"This magazine has proven to be inspirational. Well done to all." Patricia Wood

"I like Harrow People as a method of raising my awareness and keeping me in touch with developments and progress." Marilyn Macey

Negative comments:

Although paper used for Harrow People is from sustainable forests, the glossy appearance led a small number of readers to suggest that the paper used might be expensive and non-recyclable.

"Polished paper causes reflection. Not conducive to easy reading. Generally too self congratulatory. Council does not economise enough. Too wasteful of council tax." J Miller

"The Publication Advisory Panel should be more politically independent. Less politicians (say 3, one each party) and the rest made up of local people." DA Stanley

"Why do the majority of articles deal with recent incomers to the borough? Let's have more about the people who have lived here all their lives and built the town up with their hard work and taxes all their lives." M Stapleton

14

This page is intentionally left blank