

Meeting:	Publications Advisory Panel
Date:	9 <sup>th</sup> 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(measurable PIs) More web content More customer hits on the site (meeting access strategy targets) Reduced risk of out of date content triggering complaints and litigation Meeting government web standards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
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* 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 its 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