



London Borough of Hammersmith & Fulham

CABINET

27 APRIL 2015

IMPLEMENTATION OF NEW WEBSITE CONTENT MANAGEMENT SYSTEM WITH NEW SHARED HOSTING ARRANGEMENTS

Report of the Cabinet Member for Finance: Councillor Max Schmid

Open report

A separate report on the exempt part of the Cabinet agenda provides exempt information on projected project and ongoing support costs.

Classification: For Decision

Key Decision: Yes

Wards Affected: All

Accountable Executive Director: Nigel Pallace, Interim Chief Executive

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1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval for the implementation for a new website content management system with the procurement of new shared web hosting arrangements with RBKC and WCC.
- 1.2. The proposal is to move to an externally-hosted shared Drupal platform with H&F retaining full sovereign control of content and design. HFBP have evaluated Drupal and confirmed it meets H&F's requirements. The Council's current intranet would be hosted for a period on the RBKC TriBbnet platform (to which much of the shared services content has already been transferred) as an interim before being hosted on an alternative cloud based platform.
- 1.3. This project costs are set out below and cover the H&F share of creating a new Drupal platform, on-going shared support costs, the technical rebuild of the H&F site in the new Drupal CMS, new mobile-responsive site designs, and the detailed content migration to the new site.

- 1.4. Projected project and ongoing support costs are shown in the appendix of the exempt report.

2. RECOMMENDATIONS

- 2.1. To replace the current website content management system and implement a new responsive accessible design with the procurement of new shared web hosting arrangements.
- 2.2. To approve the operating model to share a hosting provider across Westminster, Hammersmith and Fulham and Kensington and Chelsea.
- 2.3. To approve the procurement route using call off from G-cloud.
- 2.4. To approve RBKC as the contracting authority and the implementation of an Inter-borough service agreement to apportion costs.
- 2.5. To agree to total implementation costs of £413,670 to be met from the IT Strategic Fund (£0.250m) and Efficiency Projects Reserve (£0.164m).

3. REASONS FOR DECISION

- 3.1. H&F's current Tridion website and intranet Content Management System (CMS) is out of formal support with increasing risk that technical difficulties cannot be fixed.
- 3.2. Our current CMS cannot provide design that is responsive to mobile phones and tablets which currently account for one third of our users and is rising.
- 3.3. Our current systems will need upgrading to ensure continued Payment Card Industry Data Security Compliance (PCI-DSS).
- 3.4. Moving to a new CMS will enable development of additional online functionality, such as embedded video, integrated translations and social media integration.
- 3.5. A new CMS creates an opportunity for a redesign to reprioritise content, improve the online customer experience and make the site more socially inclusive by improving accessibility.
- 3.6. Moving to a common system and shared platform will enable content to be updated more efficiently by staff working in shared services and enable future moves to a single IT support team to provide support and web development more efficiently.
- 3.7. Improving the design and accessibility of our website should help drive increased web transactions and help enable further efficiencies.

- 3.8. H&F will be purchasing an essentially commoditised service with limited requirement for management and monitoring via the inter authority agreement with RBKC. The Shared ICT service will manage a single contract for hosting which will be used by all three boroughs.
- 3.9. The contract is of a relatively low value and will be initially for a maximum duration of 24 months after which time H&F could decide to contract individually if it so wished.

4. BACKGROUND

- 4.1. The Council's current web design is now five years old and looks dated, with some reputational disadvantages. Moving to responsive design necessitates significant changes to page structures, which makes a redesign inevitable. This provides an opportunity to update the look and feel of the site and to address some of the issues and complaints made over recent years about the usability of the site. It also enables the new corporate identity to be fully deployed across the site and across linked line-of-business applications (e.g. Councillor and committee data, planning search, My Account).
- 4.2. A third of the visitors to our website now use mobile phones or tablets and this proportion is growing all the time. Our current CMS does not provide the facility to detect which device the visitor is using to access the site and serve up tailored designs responsively. This puts us behind most Councils and commercial organisations across the country. Website visitors who cannot use the Council's website easily on mobile devices will, inevitably, turn to higher cost channels such as phone or email. A good mobile device experience is therefore essential to improving accessibility and delivering existing savings from channel migration across the Council.

5. PROPOSAL AND ISSUES

- 5.1. A single CMS across all three boroughs would make content editing more manageable leading to better content quality. It would also enable a move to a single web IT support team, again enabling better-value development in future.
- 5.2. Sharing a common platform, reusing code across the three sites, and having a single support model will take advantage of both economies of scale and of scope. The three Councils will all be able to benefit from the pooling of resources and the sharing of developments, hosting and support whilst retaining sovereignty over brand, content and customer service / integration as required.
- 5.3. Neither H&F nor HFBP have the specialist technical support in house that is required to do the initial build of the new website in Drupal. However, HFBP are able to pull in specialist Drupal developers and designers through Agilisys.

- 5.4. The Council's transactional portal, My Account, is also currently being redesigned and made mobile responsive by Agilisys. Using the same designers and developers would enable H&F Council to access the Drupal specialist required while also aligning the two substantial design projects to achieve a consistent and integrated user experience across the site. Using one web designer for both projects, rather than two, represents better value for money.
- 5.5. A client-side project team will be established to set the design and presentation framework; to work with services across the Council to prepare their content for migration; and to undertake the detailed rebuilding of pages. The estimated project cost includes additional temporary web editors to undertake this work.

6. OPTIONS AND ANALYSIS

- 6.1. Tridion, the current content management system used to create the website and the intranet, is out of support and no longer considered fit for purpose. If a major fault were to develop, the Council is currently running a significant risk that it would not be able to fix it. The Council therefore needs to upgrade or move to a new CMS.
- 6.2. Upgrading the Microsoft software products to allow fixing the website code would also require upgrading the current Tridion content management system used to publish material to the website, as older versions of Tridion are not supported on the more recent Microsoft software products.
- 6.3. The tri-borough Drupal CMS and the hardware platform on which the H&F Drupal website is to be hosted, will be able to support the recent Microsoft software products and ensure continued PCI-DSS compliance.
- 6.4. Newer versions of Tridion support responsive styling, but the whole site would need to be rebuilt and content migrated to an upgraded version. Newer versions of Tridion come with increased licensing costs.
- 6.5. If H&F want to realise the savings from using a shared platform, using Drupal to provide that platform seems sensible. HFBP have evaluated Drupal and confirmed it meets H&F's specific requirements.
- 6.6. The H&F site has grown and developed over the last 20 years and now supports very wide ranging content and functionality. Rendering the intricacies of the site for a sufficient variety of devices is a complex task. Whatever the content management system, extensive bespoke tailoring of content and design would be required to make the current website responsive.
- 6.7. Drupal uses a wide range of responsive design templates and can be readily tailored to provide the Council website with a bespoke, responsive 'look and feel' that supports and enhances our visual identity without the need to buy in an additional responsive design solution.

- 6.8. Moving to a modern content management system should give the Council a broader range of options in the future, should it wish to move transactional elements of the website to a different provider.
- 6.9. A client side project team will be established and resourced with a team of digital editors capable of rationalising, improving and reformatting content to be transferred onto the new site.
- 6.10. Proposed Timeline

Milestone	Date
Project Kick-off	30-04-15
Website information architecture agreed	03-06-15
Interface specifications agreed	03-06-15
Interfaces completed	02-09-15
Drupal components completed	02-09-15
Website page templates completed	02-09-15
Website content ready for migration	02-09-15
Website content migrated	23-09-15
New website ready for testing	23-09-15
System testing completed	07-10-15
UAT completed	28-10-15
Handover to BAU Support	04-11-15
New website launched	04-11-15
Project closure	20-11-15

7. CONSULTATION

- 7.1. As well as creating a sleek and efficient transactional portal, we want an interactive site that encourages local people's views and participation, a site that speaks to the whole experience of living and working in the borough. Getting that balance right is the primary design requirement.
- 7.2. Our website is a valuable communications tool for the Council and has become our primary shop window. The design of the site must show our multiple audiences what is important in H&F and provide rapid access to news updates, consultations, resident participation events and feedback mechanisms, as well as transactional channels. It must support the democratic role of local Councillors, highlighting decision-making processes and enabling residents to hold the Council to account through easy access to planning applications, transparency data, budget decisions etc.

7.3. Content will be focussed on the customer's needs, not descriptions of Council structures. Key principles include:

- Prioritising key tasks and functions on each page
- Providing succinct page summaries where required
- Using plain English and best practise tone and style
- Consistent title and sub-header presentation and use of graphics, icons and visual elements
- Consistent positioning of page elements such as related links, sub menus, contact information and calls to action.

7.4. The H&F website refresh project will be based, as far as feasible, on the Government's design guidelines which cover the following principles:

- Start with needs
- Do less
- Design with data
- Do the hard work to make it simple
- Iterate. Then iterate again.
- Build for inclusion
- Understand context
- Build digital services, not websites
- Be consistent, not uniform
- Make things open: it makes things better

7.5. The site currently consists of more than 7,000 pages (excluding all business applications), plus a very large number of pdfs and media files. A review of the content of the entire site is underway in readiness for migration to a new CMS. In addition to the long-standing guidelines for presenting content on the web site, a responsive design presentation guide has been produced to ensure consistent quality of content across the site.

8. CONCLUSION and BENEFITS

8.1. Sharing a common platform, reusing code across the three sites, and having a single support model will take advantage of both economies of scale and of scope. The three Councils will all be able to benefit from the pooling of resources and the sharing of developments, hosting and support whilst retaining sovereignty over brand, content and customer service/integration as required.

- 8.2. To ensure a value for money hosting provider is identified to meet the timeframes for RBKC and LBHF website go live, procurement via the G-cloud framework is recommended. A detailed requirements specification has been produced and approved by the project board which will be used to shortlist and identify a preferred supplier.
- 8.3. The proposed Shared ICT service will manage one contract for hosting which will be used by all three boroughs.
- 8.4. As RBKC require the hosting arrangements first it is recommended that RBKC call off the hosting provider from the G-cloud and that an Inter borough service agreement sets out how the costs will be apportioned.
- 8.5. Approval to award the contract will be provided by Contracts Management Board (CMB).
- 8.6. In addition to the reduced operating and support costs transfer and improvement of our website will bring a number of non-cashable benefits, such as;
 - Providing an opportunity to systematically rationalise, review and improve our current content
 - Improving our customer journeys and helping our residents and customers to self-serve where they are able
 - Helping to drive and increase the number of digital transactions
 - Improving accessibility and language translation
 - Avoid the costs of having to upgrade our current platform
 - Be better able to embed social media
 - Facilitate better engagement, consultation and communications with our residents
 - Being mobile responsive

9. EQUALITY IMPLICATIONS

- 9.1. This project will aim to make our website accessible to people with disabilities and should aim for AAA compliance and to improve access to information for people for whom English is not a first language. The replacement will seek to address the failings of the current site identified in recent SOCITM reviews.

10. INFORMATION, COMMUNICATIONS AND TECHNOLOGY (ICT) IMPLICATIONS

- 10.1. The IT proposed here is in line with the three Councils' current IT strategy for both digital and mobility and will considerably enhance the service offer to residents.
- 10.2. Verified by Jackie Hudson, Director for Procurement and IT strategy 020 8753 2946.

11. LEGAL IMPLICATIONS

- 11.1. There are no particular legal implications arising from this report as the proposed use of the G-Cloud framework to procure the service is in keeping with the Public Procurement Regulations, 2015 and the Council's governance requirements.

Completed by Tolu Akinosun, Solicitor (Contracts), Legal Services.
07876846131.

12. FINANCIAL AND RESOURCES IMPLICATIONS

- 12.1. The one-off implementation costs of this project are £0.367m. £0.25m has previously earmarked from the IT Strategic Investment fund as a contribution to this project. It is proposed that the balance of £0.117m come from the Efficiency Project Reserve.
- 12.2. The project will deliver estimated direct annual revenue savings of £0.057m per annum from year 3. These will need to be taken account of within the Medium Term Financial Strategy Process. In year 1 there will be a net revenue cost of £0.047m during the implementation phase. It is proposed that this also be funded from the Efficiency projects reserve. This makes the total contribution from this reserve of £0.164m.
- 12.3. As well as delivering direct revenue savings the project will also act as an enabler to further IT savings from shared services work with the Royal Borough of Kensington and Chelsea and the City of Westminster.
- 12.4. Implementations verified/completed by: Andrew Lord, Head of Strategic Planning and Monitoring. 020 8753 2531

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1. The Director of Procurement and IT Strategy agrees with the recommendation contained in the body of this report and notes the intention to put in place and Inter-borough agreement for the provision of services by RBKC to H&F.
- 13.2. Implications verified/completed by: Mark Cottis, e-Procurement Consultant, 020 8753 2757

Ed Garcez
Tri-Borough Chief Information Officer

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report - none

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