Melton
Borough
Council

Project Documentation

Content Management System and MBC Website

Incorporating business case, project brief and project management document

Part A – Document Control
Part B – Business Case, Project Background and technical issues
Part C – Project Brief
Part D – Project Management Document

Version no: 1

Date: 24 June 2013

Part A - Document Control

A 1 - Key personnel

Title	Content Management System and MBC Website
Author	S-J O'Connor
Approver	
Owner	S-J O'Connor
A 2 - Project Organisation Structure	
The main roles and responsibilities will include: project management of the New Website	

A 3 - Version history

Version	Date	Summary of changes	Changes marked

A 4 - Distribution

Name	Area

A 5 - References

Doc reference	Document title

Part B – Business Case, Project Background / technical issues

B 1 - General

The current content management system (CMS) that provides the platform for the MBC website, is out of date and unsupported. It is running on an old version of the software and requires upgrading to the latest version or replacing. A decision was made in December to defer which option to take while Leicestershire County Council (LCC) considered their approach to a similar project. In March it became clear that the web site requirements for MBC and LCC were not completely aligned and therefore MBC needs to make the decision to move the project forward. In addition, several changes have been made to the current website to support the delivery of the Universal Credit Pilot and the Council Tax Support Scheme which has resulted in the site becoming unstable. Several calls have had to be made to the software provider and internal resources used to get the site back up and running as it should be.

Over the past 12 months the Digital Channel Project has been preparing to move over to a new site this has meant :
- testing out design, content and navigation ideas with customers on the existing website so they will be thoroughly ready for any new system;
- starting to change the culture within the organisation, and
- getting online content and services ready within service areas.

Upgrading to a new CMS system will undoubtedly provide better functionality. However in order to improve the website significantly, cultural change within the organisation is fundamental, so that officers view the web as the Channel of Choice to serve customers. Services will need to understand their customers' requirements and ensure that their needs are met online.
In the longer term (15 months +), the website should become an "online shop" for the council, where ALL enquiries and business can be conducted online, and links or integration between EDRMS (Electronic Document Records Management System), CRM (Customer Relationship Management) and backend systems provide streamlined and efficient online services. It will also provide the platform of other digital delivery channels including smart phone and tablet access, digital marketing, social media and digital TV etc.

B 2 –Service / Service / Function

The project is being led by the Communications Service

B 3 – Strategic fit

Members at the meeting of PF&A in December 2013 recommended:

- **that a further report be submitted for drawdown of funding in respect of the website Content Management System (CMS) once the Leicestershire County Council procurement process has concluded,**

> **which is expected to be in March 2013;**
>
> - **that officers be asked to develop a localised version of the digital service standard for adoption in respect of Melton Borough Council services;**
>
> **Objectives:**
> - Making the website and other digital channels the channel of choice for customers accessing MBC services.
> - To achieve significant cultural change within the council where online and digital is always the channel of choice for staff and customers
> - To meet customers' expectations in delivering our services digitally.
> - To provide a main communication tool for the council for both internal and external customers.
>
> The web team will continue to work with service areas to undertake a review of their online service. Services will need to understand their customers, and review current and ideal content and functionality. They will continue the work to improve their web pages in terms of content, functionality and integration with backend systems to meet the requirements of users linking in with CRM project.
>
> **Critical success factors are:**
>
> - Reduced volume of telephone and face to face transactions
> - Increased customer satisfaction
> - Improved Council reputation
> - Content and quality of website content and service is maintained
> - Increased number of digital transactions
> - More channels available for digital access

B 4 - Options appraisal

> Members also at their meeting of PF&A in December 2013 considered the following options for the website :
>
> **1 – To do nothing and keep our current website and provider**
> **2 – Upgrade to Alterian 7 and redesign templates**
> **3 – Implement a new website following a procurement process**
> **4 – Continue with the current site and wait for the decision from LCC on their choice of provider for a new site.**
>
> Option 4 was the preferred option however it has now been established that this option is no longer viable.
>
> Option 1 does not fit with the vision of the Transformation Programme and has not been considered further.
>
> Option 2 is upgrading the current CMS with the existing provider. The cost of this option is similar to that of procuring a new CMS due to the amount of work required

to implement the upgrade. There have been several issues with the current site including the level of customer service and ability to get the available functionality working. As there are no financial benefits to taking this option this has not been considered any further in this report.

Option 3 – There are several CMS products out on the market at the moment. The Web Development Team have produced a specification for the new site and considered several options. They consider the best product currently on the market that would best service the authority's need is Jadu:

- Jadu is one of the leading suppliers of Local Government Websites
- The Jadu platform is currently being used by two other Leicestershire Authorities which provides the opportunity for joint development.
- The recent ICT delegation to HBDC supports the use of Jadu and offers potential savings through sharing design and templates.
- HBDC, Jadu site has been awarded the highest 4 stars by Socitm.
- Jadu will deliver a responsive design which meets the requirements for a "mobile" friendly site.
- Jadu can be procured through the G-Cloud (no lengthy local tender process)

B 5 - Achievability

The role of the Web Engagement Officer has been in place since December 2012. This post has, over the last 6 months, set up an internal Web Champions group who have been reviewing the content on the site and setting the Digital Standards of future content. The post has been supporting the services in getting content on the website upto date and ready to migrate to a new site.   The post holder has also taken a leading role in consultation and testing of the site with user groups which has influenced the digital standards and the design aspirations for the new site.

Delivering a new site will be dependent on approval of the following :

- Post of Digital Engagement Officer (prev. Web Engagement Officer) becoming a permanent addition to the approved establishment. This can be funded from existing savings from budgets.

- The procurement of the Jadu CMS following the release of funds assigned for this project at December PF&A

- A responsive design which renders the website in a way that is appropriate to the device on which it is being used, whether a smart phone or tablet. This changes the size and shape of the page as well as the content that is presented. Based on similar projects estimated 16 days of consultancy work.

- Building of responsive templates that reflect the overall design of the site – estimated at 18 days of work for Jadu designers

- Implementation of the new platform which will include installation of the new CMS, training for staff and project management by Jadu – estimated at 21 days in total.

- Fully managed hosting service 24/7/365 consisting of Hardware and

operating software supplied by Rackspace Support and CMS software support through Jadu. Jadu Servers are leased from hosting partners Rackspace and are co-located at the UK data centre. Jadu dedicated servers come fully managed with 24/7 technical support provided by Jadu and Rackspace. A Jadu Support agreement guarantees the application against any software related issues.

- Allocation of funds for an online forms solution to enable transactions to be completed online. The best option for this has not yet been scoped out as this will need to fit with the ICT architecture however initial quotes have been obtained.

B 6 - Legal Issues (if applicable)

Procurement have confirmed that Jadu may be purchased through the Central Government G Cloud Procurement Framework.

The new site will need to meet the accessibility standards of which Jadu satisfies this.

B 7   Specification

The specification for the new website is at appendix D.1

B 8 - Financial Implications

Capital

Item	Comment	Cost	Discounted rate*	Saving
Purchase of Jadu CMS	List price	£30, 000	**£15,000**	£15,000
Installation costs	5 days at £800	£4,000	**£4,000**	£0
Training of staff	3 days at £800	£2,400	**£2,000**	£400
Project Management from Jadu	13 days at £800	£10,400	**£10,400**	£0
Responsive Web Design	16 days at £800	£12,800	**£6,400**	£6,400
Building Templates	18 days at £800	£14,400	**£7,200**	£7,200
Total		*£74,000*	*£45,000*	*£29,000*
Online Forms Package – scoping of best solution still required				
Purchase of Form's package	Based on Jadu XForms	£15,000	£15,000	£0
Forms implementation and training	Approx 8 days	£6,400	£6,400	£0
TOTAL		£95,400	**£66,400**	£29,000

*Discounted rate is subject to joint working with HBDC, failure to deliver this could result in additional costs of approx £30k. This is highlighted on the risk matrix for the programme

Jadu is an approved supplier to GCloud and GCloud provides Jadu with various benefits therefore Jadu will offer an additional saving of 2% on the costs (with the exception of the recurring costs) equivalent to £1,336

Revenue

Item	Current budget	Revised cost	Additional cost
Web platform support and maintenance	£6,930	£5,400	(1,530)
Hosting fee	£2,400	£9,000	£6,600
Google Site Search	£0	£1,200	£1,200
Sitemorse subscription	£2,000	£0	(2,000)
Browse Aloud	£995	£995	£0
TOTAL	£12,325	£16,595	**£4,270**

B 9 – Project Scoring Matrix

Scoring – for your project – calculate the points			
Criteria	**1 Point**	**2 Points**	**3 Points**
Cost £ (budget, time and human resource)	**<£10k**	**£10k - £50K**	**>£50K**
Timescale	**< 6 months**	**6 – 12 months**	**> 12 months**
Impact if project failed on the organisation	**Minor disruption**	**Moderate**	**Major**
Melton's Track Record	**Done Successfully Many Times Before**	**Done Successfully Once or Twice Before**	**New Area of Working**
Stakeholder Interest (internal and external)	**Minimal**	**Moderate**	**Major**
Project Complexity	**Straight-forward**	**Moderately Complex**	**Highly Complex**

Projects scoring 6 – 10 points - Formal methodology <u>not</u> necessary
Projects scoring > 10 points - Formal methodology <u>is</u> necessary

Note

The business case <u>must</u> be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.