

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

Committees: Corporate Projects Board - <i>for decision</i> Projects Sub - <i>for decision</i> Policy and Resources Committee - <i>for decision</i> Digital Services Sub Committee – <i>for information</i>	Dates: 10 March 2021 14 April 2021 8 April 2021#28 May 2021
Subject: Project Title: Design, build, support and host for new website Unique Project Identifier: <i>PV Project ID 11948</i>	Gateway 6: Outcome Report Regular
Report of: Town Clerk Report Author: Ryan Dolan – Project Manager	For Information
PUBLIC	

Summary

1. Status update	Project Description: Design, build, support and hosting for new website <ol style="list-style-type: none"> 1. The previous website was launched in 2012 and, inevitably, was showing its age and no longer reflected well on the City of London Corporation. 2. All support for SharePoint 2010 [the previous website platform] will cease in October 2020 (regular support stopped in 2015). SharePoint will not be providing a platform for external sites in future, so it could not simply be updated, leaving our website on an unsupported platform posing a major risk. 3. Our previous website did not display well on mobile devices, was not task structured (i.e. lacking user focus) and the out of the box search engine did not provide results from across the full range of corporate information (i.e. Member, Jobs and Media sites are separate) that users expected. Project Objectives <ol style="list-style-type: none"> 1. Discovery To carry out research on the technical and strategic requirements of the City Corporation's website, to assess the key user requirements
-------------------------	--

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	<p>and to ensure that any proposed solution fulfils the City Corporation's statutory and legislative obligations.</p> <ol style="list-style-type: none"> 2. Design / Audit To create an excellent user experience based on best in class information architecture, navigation, visual layers, accessibility and functionality. 3. Build / Testing and Training To build the desired website as agreed with the City Corporation. 4. Launch To undertake a phased launch to allow go-live with minimal content, but full site functionality. 5. Transition to business as usual Provision of ongoing support of the website in terms of hosting, technical maintenance, first line support and any required training. <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: £0</p> <p>Final Outturn Cost: £295,748.00</p>
4. Next steps and requested decisions	<p>Requested Decisions:</p> <p><u>Projects Sub Committee</u></p> <p><u>Policy and Resources Committee</u></p> <ol style="list-style-type: none"> 1. To approve closure of the project and note lessons learned.
5. Key conclusions	<p>The new website was launched in July 2020 ahead of the Oct 2020 deadline. The old website platform was decommissioned on schedule in Aug 2020 along with other servers as part of the Azure migration. The project has been delivered on budget to the agreed specifications.</p> <p>The re-design of the website and its user journey / experience was carried out by the team at Zengenti who were awarded the contract via the G-Cloud framework. This design was the result of research into the current site, the corporate plan and Google Analytics data. We also ran workshops with staff, online surveys for staff and members as well as public user experience session.</p> <p>The Information Architecture has been re-designed around a structured content model making it easier to re-use and classify our web content in a more flexible manner. This new model also allows for easier integration with external data sources and other platforms.</p>

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	<p>Our new website is cloud based in a secure data centre, this removes the City Corporation's need for server maintenance staff and security patching as this has been outsourced to Zengenti. Our security around the platform has been increased with the new cloud model and we have further security enhancements and support from Agilisys for Cloudflare the virtual firewall software.</p> <p>Mobile compatibility has been achieved across all screen sizes and we have successfully imported data from Jobs, Democracy and News systems for internal searching with the website.</p>
--	--

Main Report

Design & Delivery Review

6. Design into delivery	The overall design of the project has worked well and delivered satisfactorily on all requirements. The project adopted an agile methodology during the design and build phases, which resulted in changes to the look and feel as the site design was developed.
7. Options appraisal	The options appraisals in Gateway 4 opted to outsource Design, Build and Support, via G-Cloud procurement. This has allowed for a successful project without compromising the scope and project deliverables. All project deliverables were completed within budget, to agreed specifications and delivered 4 months early.
8. Procurement route	The contract was let under the Crown Commercial Services framework, GCloud 10 (Procurement reference con_COL_14659). This process was successful without the need for revision.
9. Skills base	<p>A fixed term, full-time, external project manager was brought into the web team to oversee the project delivery.</p> <p>Training has been provided to over 120 City of London staff on creating over 1,200 pages for the new website. This training was delivered by the project manager in conjunction with IT training staff to ensure knowledge transfer.</p> <p>The project manager has also documented a system administrator guide as part of the transition to business as usual.</p>
10. Stakeholders	<p>A communication plan was written at the start of the project and was followed throughout. Regular updates to all stakeholders were based on a RACI model (Responsible, Accountable, Consulted, Informed).</p> <p>We have used all forms of communications within the project making special use of Microsoft teams for engagement with large groups of editors including video-based workshops and training and electronic forms for content audit.</p>

--	--

Variation Review

<p>11. Assessment of project against key milestones</p>	<p>Key milestones</p> <p>Gateway 5 milestones: November 2018: Contracts December 2018: Supplier By April 2019: Discovery phase By August 2019: IA user journeys, wireframes By December 2019: Build and development Early 2020: UAT. training etc Mid 2020: Launch</p> <p>Project Milestones</p> <p>6.1 Discovery phase Completed 03 Jun 2019 Information Architecture presented to website working group, with testing from staff public and members.</p> <p>6.2 Content Audit Phase Completed 31 Jul 2019 87 editors reviewed and ranked 2,421 pages, identifying 995 pages as needed for launch.</p> <p>6.3 Design Phase Completed 20 Aug 2019 Designs were agreed at the project board and displayed to stakeholders via teams, face to face presentations and emails.</p> <p>6.4 Platform Build Phase Completed 21 Oct 2019 Build templates were tested and adjusted in agile sprints for each content type. There were some delays with:</p> <ul style="list-style-type: none"> · Jobs data import · Cookies Controller <p>6.5 Testing and Training Phase Completed 03 Dec 2019 127 editors were trained across all sections</p> <p>6.6 Content Creation Phase Completed 30 Apr 2020 1,053 pages were created and approved for launch.</p> <p>6.7 Go Live Phase New website launched on the 06 Jul 2020</p>
--	--

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

12. Assessment of project against Scope	<p>The project has delivered on all the requirements outlined in the project brief.</p> <ul style="list-style-type: none"> • Display well on mobile devices, • Provide comprehensive search results across City of London Corporation sites, • Provide information in a task-based, user-focused manner. <p>The new platform is stable and well maintained and we do not anticipate any requirements for major work of this kind for the period of the contract 2 years + the option for two 1 year extensions.</p> <p>Satisfaction feedback is generally positive for the design of the new website, it is worth mentioning that we have met a general expectation amongst some members and senior managers that the new website would deliver more interactive functionality.</p> <p>While the full scope of the project has been met, the further ambitions of the City Corporation, could be fulfilled now we have a stable and integration ready platform.</p>
13. Risks and issues	<p>No identified risks occurred during the project. The risk log has been monitored as part of the ongoing project and reported to the project board on a monthly basis.</p> <p>One of the largest risks were concerns over staff resourcing for web editors and their usual workloads. With help from colleagues in all departments we have been able to deliver all pages that were audited as essential content within the given time frame.</p>
14. Transition to BAU	<p>Regular knowledge transfer sessions and configuration documentation have left the publishing team in a good position to support the platform moving forward and the training materials have been passed over to the IT trainer who has been providing ongoing training with no issues encountered.</p> <p>The issue reporting and escalation has been documented and circulated amongst IT staff editors, content leads and publishers and was drafted in consultation with both internal and external helpdesk service providers.</p>

Value Review

15. Budget

Estimated Outturn Cost (G2)	Estimated cost (including risk): £481,444	
	At Authority to Start work (G5)	Final Outturn Cost
Fees	£179,360	£153,092
Staff Costs	£142,656	£142,656
Works	£	£
Purchases	£	£

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	<i>Other Capital Expend</i>	£	£
	<i>Costed Risk Provision</i>	£	£
	<i>Recharges</i>	£	£
	<i>Other*</i>	£	£
	<i>Total</i>	£322,016	£295,748
	<p>Please confirm whether or not the Final Account for this project has been verified. *</p> <p>The final accounts have been verified by Laura Tuckey on 25-01-2021. A final recharge for Staff Costs is due from the Town Clerks local risk budget end of Quarter 1 2021 and has been included in the above figures.</p>		
16. Investment	<i>Not Applicable</i>		
17. Assessment of project against SMART objectives	<p>OBJECTIVES</p> <ul style="list-style-type: none"> <i>To scope and procure services to implement a new City of London Corporation Website by 2020.</i> This target was achieved with the launch in July 2020. <i>To move to an externally supported and hosted website model</i> The new website is externally hosted and supported. <i>To improve website look, feel, and functionality to improve user satisfaction, as measured through user feedback and industry benchmarking initiatives such as the annual SOCITM survey</i> SOCITM no longer provide the annual benchmarking surveys, but we have been audited by the team that they used. <i>Specific – user focus/tasks</i> The new user journeys are much improved and with the new layout and searching it is easier to find and complete tasks. <i>Measurable – responsive design</i> The new website has a fully responsive design and renders to a standard presentation across all device platforms. <i>Assignable – Ambition to have independent project manager and will appoint reputable supplier</i> A project manager was recruited for this development along with Zengenti as the supplier. <i>Realistic – if keep to timescales and get budget then everything Time-related – must be by 2020</i> The project has been delivered with no loss of scope, on budget and within allotted time. 		
18. Key benefits realised	<p>Baseline G2 report.</p> <ul style="list-style-type: none"> Better user experience Improved engagement with key audiences Better vehicle for communications 		

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	With the federated searching we are able now to direct customer traffic to City Corporation services and data that was previously unavailable on our website. The integration with Mod.Gov in particular means that Committee papers are now searchable from the City Corporation's website without the need to navigate into different subdomains.
--	---

Lessons Learned and Recommendations

19. Positive reflections	<p>The content leads and regular User Experience group meeting was a valuable tool for communication.</p> <p>Teams and online forms were useful for data gathering and as a knowledge base.</p> <p><i>In conclusion:</i></p> <ul style="list-style-type: none"> • The new website was launched in July, three months ahead of the October deadline. • The project was delivered 8% under budget, returning £26,268 of unspent capital funds. • Of the comments we have received since launch we have received a 2:1 positive: negative ratio.
20. Improvement reflections	<p>A greater focus on Google services would have improved the launch of the website. We have documented learning points from this and improved reporting by adding additional metrics with Google Tag Manager.</p> <p>As these services were not taken into account at the start of the project, we will be in a better place to include the existing and improved services in the future.</p>
21. Sharing best practice	The Content Lead User Experience group that was used throughout the project has been a great way to disseminate the information learned during this project and the team's areas will continue to be used going forward.
22. AOB	<i>None</i>

Contact

Report Author	Ryan Dolan [Melissa Richardson]
Email Address	Melissa.Richardson@cityoflondon.gov.uk
Telephone Number	Contact via Teams