



Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Executive Board

Date: 5 January 2011

Subject: Design and Cost Report - The Web and Intranet Replacement Project -
(scheme number -14201/BTE/WEB)

<p>Electoral Wards Affected:</p> <input type="checkbox"/> Ward Members consulted (referred to in report)	<p>Specific Implications For:</p> <p>Equality and Diversity <input checked="" type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
<p>Eligible for Call In <input checked="" type="checkbox"/></p>	<p>Not Eligible for Call In (Details contained in the report) <input type="checkbox"/></p>

EXECUTIVE SUMMARY

The website is increasingly the channel of choice for the majority of citizens. Our current offering is deficient due to unreliable technology and an inefficient web content management system. This has led to a high number of separate websites (75 and growing) being developed outside of www.leeds.gov.uk. This disparate approach is costly to maintain, leads to confusing messages to residents and makes information hard to find.

A recent Socitm study ranked www.leeds.gov.uk 36th out of 36 Metropolitan web sites based on the number of visits and bottom for Yorkshire and the Humber with a -7.22% relative market share. It is also estimated that when people visit www.leeds.gov.uk they fail to find the information they are after over 35% of the time resulting in inconvenience and high cost to the Council with customers using alternative channels.

The council needs an improved web presence (internet and intranet) to allow residents, staff and elected members access to information and services on-line. The council will be reliant on an effective transactional website if it is to deliver the potential of significant savings from moving customers away from more expensive delivery channels.

We will use our existing partnership and investment in Microsoft technologies (SharePoint 2010) to replace the web content management system and deliver a new www.leeds.gov.uk and intranet. This will ensure costs are kept to a minimum. The new publishing system will provide the opportunity to consolidate the externally hosted websites moving them back to www.leeds.gov.uk and allow us to manage our information more efficiently. Funding for this project has already been provided for within the existing council capital programme resource.

1.0 Purpose Of This Report

- 1.1 To receive the authority to spend existing capital provision for ICT developments, equating to £959.3K in 2010/11, £767.6K in 2011/12, and £80.7K in 2012/13 to fund the design and development of a new website and intranet presence as part of the Web and Intranet Replacement Project. The funding is to be provided from resources already set aside for ICT developments and will fund the allocation of existing ICT staff to deliver this important piece of work.

2.0 Background Information

- 2.1 The content management system (CMS) that supports both the intranet and www.leeds.gov.uk forms an essential part of this infrastructure and is no longer fit for purpose. It was developed in house more than 10 years ago (with an expected lifespan of 3 years), is unstable, and costly to maintain. The council cannot publish information in real time which means we cannot react to emergencies or immediate changes to service information. There is a clear gap in functionality compared to standard commercially available tools and mass duplication and inconsistency of information through multiple versions of the system. Additionally the web site is completely unavailable for 20 minutes each day to enable site content to be updated. From an internal perspective, the Council's intranet is outdated. Staff find it difficult to access the information and services they require and the search facility is ineffective.
- 2.2 Failure to tackle the above issues may damage the council's reputation and means that the council will lack an effective web platform to underpin many of its efficiency programmes, e.g. Electronic Service Delivery, Changing the Workplace. The council needs to build a good website capable of realising efficiencies through the development of self service provision (internally and externally) wherever possible, reducing avoidable contact and providing timely information and services for our citizens, employees and elected members.
- 2.3 Many people do not use www.leeds.gov.uk now because it is cumbersome and difficult to find the information they are looking for fast. This results in people using more expensive channels such as the telephone. We receive an estimated 2.5 million calls per annum (at £3.21* transaction cost per contact). If we consider that 85% of telephone contact to the Council is to find out information, moving only half of these, through effective marketing of the new site, to the web channel (estimated transaction cost of £0.39* a contact) would result in significant savings to be made in the Contact Centre. We are also working closely with colleagues from First Direct who are renowned for excellent customer service delivery to maximise our investment in e-service delivery.

*These figures have been provided by Socitm Insight Channel value benchmarking service, December 2009.

3.0 Main Issues

3.1 Design Proposals / Scheme Description

- 3.1.1 The project will deliver a new web content management system, consolidate the 75 web sites and replace www.leeds.gov.uk and our existing intranet.

3.2 Consultations

- 3.2.1 The project business case has been considered, reviewed and approved by the relevant council officer boards including, Intelligent Organisation Programme Board, Resources and Performance Board, Corporate Leadership Team and the ICT Commissioning Board .

3.3 Programme

- 3.3.1 The project will be delivered in phases. Indicative time-scales are provided below:

Phase 1	Design Phase	January 2011 to March 2011
Phase 2	Build and Test Phase	March 2011 to July 2011
Phase 3	Launch Phase	July 2011 to October 2011
Phase 4	Consolidation Phase	Post October 2011

4.0 Implications For Council Policy And Governance

- 4.1 The project supports the council's developing ambition to be "The Best City Council in the UK" and particularly the new values currently being consulted on:

- Spending money wisely
- Engaging our citizens
- Working as a team for Leeds

5.0 Legal And Resource Implications

- 5.1 There are no specific legal implications – the design and build of the new internet and intranet will adhere to appropriate website standards, compliance requirements and accessibility issues.

5.2 Scheme Design Estimate

5.2.1 Capital Funding and Cash Flow

- 5.2.2 The total project costs are show in the table below. These costs have already been provided for in the existing capital programme budget.

- 5.2.3 In terms of delivering efficiencies, the project will achieve circa £4.29m of savings, over five years, in its own right through the consolidation of the 78 plus externally hosted websites associated with the council and the reorganisation and consolidation of existing web publishers into a corporately led web management approach.

- 5.2.4 A conservative estimate of staff savings of £359K per annum for staff associated with externally hosted web sites has been included within the business case. These figures assume there is one person working on each externally hosted web site and that we are able to reduce this by at least 20%.

- 5.2.5 A conservative estimate of savings of £425K per annum through a reduction of existing web publishers across the council (400+) has also been included in the business case this assumes a 3% reduction of staff involved in web publishing made possible through the creation of a centralised web management team and a more efficient and effective CMS.

- 5.2.6 An estimated £292K per annum saving in equipment and ICT hosting costs has been calculated. This has been based on data obtained through an audit of externally hosted web sites which identified an average hosting cost per externally hosted site of £12,503 per annum. The £292K annual saving used in the business case uses a much reduced figure of £3,750 per annum per site.
- 5.2.7 The more significant, but yet unquantified saving, is in regard to e-service delivery and moving high volume transactions from face-to-face or telephone delivery to self-service over the internet and other channels. The current web infrastructure is restrictive in this regard and the proposals contained within this report will support a significant piece of work to encourage people to switch channels and thus make significant savings in services. Work is currently ongoing to ascertain the full potential of this and prioritise services for e-service delivery as part of the council's Customer Access improvement programme.

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2010 £000's	FORECAST				
			2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014 /15 £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	4.4		4.4				
DESIGN FEES (6)	345.8		305.8	40.0			
OTHER COSTS (7)	0.0						
TOTALS	350.2	0.0	310.2	40.0	0.0	0.0	0.0

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2010 £000's	FORECAST				
			2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014 /15 £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	213.5		213.5				
DESIGN FEES (6)	969.3		332.4	636.9			
OTHER COSTS (7)	274.6		103.2	90.7	80.7		
TOTALS	1457.4	0.0	649.1	727.6	80.7	0.0	0.0

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2010 £000's	FORECAST				
			2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014 /15 £000's
LCC Funding	1515.8		667.5	767.6	80.7		
Corporate Unsupp. Borr.	291.8		291.8				
Total Funding	1807.6	0.0	959.3	767.6	80.7	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

- 5.2.8 The £350,200 capital funding covers pre-approved funding for elements of staff portal and enterprise search within the capital scheme. This funding represents existing capital programme resource so no injection is required.

5.3 Revenue Effects

- 5.3.1 The annual cost of software maintenance (£50k) will be offset by the savings achieved through consolidation of the web hosting (£80k in 10/11 rising to £266k by 2012/13).

5.4 Risk Assessment

5.4.1 The following is a summary of high level risks (P= probability, I=Impact):

1	The business case is not approved	P:Low I: High	Business case approved by key officer governance arrangements.
2	Failure of the existing www.leeds.gov.uk web site	P:High I: High	The current CMS is not fit for purpose and difficult to support and maintain with high risk of failure. The speed of implementation of the replacement content management system is imperative to mitigate this risk.
3	Damage to council reputation	P:High I:High	Current deficiencies in existing CMS pose significant risk to the reputation of the council – e.g. Inability to publish in real time means we can not respond effectively in an emergency situation. Duplication and inconsistencies in information means there may be no trusted or single version of the “truth” with the potential to misinform. This will be mitigated by replacing the multiple unstable systems presently in place with a single web content management system.
4	Lack of buy-in from the business and access to business resources	P:High I:High	The success of the project will depend upon the involvement of the business in the development of the Information Architecture and information governance. This will be at a time when services are already under significant pressure and could cause delay in implementation. A Strategic Working group will be formed with buy in to the Terms of Reference for this group. The business case additionally includes an element of time/cost to cover business engagement in the project.
5	Web Consolidation Workstream does not deliver cashable savings	P:Low I:High	This workstream will be governed as part of the Programme, managed from within Business Transformation. The release of cashable savings will be determined by the approach adopted to the surplus resource identified through the consolidation project and business process re-engineering.
6	Council does not utilise modern e-service delivery infrastructure to deliver efficiencies	P:Low I:High	The council is required to deliver significant efficiencies over the next four years. There is potential to deliver significant savings from e-service delivery. The new content management system and web infrastructure will be critical to delivering these savings.

6.0 Conclusions

6.1 The council needs a quality web presence (internet and intranet) to allow residents, staff and elected members access to information and services on-line and as the means through which further efficiencies are delivered in terms of electronic service delivery.

7.0 Recommendations

7.1 To provide the authority to spend of existing capital provision for ICT developments, equating to £959.3K in 2010/11, £767.6K in 2011/12, and £80.7K in 2012/13 to fund the design and development of a new website and intranet presence as part of the Web and Intranet Replacement Project.

Background Papers

(1) Web & Intranet Replacement Project Business Case. Release 4, dated 22nd September 2010.