

REQUEST FOR MAYORAL DECISION – MD1326

Title: Delivery of the new London.gov.uk website

Executive Summary:

The Mayor of London's marketing strategy identified that the London.gov.uk website was not performing to its full potential. The website offers the organisation considerable opportunities to communicate and engage with Londoners, but is out-dated and not fit for purpose.

In September 2013, the GLA commissioned Webcredible to work on a user experience project. This provided the design and functional requirements for a new website so that London.gov.uk would be:

- The first place to go for information about London government
- A modern, open and engaging site that listens to people's concerns
- A resourceful hub signposting to relevant sites

The next stage in the process is to build the new site along these lines and repurpose the existing content to make the information concise, engaging and relevant. This MD requests approval to build the site and develop the content to meet these requirements.

Decision:

That the Mayor:

1. Approves gross expenditure of up to £1.85million, including the receipt of income of £0.3m, for the construction and delivery of the new London.gov.uk website; and
2. Delegates to the Head of Technology and to the Assistant Director of External Relations, whether acting individually or in concert, the authority to approve all decisions relating to expenditure of the budget set in decision one above provided that all decisions relating to the GLA's entry into contracts have first been ratified by the board described at paragraph 3a of this MD1326.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:

Date: 28 March 2014

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

As part of the Mayor of London's marketing strategy, it was identified that the London.gov.uk website was not performing to its full potential both for the Londoners who use it and for staff at City Hall. The website offers the organisation considerable opportunities to communicate and engage with Londoners, but is out-dated and not fit for purpose.

The GLA's website, london.gov.uk was set up in May 2000, after the first Mayor of London election. As the official website for the Mayor, London Assembly and GLA it was built with the aim of sharing relevant public information and promoting activity of the three entities. Since its launch, the website has grown organically, with little forward planning. It was rebuilt in 2002 and reorganised in 2004. In 2005 a new portal was created – www.yourlondon.gov.uk, which was an online guide to London's public and community services. This was merged with London.gov.uk in 2007 with the intention of it becoming:

*'London's official website to offer a one-stop shop to give London residents and visitors an easy and accessible way to find out all they might want to know about London, including information about public, commercial and not-for-profit services. The vision is for a public service site that is so useful to those who live, work and visit London that they would want to make it their home page.'*¹

The above vision did not come to fruition and in 2010, London.gov.uk was re-launched to make it more engaging - *'a platform which we can use to reach out to Londoners and start having some decent conversations with them.'*² The limited functionality of the system meant that this did not meet expectations. A new website, 'Talk London', was created in 2011 with a primary aim of replacing the Annual London Survey as a research-led consultation tool. In 2012/13 work was done to move London.gov.uk content from the Drupal Platform D6 to D7, although changes in content and functionality were minimal.

In March 2013, there was an analytics review of London.gov.uk web stats. This compared the six months from Oct-12 to March-13 with the same period a year earlier. Despite considerable investment in web resources by the GLA and an increase in the number of Londoners online, the website stats were disappointing, with an average of 196,602 unique visits a month, of which 75,452 were Londoners.³ The review found the following:

- An 18% decrease in the number of page views
- An 15% decrease in the number of pages per visit
- An 15% decrease in the time spent on site
- An 18% increase in the bounce rate
- An 89% increase in viewers using Apple iPad as a device and a 39% increase in those accessing London.gov.uk using mobile devices including tablet.

In September 2013, the GLA commissioned Webcredible to work on a user experience project, which culminated in February 2013. The objective of their work was to redesign the London.gov.uk website to deliver the following aims:

¹ GLA, *Corporate Plan*. (2006-2009.)

² Christine Chau, *'the re-launch of London.gov'* YouTube video (Feb 2010.)

³ GLA, *Google Analytics review* (October 2012-March 2013 vs October 2011- March 2012.) Geo London figures should be treated with caution as are based on a sample of 8.06% of visits.



The outputs of this project were:

- A Digital Strategy to define what the new site will deliver to meet the needs of users
- A new site map and internet architecture
- Wireframe designs of the new site
- Visual Design of the new site

This work informs the website and content development for the new site.

2. Objectives and expected outcomes

2a. The Project's Objectives are:

- Produce a set of best practice Website design documents (the output from Webcredible's work) consisting of:
 - Digital Strategy
 - Site Map
 - Template pages
 - Information Architecture
 - Navigation structure
 - Designs for the Home, Landing and Content pages.
- Produce a set of technical specifications consisting of:
 - Technical (website hosting) architecture
 - Search server architecture
 - Architecture for all third party software / hardware components to be integrated into the new website
- Develop the new London.gov.uk (LG2014) website to the agreed timescales.
- Migrate content from the existing London.gov.uk site to the new website
- Migrate existing specialist websites microsites into the new London.gov.uk
- Establish service management arrangements for the new London.gov.uk

2b. Project Outcomes

The new London.gov.uk website will be built with full focus on its users. Extensive work has been carried out during the project's research phase on identifying the key user categories (Residents, Businesses, Professionals, Delivery Partners, Activists and Job Seekers), their preferences and requirements. This has been supplemented with the outputs of a thorough review of all aspects of delivering the very best in online information and services that fully satisfies the requirements of the identified user categories.

The outcomes of the project will be a new London.gov.uk website the users of which:

1. Feel informed about the Mayor and the London Assembly
2. Are able to access and influence London Government
3. Understand and participate in key projects and events
4. Engage in investigations and be aware of the Assembly's work.

The Key Performance Indicator of this project is an increase in satisfaction with London.gov.uk. Current satisfaction benchmarks will be set in April 2014, when the London.gov.uk website satisfaction survey is complete.

3. Other considerations

3a. Project Management

This project will be managed in strict accordance with the GLA's Project Management Framework.

The Project's organisation structure is as follows:

Role / Team Name	Description	Lead
Project Executive Team*	Reporting to the Digital Board, provides accountability for the delivery of the website	Kevin Austin, to be succeeded in April by Emma Strain (AD – External Relations), David Munn (Head of Technology Group), Dayna Brackley (Senior Manager – Marketing, Brand and Digital)
Senior User*	Represents the interests of all users of the new Website and ongoing, operational considerations	Samantha Low (Website Manager)
Senior Supplier (Development)*	Representing the technical development services for the Website	Graham Lane (Technology Group Business and Development Team Manager)
Senior Supplier (Infrastructure)*	Representing the provision of hosting infrastructure, technical architecture and providing technical support and maintenance for the Website once in live operation.	Jawaid Bhatti (Technology Group Operations Team Manager)
Project Manager*	Day to day management of the delivering the Build Phase Project and the TG Project Management Office providing support to all other Roles / Teams	Duminda Baddevithana (Technology Group Programme and Projects Team Manager)
Team Members	Each of the Project Board members will have one or more teams performing separate functions which will be documented and agreed by the Board.	

* Will comprise the Project Board

3b. Project Governance

A Digital Strategy Board has been formed to provide strategic oversight of this project, as well as consider and decide on matters relating to digital services at the GLA. This Board will include the Mayor's Director of Communications and the GLA Head of Paid Service. The Project Executive Team will meet with the Digital Strategy Board regularly throughout the project and report on progress.

Given the wide impact of this project, there will also be regular progress reporting to the Corporate Management Team as well as Directorate Senior Management Teams.

Whilst the Project Board approval will be required for all individual items of expenditure, as a further control measure, the overall budget will be split as follows:

- Approximately £470,000 will be directly managed by External Relations members of the Project Team for procurements related to Content, Taxonomy, Design and Communications.
- The remainder (approximately £1.38million) of the overall budget will be managed by the Technology Group for procurement related to all technical services.

3c. Project Delivery

The table below sets out the major milestones leading to the full and public launch of the new London.gov.uk website:

Milestone	Timetable	Summary Deliverables
Delivery of prototype website (Alpha)	March – May 2014	Initial build of the key elements of the website: <ul style="list-style-type: none">• Initial website hosting environment• The key web page templates• Navigation• Searching• Initial tagging / metadata• Dynamic and personalised content• Commencing the transfer of content from the current London.gov.uk website to the new site.
Delivery of Beta1 website	June – September 2014	Beta 1 will build on the outputs of the prototype and extend: <ul style="list-style-type: none">• Searching• Dynamic and personalised content• Transferring content and generating new content. Additionally, the new work commissioned will include: <ul style="list-style-type: none">• Taxonomy scheme and content tagging• Integration of third party systems such as Event Management, polls and surveys, mapping etc• Building the final hosting environment• Providing access to the new London.gov.uk from outside City Hall (to a limited number of users)
Delivery of Public Facing Beta 2 website	October 2014 – June 2015	Beta 2 will consist of: <ul style="list-style-type: none">• Completing the integration of third party systems• Continuing and completing the key content migration from the current site to the new one• Migrating content from currently running "microsites"

		<ul style="list-style-type: none"> • Launching the new London.gov.uk (June 2015)
Delivery of Beta 3 website	July – September 2015	<ul style="list-style-type: none"> • Completion of all data migration from current website • Continuing the integration of “microsites” • Putting in place the new service management arrangements • Completing training for key administrator / content editor users
Project closedown	September 2015	<ul style="list-style-type: none"> • Capturing lessons learned • Orderly closedown of the project and disbanding the project organisation • Archiving project documentation.

3d. Key Risks and Risk Management

This project will be governed in strict accordance with the GLA’s Risk Management Framework and in consultation with the GLA’s Governance Team. Risk management will be carried out as an integrated part of the day to day management of the project and reported to the Board on a regular basis.

The initial risks identified are:

- i. Financial. In a project of this complexity it is difficult to make an absolutely accurate assessment of the budgets required. There is therefore a risk of cost over-runs. This will be mitigated by very close financial management and forecasting the expenditure at regular intervals.
- ii. Time. As with the financial risks, given the scale of this project, there is a risk of time over-runs. It will be the responsibility of the Project Manager and Board to manage this risk on a daily basis to ensure that deadlines are stuck to. Additionally, the project plan has a small element of “slack” built in to ensure that unforeseen time over-runs can be accommodated.
- iii. People. This project will impact on every business unit/team at the GLA who provide content to or services via the current website and/or manage a microsite. Whilst additional web content resources will be procured, existing Teams will be required to work closely with the Project Team. There is a risk that the transfer of content will be delayed if key business team members of staff are not available. This will be mitigated by producing a timetable of content to be migrated to the new website in priority order and booking key staff time as early as possible.

3e. Links to Mayoral Strategies and priorities

This project links directly to the GLA’s Digital Strategy as approved in MD1193.

3f. Impact assessments and consultations.

Extensive consultation has been carried out in relation to this project. There have been GLA wide consultation exercises across all Directorates and the London Assembly throughout the UX stage. Partner organisations consulted include:

- TfL
- Government Digital Service
- London & Partners
- MOPAC
- London Fire Brigade
- LEP Board

There are no anticipated environmental impacts arising from this project but extensive work has been carried out to ensure that the new website will be accredited to at least AA standard (World Wide Web Consortium’s Web Accessibility Initiative).

3g. Procurement

This project will involve the procurement of a number of goods and services. All such procurements will be carried out in accordance with the GLA's Procurement and Funding Code.

3h Funding Sources

Financial Year	Amount	Sub-total	Source
14/15	£950,000	£1,350,000	GLA
	£300,000		External income
	£100,000		GLA (Technology Group c/f from 2013/14)
15/16	£500,000	£500,000	GLA
Total		£1,850,000	

4. Financial comments

- 4.1 Approval is being sought for expenditure on the construction and delivery of the new london.gov.uk website. The project will span 2 financial years, from 1 April 2014 to 30 September 2015.
- 4.2 The total estimated gross cost of the project is £1,850,000; the net cost to the GLA is £1,550,000, with the balance of £300,000 to be funded from external income. Should third party income not meet the above target, the cost of the programme will need to be delivered within the GLA budget.
- 4.3 With regards to the GLA's net cost of £1,050,000 in 2014-15; £950,000 will be funded from the Technology Programme Delivery budget and a proposed £100,000 budget carry forward from the 2013-14 Technology Group budget. The proposed carry forward will be subject to the Authority's closure of accounts process at year-end. It should be noted that budget carry forwards are not guaranteed and in the event that this proposal is not approved, the cost will either have to be funded from within the existing Resources budget for 2014-15 or will need to be scaled back as appropriate. The GLA's net cost of £500,000 in 2015-16 will be funded from the Technology Programme Delivery budget.
- 4.4 All appropriate budget adjustments will be made and any changes to this proposal, including budgetary implications will be subject to further approval via the Authority's decision-making process.
- 4.5 Technology Group is reminded to ensure that all the proposed expenditure complies with the Authority's Financial Regulations and the Contracts & Funding Code. In addition officers are advised to liaise with the legal, procurement and finance teams as appropriate in relation to the procurement of goods and services for the above mentioned works.
- 4.6 Technology Group within the Resources Directorate will be responsible for managing the proposed contract of £1,380,000 for procurements related to technical services and External Relations within the External Affairs Directorate will be responsible for managing the proposed contract of £470,000 for procurements related to Content, Taxonomy, Design and Communications.

5. Legal comments

- 5.1 Under section 30 of the Greater London Authority Act 1999 (the 'Act') the mayor, acting on behalf of the GLA, is entitled to do anything that he considers will further the promotion, within Greater London, of economic development and wealth creation, social development and the improvement of the environment.

- 5.2 Furthermore, section 34 of the Act allows the GLA, acting by the mayor, to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the GLA exercisable by the mayor. In this case, the approval of the expenditure of up to £1.85 million for the construction of the new London.gov.uk website for the benefit of Londoners and GLA staff may be viewed as being calculated to facilitate and conducive and incidental to all of GLA's various functions.
- 5.3 Section 38 (1) of the Act provides that any function exercisable on behalf of the GLA by the mayor shall also be exercisable on behalf of the GLA by any member of staff of the GLA if or to the extent that the mayor so authorises, whether generally or specially, and subject to any conditions imposed by the mayor.
- 5.4 In the instant case, the officers are seeking a delegation of mayoral authority to the Head of Technology and to Assistant Director of London Engagement for the purposes of specific use of the budget, which as been approved by decision 1 of this report. The Head of Technology and Assistant Director of London Engagement are members of the staff of the GLA and accordingly the Mayor may make the said delegation, if he be so minded. The officers should note the limitations of the delegation. In particular, the need for the board's prior ratification of the GLA's entry into contracts relating to the project.

6. Investment & Performance Board

The Mayor has considered this proposal and has asked that it be presented to him for his sign-off.

7. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract [for externally delivered projects]	Various, as set out in section 3b.
Announcement [if applicable]	
Delivery Start Date [for project proposals]	
Final evaluation start and finish (self/external) [delete as applicable]:	
Delivery End Date [for project proposals]	
Project Closure: [for project proposals]	

Appendices and supporting papers:

MD1193
DD1154

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – YES

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Duminda Baddevithana has drafted this report in accordance with GLA procedures and confirms the following have been consulted on the final decision.

✓

Assistant Director/Head of Service:

David Munn / Kevin Austin have reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Sponsoring Director:

Will Walden has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Will Walden has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

Date