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Business Case & Implementation Plan  
v07

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Web Transformation Evaluation

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OPIN Systems

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## **1. Summary**

### **1.1 Introduction**

In January 2014, Opin Systems were commissioned by Scottish Government Communications Directorate to review the issues and implications of transforming Scottish Government's corporate web site based on a prototype developed in 2013. Opin Systems undertook interviews with representatives of the various Directorates to gain their feedback on the prototype and to understand from their perspective the issues with the current web site and how a transition to a new site would progress. Opin met with representatives from:

- SG directorates (Justice, Environment & Forestry, Health, Marine Scotland, Local Govt & Communities)
- SG Publishing
- SG ISIS
- SG Statistics
- SG Scotland Performs
- SG News/Nasdaq
- SG Online Services
- StormID (as technical providers of the prototype)
- GDS (UK Government Digital Services)

### **1.2 About The Web Transformation Project**

The Web Transformation Project is part of the Scottish Government's (SG) Digital Improvement Programme and aims to deliver a radical redesign of scotland.gov.uk, the SG's corporate web site. The project focuses on greater transparency and openness in the presentation of government information through a more consistent and simpler approach. It is also closely aligned to the MyGovScot and Business.Scotland.gov.uk programmes, which themselves focus on the simplifying everyday government services for citizens and businesses in Scotland.

A prototype web site was developed in 2013 as a proof of concept which presents government information based on defined 'policies'. The prototype <http://alpha.scotland.gov.uk> makes use of a version of the Government Digital Service (GDS) Inside Government system [www.gov.uk/government](http://www.gov.uk/government), adapted to meet SG needs. The prototype showcases the new approach with the Law, Order & Public Safety topic and was tested during January to March 2014 with an online survey running concurrently to gain user feedback.

### **1.3 About the Business Case and Implementation Plan Document**

This document provides a considered view of the prototype and the way forward for SG to implement a transformation of the corporate web site.

Our analysis sought to answer a number of key questions around the costs, benefits, resources, risks, timescales, business and technical change process required to move to a new solution. This Business Case and Implementation Plan can be read in conjunction with the Supporting Evidence and Evaluation Report which summarises the main findings and recommendations.

The document provides evidence of the need for change and recommends that:

1. A new approach to government online publishing is needed which is backed up by strong leadership.
2. The Scottish Government web site should to move to a new 'policy' based design and build a new platform to deliver this.
3. The Scottish Government should implement a formal change programme to create the necessary conditions for online transformation.
4. The Scottish Government should implement strong governance for the Change Programme, a Change Programme Leader with acknowledged authority and a central team with the authority to enforce standards.
5. The Change Programme should leave a legacy of continuous improvement not just time-limited progress.

## 2. Importance of the Web site

### 2.1 Introduction

The Scottish Government's (SG) corporate web site ([www.scotland.gov.uk](http://www.scotland.gov.uk)) is the government's principal communications channel enabling the SG to talk about its work and helping to shape government policy.

Separate to this evaluation, The Scottish Government already commissions an independent web site evaluation every three years (e.g. 2013, 2010, 2007). Findings from the last study show:

- User satisfaction has fallen significantly (to 62 per cent, down 20 per cent since 2007)
- A lack of consistency across the site
- Dissatisfaction with the quality of topical information and access to it via mobile
- Significant growth of mobile access but a site that does not respond well to access from mobile devices.

Evidence gathered for this report has allowed us to conclude that the corporate web site now requires significant revision and the approach proposed via the prototype developed earlier this year should be taken forward.

We have a web site and web site environment that

- Lacks appropriate governance, with inconsistent roles and responsibilities
- Allows Directorates and teams to work in silos
- Is not seen as fit for purpose, having technology developed in-house 10 years ago with limited investment in its ongoing development and maintenance
- Is underpinned by technology that is only supported by a small number of people
- Has grown significantly – too much information is being published making it difficult for people to navigate and search
- Is inconsistent in language, tone, volume (level and scope of detail)
- Is inconsistent in location with content that is dispersed over several web sites

### 2.2 Recommendation 1

**A new approach to government online publishing is needed which is backed up by strong leadership**

### **3. System Evaluation**

#### **3.1 Web Publisher (SEIPS) Web Content Management System**

Web Publisher is the web site content management system which underlies The Scottish Government web site (scotland.gov.uk). Over the last six years user satisfaction levels have dropped by 20% and a devolved publishing model has resulted in a lack of consistency across the site (a finding that has emerged from the interviews as part of this project).

The current web site solution is not seen as fit for purpose, having been developed in-house over nine years ago and with limited investment in its ongoing development. A substantial upgrade would be required to 'lift' it to a basic level of expected functionality.

Search in particular is not seen as fit for purpose. There is no search technology strategy in place. Search is now provided through Google box when the Exalead licence ended. ISIS developed a solution but this was problematic (according to a respondent from ISIS) there was 'no understanding, no requirements, no owner and no resources'.

#### **3.2 The 'Alpha' prototype**

The alpha prototype was created as a proof of concept to present government information based on defined 'policies'. It is based on the GDS 'inside government' model which is based upon a number of principles (refer to Supporting Evidence).

The Gov.uk web site picked up the Design of the Year award in 2013

<https://www.gov.uk/government/news/govuk-wins-design-of-the-year-2013> above other category winners including fashion, furniture and architecture "for its well thought out yet understated design, making the user experience simpler, clearer and faster".

The Alpha prototype web site (alpha.scotland.gov.uk) was developed in 2013 as a proof of concept to present government information based on defined 'policies'. The prototype demonstrated the new approach using content from the Law, Order & Public Safety topic. It launched for an 8 week evaluation period in January 2014 with an online survey running concurrently to gain user feedback. "Alpha" makes use of a version of the Government Digital Service (GDS) Inside Government system, adapted to meet Scottish Government needs.

While the Gov.uk site has been developed from the perspective of 10 principles the Alpha prototype looked to establish just three principles as shown below:

### Alpha prototype principles

Alpha Prototype Principle	Described / Related [Gov .uk principle]
<b>Accessible to all</b>	<p>The new approach is:</p> <ul style="list-style-type: none"> <li>• Cleaner - new design; Clearer - everything related to a policy in one place; Simpler - less content / streamlined [Principle 4]</li> <li>• Written in plain English [Principle 6]</li> <li>• Device independent - responding to changing user behaviour [Principle 7]</li> <li>• Consistent - common approach across government policies [Principle 9]</li> </ul>
<b>Open Government</b>	<p>The new approach aims to:</p> <ul style="list-style-type: none"> <li>• Explain government and how it works,</li> <li>• Enhance trust in government, and</li> <li>• Enhance perceptions of competence</li> </ul>
<b>User focused</b>	<p>The new approach caters for:</p> <ul style="list-style-type: none"> <li>• Anyone interested in the work of government whether personal or professional e.g. victims and witness policy.</li> <li>• MyGovScot will be the place citizens go to access the services offered by government e.g. guide to being a witness in court. [Principle 7]</li> </ul>

### 3.3 Alpha Prototype Feedback

Feedback is split between Usability and Technical comments. The Technical comments relate to the Alpha implementation and the underlying IG technology used. More detail is provided within the Supporting Evidence.

#### Usability Review

Broadly, there was support for the proposed approach particularly from a professional / stakeholder audience. Detailed findings from both sources have been combined to indicate Pros and Cons.

#### PROS:

Broadly the design was seen as cleaner, less cluttered and more consistent in appearance. Content was also felt to be more transparent and up-to-date. The site was felt to be simple and 'familiar' and it is noted that users were positive about the filters which appear in numerous places across the site. Information was also felt to be more accessible (easier to find, the right volume of information and easy to understand). The focus on policy (priority areas) and the tagging approach (cross-linking) were viewed positively. (More detailed feedback is provided with the Support Evidence document)

#### CONS:

The design was seen as plain, lacking visual interest, not Scottish and clinical. Orientation was mentioned as an issue and was perhaps partly the result of the lack of visual cues and lack of a homepage but it was also about having linkages between topics and alternative navigation devices (e.g. anchor lists on long pages or a breadcrumb). In some areas, the dense nature of the content structure was problematic (Scotland Performs). The site was seen to suffer from jargon and there was



some confusion over labelling throughout the site. The site lacks a level of interactivity or social media.

### **3.4 Technical Review**

The technical review comprised a series of discussions with the GDS, the original developers of this technology and with StormID (implementers of the prototype). The solution should be considered as a combination of three distinct elements:

- The front-end solution
- The back-end solution
- The middle (technical infrastructure), whereby one or more apps or modules are assembled to run the site

#### **PROS:**

StormID believe some elements of the existing 'inside gov' infrastructure to be desirable. There are a number of important developments in the pipeline according to GDS, including: Multi-page html documents, work being done within statistics, notifications and prior announcements, decoupling the front-end and back-end, developing the backend of Whitehall and simplifying the admin tools.

#### **CONS:**

GDS has no desire (at least not for the moment) to create a stable development platform for others (supported by a community of developers, with backwards compatibility and appropriate levels of documentation). The volume of changes make keeping up to date with the latest version impossible – 'fork and update' is not a viable option. The backend according to GDS now requires attention. The GDS approach is one of finding 'the best tool for the job' but this changes regularly and has implications for resource and support. The experience of StormID on developing alpha suggests that what might appear to be small changes (such as amending a template or renaming a data entity - like 'Organisation') are difficult. The solution contains a number of redundant templates (where the UK government structure is inappropriate to Scottish government) - adding further clutter to the back-end, diminishing the user experience for content editors. The timescales for any changes by Whitehall are undetermined.

GDS acknowledge that even if this code base is desirable, now is not the best time to take this code. It may be better to wait until the planned changes have been implemented. The redevelopment option, which involves taking what is good but leaving scope to redevelop other elements, perhaps in a language that is more readily supported by a local supplier base, was viewed positively by GDS. The respondent here encouraged Scottish Government to focus on user needs and to use the principles, not the system – with an option to take a later version if need be.

### **3.5 Technology Choices**

There are several options around CMS technology. The choice of content management system is dependent upon a number of factors and we believe there are 2 scenarios emerging that impact the choices. Scenarios and options outlined below are provided in more detail within the Supporting Evidence.

- **Scenario 1 : Interim plan - Extend the Prototype for Progressive Implementation.**
- **Scenario 2: Long term plan - Develop Optimum Solution**

<p><b>SCENARIO 1:</b></p> <p>This scenario assumes that the Scottish Government is in a position to move as quickly as possible to get in place a new site that will provide clarity and consistency around the provision of policy information. The assumption is that the GDS principles upon which the prototype has been based is the accepted and preferred design guidelines as supported by research and feedback.</p> <p>The result of this scenario is to choose a short term option of implementing a system and make some required adaptations for Publishing, Nasdaq (and potentially Archiving) as well as updated design to provide a homepage and address shortcomings on look and feel/visual.</p> <p>The short term Technology option provides the opportunity to focus on front end/migration of Policy and related content and further define the requirements for the wider content.</p> <p>There are two technology options for delivery of this scenario.</p>	<p><b>SCENARIO 2</b></p> <p>This scenario assumes that the Scottish Government is not in a position to implement rapid site wide change (scenario 1) and that it is a preference to develop the right technology whilst addressing the barriers to implementation. The assumption remains that the GDS principles upon which the prototype has been based is the accepted and preferred design guidelines as supported by research and feedback.</p> <p>The result of this scenario is to choose a long term option of implementing a system and to wait to make all the required adaptations for Publishing, Nasdaq and Archiving in one project. This scenario provides space for a different design to be proposed. There are three technology options for delivery of this scenario.</p>
<p><b>Option 1: Build on existing prototype</b></p> <p><b>Benefits:</b> This already exists and could be adopted with relatively little cost (apart from any agreed adaptation).It has been used already for the Prototype and could pave the way for Change.</p> <p><b>Issues:</b> Danger of short term thinking and not putting in place an optimal solution that could be considered as the final solution by Directorates.</p>	<p><b>Option 3: Rebuild using GDS ‘inside gov’ components</b></p> <p><b>Benefits:</b> This is a longer term solution and would provide more flexibility as well as being closely aligned to GDS principles of design. It is recognised that the architectural model is good and the initial development costs would be reduced.</p> <p><b>Issues:</b> This would require specific and broader requirements capture/analysis and additional costs for rebuild of required functionality (including the functionality for Nasdaq/Publishing and Archiving).</p>
<p><b>Option 2: Extend Web Publisher (SEIPS)</b></p> <p><b>Benefits:</b> SEIPS already exists and is relatively stable although limited it could provide the new layouts for Policy oriented content. Development to provide for publishing template system and integration of published outputs is already happening with SEIPS.</p> <p><b>Issues:</b> Availability of resources for adaptation of SEIPS and risk of building significant changes onto an old system, e.g. Categorisation is not</p>	<p><b>Option 4: Rebuild Entirely from Principles (either GDS or new Scottish)</b></p> <p><b>Benefits:</b> This provides freedom to build completely from the ground up. It may use the experiences of the GDS model or other design models. This approach provides freedom to choose the best ideas and to build completely for the Scottish Government requirements. It also is a longer term solution and could be in line technically with the technology being used for other Scottish public sector improvement as</p>

<p>available and would need significant development – is that achievable? Would need development to provide for News/Nasdaq integration and tagging requirements. It also suffers from the danger of short term thinking of Option 1.</p>	<p>well as having ‘control’ over design/development of the Admin design (e.g. for inclusion of Archiving ‘rules’). Allows freedom for own Scottish version of guiding principles and standards (again in line with the Scottish public sector improvement programme)</p> <p><b>Issues:</b> Would require specific and broader Requirements capture/analysis and take longer timescales and therefore larger cost.</p>
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### Preferred Technology Route

The preferred scenario is that Scottish Government wait to put in place the optimum solution and that time is given to the proper and considered set-up and launch of a Change Programme. The implementation plan is for there to be a phase (Phase 2; Planning and Development) where foundations and building blocks are put in place including the provision of the right technology solution.

The preferred option therefore for Scottish Government is to build a new system based on the GDS (or adapted) principles. This enables the choice of technology/solution to remain open for as long as is necessary to ensure the right solution is chosen to meet existing and future needs.

### 3.6 Domain changes

The Scottish Government is committed to the adoption of the .scot community domain. The arrival of .scot presents an opportunity for Web Transformation i.e. the new site becomes gov.scot once the existing (old) site on scotland.gov.uk is retired.

### 3.7 Recommendation 2

**The Scottish Government web site should move to a new ‘policy’ based design and build a new platform to deliver this.**

## 4. Challenges, Capacity and Capability

### 4.1 Introduction

Scottish Government is not yet in a position to deliver online transformation without overcoming some of the fundamental issues covered in this report. The following highlights the findings from interviews and is structured around matters concerning organisation, operations and technology.

### 4.2 Business Organisation

Interviewees provided comments pertinent to how any Programme should be organised and resourced with issues raised around leadership, structures, roles and associated issues. While it is vital to put in place appropriate changes, these will only be effective if cognisant of the issues that exist, namely:

- There is a lack of clear vision and ownership for the web site accompanied by poor understanding of its potential value.
- There is a need for organisational structure that supports Directorates with appropriate high level guidance as well as practical 'hands on' support and skills
- Roles should encompass content editing, digital/communications coordination and management, quality assurance and performance management.
- Planning for change is a process that needs to be tightly managed and communicated as well as well planned to ensure that recent investment in user experience is not lost.
- The project should be positioned as working with Directorates rather than dictating how things will be. Convincing everyone will be impossible (GDS have not managed to do this). Additional resources will be required to help directorates 'get there' and this includes 'room' for appropriate requirements gathering and analysis (being user centred).
- The web site presence (Scotland.gov.uk and associated technology such as social media etc.) needs vision, leadership and authority to enable the transformation of the Scotland.gov.scot web site alongside other web sites (such as MyGovScot)
- The leadership needs to be able to drive forward the culture change within the Scottish Government organisation.
- The wider remit of Open Government, Transparency, Accessibility and Digital First need to be driven clearly from this Leadership.
- A model of funding needs to be put in place to ensure the effective Transition and ongoing development of the web site as a strategic communications resource for Scottish Government.

### 4.3 Operations

The respondents provided insight on the standards, guidelines and processes surrounding the web site with a view to where issues need to be addressed and improvements made. This includes the perceived need for training and skills development for appropriate staff. Issues were raised across the following:

- **Web guidance** is needed across a number of related areas, including: Web presentation, Practical use of the CMS, Publishing, Meta-data, and Archiving. There is also a requirement for 'policing' these guidelines
- **Web processes** need re-defined, with an inconsistent approach by Directorates to web governance and content quality. Moreover, governance should look at the appropriateness of content for the audience as much as whether the facts are correct. Issues were raised across other related processes:

- **Publishing.** Documents appear in publications which shouldn't and vice versa. Meta-data is incomplete. There is confusion about what and how to publish appropriately. Html is viewed as a key format.
- **News.** A tight process exists around News and while it presents few obvious issues, a new site would need additional tags and tagging within Nasdaq. The latter raising some concern. To display News on a new site will also require some development.
- **Archiving.** This is an important area and the strategic approach has not yet been agreed (at time of writing). It is likely that a new web site would need functionality to enforce archive rules for each content type, manually through CMS and automated, to automate archiving (change urls, update robots.txt file), to present change history on the page (help users understand content lifecycle). Archive may have an impact on choices around a transition e.g. archiving seen as a first step pre-migration or archive entire site and put forward new site.
- **Skills and training** relates more particularly to writing for the web and in use of the CMS. Any approach here should address the inconsistencies apparent in the current training provision.
- **Content ownership** is key, any new web site needs to attribute clear ownership to individuals (with appropriate management of the same). Important distinctions exist around 'owning the facts' – separate from web presentation - and 'owning the structure'.

#### 4.4 Technology

The respondents (combined with other secondary research) identified a range of issues pertinent to the implementation of an appropriate technology for the initial and ongoing development of the web site. Key areas include:

- As already indicated, the current web site solution is not seen as fit for purpose.
- Web site support, offered through ISIS has significant issues. These include a lack of resource and investment by ISIS, the need for new digital skills (including a focus on wider development technologies, techniques) and more sophisticated processes (starting with a basic level of documentation but including performance led monitoring etc.)
- There are challenges in meeting the digital skills required for an online transformation within Scottish Government. This is about what digital skills ought to be in place going forwards. It is more than mere technology skills but includes wider skills and attitudes around digital.
- Digital provision is different from traditional IT application provision because it has a differing set of skills that are needed as part of core delivery. This includes Design which is made up of graphic, user interface design and information architecture. It includes user experience skills.
- Assessment needs to be made as to what 'design' skills ought to be within Scottish Government for the project and ongoing transformation to be made continuous and effective.
- ISIS is not in a position to provide core Digital skills to the Change Programme Team. It is not their core business/skills.

#### 4.5 Key Conclusion - A Change Programme to Deliver

Scottish Government is not yet in a position to deliver online transformation without overcoming some of the fundamental issues highlighted here. It requires investment in a programme of change to enable the Scottish Government to achieve not only initial transformation but ongoing sustainability. In order for Scottish Government to deliver successfully, we recommend the implantation of a Change Programme that will encompass the following 3 Streams of Work:

- **Business Stream:** the Programme should be organised and resourced with appropriate funding, people and leadership to deliver the requirements of the new web site and

associated culture. This stream would focus on putting in place the organisational structures (teams and staff and Board) with associated roles and responsibilities.

- **Operational Stream:** the Programme needs to set up the standards and guidelines of operation to ensure initial and ongoing transition of content to the new web site meets the requirements. This stream will focus on putting place the resources to create the standards, have them understood and agreed across the Directorates. It will put in place training for appropriate staff. It will put in place a mechanism for ongoing quality assurance and ongoing performance. It will manage the transition of content from existing to new solution with each Directorate.
- **Technology Stream:** the Programme will take responsibility for the requirements gathering, specifications and choice of appropriate technology for initial and ongoing online transformation. This stream would focus on the implementation of suppliers and progress the capture and impact of requirements for the different phases of work

#### 4.6 Recommendation 3

**The Scottish Government should implement a formal Change Programme to create the necessary conditions for online transformation.**

## 5. Approach to Transformation – The Implementation Plan

### 5.1 Introduction

The SG should transform its approach to online publishing by adopting a Change Programme or it risks being left behind. This Change Programme should focus on addressing funding, capability and leadership issues.

It is clear that the existing platform is no longer fit for purpose. There is no Senior Responsible Owner, minimal technical development and support and no associated budget for the site which are all integral to its demise.

Meaningful change will not be achieved by moving content into a new site, but ensuring there are the right governance, standards, guidelines, knowledge and suppliers in place who can continue to develop the web site to meet ever changing needs.

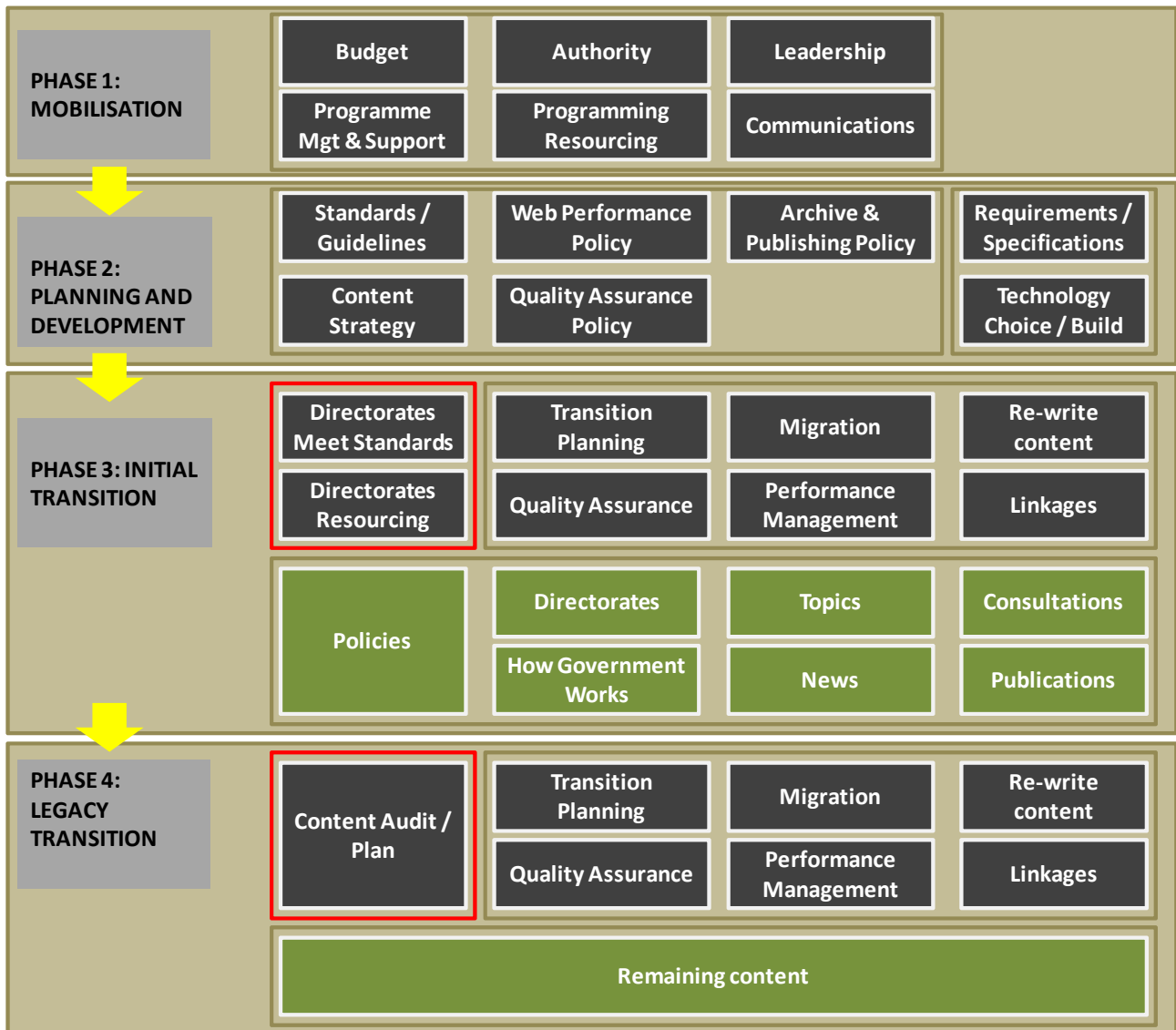
A Change Programme centred on improving government communications and the associated platforms will result in a skilled workforce able to communicate government policies and associated work using the appropriate digital tools.

The Change Programme should include:

- Leadership to ensure the highest level of continued success
- Levels of authority to enable delivery across Directorates
- Funding and resources to meet requirements.
- A Change Programme Board that will oversee and deliver the strategic and operational matters that affect the web site Transition programme
- An empowered team that will have the role and responsibility to deliver the new web site and associated change. We believe this ought to be placed within the Digital Communications Team
- Re-structure of the staff and their responsibilities at the Directorate level. We recommend a change to the Digital Co-ordinator role and responsibility.

We recommend the need for a Change Programme to create the necessary conditions for online transformation. We recommend a Change Programme that is organised by Work Streams and delivers across several phases:

- Mobilisation
- Planning and Development
- Initial Transition
- Legacy Transition



- Initially the Programme will require ‘mobilisation’ to get the necessary funding, leadership and authority to proceed. A further phase would be to get the key building blocks in place to be ready for the transitions.
- For the migration of content to the new solution, we are recommending 2 phases of work. The Initial Transition Phase (Phase 3) would focus on policy-oriented content first. The Legacy Transition Phase (Phase 4) would focus on the remaining content.
- It is clear that Transition will take time and resource. Important resources required are those for re-writing the content for the new design based on the Policy ‘facts’. There is therefore a dependency upon Directorate Policy resources. However we believe that this is the only constraint or dependency that should be placed on Directorates and that the Change

Programme Team should have the resources available to manage, plan and implement the Transition with the Directorate.

- The other resources Directorates ought to have in place are appropriate Communications Manager and Content Editor's for ongoing content work.
- The initial stage for the Change Programme Team will be to put in place the required standards and guidelines followed by the stage of transition for each Directorate that 'signs up' for the project.
- In GDS/.GOV.UK, the mainstream projects were centrally controlled by GDS. But the Government/Policy Projects were loose – they gave them the standards and guidelines, trained their digital teams and these digital teams 'got on with it'. GDS then provide an ongoing quality assurance.
- Therefore we see a mix of this approach for new site. We see the project of transition being controlled by Change Programme and the Change Programme Team providing the content editing resources for initial transition of content for Policies. Once Policy is transitioned, along with associated content, then handover to Directorate resources to manage ongoing basis and for Change Programme Team to perform QA and performance/reviews.

## 5.2 Phases of Transformation

### Phase 1: Mobilisation Phase

This phase will put in place the necessary elements for a successful programme. The mobilisation phase will be concerned with formally designing and launching the programme, gaining consensus and consent across government and in particular authority from the Scottish Government Executive Team to proceed. Specifically, the key areas need to be in place are:

**Funding:** it is vital that funding is in place for the duration of the programme and a model of ongoing funding is secured.

**Leadership:** as already indicated, strong leadership is required to lead the transformation across government. Leadership will require to interact at various levels across the government

**Programme Management and Support:** it is important that effective planning is undertaken to define and control the various streams of work and their phases across the programme. Programme Management and Support will ensure there is effective management and control of the deliverables, business objectives are obtained and the programme is controlled

**Programme Resourcing:** the phase needs to plan for and put in place the necessary resources that will run the programme as it unfolds. This is particularly concerned with the Change Programme Team to deliver the area of work within the Programme.

**Communications:** following consensus and authority to proceed, it is important that there are effective communications across government to understand the outcomes, deliverables, timescales, impact and implications across the duration of the programme. It is important that communications are managed well in the start-up/mobilisation of the programme so that there is clear understanding of what the programme will seek to achieve.

### Phase 2: Planning and Development Phase

This phase will deliver the foundations of the online transformation in terms of the key building blocks.

**Standards and Guidelines:** these will be the agreed standards and guidelines by which the resulting solution and associated operational delivery will adhere to. It will also confirm how resulting areas will be controlled with regards to new structures/content areas (adding Policies, Topics, Directorate



structures). It is important that these are defined, understood and accepted and that the Change Programme Team has effective authority.

**Content Strategy:** this will be the defined scope of content that will be migrated from existing to new solution. It will require to focus on the 'policy' oriented content as priority but also should seek to look wider to start to plan the scope of all the content.

**Archiving and Publishing Policy:** archiving is an issue that needs to be resolved and an agreed strategy and policy with regards to archiving needs to be in place to ensure the resultant solution managed content lifecycle effectively. Alongside this is an agreed Publishing policy.

**Web Performance Policy:** how the web site will be measured initially and ongoing needs to be agreed and effective policies and practices defined to enable the web site to be monitored for ongoing performance against the guidelines.

**Quality Assurance Policy:** the quality of content needs be assessed and maintained on an ongoing basis. This phase will put in place the policy of how quality of content can be assured initially and ongoing with methods of how quality will be assessed, checked/monitored and corrected (e.g. 10% of content chosen and reviewed in detail)

**System Requirements/Specifications:** the requirements and specifications for the required solution will be developed and defined as part of this phase.

**Technology choice/build and implementation:** this phase will choose the most appropriate technology through appropriate assessment of options and implemented/built to meet requirements and specifications.

**Directorate Resourcing:** this phase will also indicate and plan for the required resources within Directorates for the successful transition and ongoing publishing as well as the roles and responsibilities of the resources within Directorates.

**Transition planning:** this phase will prepare high level plans with Directorates for the transition of content from existing to new. It will prepare Directorates for levels and type of resources required. It will confirm what must be adhered to prior to starting a Transition project for a Directorate i.e. the key elements of a Transition Plan.

### **Phase 3: Initial Transition Phase**

This Phase would focus on moving Policy related information first along with high level Topic information and related News, Publications (including statistics and such like).

The remaining content would continue to exist where it is on Scotland.gov and appropriate linkages would be made between the 2 sites.

This phase will deliver the initial Transitions of each Directorate from existing to the new 'policy' based design. It will be concerned with ensuring that there is an ordered and effective transition to the new system, as Directorates sign up to the agreed standards and guidelines.

**Content Editing:** This phase seeks to provide a fully resourced by Change Programme Team writing on behalf of the Directorates (who supply the facts) – funded by Change Programme. Transition teams will be put in place with appropriate resources/skills to deliver the transition.

- This would alleviate any issues of resourcing delay by Directorates
- A controlled/managed transition working with the Directorates (Need to ensure this approach works WITH the Directorates, especially the Policy Teams. It is not being DONE TO the Directorates

When a Directorate signs up/is resourced/ready to undertake Initial Transition Phase 3:

- Change Programme Team work with Directorate on Transition Plan

- Change Programme Team will re-write Policy content and move associated news, official publications, etc. into the new design/web site.
- Change Programme Team will iterate/work with Policy (through appropriate Directorate resources – refer to Governance) to ensure facts are correct and right content is moved
- Content not moving will remain where is – but programme of pruning/archiving should start
- Directorate resources will get training in guidelines, standards and take test on new system; must pass test before take on of new system
- Agreed ongoing support understood by Directorates
- Directorate will come onto Board (refer to Governance)

Transitions could be flexibly resourced by Change Programme Team– so there is no blockage/delays in transitions; Change Programme Team would recruit content editors to work alongside the Change Programme Team and Directorates so that several projects could run at once in parallel.

#### **Phase 4: Legacy Transition Phase**

This Phase would seek to move remaining relevant Topic information across to the new site and to organise and agree what stays and what goes elsewhere onto alternative platforms (e.g. MyGovScot or sub-sites e.g. Scotland Performs).

This Phase is less defined in terms of what exactly it will entail as it will be dependent upon Content Strategy work and what remaining content would find its ‘home’ in the new solution or within MyGovScot or elsewhere. It is also dependent upon decisions made about key areas such as Scotland Performs and Statistics and whether they moved to separate sub-sites.

### **5.3 Content Strategy**

#### **Two Important Web sites**

Specifically, content on Scotland.gov site is to be divided between two key web sites:

- A new corporate government site - Scotland.gov.uk - aimed both at the interested public and professionals – focusing on how government works and policies and related information.
- A separate web site – MyGovScot - for mainstream public services content. There is a separate project relating to the delivery of this web site. Therefore ‘mainstream’ content on Scotland.gov.uk (and elsewhere) must be identified and migrated to this new environment over time. This is focused on content for citizens and business.

Both Scotland Performs and Statistics have complex requirements and would remain on the existing site until such time as they can be transitioned effectively. Ultimately, there needs to be a single ‘corporate’ site.

We recommend an audit of needs to develop a Content Strategy which will determine what content goes to the new Government site and what goes to MyGovScot.

## Content Migration approach

The Transition of the current web site content to the new design requires a number of issues to be overcome. The current web site suffers from a range of issues as already highlighted – inconsistency, too much information, lack of clarity in communication of key government information being important areas that the new design is seeking to overcome.

An important question to assess is the scope of the Transition. How should we proceed with the migration to the new design web site?

The existing content around important policy information is ‘lost’ among the ‘topic’ information on the current web site. Some content is not relevant to the government/policy focus of the new design.

The important areas of content are of the existing site are

- Home – campaign information and window to important areas of the site
- About – range of content about government such as its history, people, performance, locations
- Topics – range of content published by Directorates communicating their work such as projects, campaigns, policies, guidance, events, awards, funding, legislation etc.
- News – separate web site providing news releases, speeches, briefings, multi-media and social media
- Publications – searchable and filterable lists of officially published documents
- Consultations – list of current, forthcoming, closed, archived consultations and related information

## The new design

- Restructures content around Directorates, Topics and Policies
- A Directorate has one or more Topics, Topic has one or more Policies
- Policy has an Issue, Actions being taken, Background (publication / set out), Who we are working with, Bills and legislation, Policy: Detail also has further “Detail” which links off to sub-policy areas e.g. Reducing crime, particularly violent and serious organised crime transposed into ‘Domestic abuse and violence against women’, ‘Serious organised crime’, ‘Violence and knife crime’ etc. Each has Issue, Actions, Background etc.
- Policy: Latest has a listing of consultations, statistics, news releases, publications related to the Policy.
- News | Publications | Consultations all tagged with Directorate and Policy categories (amongst others).
- Tagging/categorisation of content is critical

## Other areas

- Statistics can be tagged with Directorate, Series and Policy
- Scotland Performs – Strategic Objectives, Outcomes and Indicators which link to policy through outcomes

## Content Migration Overview

<b>Phase 3: Initial Transition Phase – migrate Policy related information and high level Topics plus other related information</b>	<b>Phase 4: Legacy Transition Phase – further enhance new Site / migrate to other sites</b>
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<p>How Government Works</p> <p>Directorates</p> <p>Topics</p> <p>Policies – agreed selection of Policies</p> <p>News</p> <p>Publications</p> <p>Consultations</p> <p>Statistics</p>	<p>Topics - migrate next level of Topic information; organise remaining site; some topic information could be moved into MyGovScot.</p>
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### Content Migration Detail

Content	Phase
About	<p><b>Phase 3: Initial Transition Phase:</b> Move the relevant 'How Government works'. Can be moved quickly/partly done in prototype</p> <p><b>Phase 4: Legacy Transition Phase:</b> The remaining content stays behind to work out what gets moved /culled in Phase B</p>
Directorates	<p><b>Phase 3: Initial Transition Phase:</b> Can be moved quickly to contain succinct / high level information about Directorates.</p> <p><b>Phase 4: Legacy Transition Phase:</b> The remaining content stays behind to work out what gets moved / culled in Phase B</p>
Topics	<p><b>Phase 3: Initial Transition Phase:</b> This is complicated because current Topics contain so much other content that is not related to Directorates, Policies or associated News, Publications and Consultations. Move content related to Policies and high level Topic information.</p> <p><b>Phase 4: Legacy Transition Phase:</b> Continues to be complicated and need work out structurally what content will stay, be moved or go elsewhere.</p>
Policies	<p><b>Phase 3: Initial Transition Phase:</b> Need to identify the X Policies and who they relate to and migrate i.e. decide who primarily owns each Policy and decide what the Policies are (there is confusion in the current Topic information as to what are Policies).</p>
News	<p><b>Phase 3: Initial Transition Phase:</b> Keep the newsroom as is but create ability to tag news/media with appropriate tags and to feed automatically into 'latest' under Policies. This is dependent upon development work to get News items tagged by appropriate tags so that they can be associated with Policies. Also dependent upon development needed get a feed from Newsroom/Nasdaq system into the Policy 'latest' content.</p>
Publications	<p><b>Phase 3: Initial Transition Phase:</b> Only move publications (officially published and non-official) that are related to Policies that are being moved. Undertake cull/archive of documents as this is being done.</p> <p><b>Phase 4: Legacy Transition Phase:</b> further pick up any archiving/culling of documentation</p>
Consultations	<p><b>Phase 3: Initial Transition Phase:</b> Move consultations across (thought to be small enough). Keep response information where it is/archive as appropriate.</p>
Statistics	<p><b>Phase 3: Initial Transition Phase:</b> Move statistics information/publications that</p>

	<p>are relating to the Policies being moved.</p> <p><b>Phase 4: Legacy Transition Phase:</b> Other content about Statistics and not related to Policy ought to stay where it is or move to an alternative to meet their specific requirements.</p>
Scotland Performs	<p><b>Phase 3: Initial Transition Phase:</b> no change / stay where is</p> <p><b>Phase 4: Legacy Transition Phase:</b> This area of content is not clear how it ought to be structured. Content could stay where it is or move to an alternative to meet their specific requirements.</p>

**Benefits:**

- Transition is manageable and focused
- Focus on Policy leaves ‘contentious’ or ‘unsure of’ content (in Topics and About) to remain where it is so that gets moved as part of future Phase
- Focuses on ‘What Government is doing’ content not Directorate interests
- Enable culture changes to be progressed e.g. dealing with ‘publishing everything’, archiving
- Allows time to work out the ‘location’, ‘structure’ and requirements for non-policy information

**Issues/Implications:**

- Policy – resources to write with Policy Teams
- News – needs to stay where is but put in place ability to be tagged to policy, and be pulled into ‘latest’ (Technology issue)
- Publications – Integration of publications from APS. Make the publications HTML oriented with PDF as optional (note that this is a GDS preference).
- There is a need to potentially adapt the newly developed Template system by APS that allows documents to be sent to APS for publishing (not in place yet) (Technology Issue);
- There is a need to enable the resulting published outputs to be integrated with the system (Technology issue)
- Needs an archive rules and mechanism (manual/automated) function in place (Technology issue)
- Multiple government sites for a period of time – issue with content split over at existing and new government sites.
- Managing the ‘next phase’ post Policy focused content – i.e. from Phase 3 Initial Transition to Phase 4 Legacy Transition.
- Need to know where Topic/About content that will not be migrated to new is to go to. Needs a thorough IA/User Needs approach to re-structure etc. Is this too big? Is this up to Directorates to solve? This is the purpose of Phase 4.
- Need a content review to delete/archive and prune prior to moving post Phase 3 Initial Transition Phase.
- Decide who primarily owns each Policy
- Decide what level of Policy information will be migrated (initial estimate - 70 policies as detailed in the Supporting Evidence).

## 6. Governance

### 6.1 Introduction

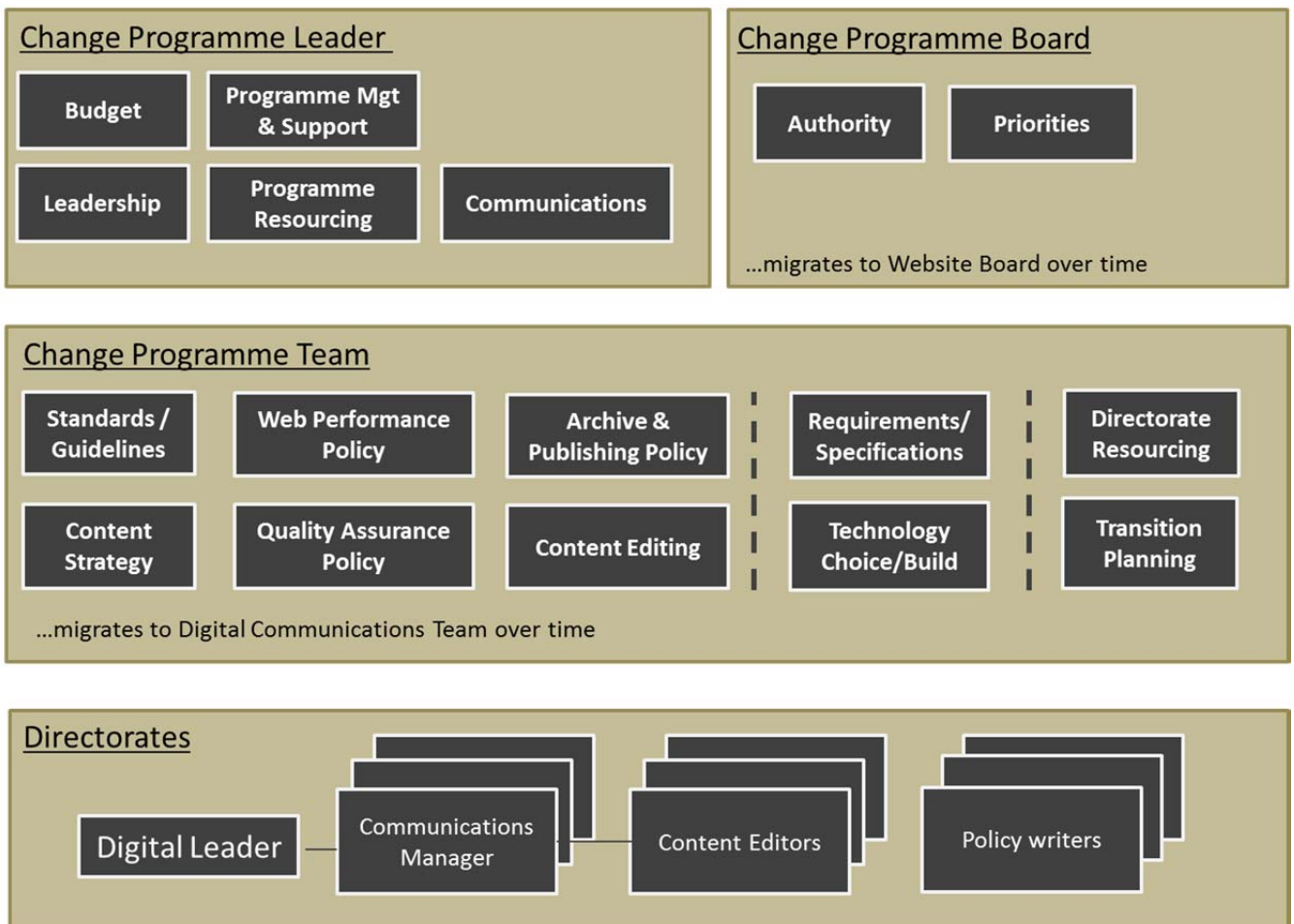
We recommend the installation of a Change Programme Leader who will take responsibility for the implementation of the Change Programme of online transformation and the associated Open Government, Transparency, Accessibility and Digital First agendas related to this Web site.

The Programme must put in place levels of authority to enable delivery across Directorates

The Programme must Put in place an empowered Change Programme Team that will have the role and responsibility to deliver the new web site and associated change. We believe this ought to be placed within the Digital Communications Team

Put in place a Change Programme Board with effective and appropriate authority that will oversee and deliver the strategic and operational matters that affect the Change Programme for online transformation

Re-structure the staff and their responsibilities at the Directorate level. We recommend a change to the Digital Leader/Digital Co-ordinator roles and responsibilities.



### 6.2 Change Programme Leader

This role is pivotal for success. The Change Programme Leader will have a role that encompasses:

- Ensuring delivery of the business objectives of the Change Programme for Online Transformation
- Management and ownership of the quality completion of all deliverables and the Change Programme Team to timescales and budget

- Effective communications and reporting at all levels

### 6.3 Change Programme Team

We believe the Digital Communications Team is the natural place to own the Change Programme Team. For the Change Programme, they would be responsible for:

- Creation and updating of Standards, Policies and Guidance for content creation and editing.
- Provide a quality assurance that said Standards, Guidelines are being met to ensure the performance of the web site. This includes 'Archiving' rules/standards and implementation; Publishing official publications rules/standards and implementation; Content writing rules/standards and implementation
- Imposing (with authority) the standards (working with Directorates through a Board and day to day)
- Providing 'know how' to the Directorates (through the Directorates staff - on a day to day basis this know how would be worked within Directorates by these staff)
- Content writing and content editing during a Directorate's Transition to the new web site – based on facts created by the Owners of the content (refer to Transition)
- Performance improvements / monitoring –undertaking quality checks, user testing, assessing analytics for review and improvement;
- Leading and managing on behalf of *some* of the Directorates who may lack resources to do Transition
- Co-ordinating new developments where agreed through Web site Board
- Owning decisions for Structural changes of content (what goes where) by working with Directorates thorough their responsible staff (i.e. Directorates cannot just create new structures for content – Policies, Organisation etc.)
- Programme/Project Management and associated Project Support for the planning and control of the Programme of work.

### 6.4 Change Programme Board

We recommend the implementation of a Change Programme Board led by the Change Programme Leader and the Change Programme Team.

- This Board has mandated authority and budget for Transition matters
- The Board should meet monthly to progress issues, changes and make decisions based on the Change Programme (might meet more regularly during Mobilisation Phase 1).

### 6.5 Digital Leaders and Digital Co-ordinators

- The SG currently has varying implementations of Digital Leaders, Digital Co-ordinators across the Directorates.
- There are instances where the Digital Co-ordinator is no more than a 'technical editor' providing help, assistance in getting content onto the current site; there are instances where responsible staff are more involved and provide a more strategic role of helping structure content and deal with decisions on quality of content.
- We recommend the Digital Leader continues to focus on a wider Digital brief of which corporate web site is just one aspect
- We recommend the implementation of a Communications Manager (CM) who has responsibility for the web site content on behalf of a Directorate or collection of Directorates (we cannot confirm what the actual implementation ought to be but that it maybe that a

Directorate has 1 or 2 CMs that operate across a number of associated Directorates or a Directorate has its own CM. The CM is a broader role responsible for the performance of their area of content working with the Digital Communications Team.

- Digital Communications would work alongside the CM to provide ongoing assistance in day to day content publishing.

## 6.6 Recommendation 4

**The Scottish Government should implement strong governance for the Change Programme, including a Change Programme Leader with acknowledged authority and a central team with authority to enforce standards.**

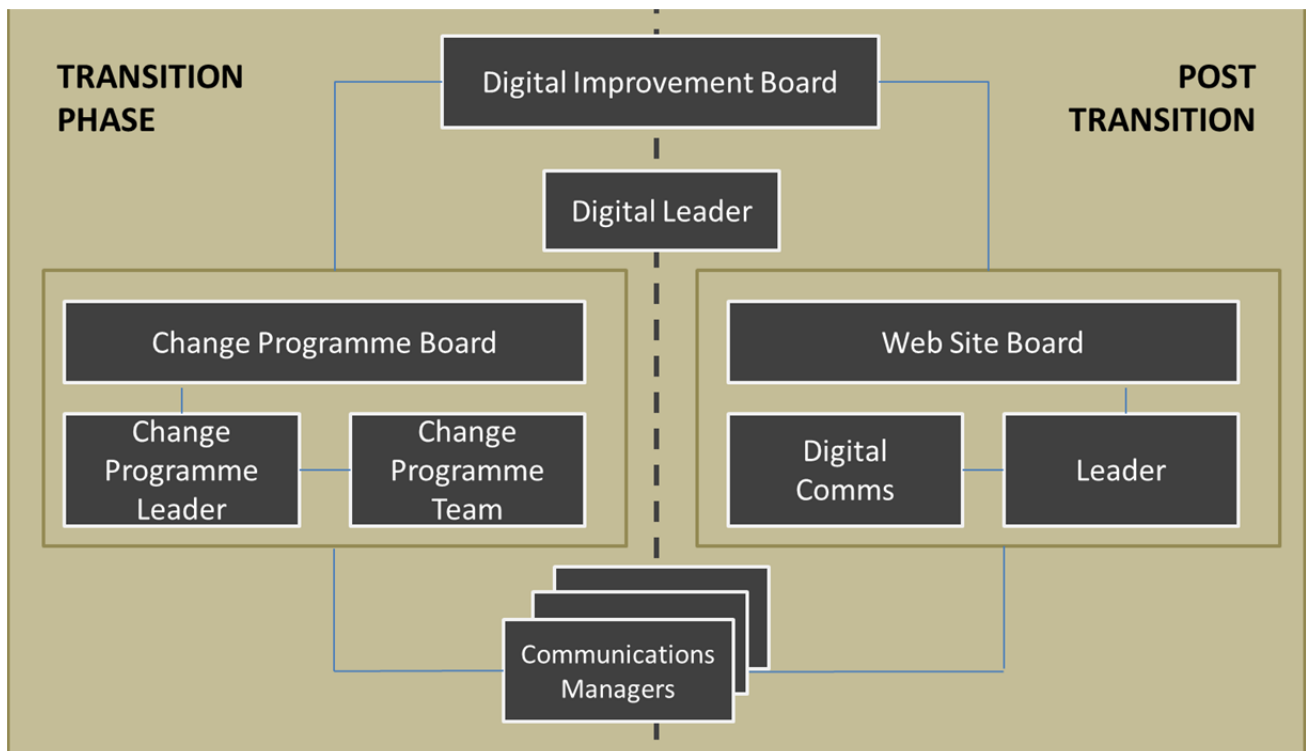
## 7. Long Term Sustainable Future

One of the key success factors of the Change Programme and a key business objective of the Programme is to deliver a sustainable environment for ongoing transformation.

It is important that the Scottish Government does not find itself in a similar situation that it currently finds itself in and so needs to be ensure that the appropriate resources, skills, leadership and management is put in place for the long term.

This needs to deal with inevitable change and the reality that technology and ‘digital’ is an ever changing landscape and the needs of communications in the right way to the right people is a constant but important challenge to address.

As the Programme moves to completion, consideration ought to be given to who would lead the ongoing web site. I.e. the Programme needs to transition from Change Programme to Business as Usual under appropriate leadership, authority and management.





## **7.1 Scottish Government Web site Board - Future**

We recommend the set-up of a Board for the long term ownership and transformation of the Scottish Government web site.

This Board would be concerned with the Business as Usual following Directorate transitions in the Initial Transition Phase 3 and as the Programme moves through Legacy Transition Phase 4, and then beyond.

- We recommend the implementation of a Scottish Government Web site Board led by an agreed Leader and the Digital Communications Team with representation from the Change Programme Board/Team.
- Includes the Communications Managers from each Directorate
- This Board has mandated authority and budget for ongoing change and development
- The Board should meet 6 times a year to progress issues, changes and make decisions based on the ongoing needs of the web site.
- This Board can take issues relating to ongoing matters up to the Digital Improvement Board as appropriate.

## **7.2 Digital Communications Team – future**

As the Change Programme Team completes its Programme of Transition, the Digital Communications Team would pick up the ongoing responsibilities for the web site.

## **7.3 Recommendation 5**

<b>The Change Programme should leave a legacy of continuous improvement not just time-limited progress.</b>
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# **8. Implementation Plan Timeline**

## **8.1 Assumptions**

### **Overall**

- The implementation plans assume that there is no start made to Phase 2 Planning and Development until after April 2015.
- To enable as quick a start as possible after April 2015, it is assumed that there is scope for the Phase 1 Mobilisation to start and conclude by April 2015. We have assumed a January 2015 start to achieve this. However this would need assessment by Scottish Government on how realistic this is.
- The Implementation Plans set-out are estimated and dependent upon resources in place.
- Overall duration timescales of 35 months
- Plans can be flexed with additional resources to implement quicker
- Costs are rounded to nearest £10k

**Phase 1: Mobilisation:**

Cost: £30,000	Start/End: Jan – April 2015	Duration: 4 Months
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**Working & Assumptions:** Change Programme Leader appointed in Feb, 2015. Project manager and Project support officer both appointed in March.

**Phase 2: Planning and Development Phase:**

Overall costs are £630,000 broken down as follows:

**Standards, Guidance etc.**

Cost: £210,000	Start/End: May 2015 – April 2016	Duration: 12 Months
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**Working & Assumptions:** 420 standards and planning days with an average of 1.5 resources / month to address this workload (and as many as 2 resources/month in first 6 months). Assumptions that 6 month or less contracts can be obtained at pro-rata of £35k/month for this resource. 60 days of resource around technical requirements would be required over a 3 month period in 2015.

**Technology Development**

Cost: £420,000	Start/End: Sep 2015 – Feb 2016	Duration: 6 Months
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**Working & Assumptions:** As a sub-phase within the Phase 2 Planning and Development Phase, the Technology costs are an additional £420,000 based on the development and hosting of a new build based on bespoke development i.e.

**Bespoke Development: £250k**

Project setup, build, "sprint zero"
Domain model: <ul style="list-style-type: none"> <li>• Directorates</li> <li>• Policy teams</li> <li>• Policy advisory groups</li> <li>• Roles</li> <li>• People</li> <li>• Topics</li> <li>• Documents</li> </ul>
Document Model including editions <ul style="list-style-type: none"> <li>• Policy</li> <li>• Publication</li> <li>• News article</li> <li>• Consultation</li> <li>• Speech</li> <li>• Statistical Dataset</li> </ul>
Admin system <ul style="list-style-type: none"> <li>• Domain</li> <li>• Documents</li> <li>• Publication flow and editions</li> </ul>

User management <ul style="list-style-type: none"> <li>• Assume simple admin</li> </ul>
Front End Development in line with Alpha site
Train the trainer sessions

### Support Costs

Provision for Ongoing Annual Support: 22% of development cost - **£55,000 included**

### Hosting Costs

Provision for **£60,000** pa based on cloud platform such as Azure or AWS. Note that Scottish Government has Hosting provision contract in place with Pulsant which may remove the need for this but has been kept in for contingency.

### Contingency:

Contingency has been included to deal with additional effort expected around design and change in requirements which will be identified as part of the Planning and Development Phase 2. Contingency amount included is **£55,000**.

Note that only year 1 costs have been included – i.e. that Support & Maintenance and Hosting has not been included post year 1.

**Total Technology set aside is £420,000.**

### Phase 3: Initial Transition:

Cost: £380k	Start/End: May 2016 – April 2017	Duration: 12 Months
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**Working & Assumptions:** 1880 Content days, 150 Planning & QA days, 800 Project Management & Support days (project support and transition management are levied at 15% of content days). Between September 2006 and April 2017, the resource input is halved for Change Programme Leader and Project Manager as spread across phase 3 and 4. Justice policy effort is halved to account for work already conducted on prototype.

### Phase 4: Legacy Transition

Cost: £360k	Start/End: Sept 2016 – Nov 2017	Duration: 15 Months
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**Working & Assumptions:** 1520 Content days, 220 Planning & QA days, 660 Project Management & Support days (project support and transition management are levied at 15% of content days). Between September 2006 and April 2017, the resource input is halved for Change Programme Leader and Project Manager as spread across phase 3 and 4

## 8.2 Phase 1: Mobilisation Plan

Timescales		2015			
		J	F	M	A
Definition	Agreement of Approach/Recommendations				
	Agreement of Funding				
	Installation of Change Programme Leader				
	Change Programme Team/Programme Resourcing				
	Creation of Project Definition Document				
	Directorate Communications				

*Ongoing Management and Control would continue across the life of the Programme and are shown in subsequent phases.*

### Points and Considerations

- This Phase is a critical in the set-up of the programme to deliver.
- It will seek to put in place the funding, leadership and strategic resources required as well as need to have agreement on the approach being taken across the streams of work.
- Main challenges, Risks, Issues are the decisions on Leadership, Funding, Resources and Approach. Also included in the main challenges are the communications to and acceptance of Directorates for the Change Programme approach.
- Other challenges will be the Communications across Government on the plans and approach
- Non-critical elements include the creation of the Project Definition Document and aligned timescales as well as set-up of control systems and agreement on Programme/Project management resources.

### 8.3 Phase 2: Planning and Development

Timescales		2015							2016				
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Definition	Produce standards, guidelines for content/revise												
	Develop Content Strategy/revise												
	Archiving and Publishing Policy												
	Put in place post transition Quality Assurance/Performance												
	Put in place post transition rules on Structures / content												
	Systems Requirements/Specifications												
	Technology Selection												
	Technology Implementation/Build												
Produce How-to's (dependent on technology option)													
Project Mgt & Support	Ongoing planning and management of Programme												
	Directorate Resourcing												
	Transition Planning for Directorates												

#### Points and Considerations

- The Phase is critical in the set-up of foundational and building blocks for the online transformation. It will put in place the standards, guidelines and rules for publishing/archiving.
- Other challenges
- Main challenges, Risks, Issues are concerned with Content Strategy and Systems specifications/technology solution selection.
- Other challenges are the lining up and signing up of the Directorates that are responsible for these policies as well as the resources available for working on the provision of factual policy data by Directorates and the agreement of the re-writing by Content writers who are provided by the Change Programme.

## 8.4 Phase 3: Initial Transition

Timescales		2016							2017				
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Initial Policy Based Content	How government works												
	Directorates												
	Agencies and Other Public Bodies												
	Topics (high level 15 areas)												
	News (policy related)												
	Policy Areas (No of Policies)												
	Justice (12)												
	Education (7)												
	Cultural & External Affairs (6) / Constitution (1)												
	Environment/Greener (11)												
	Wealthier/Economy (16)												
Health (16)							27	27	27	27	27		
Publications (policy related)													
Planning & QA	Information Management/Architecture												
	Quality checks, performance checks												
Project Mgt & Support	Ongoing planning and management of Programme												
	Support & Transition management												

### Points and Considerations

- The Phase will be concerned with the Transition of Directorate content focused on policies. There are around 70 policies across the government and the approach is to migrate based on these Policy groupings of Education, Cultural & External Affairs/Constitution (that is dependent upon the outcome of the Referendum), Environmental/Greener, Economy/Wealthier and Health.
- Other challenges in the Transition is to cull/prune what remains and to put in place the Archiving.
- The aim is to deal with those policies that clearly belong to a specific Directorate in that area first then deal with the ones that are shared/jointly worked on.
- Non-critical elements include the provision of Transition Management by Change Programme and associated plans and control/monitoring.

The indicative delivery plan for each Transition Area is to:

- Sign up Directorate
- Put in place Transition Manager and detailed plan of Transition
- Re-write content with Policy; Prune/Cull existing/remaining site content and put links in place between sites (old and new)

- Put in place agreed ongoing support and training
- Bring Directorate role onto the Change Programme Board.

## 8.5 Phase 4: Legacy Transition

Timescales		2016				2017										
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Legacy Content	Publications															
	FOI Information															
	Scotland Performs															
	Area #1															
	Area #2															
	Area #3															
	Area #4															
	Area #5															
	Area #6															
	Area #7															
	Area #8															
Area #9																
Area #10																
Planning & QA	Information Management/Architecture															
	Quality checks, performance checks															
Project Management &	Ongoing planning and management of Programme															
	Support and Transition management															

### Points and Considerations

- This Phase is concerned with planning the remaining content and its location and undertaking the migration to the new solution or other suitable platform.
- Main challenges, Risks, Issues are to do with the Content Strategy and its dependency upon other areas such as MyGovScot, choices on sub-sites for areas like Scotland Performs, Statistics.



## 9. Costs

To be effective this Change Programme needs underpinned by significant resources (both financial and in personnel. This is further backed up by an ongoing operational budget.

### 9.1 Overall Summary

Numbers rounded up to nearest £10,000

Phase 1: Mobilisation	£30,000
Phase 2: Planning and Development	£630,000
Phase 3: Initial Transition	£380,000
Phase 4: Legacy Transition	£360,000
<b>Total</b>	<b>£1,400,000</b>

### 9.2 Phase 1: Mobilisation

Change Team	Costs	Months
> Change Programme Leader / SRO	£20,000	3.00
> Project Manager	£6,667	2.00
> Project Support	£2,083	1.00
	£28,750	6.00

### 9.3 Phase 2: Planning and development

#### Phase 2: Planning and development

Change Team	Costs	Months
> Change Programme Leader / SRO	£ 80,000	12.00
> Project Manager	£ 40,000	12.00
> Project Support	£ 25,000	12.00
> Standards, QA, Policies planning	£ 52,500	18.00
> Technical Requirements	£ 12,500	3.0
> Technology Costs	£ 420,000	N/A
	£ 630,000	57.00

#### 9.4 Phase 3: Initial Transition

Change Team	Cost	Months
> Change Programme Leader / SRO	£ 53,333	8.00
> Project Manager	£ 26,667	8.00
> Project Support/Transition Management	£ 41,667	20.00
> Content editors, writers	£ 235,000	94.00
> Information Manager/Architect	£ 13,333	4.00
> Quality and performance	£ 10,208	3.50
	<b>£ 380,208</b>	<b>137.50</b>

#### 9.5 Phase 4: Legacy Transition

Change Team	Costs	Months
> Change Programme Leader / SRO	£ 73,333	11.00
> Project Manager	£ 36,667	11.00
> Project Support/Transition Management	£ 22,917	11.00
> Content editors, writers	£ 190,000	76.00
> Information Manager/Architect	£ 18,333	5.50
> Quality and performance	£ 16,042	5.50
	<b>£ 357,292</b>	<b>120.00</b>

### 10. Summary of Recommendations

Recommendation 1	<b>A new approach to government online publishing is needed which is backed up by strong leadership.</b>
Recommendation 2	<b>The Scottish Government web site should move to a new ‘policy’ based design and build a new platform to deliver this.</b>
Recommendation 3	<b>The Scottish Government should implement a formal Change Programme to create the necessary conditions for online transformation.</b>
Recommendation 4	<b>The Scottish Government should implement strong governance for the Change Programme, a Leader with acknowledged authority and a central team with the authority to enforce standards.</b>
Recommendation 5	<b>The Change Programme should leave a legacy of continuous improvement not just time-limited progress.</b>