GREATER**LONDON**AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD1154

Title: Website redevelopment – alpha prototype

Executive Summary:

To redesign and create an alpha prototype of the new GLA website for review by key stakeholders and to develop detailed requirements and specifications for GLA business areas.

To carry out a competitive procurement for the provision of a Senior Developer, Junior Developer and Senior Business Analyst for a period of 10 weeks until April 2014.
To carry out a competitive procurement to secure the professional services of an Agile Coach for approximately 10 days during the project initiation phase.

Decision:

That the Director approves expenditure of up to £90,000 from the Technology Group revenue budget to procure:

1. A contract to provide a Senior Developer, Junior Developer and Senior Business Analyst for a period of 10 weeks to develop an alpha prototype of the new GLA website; and

2. A contract to provide an Agile Coach for approximately 10 days at a cost of up to £6,250.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.
It has my approval.

Name: Martin Clarke   **Position:** Executive Director (Resources)

Signature: **Date:**

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1.   Introduction and background

The GLA wishes to improve the relevance, usefulness, inter-activity and ease of use of the GLA website (www.london.gov.uk), commonly referred to as the overall user experience,

The External Relations Team commissioned Web Credible to produce a GLA digital strategy together with a new information architecture, and look and feel for the new website (MD1193). Web Credible are due to complete this project in January 2014. The Technology Group and External Relations Team are working together to plan the build of the new website.

Central Government has done a great deal of work on digital project delivery with the aim of making the delivery of government services "digital by default". New guidance and best practice has been developed by the Government Digital Service learning lessons from past failures of IT projects. A key element of this new approach to digital project delivery is the Agile development methodology. Agile is also firmly established as an industry standard for digital projects in the private sector. TfL have adopted Agile for delivery of the new TfL website.

It is proposed that the GLA will continue to use the established GLA project management methodology (based on Prince 2) for the overall management and delivery of digital projects. However, specifically the development phase of such projects will be managed using Agile with deliverables then handed back to the project team.

A central tenet of the agile approach is that development should take place in controlled, short bursts delivering finished code that can be reviewed frequently by key stakeholders. In this way, any problems or misunderstandings can be identified and rectified at an early stage.

In accordance with these principles, it is proposed to build an initial prototype of the new website to validate the design concepts and strategic directions arising from the Web Credible user experience work, including:

- branding approach
- home page design
- look and feel
- skeleton of the new Information Architecture
- landing page design
- the use of metadata to surface personalised content in different areas of the site
- demonstrating the technology to support responsive design for use by different handheld and mobile devices

The key deliverable of this work will be a website that functions sufficiently well for stakeholders to be able to be able to see and use the new site in order to assess whether it meets their expectations. At this stage, the prototype website will **not** encompass:

- all site areas of the full website (but some areas will be well developed for testing purposes)
- finalised content (but it will include some content for testing purposes)
- finalised designs (but it will present good quality final drafts)
- use with mobile devices (but it will function with one or two mobile devices as a proof of concept)

- surfacing relevant content in all areas of the site using metadata and tagging functionality (but this will function in one or two areas of the site as a proof of concept)
- any mapping functionality (nor will this be available as a proof of concept at this stage)
- important behind-the-scenes technical functionality such as security and the ability to deal with high volumes of traffic

In agile methodology an initial prototype website of this type is often referred to as an alpha site. The alpha site will only be available to limited number of key internal stakeholders for initial review. It will not be available for external or public review at this stage. Development will take place in a modular manner such that code developed at this stage can be reused at a later stage as the site is more fully developed. The alpha project phase includes a strong emphasis on internal stakeholder engagement and includes one or more structured presentations of the prototype site.

At the same time that the alpha site is being developed, it will be necessary to gather some more detailed information about the specific expectations and requirements of different business units with regard to their specific web pages. The digital strategy and user experience deliverables have been produced by Web Credible after a large amount of interaction with both GLA staff and members of the public i.e. potential website users.

Nonetheless, a further step of detailed interaction with individual teams is still required in order to produce good quality specifications for each section of the site. The involves understanding the specific business objectives of an individual team and examining how these objectives can best be delivered in the context of the digital strategy and user experience deliverables. When the requirements have been properly understood then they need to be documented in a way that can be actioned by a web development team.

A second key tenet of the agile methodology is that development teams should all sit together, should have daily review meetings, and should have frequent contact with key customers. It is not unusual for an agile development team to be made up of a mixture of in-house and out-of-house staff working all sitting together on a daily basis.

The Technology Group will provide a Development Coordinator, Tester and System Administrator to the blended agile development team. In order to deliver the alpha site and to develop specifications for individual sections of the site, the services of a Senior Developer, Junior Developer and a Business Analyst are required to join the blended team.

Approval is sought to carry out a procurement to select a suitably qualified supplier to provide these resources for a period of 10 weeks from the end of January until early April 2014. This is considered sufficient to deliver a well-functioning alpha site for review and sign-off by key stakeholders.

Additionally, it is proposed to secure the services of an Agile coach in order to help project initiation and to provide practical advice on best practice working methods. It is proposed that approximately 10 days of support from an Agile coach is required up to a value of £6,250.

The Government Procurement Service has very recently launched a Digital Services framework with the specific aim of providing agile development services for digital projects. The GLA has reviewed this framework but feels that at the current early stage of the framework it does not include sufficiently well-qualified Drupal development companies who are available within the time frame required by the GLA. The framework is refreshed frequently and it is expected that these issues will be rectified in the coming months.

In light of this, it is proposed that for the procurement for the alpha build phase should be done through a standard competitive procurement

The estimated day rates for staff who are experienced in Drupal web content management and Agile methodology are:

Senior Business Analyst: £675 per day
Senior Developer: £550 per day
Junior Developer: £450 per day

Hence the total costs of the 10 week assignment for 3 staff plus an Agile coach are estimated to be £90,000.

The Technology Group has budget available in the Revenue budget (GF.0740.003 TG Programme Delivery) which can be allocated to this work.

2.   Objectives and expected outcomes

The following objectives and outcomes are expected:

- the successful appointment of a supplier for the provision of a Senior Developer, Junior Developer, and a Senior Business Analyst for 10 weeks from the end of January 2014 until approximately the end of March 2014;

- The engagement of an Agile coach who will be available for a limited number of days during the project initiation phase;

- An alpha version of new website delivered that is sufficient for review of key features by the primary stakeholders and as a proof of concept for key technical design components; and

- The detailed requirements analysis carried with key teams completed and documented.

3.   Other considerations

An assessment of risks associated with the new website project was carried out and several major risks were identified.

a) The GLA website was migrated from Drupal 6 to Drupal 7 in the beginning of 2013. Drupal 8 is due to be launched in the course of 2014. Drupal 8 is promised to have far greater support for mobile devices which is one of the main aims of the new website project. An assessment was carried out as to whether the new website should be built in Drupal 7 or Drupal 8. A range of open source and Drupal experts were consulted about this issue. The overwhelming response was that Drupal 8 is unlikely to be fully stable and ready for high-profile production usage within the timescale of the new website project. For this reason a decision was taken to develop the new site in Drupal 7 and then to assess a move to Drupal 8 in 2015.

b) It will be necessary to support the current GLA website at the same time that work is underway to develop a new website. There is a risk that the performance and stability of the current GLA website might be negatively impacted either because work on the new website disrupts the current website or because resources are diverted to the new website.

In order to mitigate this risk, the Technology Group commissioned a thorough audit of the current website and agreed a programme of remedial action to ensure that the current website is stable and robust (DD1119). The Technology Group also procured and entered into a contract with a support partner to monitor and support the current website (also DD1119).

c) A decision was required as to whether the current website should be patched up, upgraded to develop the new site, or whether the new site should be built from scratch. It was considered that there was a significant risk that redeveloping the current site might lead to instability and disruption of the service. For this reason, it was decided to build the new site from the ground up.

4.   Financial comments

4.1   Approval is being sought for the Technology Group to carry out a competitive procurement with qualified suppliers to provide a Senior Developer, Junior Developer and a Senior Business Analyst to develop an Alpha Prototype for the new GLA website. Approval is being sought to carry out a competitive procurement to secure the professional services of an Agile Coach during the project initiation phase.

4.2   The total estimated cost of the contract is £90,000 for a period of 10 weeks, which will funded from the 2013-14 Technology Programme Delivery budget.

4.3   All appropriate budget adjustments will be made.

4.4   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.

5.   Legal comments

5.1   Sections 1 to 4 of this report indicate that:

5.1.1   the decision requested of the Director (in accordance with the GLA's Contracts and Funding Code) falls within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the discharge of its general functions; and

5.1.2   in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people;

- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and

- consult with appropriate bodies.

5.2   The services required must be procured by Transport for London Procurement who will determine the detail of the procurement strategy to be adopted in accordance with the GLA's Contract and Funding Code.

Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder and the GLA before the commencement of the services.

6. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract [for externally delivered projects]	20 Jan 2014
Delivery Start Date [for project proposals]	27 Jan 2014
Project Closure: [for project proposals]	4 April 2014 (est)

Appendices and supporting papers: None

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 <u>or</u> on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? YES
If YES, for what reason:
Contains information which may be commercially sensitive – publication to be deferred until procurement complete.

Until what date: until the procurement process is complete (estimate end January 2014)

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 – NO

ORIGINATING OFFICER DECLARATION:	Drafting officer to confirm the following (✓)
Drafting officer: Graham Lane has drafted this report in accordance with GLA procedures and confirms that:	✔
Assistant Director/Head of Service: David Munn has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.	✔
Financial and Legal advice: The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.	✔

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature   **Date**