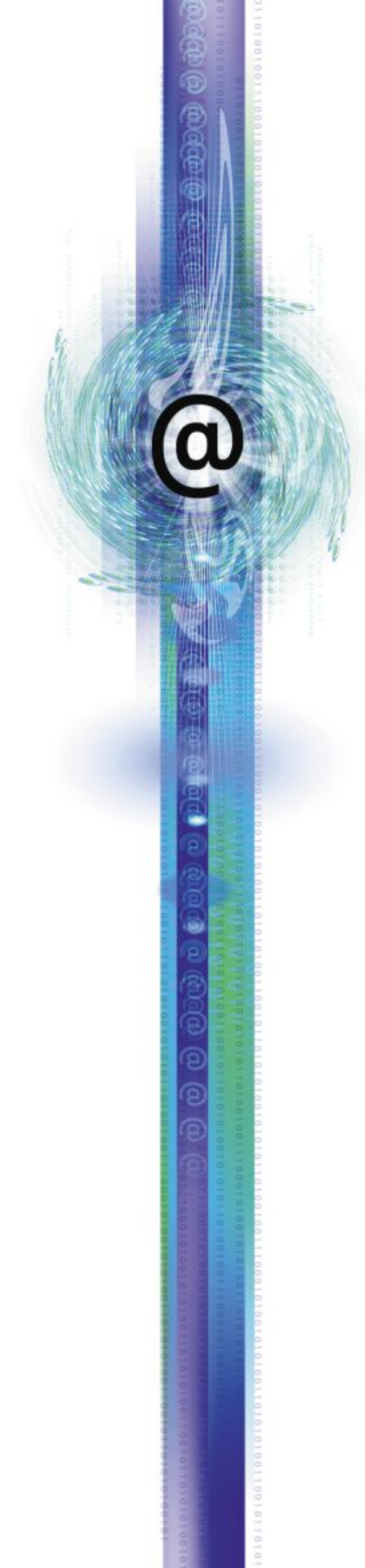


Local Authority Websites National Project

Organisation Development Toolkit -
The organisation to support the
APLAWS Content Management
System

Developed for LAWs by
iMPOWER



Contents

The purpose of this document is to assist Local Authorities who adopt the APLAWS content management system to determine and understand the impact on their organisation.

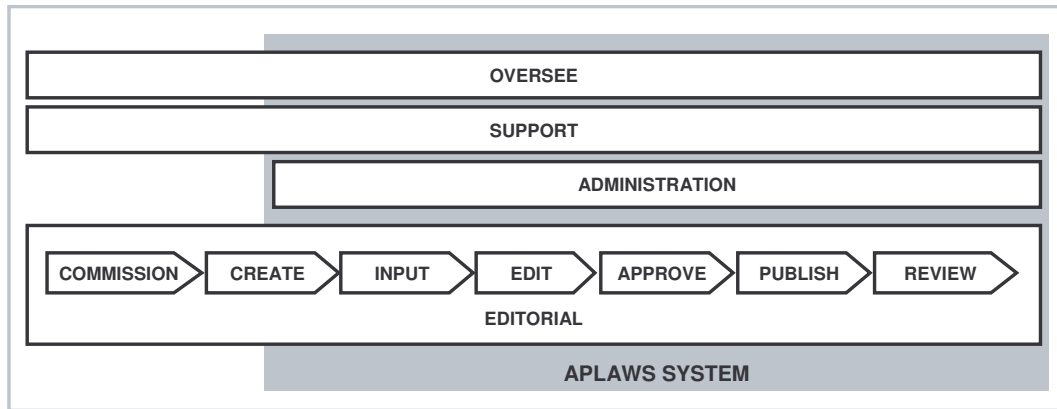
For the purposes of this document, APLAWS is used in representation of both APLAWS and APLAWS+. While the information is focused around APLAWS+, it will be of application to other enterprise-class, workflow-driven content management systems.

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APLAWS functions and processes

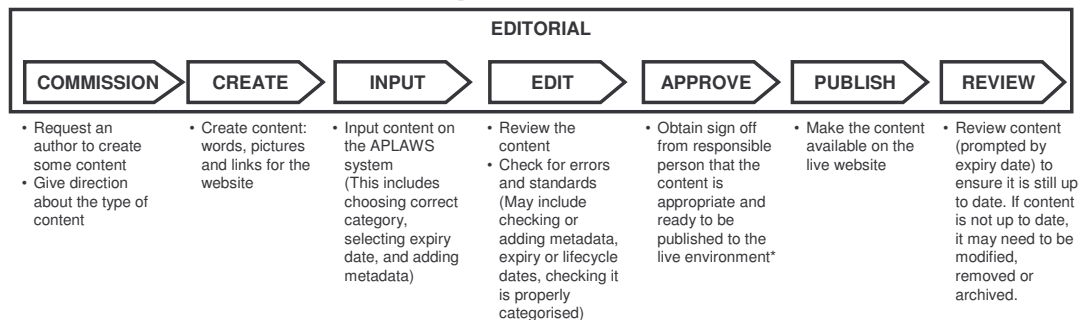
As a result of implementing the APLAWS content management system into your authority, there will be new functions and processes.



Some of the functions and processes relate to operating the technology. Others pertain to tasks which do not involve operating the APLAWS system, such as writing content using a word processor (e.g. Create), or deciding the strategy of the website as a whole (e.g. Oversee function).

Legend:  Function (a set of one or more responsibilities)
 Process (a set of tasks)

The Editorial function and processes



* For Press Releases in particular and other types of content that are to be used for other channels such as leaflets and newspaper – this process may occur before it is input into the APLAWS system.

Oversee, Support and Administration functions

OVERSEE FUNCTION	SUPPORT FUNCTION	ADMINISTRATION FUNCTION
<ul style="list-style-type: none">• Strategic and corporate level monitoring of content to ensure consistency of message and style and gaps in content as a whole	<ul style="list-style-type: none">• Support the technology and the staff using it. This extends to supporting staff in new processes and roles. Technical, Procedural, Training, Style• On-going system and process development and enhancement• Knowledge-sharing	<ul style="list-style-type: none">• Setting up groups and user permissions on the APLAWS system. This may include workflow and default settings

Case studies

There are several local authorities across the country which have implemented the APLAWS content management system.

These demonstrate a range of different organisation design options open to a local authority. Five of these sites have been used as examples of how different authorities have implemented new roles, or adapted existing roles, to adjust to and accommodate the new functions and processes resulting from the implementation of APLAWS.

In this section we look at the organisational implementation within:

- West Sussex
- Fylde
- Newham
- Stoke-on-Trent
- Bromley

West Sussex County Council

Shape and Size of Council

- Number of employees: Approximately 40,000
- Standing Spending Assessment: £520mil per annum
- Largely urban/ largely rural? Largely rural

Maturity of Solution

- Been “live” since 12 January 2003

Implementation Drivers

- Improvement of management of internet site

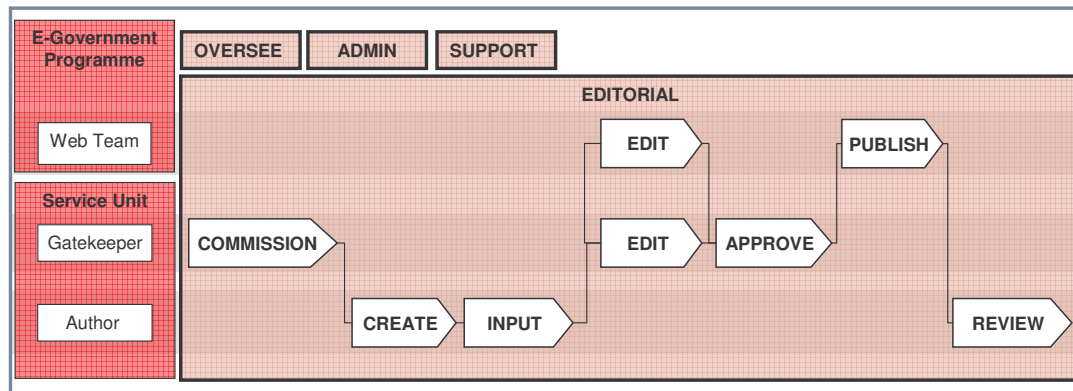
Application of APLAWS

- Currently internet, but plans to use APLAWS to also manage content for intranet

Size of content managed by APLAWS

- Html pages: n/a
- .pdf pages: 4000+

Functions and processes mapped by roles at West Sussex



Observations of West Sussex organisational implementation of APLAWS

- Devolved content creation control with commissioning at the service unit level
- Central final control - publish at site control level
- Central control within ICT (rather than communications service unit)
- West Sussex has a very large ICT service unit

Fylde Borough Council

Shape and Size of Council

- Number of employees: Approximately 350
- Standing Spending Assessment: £7mil per annum
- Largely urban/ largely rural? Both, but largely rural

Maturity of Solution

- Been “live” since 02 September 2003

Implementation Drivers

- Being a small authority, originally all content was input and published within the IT service unit. Occasionally this caused a bottleneck in website updates. The implementation of APLAWS aimed to removed this bottleneck and devolve more responsibility to the Business Units
- To move closer to e-government target

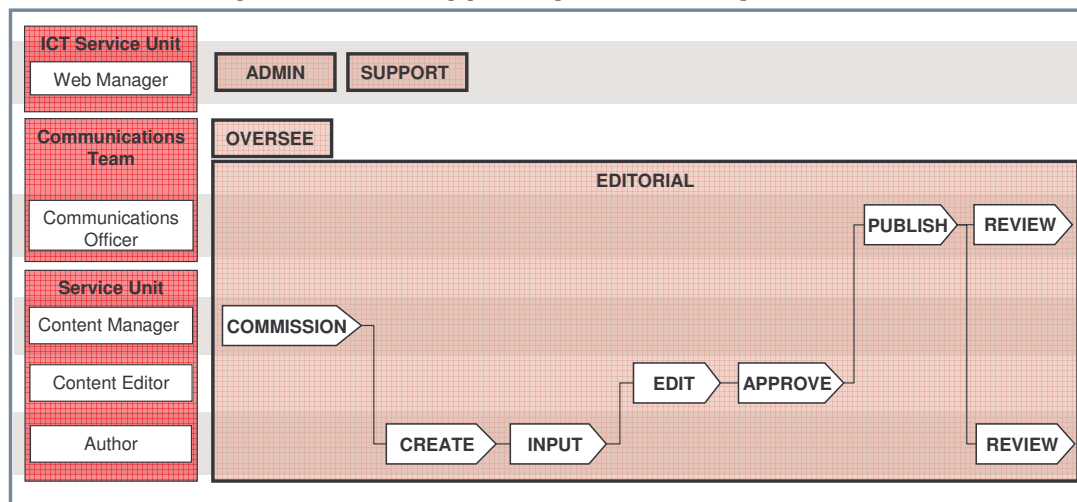
Application of APLAWS

- Currently local version of the authority website, but plans to use APLAWS to also manage content for intranet

Size of content managed by APLAWS

- Html pages: Approximately 700
- .pdf pages: Approximately 150

Functions and processes mapped by roles for Fylde



Observations of Fylde organisational implementation of APLAWS

- Commissioning is done at the business unit (service unit) level
- Centralised publishing to live – not a bottleneck as Fylde is a relatively small organisation

Implementation learnings

- Thoroughly plan your installation, particularly in respect to category lists, staff training and content type

Stoke-on-Trent County Council

Shape and Size of Council

- Number of employees: Approximately 13,000
- Standing Spending Assessment: £220mil per annum
- Largely urban/ largely rural? Largely urban

Maturity of Solution

- Been "live" since 01 October 2002

Implementation Drivers

- Need to devolve publication to the web, to service users
- Move towards e-government targets, specifically making information accessible
- Respond to e-gate standards

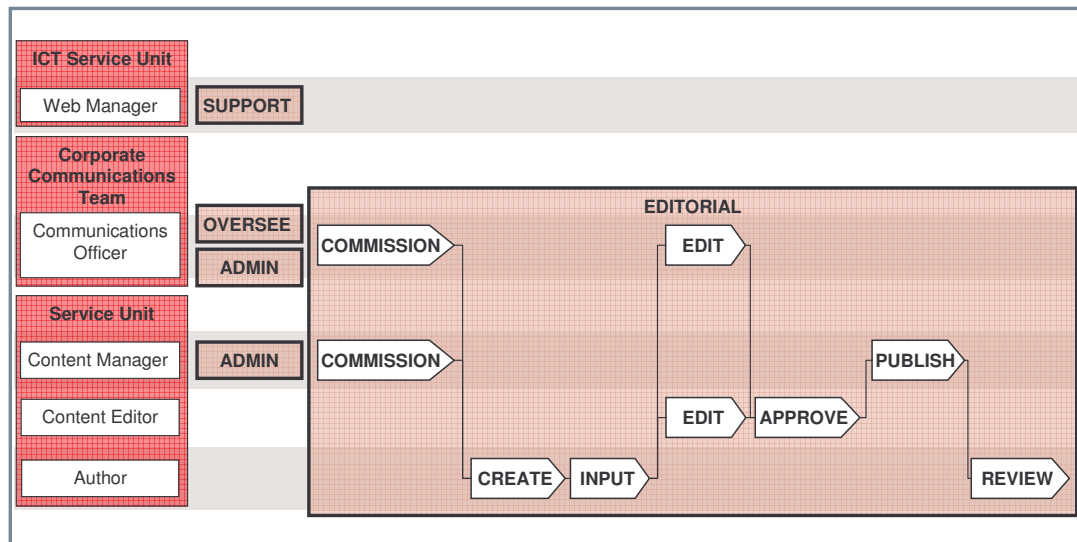
Application of APLAWS

- Currently internet, but plans to use APLAWS to also manage content for intranet (aiming 31 March 2004)

Size of content managed by APLAWS

- Html pages: 3000
- .pdf pages: 200

Functions and processes mapped by roles for Stoke-on-Trent

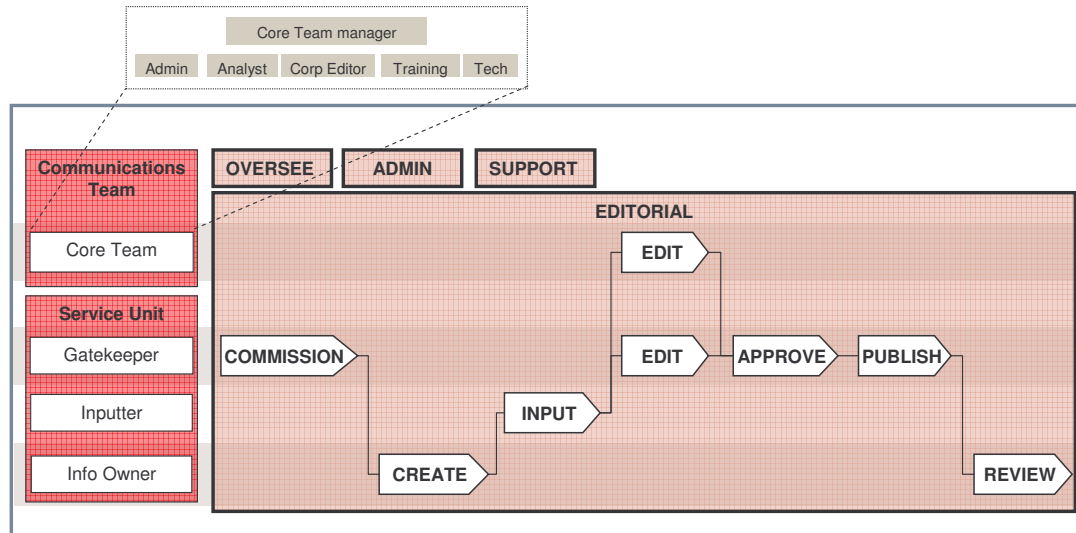


Observations of Stoke-on-Trent organisational implementation of APLAWS

- Key ownership is held within the Communications team rather than the ICT service unit
- Publishing is devolved to service unit level
- Administration is devolved to service unit level, with the structure and number of roles, workflow etc, likely to be different from service unit to service unit
- Commissioning may come from the central communications team or from service unit level
- Large number of authors (200)

London Borough of Bromley

Functions and processes mapped by roles for Bromley



Observations of Bromley organisational implementation of APLAWS

- Bromley's organisation is similar to Stoke, but with a more defined support function
- Unlike other authorities, there is a designated role for inputting data into the APLAWS system. This reduces the need to train all authors on the system and anyone can author content without knowing how to use APLAWS
- Key ownership is held within the Communications Team rather than the ICT service unit (no ICT service unit at Bromley)
- Publishing is devolved to service unit level

London Borough of Newham

Shape and Size of Council

- Number of employees: approximately 6000
- Standing Spending Assessment: £400 million per annum
- Largely urban/ largely rural? Urban population of approximately 245,000

Maturity of Solution

- Been “live” since ? 18th February 2003

Implementation Drivers

- To maintain a consistent look through out the Newham site
- To manage content entry
- To remove the need for dreamweaver training

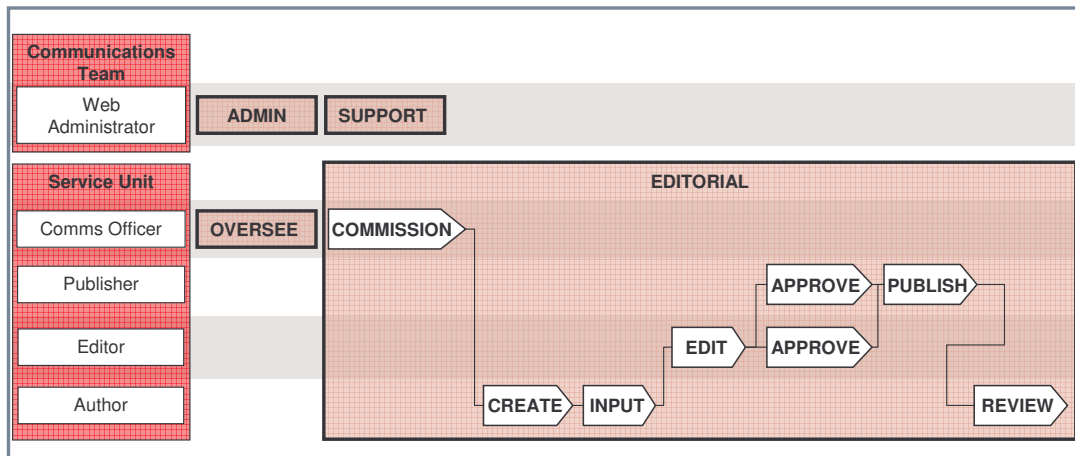
Application of APLAWS

- APLAWS is currently only used for the internet

Size of content managed by APLAWS

- Html pages: 1140 content items
- .pdf pages: approximately 40

Functions and processes mapped by roles for Newham



Observations of Newham organisational implementation of APLAWS

- Newham’s organisation is similar to Stoke
- Devolved responsibility of overseeing and commissioning
- Key ownership is held within the Communications team rather than the ICT service unit
- Publishing is devolved to service unit level

Implementation learnings

- Define and configure the following in advance of going live:
- User roles
- Work flow
- Content folders
- Content folder permissions

Organisation design options - roles

As the case studies included in this pack demonstrate, there are a number of alternative routes a local authority may take when implementing the APLAWS content management system.

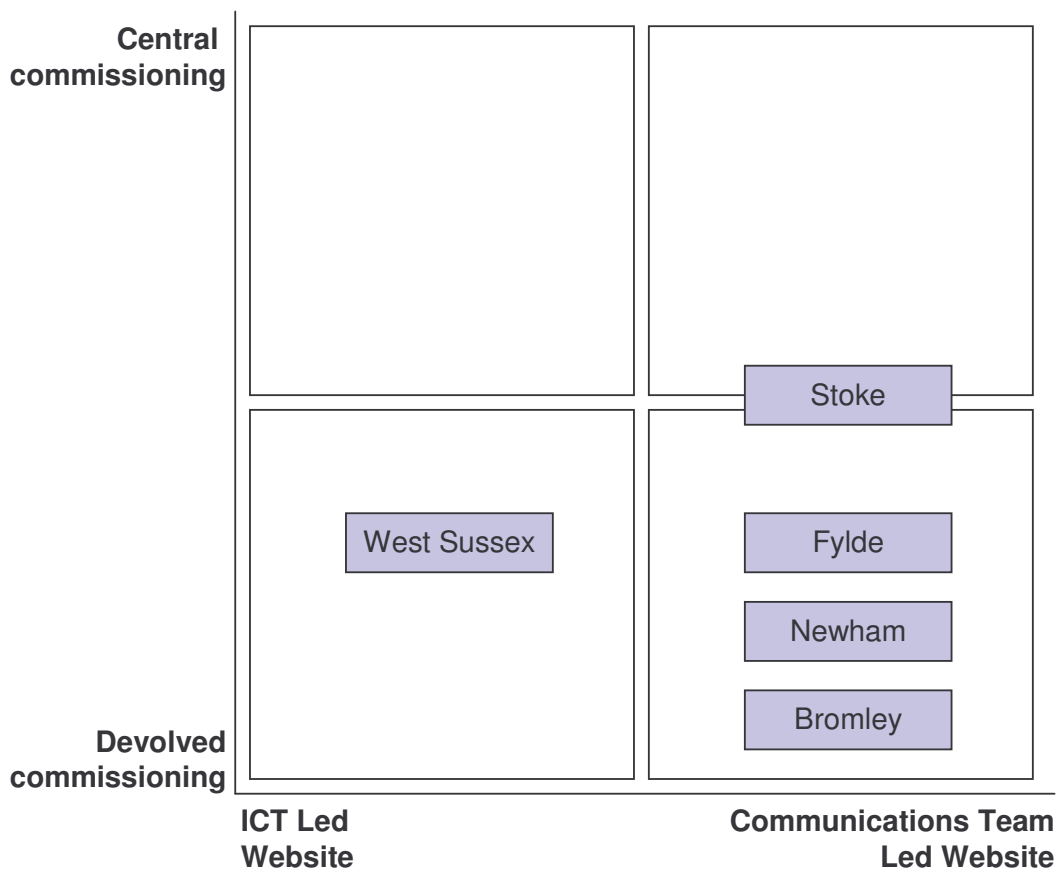
This section outlines some of the key organisational decisions and options an authority has when implementing APLAWS.

These include:

- Where should commissioning control be within the organisation?
- Where should you publishing control be within the organisation?
- Where should you administering control be within the organisation?

Where should commissioning reside within the organisation?

- The benefit of having communications led commissioning is that the communications officer can act as commissioner at both central and service unit level. Service unit communications officers can then be coordinated by central communications led unit, which allows for corporate consistency and direction while retaining service unit responsibility and autonomy.
- Total service unit commissioning will result in no consistency and gaps in web content and overlap and possibly contradiction
- It is not recommended that commissioning is centralised, since the central team does not typically know or understand the detail of service unit content and requirements for content
- Use of a central service unit (Stoke) to suggest gaps and commission service units to create content can be considered



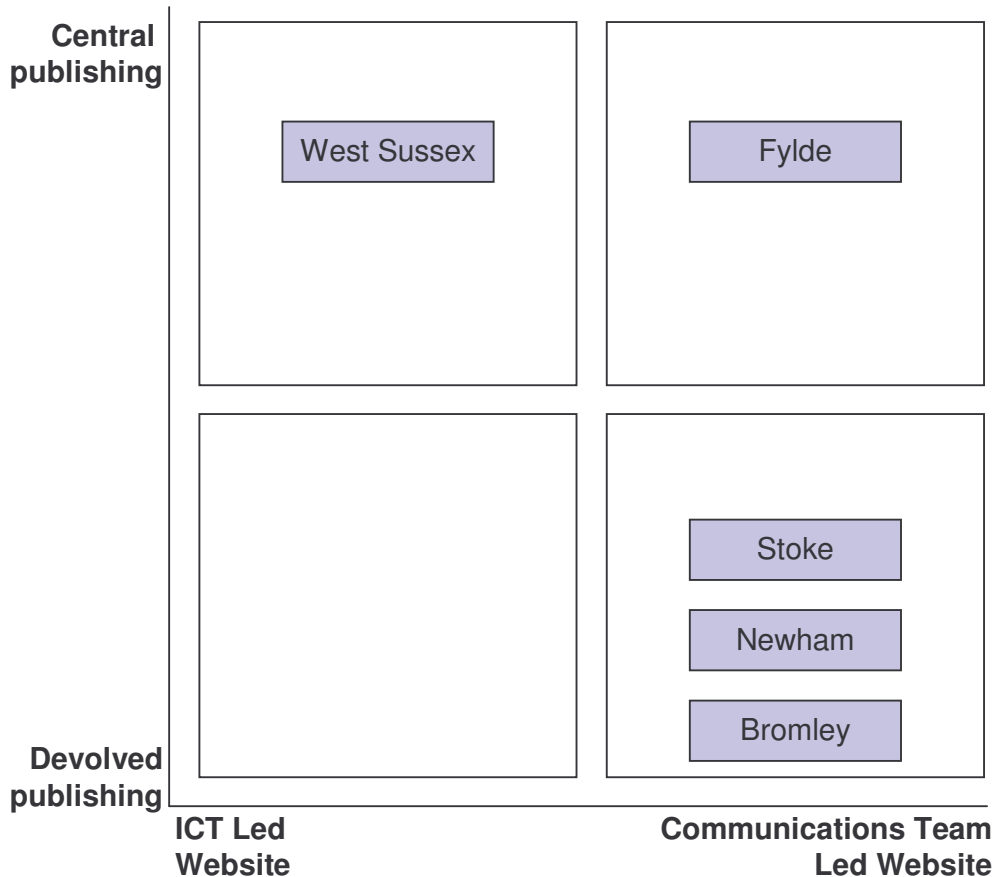
Recommendation

Commissioning led by the communications team, but devolved to the service units. This will ensure corporate consistency and direction while retaining service unit responsibility and autonomy.

Where should publishing reside within the organisation?

- Total service unit publishing (editorial) results in silo based website. Lack of linking across service unit content.
- Central publishing allows final sign off before things “go live”. This is the “safe option”
- A disadvantage of central publishing is the risk of creating a backlog or bottle neck. This would be manageable in an organisation where there is low volume (Fylde) or where there is a large team to deal with the high volume (West Sussex ICT)
- Unlikely to have devolved publishing controlled by ICT, as ICT function is central rather than devolved.
- If ICT (web team) were previously in charge of website, they may continue to lead as editorial/publishing controllers.
- Otherwise, publishing should be done by appointed Editors who understand content for service units and structure of site as a whole

- Making content live is not technically difficult (therefore an easy responsibility to devolve, and not necessary to locate in ICT)
- May consider correlation between commissioning control and final go live publish responsibility

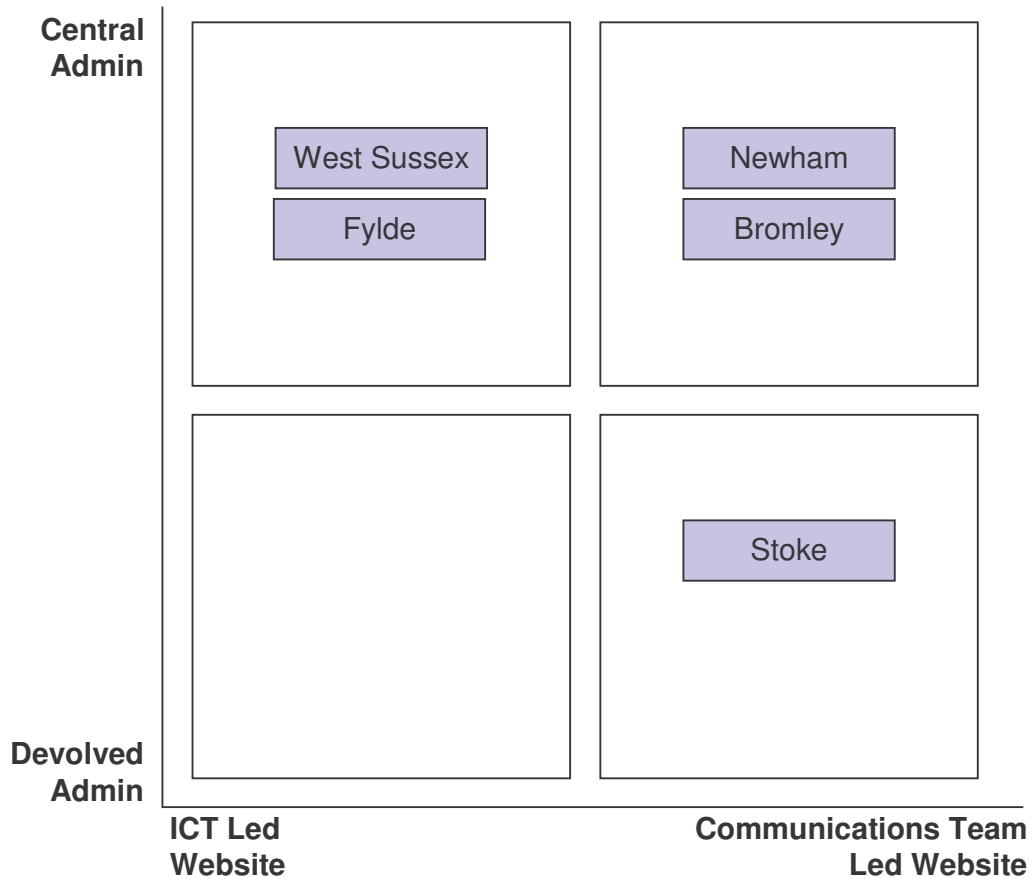


Recommendation

Publishing can be devolved with a reasonable level of assurance as to quality control so long as approval and Corporate Oversee function is in place. For smaller councils with low volumes to publish then a central publisher may be more appropriate

Where should administration reside within the organisation?

- The APLAWS system allows for devolved administration
- This means that different service units can control how they set up users, permission and workflow as best fits that service unit, rather than central admin having to fit or compromise for each service unit
- (e.g. Press office different to other service units in the way they want to publish)



Recommendation

Should the authority be very big and have many service units that work in very different ways, devolved administration is recommended. However, if it is small and easily manageable, central administration is recommended.

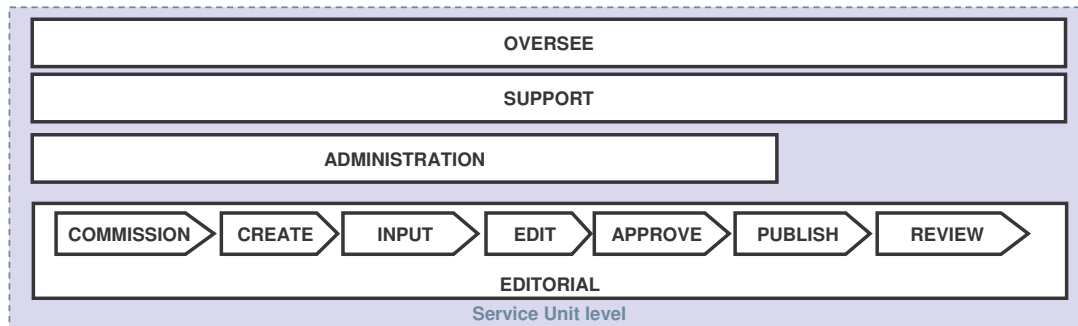
Organisation design options – operating models

The case studies highlight that different local authorities are using slightly different organisation design solutions to achieve the same end – effective use of the APLAWS content management system.

There are many iterations of how the organisation may be set up to support APLAWS functions and processes.

As we can see from the case studies, one of the key decisions to make is whether functions are controlled centrally or devolved to service units. The following slides illustrate various models for allocating the functions and processes that support APLAWS to your organisation. For each example there is some discussion.

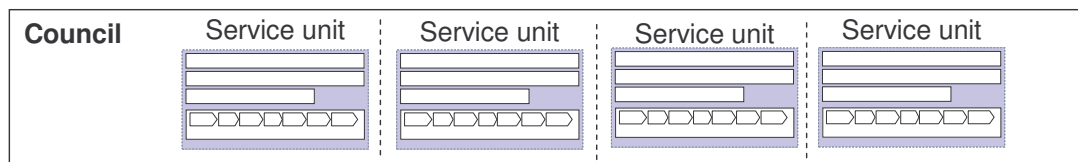
Fully devolved organisation model



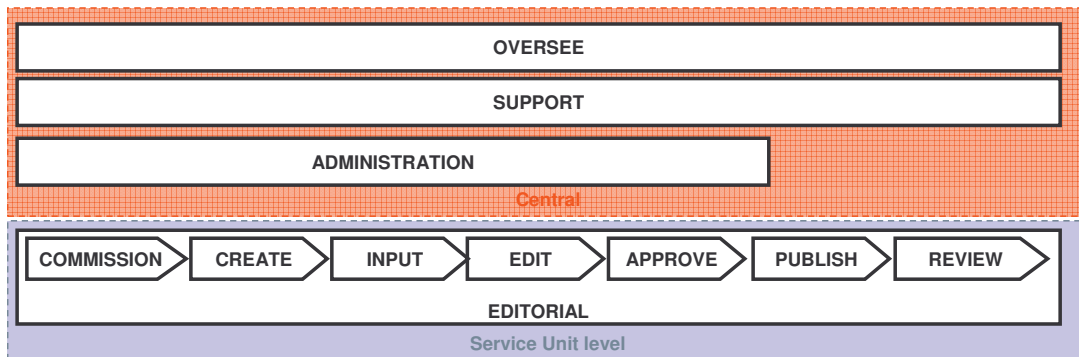
Most local authorities that have an existing website, but no content management system, have total service unit control with no central overseeing role, such as in the schematic above.

Often a service unit commissions a website to be built with no links to other service units websites other than those from the council home page. The result is a disparate and inconsistent website, hence the desire to implement a content management system.

The model below is more accurate with each service unit acting as a separate organisation resulting in a silo website with only the home page to link it.

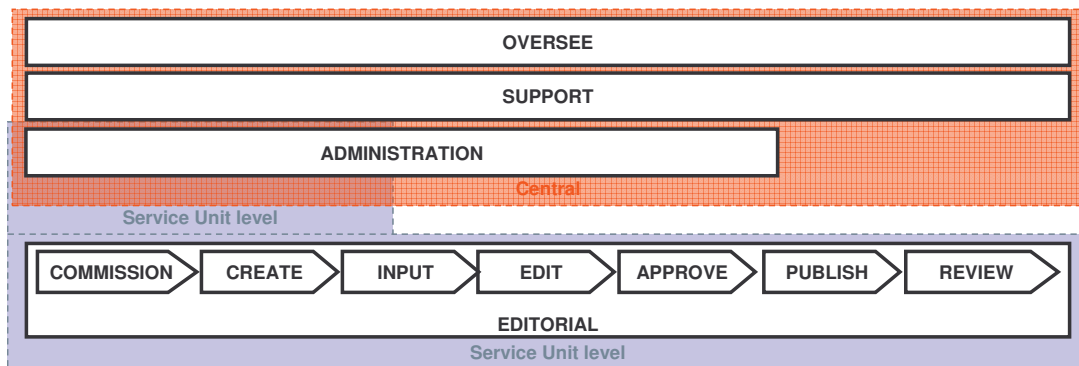


Fully devolved control of Editorial function



In this devolved model, the whole editorial function resides at service unit level. The centralised level (either ICT or Communications) continues to have an overseeing capacity to ensure coherence across the website. This model provides a central lead or direction rather than central control. Commissioning, creation and reviewing of content still happens at the service unit level where detailed knowledge of subjects sits. Publishing is also done at the service unit level, so this model does not demonstrate a high level of control from the centre.

Fully devolved control of Editorial function & partial devolvement of Administration



Fully devolved editorial function

In this devolved model, the whole editorial function resides at service unit level. The centralised level (either ICT or Communications) continues to have an overseeing capacity to ensure coherence across the website. In this central control model, commissioning, creation and reviewing of content still happens at the service unit level where detailed knowledge of subjects lies. Publishing is also done at the service unit level, so this model does not demonstrate a high level of control from the centre.

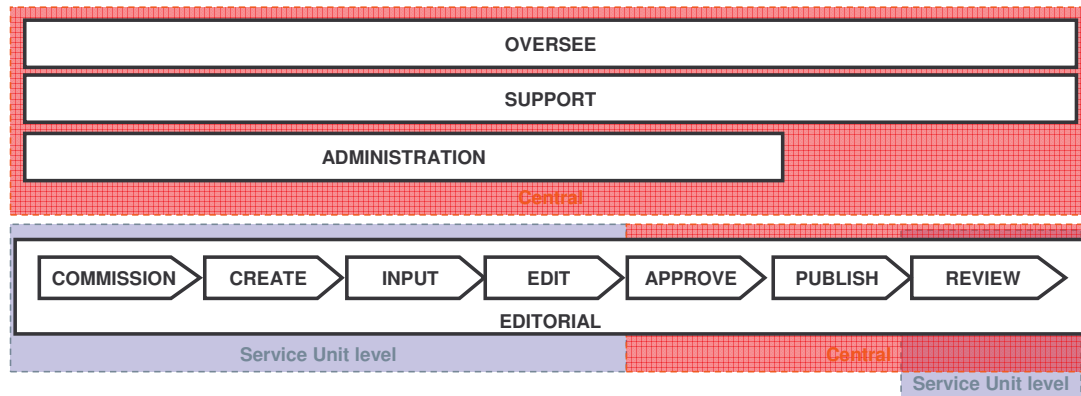
Partially devolved administration

APLAWS allows administration to be devolved. In this model, the centralised level may set up service unit head users and general workflow

and then each service unit can set up the system to organise their own service unit how they wish.

This is of benefit where service units function quite differently in the way they produce and publish content, or have differing volumes of content produced.

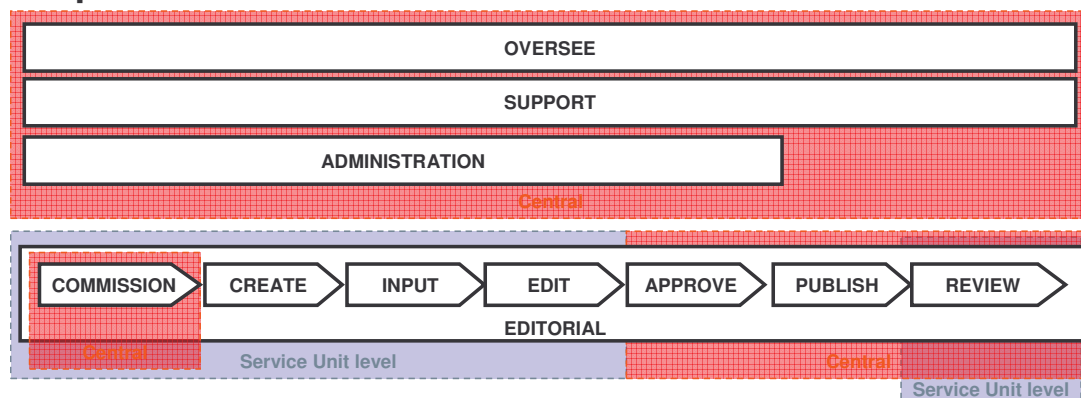
Partially centralised Editorial function



All the support functions are centralised (ICT or Communications), with all control of user permissions residing at the central level.

The commissioning and creation of content is devolved to the service unit level, where detailed knowledge of subjects reside. The Approve, Publish and Review aspects of the Editorial function are centralised for a greater degree of corporate control.

Deeper centralisation of Editorial function

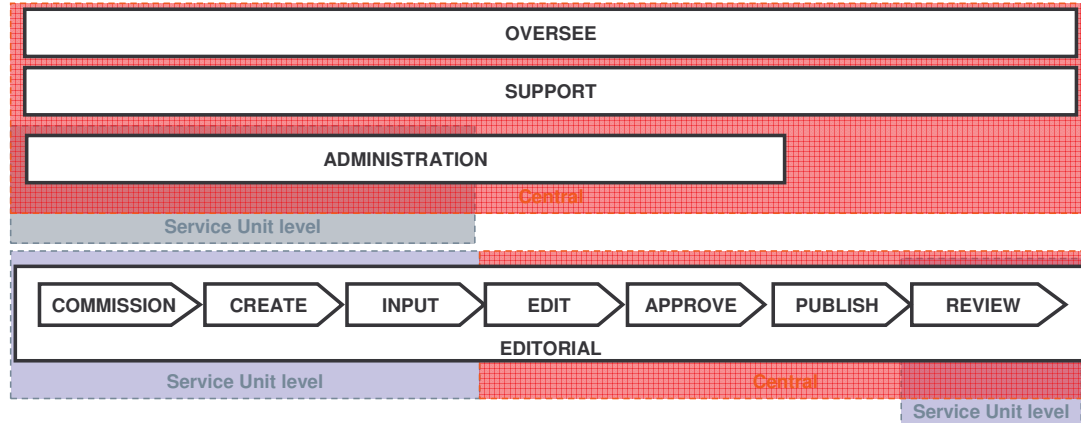


In this more centrally controlled model, the editorial function is shared between central levels (ICT or Communications) and service units. Commissioning, creation and reviewing of content still happens at the service unit level where detailed knowledge of service unit subjects sits.

However, nothing may be published to “live” without central approval. In addition, all control of user permissions sits at the central level.

The central level may also commission content, should they believe it required, and it takes an active role in reviewing it when time stamps expire.

Hybrid of control



APLAWS allows administration to be devolved. In this model, the central function may set up service unit head users or general workflow and then each service unit can set up their own teams how they wish. This is of benefit where service units function quite differently in the way they produce and publish content, or depending on the volume of content produced.

In the model above, there is strong central control with nothing being published to the live site without the central function approving it first. Administration tasks are devolved, where as the more important and responsible process of publishing content to live is held centrally.

Optimising the organisation structure

Whilst it appears that the organisations demonstrated through the case studies seem to be adopting vastly different solutions, they are actually all using very similar solutions – merely iterations of similar concepts, with different names.

In fact, the “ideal” organisation structure for the APLAWS content management structure can be easily adapted to accommodate each organisation represented in the case studies.

The “ideal” organisation solution assumes the following attributes to be desirable:

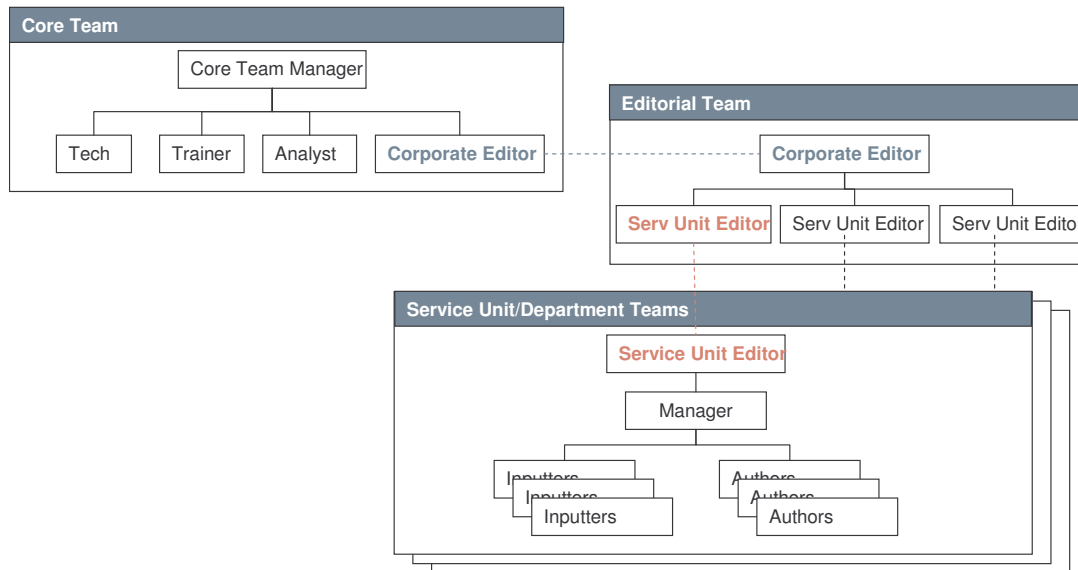
- A corporate level of control over the overall content, look and feel of the website, balanced with service unit empowerment
- A lower training requirement
- Content is created by service unit subject matter experts who “know their area”
- ICT remain the technical enablers
- Communication team take on strategic responsibility of content

Teams, groups and their purpose

OPERATIONAL TEAMS		
Core Team	Editorial Team	Service Unit/Department Teams
Purpose: <ul style="list-style-type: none"> • Support, maintain and develop APLAWS and the website 	Purpose: <ul style="list-style-type: none"> • Content Strategy • Drive delivery of relevant up-to-date content 	Purpose: <ul style="list-style-type: none"> • Deliver relevant and up-to-date content

FEEDBACK GROUPS		
LAWs User Advisory Group	APLAWS User Group	Public Focus Groups
Purpose: <ul style="list-style-type: none"> • Provide feedback on the LAWs products • Development suggestions • Organisational feedback • Share case studies around processes and procedures 	Purpose: <ul style="list-style-type: none"> • Provide feedback on the usability of APLAWS • Development suggestions • Organisational feedback • Share learning around processes and procedures 	Purpose: <ul style="list-style-type: none"> • Provide feedback on the usability of the council website • Accessibility • Navigation • Content relevance and usefulness • Development suggestions

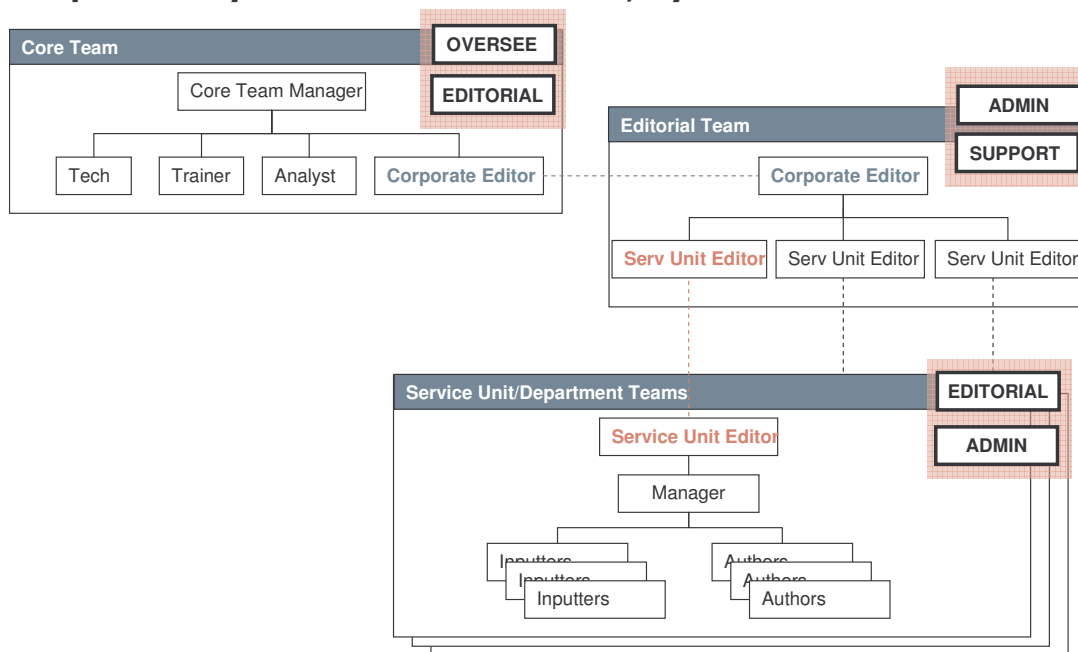
The recommended organisational structure for APLAWS' operational teams



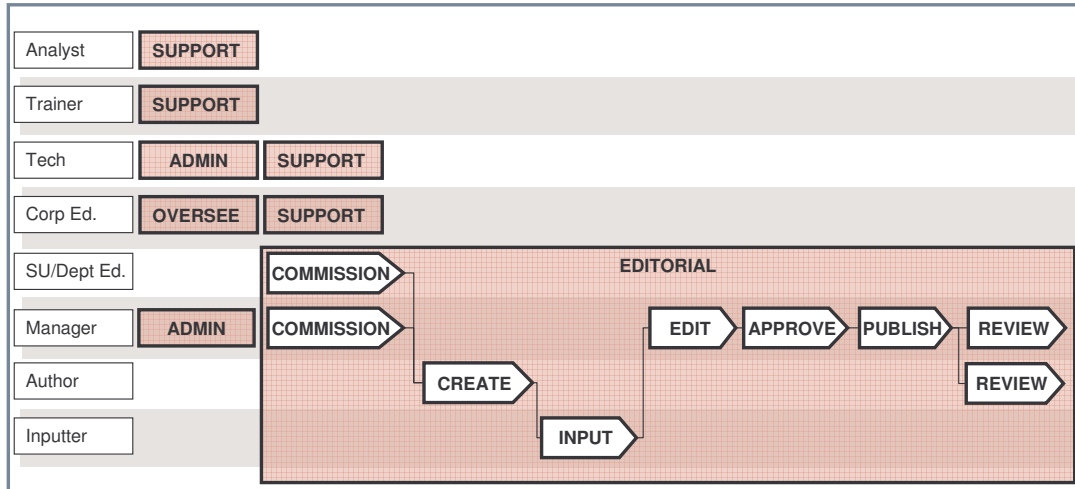
More than one role could be done by one person (e.g one person for Core Team; Service Unit Editor and Manager could be same person). More than one process/task can be done by a role (e.g. manager does edit, approve, publish).

Editorial Team could assume a formally controlling role to ensure central control, or could merely be a forum for sharing.

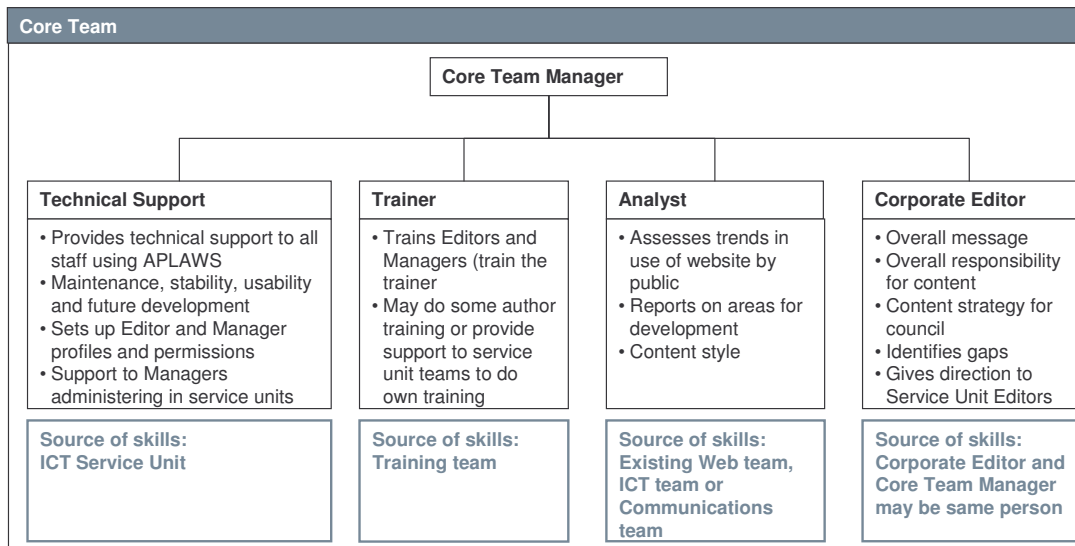
Responsibility for APLAWS functions, by team



Functions and processes mapped by roles

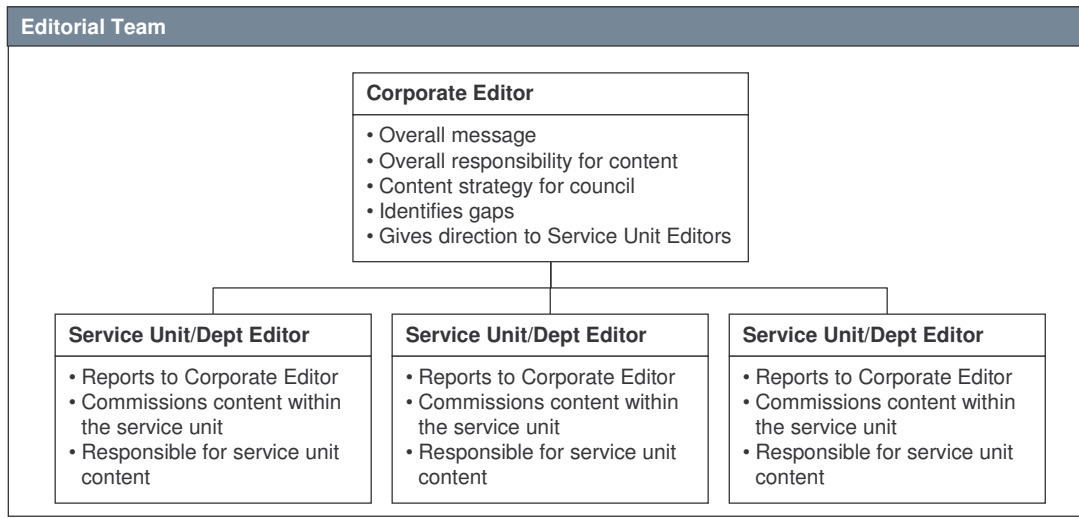


Core / Corporate Team



Core Team should manage user groups from service units to obtain feedback and input for direction strategically and developments technically
Core Team should also liaise with other councils to share learning

Editorial Team



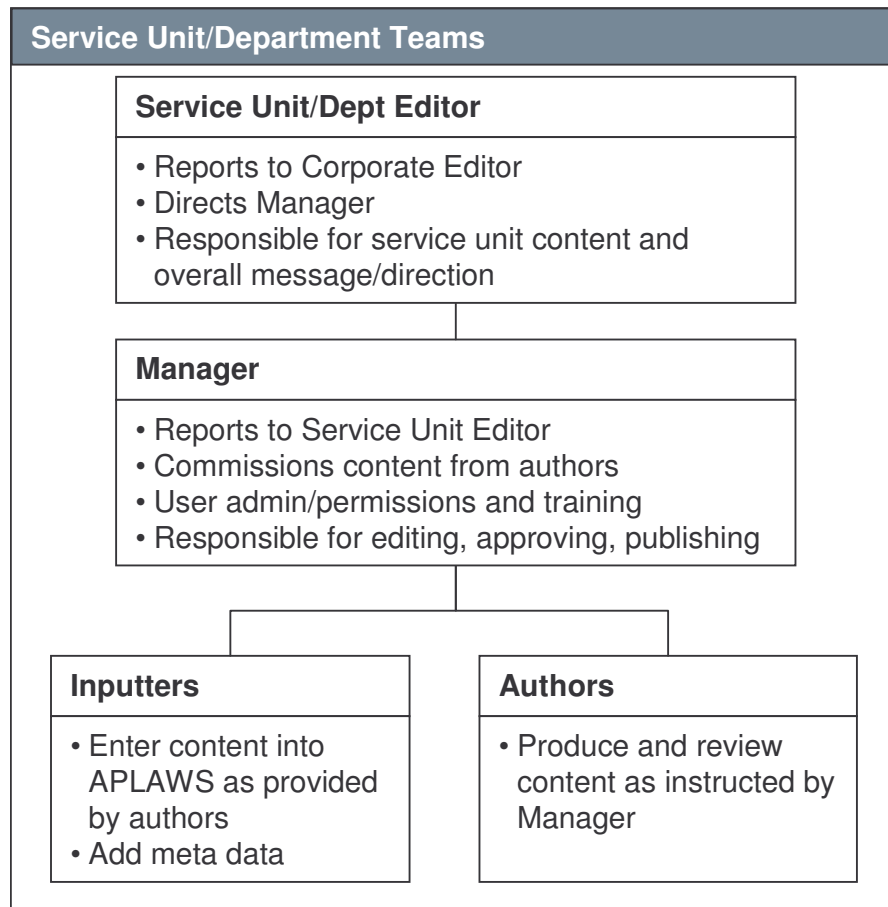
Corporate Editor source of skills

This is a senior position, with relatively high levels of responsibility. Could be whoever was in charge of existing website – may be Web Team in ICT. Alternatively use senior Communications person. This is front line to public and therefore important.

Service Unit Editor source of skills

Service Unit Editors should be someone who has a good overview of their service unit and what needs to appear for public consumption. This may be the Director, in the more strategic role

Service Unit Teams



Service Unit Editor source of skills

Service Unit Editor and Manager can be same person in a smaller council. However, Service Unit Editor should be quite senior (perhaps Director level) and have a wide view of the service unit and the sort of messages to be communicated. If senior they may not want the tasks of editing, approving, publishing training etc. Service Unit Editor may be a Communications Officer.

Manager source of skills

Manager ideally Communications Officer. Should be someone with good understanding of service unit, good English skills and communication skills to encourage input from staff. Also must be able to train/direct staff.

Inputter source of skills

This should be an administrator who is conversant with systems and accustomed to following rules and standards. Benefit of not training authors to use system is that there is more consistency in how content is entered, meta data standards etc, and less training requirements. Also more senior staff tend not to follow the rules!

Author source of skills

Author can be anyone in the service unit with knowledge of the subject commissioned.

Role descriptions and person specifications

The role descriptions and person specifications are provided separately. It should be noted that the roles are described and titled, but each role may constitute an entire job, or part of a job

Role Descriptions

These aim to describe:

- The purpose of the role
- The designation of the role and position within service unit structure
- Main duties and responsibilities
- Scope of the role

Person Specifications

These aim to describe:

- Training and qualifications
- Competence summary
- Work related personal requirements