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**CARDIFF COUNCIL WEBSITE – WEB REFRESH PROJECT**

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**Reason for the Report**

1. The Committee has been requested to schedule a scrutiny of the ongoing 'Web Refresh' project to update Cardiff Council's website, prior to a 'soft-launch' of the new website in early April and its full launch in May 2014. The Committee agreed this request at its last meeting on 4 March 2014 and asked to consider the website's future governance and performance management arrangements in particular.

**Background**

2. At its meeting on 5 June 2013, the Committee considered the Web Refresh project, which at that time had just been launched. The project had been set up in recognition that the Council's website had reached the end of its shelf life and that the technology it used had become outdated. It had further been acknowledged that this was limiting the Council's ability to develop its online presence and to build a quality online service for customers.
3. The Web Refresh project formed part of the Council's overarching approach to Customer Management. When the Committee considered the Web Refresh project in June 2013, Members were informed that a number of 'Corporate Principles' had been established under this programme:
  - The Citizen is at the heart of everything we do. Services should be targeted, user-friendly and interactive;
  - Consistent quality whatever service or channel a citizen chooses to contact the Council by;

- Decisions will be made to provide maximum benefit for the whole Council e.g. services gaining the greatest value from corporately provided resources such as technology;
  - Common business activities should be done in a common way – ensuring appropriate standardisation and fewer, more rigorous standards to focus continuous improvement;
  - Information is an asset that has measurable value to the Council.
4. In terms of the Web Refresh project, therefore, Members were informed that:
- The Council’s website would be redesigned to provide an improved ‘shop window’ for Council services;
  - Online access would be improved so that routine enquiries and requests could be dealt with online at lower cost where possible;
  - Website governance would be improved so that the standard of the website could be maintained; and
  - The website would be able to facilitate the future deployment of an Electronic Records Management Solution.
5. A copy of the Chair’s letter following that meeting, and a copy of the response from the then Cabinet Member, Councillor Luke Holland, is attached at **Appendix A**. At that time, Members of the Committee were particularly concerned that developments to the website should be future-proofed as far as practicable; that regional collaboration should not be forgotten; that the website should be accessible to people with communication-related impairments; and that the quality of service must be maintained across all access channels. The Committee also noted that website governance was vital to ensure that the website was fit for purpose in future, and requested further information once standards had been developed.

### **Way forward**

6. The Cabinet Member has been invited to attend the meeting. Marie Rosenthal, County Clerk and Monitoring Officer; Isabelle Bignall, Assistant Director Customer Services and Communities; and Catherine Smith, Operational

Manager – Communications who has acted as Project Executive for the Web Refresh project, will be in attendance to present the achievements of the project to date and future plans for the Council's website. A copy of their presentation is attached at **Appendix B**. Also attached at **Appendix C** is a copy of the most recent Web Refresh project highlight report.

### **Legal Implications**

7. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

8. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **RECOMMENDATIONS**

The Committee is recommended to:

- (i) Note the information presented in this report and at the meeting; and
- (ii) Consider whether it wishes to relay any recommendations or comments for consideration by the Cabinet.

**MARIE ROSENTHAL**

County Clerk and Monitoring Officer  
26 March 2014

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 19 June 2013



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Councillor Luke Holland  
Cabinet Member Social Care, Health and Wellbeing  
Cardiff Council, County Hall  
Cardiff  
CF10 4UW

Dear Councillor Holland,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 5 JUNE 2013  
Customer Management – Cardiff Council Website**

Please thank your Cabinet colleague and officers for attending the meeting of the Policy Review and Performance Scrutiny Committee on your behalf for its consideration of the forthcoming changes to the Council's website.

Members of the Committee have been concerned for some time that the website is not fit for purpose, so were pleased to hear that these improvements are under development. The Committee understands these changes as part of the wider programme to modify the way in which the Council manages its relationship with customers, which the Committee has considered in previous meetings. The website is being developed as an access channel, rather than simply a communications tool. Members were concerned however that there is a long implementation timescale and that in four years time we may not have reached the point we want to in terms of customer service via the web.

Members also urge that, as far as possible, developments to the website should be future-proofed. The Committee expressed its concern at the meeting that the development of any bespoke solutions for our website may mean that there would be difficulty in upgrading our technology in future. Members were also concerned that little thought seems to have been given to future regional collaboration with other local authorities. It is possible that great expense could be wasted on developing our website in a way which will be incompatible with future partnerships. Members were informed that the Vale of Glamorgan, for instance, does not use SAP and that this would pose an issue in any future collaborative customer relationship management.

The Committee queried whether due regard was being paid to making the website accessible to people with disabilities. Members were informed that officers are working with the Royal National Institute of Blind People and would like to receive more information about this work. The Committee once again reiterates its point that we must ensure that customers have access to their preferred method of communication with the Council. Members also recommend that further thought is given to the use of social media as an access route for Council services. Members understand that there are issues with this, in terms of raising customer expectations of immediate responses that may be difficult to meet, for example. There may also be difficulties in ensuring a consistent level of service between different access



channels. However, if the Council does not look into this area, we risk excluding a section of the population who largely use this method of communication.

Members heard that website governance is vital to ensure that the information on the website and the types of services it offers are appropriate, consistent and well-managed in future. In the past the website has been updated and managed in a quite inconsistent way by individual service areas, rather than by a centrally resourced team. Members would like further information about this governance once it has been fully developed. The Committee further notes that the proper management and use of information is an important aspect of this governance. This has an impact in terms of both the appropriate release of information to the public and our use of customer data to provide a better service. We urge you to ensure that Customer Services officers work closely with the Improvement and Information Management team to ensure a joined-up approach.

Members also urge consideration of the quality of the Council's response to requests for service via any medium. The Committee commented at the meeting that greater use should be made of customer feedback to ensure that our responses are of a consistently high standard.

As there are forthcoming large-scale changes across the Council's customer management strategy, the Committee will aim to keep a watching brief on this area. Please ensure that officers continue to work with Scrutiny Services to schedule further discussions and pre-decision scrutiny as necessary.

Finally, the Committee would like to accept officers' offer to provide the more detailed roadmap which has been prepared regarding changes to customer management.

I would be grateful if you would ensure that the Committee's comments are responded to as appropriate.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Councillor Russell Goodway, Cabinet Member for Finance, Business and the Local Economy  
Sarah McGill, Director, Communities, Housing and Customer Services  
Ross Maude, Chief Enterprise Architect  
Mike Davies, Head of Service, Scrutiny, Performance and Improvement  
Joanne Watkins, Cabinet Office Manager  
Members of the Policy Review & Performance Scrutiny Committee

**CABINET SUPPORT OFFICE  
SWYDDFA CYMORTH Y CABINET**



County Hall  
Cardiff,  
CF10 4UW  
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Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

My Ref: CM25041  
Date: 22nd July 2013

Councillor Nigel Howells  
Chair Policy Review & Performance Scrutiny  
Cardiff County Council  
Atlantic Wharf  
Cardiff Bay  
CF10 4UW

Dear Nigel,

**POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE 5 JUNE  
2013 Customer Management - Cardiff Council Website**

Thank you for your letter dated 19 June 2013 which sets out the Committee's comments and concerns relating to the changes planned for the Council's website. I have provided a response to each of the points raised in the letter in the following paragraphs.

Implementation Timescales

Although the duration of the wider Customer Management programme will be in the region of four years, the work on the website is an early part of this: the majority of the customer facing changes (eg the site design, accessible services etc) will be completed before the end of 2013. Some of the technical improvements, which will lead to efficiency savings, are dependent on the delivery of the new Customer Relationship Management system (SAP CRM); but increasing the use of the web as an access channel has to start when the new site goes live.

Future Development

The reference by the Committee to future-proofing is noted. The use of Microsoft Sharepoint, a widely used off-the-shelf solution, should ensure that upgrades can be incorporated as a matter of routine when significantly improved versions of the software become available.

With regard to collaborative compatibility, the Council has made a major investment in SAP technology in a range of areas (eg finance and procurement, as well as customer management) so any future need to integrate with another authority would have much wider technological implications. It should be noted

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Atlantic Wharf, Cardiff CF10 4UW  
Tel (029) 2087 3837 Fax (029) 2087 2599



that SAP software is very widely used in many industry sectors, and it is therefore likely that external software specialists could integrate it with another Council's systems if this were to be required.

### Accessibility and Social Media

Accessibility is a high priority within the website refresh work. The new website is being developed in collaboration with the Council's Access Officer and, through him, the Accessibility Group. Members of the group will be directed to our online survey and blog, as well as being invited to comment on new designs and the usability of the site. The Access Officer will also be asking relevant disability organisations (including RNIB) to engage with the website before it goes live, and this will therefore maximise disability user engagement.

In addition, officers shall be working with the independent Digital Accessibility Centre to ensure a full and thorough accessibility audit of the website is carried out. They will test the new site in relation to a wide range of disabilities and this will be done by their user testers, all of whom are people with disabilities. They will ensure the new site meets the latest Web Content Accessibility Guidelines (WCAG2.0).

I am also happy to assure the Committee that officers are giving very serious consideration to the challenges posed by social media in accessing services. Given our stated intention to provide consistent services to customers regardless of the chosen means of access, this is not straightforward; but I shall request that officers keep the Committee up to date with developments in this emerging area.

### Governance

I note the Committee's request to be kept informed about the governance model for the website, and have asked that officers engage with the Committee as the model is developed. I further note the Committee's point regarding the link with the Improvement and Information Management team, and can confirm that arrangements have already been made to ensure this link is in place.

### Feedback

It is intended to embed two-way customer feedback as part of the wider programme. Firstly, by increasing the range of mechanisms to capture feedback **from** customers relating to our performance and customers' experience of our services. Secondly, the capability offered by the new SAP CRM system will be used to provide useful feedback **to** customers on their service requests, cases and other interactions with the Council. This should reduce the number of unnecessary contacts and lead to service efficiencies, as well as improving customer satisfaction.

### Customer Management Roadmap

Further to the offer which was made regarding a more detailed roadmap, I have enclosed with this letter the latest version of the roadmap document which has been prepared by officers.





I hope the information I have provided addresses the Committee's specific concerns, and I note the intention to maintain involvement with the developments in the Council's customer management approach. I shall, of course request that officers liaise with Scrutiny Services at the appropriate times.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Luke Holland', written in a cursive style.

**Councillor Luke Holland**  
**Cabinet Member-Social Care, Health & Wellbeing Adult Services**  
**& Communications**



	2013/14				2014/15				2015/16				2016/17			
CRM Implementation- Shared Customer Data	SAP CRM into C2C and Hubs															
				Waste Mgt - SAP worklists												
					 CRM/Optitime Integration				SAP CRM Integration into Directorates - Rolling Implementation							
				CM As-Is Review												
Access Channels and Channel Shift	Web Refresh															
					Mobile Access											
					Hubs											
					Online Self Service - Rolling Implementation											
									 Ctax Online							
				Channel Shift - Marketing Strategy												
Service Improvement and Efficiency (inc roll out of mobile & scheduling technologies)	CMS Redesign															
					Adult Services											
									Directorate TBC							
													Directorate TBC			
					Cardiff Outdoors											
Common Business Functions (Resources Programme)	Procurement															
	Licensing															
	Income Management															
									Asset Management							
									Property Management							

# Web Refresh Project

[www.cardiff.gov.uk](http://www.cardiff.gov.uk)

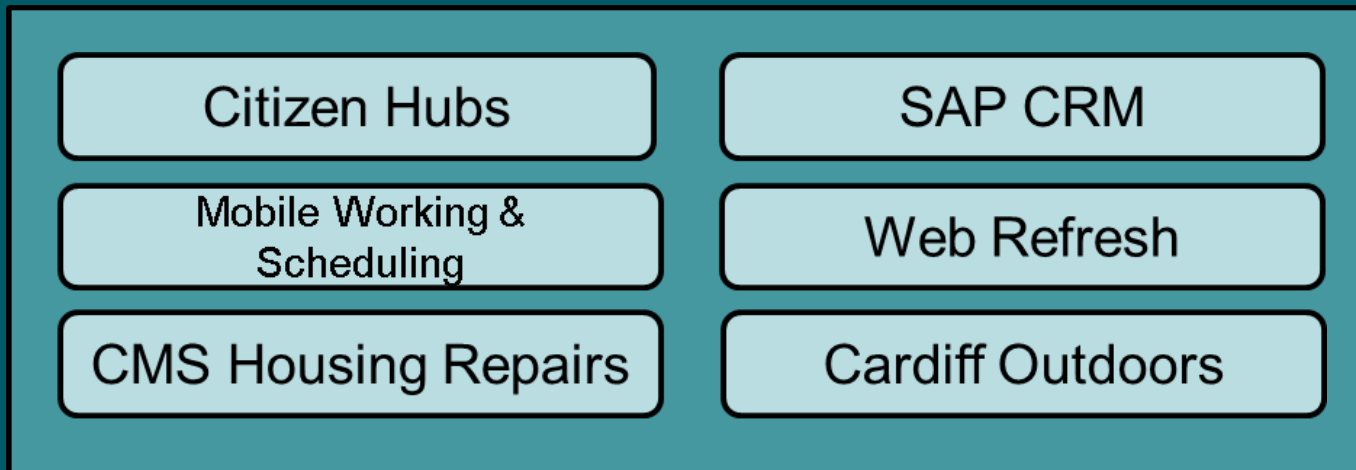
# The new website will be

- Customer focused
- A firm foundation to build upon



# Customer Programme

The Web Refresh is one of a number of live projects in the customer programme



# Cardiff.gov.uk refresh principles

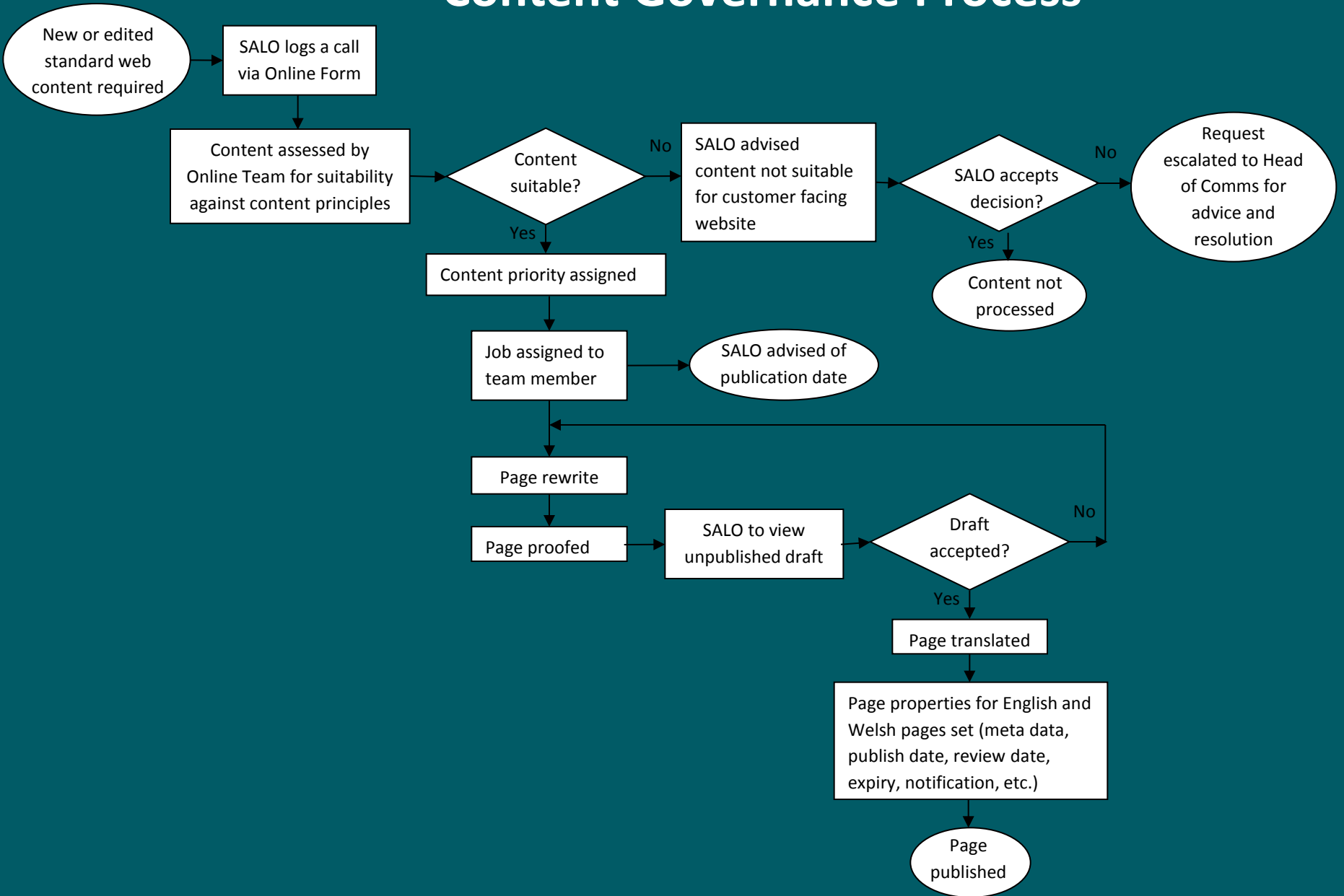
- Our content is focused entirely on providing relevant information to the customer and ensuring the customer experience is as positive as possible.
- All content is jargon free, simple, concise and written in an appropriate tone for the audience.
- Every page signposts customers to key online services
- Content is created in a consistent style and tone in line with our Web Style Guide
- Our site is as accessible as possible and is independently judged to meet the WCAG 2.0 AAA criteria. Inclusive design is a key theme of the new Cardiff.gov.uk developed in partnership with DAC (Disability Accessibility Centre)
- Increase our SOCITM rating (Society of Information Technology Management)

# Content Governance

- **Content principles**
- **Writing for the web training and skills development**
- **Web style guide**
- **Content governance arrangements**
- **Form principles**
- **Central content management pilot**
- **Service Area Liaison Officers (SALO) relationship management**
- **Continuous improvement from analytics, trends & performance indicators**



# Content Governance Process



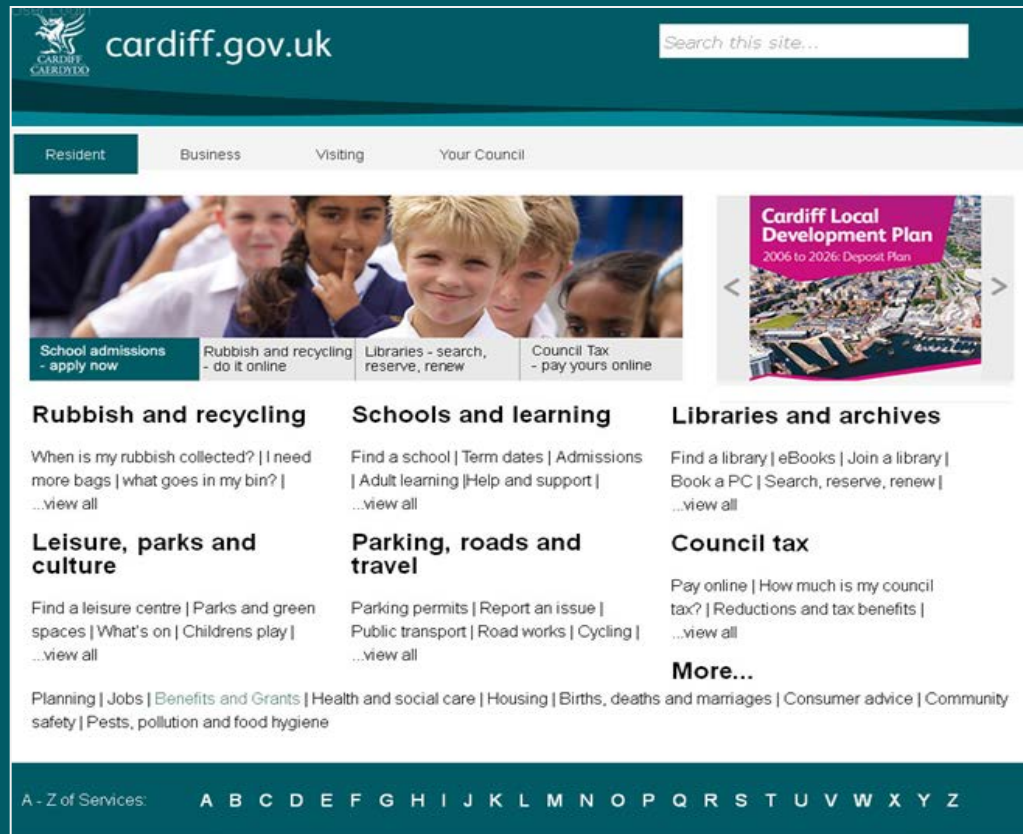
# Soft launch performance indicators

- Delivering a 10% increase in the number of hand held device using customers accessing the site to hit a 50% target.
- Achieving year one 'three star'\* rating in the annual SOCITM testing cycle following the Better Connected principles: Useful, Usable & Used.
- Increasing effective traffic to the English & Welsh language sides of the site. Monthly stats show hits to English side of around 300,000 and 2,500 to Welsh side of the site.
- Creating monthly benchmark data around user behaviour/trends & drop out to inform development of additional customer focused PIs.

\*Three star rating achieved in 2011 & 12

# Benefits of the new website

- Simple site navigation (fewer clicks)
- An intuitive search function
- Clearly signposted top tasks
- Bilingual



- Responsive template
- Services wherever, whenever
- More accessible for people with visual impairment
- User info, web metrics improved

So how will the new website look .....



Search this site...

go

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## Resident

### Rubbish and Recycling

Bin collections | Order more bags | What goes in my bin? | Report a problem | Bulky item collection | view all

### Schools and Learning

Find a school | Holidays and term dates | School admissions | Early years and childcare | Adult learning | view all

### Libraries and Archives

Renew and reserve | Find a library | eBooks | Join a library | Book a PC | OneClickDigital - Cardiff Libraries | view all

### Leisure, Parks and Culture

Search for an activity | Find a leisure centre | Leisure memberships | Find a Park or play area | view all

### Parking, Roads and Travel

Parking permits | Report a problem | Parking in Cardiff | Parking fines, Public transport | view all

### Council Tax

Pay your bill | How much is it? | Reductions | Exemptions | Problems paying | view all

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# Resident homepage



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Trace your family tree, carry out research and more

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- [Llandaff North Library](#)
- [Llanedeyrn Library](#)
- [Llanishen Library](#)
- [Llanrumney Library and Hub](#)
- [Penylan Library](#)
- [Radyr Library](#)
- [Rhiwbina Library](#)
- [Rhydypennau Library](#)
- [Roath Library](#)
- [Rumney Library](#)
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Find a library

# Library page

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## Grangetown Library

Access our library catalogue

### Services available

- 14 public computers with free internet access [Book a PC](#)
- Printing facility
- DVDs
- Newspapers
- Online services
- Talking books
- Children's area
- Room hire
- Community language books
- National Assembly publications

### Reading groups and activities

- Tots Time every Monday morning 10:30am – Rhymetime and craft activities for 0-4s
- Amser Ston every Tuesday morning at 10:30am – Welsh Rhymetime, story and craft activities for 0-4s
- Homework Helper every Tuesday 3:30-5:00pm – Help with homework using the Library Resources for children aged 8-11
- Chatterbooks 10:00am Saturday mornings – Book club for children every 7+ one Saturday per month
- Storytime every Saturday at 2.30pm – Storytime and colouring for children of all ages
- Cuppa with a Copper 11:00am-1:00pm – Come in and have a chat with the local PCSO's about any local concerns or issues
- Grangetown Library Evening Book group 6.30pm first Tuesday of the month
- Grange Readers book club 2.30pm Thursday – One Thursday per month
- Grangetown local history society 2.00pm-4.00pm 1st Friday of the month
- Local Councillors Surgery 10.30am-12.00pm every Saturday

See [what's on in our libraries](#). For details of any additional events or further details of any of our existing services, facilities, and activities please [contact us](#).

### Opening Hours

Monday	9:00-1:00 2:00-7:00
Tuesday	9:00-1:00 2:00-6:00
Wednesday	9:00-1:00 2:00-6:00
Thursday	9:00-1:00 2:00-6:00
Friday Closed	
Saturday	9:00-1:00 2:00-5:30

### How to find us

Havelock Place  
Grangetown  
Cardiff  
CF11 6PA

[View on map](#)

[Contact us](#)

Public transport: See [Cardiff Bus](#) for local routes or visit [TravelineCymru](#) to plan your journey online.  
Parking: Available on site, with designated disabled spaces.

A - Z of Services: A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

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# Contact form

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## Contact Us

Remember - it costs less if you contact us online

### Please give us your personal details below

\* = required information

\* Title

\* First Name

\* Last Name

Phone Number (Home)

In case we need to call. Please don't use spaces or brackets

Mobile

Please don't use spaces or brackets

Email Address

### Address Search

\* Postcode Search

Enter postcode to be searched

\* Address Line 1

\* Address Line 2

\* Postcode

### Contact Us

\* If we need to contact you, how would you prefer we do it?

Email

Phone

Post

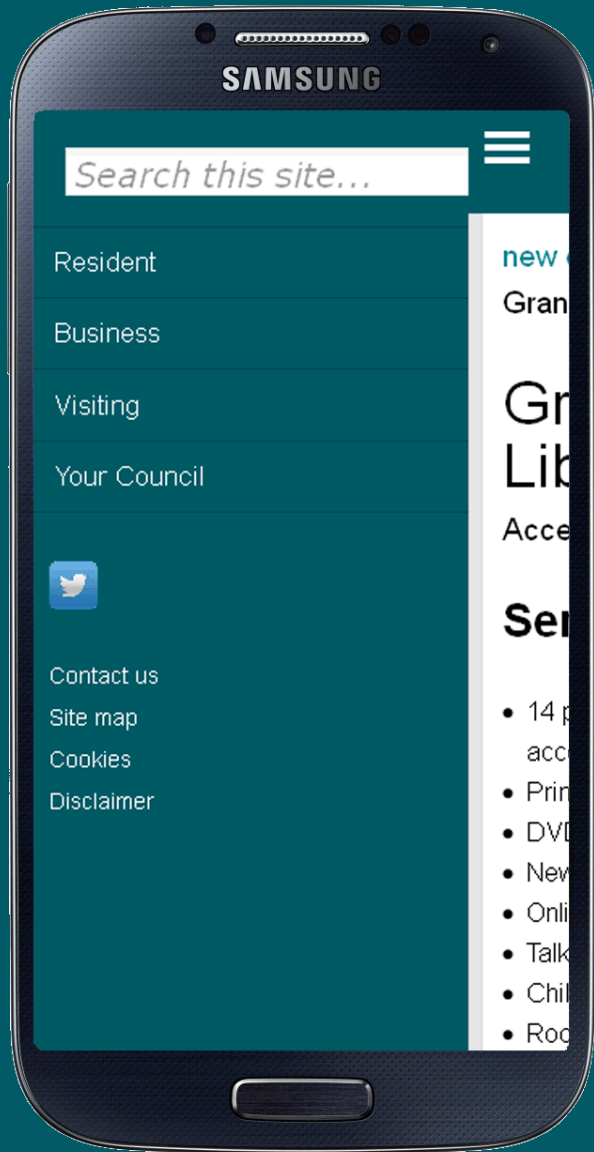
\* Contact Us Message

A - Z of Services: A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

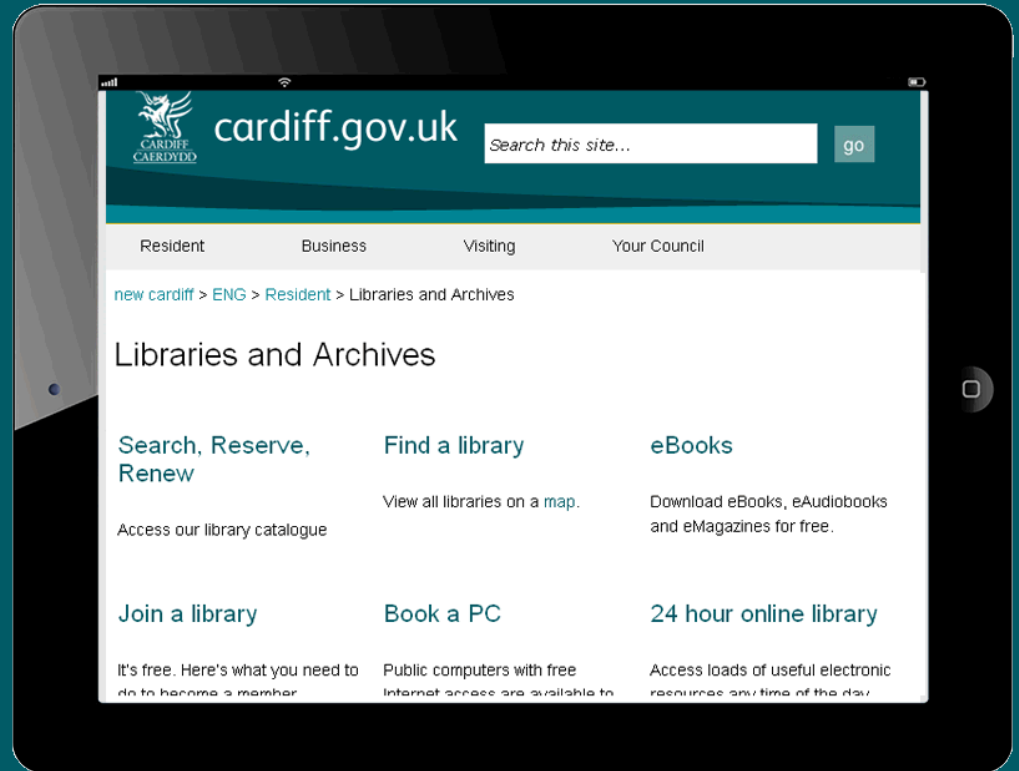
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# Mobile



# Tablet



# Going live

- April dual site presence: user and accessibility testing in live environment
- Finishing interim 'Your Council' section
- May: Single site presence
- Transfer of online team
- Development pathway

# SAP CRM – Progress update (on target)

- SAP CRM – Blueprint completed (Feb 2014)
- SAP Business case complete and available for Cabinet Sign off (March 2014)

## Next Steps (Post business case sign off)

- Procurement of build and implementation of SAP CRM (phase 1) – Apr/May 14
- Build and implementation SAP CRM (phase 1) target date for completion Dec 14 – Jan 15
- Procurement for Web / CRM integration – Feb 15
- Build and implementation for Web / CRM – Sept 15
- Fully transactional Web / Channel shift - post **Sept 2015**

# Customer Management Board

- Customer Management Board (CMB) will govern the future elements of the Web site including its transactional ability (in line with channel shift strategy).
- CMB will include senior representatives from:
  - Enterprise Architecture
  - ICT
  - Finance
  - Customer Services
  - Welsh Language
  - Accessibility officer
  - Information Management

# Governance Structure

Customer Management Programme Board

Customer Management Board

Oversees overall design and structure of website

New “website requests”

Key CRM design decisions

Transactional capability requests

Feedback from customers / Members / directorate users

CRM Steering Group

Manage Build and Implementation

Standard design governance

Web Content Team

Initial screening & BAU content updates

Standard content governance

# Timescales for Customer Management

	2013/14				2014/15				2015/16				
	Aug/Sep	Oct/Nov	Dec/Jan	Feb/Mar	Apr/May	Jun/Jul	Aug/Sep	Q3	Q4	H1	H2		
CRM Implementation & Corporate View of Customer Data	★ Contract Award												
	CRM Blueprint		★ High Level SAP CRM Business Case										
	Tender			★ Realisation Contract Award									
					Phase 1								
				Detailed Design		Config/Build		Testing Implementation		★ GO Live C2C Hubs - Rolling Implementation		SAP CRM Online Channel	
												Web / CRM Integration	
Multi Access Channels & Channel Shift	Web Content Refresh				Soft Launch		Online Self Serve and Transactional Functionality Development						
	Mobile Enabled Website				Go Live		★ Channel Shift Strategy						
					★ Council / Income Tax Direct Debit Online						FULLY TRANSACTIONAL WEBSITE SUPPORTED BY CHANNEL SHIFT		
					Hub Development								



**SAP CRM PROJECT**  
- BLUEPRINT  
- BUSINESS CASE

**WEB PROJECT**  
- MOBILE ENABLEMENT  
- CONTENT REFRESH

**'CUSTOMER MANAGEMENT'**

**SHARED FUNCTIONS**

▪ SELF SERVE FORMS & VALIDATION ▪ AUTHENTICATION ▪ SERVICE CATALOGUE ▪ ED RMS ▪ LOB SYSTEM INTEGRATION

**SAP PROJECT**  
- IMPLEMENTATION  
PHASE 1  
- REDESIGN OF WEB  
INTEGRATION

**ONGOING WEB  
DEVELOPMENT**  
- ACTION PLAN  
- PHASED  
IMPROVEMENTS  
VIA DEDICATED TEAM

**WEB CRM INTEGRATION**

**FULLY TRANSACTIONAL WEB / CHANNEL SHIFT**

**'ONE COUNCIL' CUSTOMER RELATIONSHIP MANAGEMENT**

SELF SERVE

TRANS-  
ACTIONAL

E2E  
SERVICE  
DELIVERY

MULTI  
CHANNEL

BI &  
MI

BACK OFFICE  
INTEGRATION

CHANNEL  
SHIFT

2014  
2015  
2016

CHANNEL SHIFT / TRANSACTIONAL CAPABILITY

CUSTOMER EXPERIENCE

SOCITIM RATING  
\*  
\*\*  
\*\*\*  
\*\*\*\*  
\*\*\*\*\*

PROJECT DETAILS				STATUS	
<b>Project Name</b>	Web Refresh	<b>Project ID</b>	CS17	<b>Previous</b>	Not Set
<b>Programme Name</b>	Customer	<b>Project Stage</b>		<b>CURRENT</b>	Amber/Green
<b>This reporting period</b>	12-Mar-2014 to 08-Apr-2014	<b>Next reporting period</b>	09-Apr-2014 to 06-May-2014	<b>Future</b>	Amber/Green
<b>Project Executive</b>	Catherine Smith	<b>Project Manager</b>	Rodney Tonge		

<b>ID</b>	<b>DECISION REQUIRED FOR PROJECT</b>	<b>Board</b>
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KEY MILESTONES						
Ref	Milestone	Planned Completion	RS	Estimated Completion	Actual Completion	Comments
CS17_MST_10	UAT to Live Production Site	14-Mar-2014		14-Mar-2014	14-Mar-2014	
CS17_MST_13	All forms created	18-Mar-2014		18-Mar-2014	18-Mar-2014	The final stages of web content creation will be including links to the final approved forms.
CS17_MST_07	New Website soft launch	02-Apr-2014		02-Apr-2014		

KEY MILESTONES DUE			
Reference	Milestone	Planned Delivery	Status

SIGNIFICANT CURRENT PROJECT ISSUES					
Issue Ref	Date Raised	Description	Owner	Countermeasure(s)/Contingency	S
CS17_ISS_05	22-Oct-2013	Service areas are involved in the rewrite of their pages through the Service Area Liaison Officers they have been asked to identify (against a clearly defined role profile). However, recent experience has demonstrated that most senior Officers are not prepared to allow sign off of new content without detailed consultation with OM's in service areas. This is creating major delays to content being available and therefore to the project timeline.	Catherine Smith	Further education of Senior Managers by the Project Executive.	

SIGNIFICANT CURRENT PROJECT RISKS						
Risk Ref	Date Raised	Risk Description	Current Status	Future Action	Residual Status	Risk Owner
CS17_RSK_05	07-Jun-2013	There is a risk that the need for translation of new content will create delays due to lack of translation resources Previous ref: CS05_RSK_148	Medium / Low	Discuss with Welsh Language Officer and develop regular planning and review meetings. Discussion between Welsh translation unit and project exec to discuss possible outsourcing of remaining content if necessary. The necessity of this will be assessed with web team and translation unit and action taken if needed.	Medium / Low	Catherine Smith

PROJECT MANAGER COMMENTS
<p>The project is now entering the final stages before the soft launch go live date of 2nd April. Content is now being inputted into SharePoint, with assistance from all members of the team. Progress is going well and the project fully expects to meet its deadline of the 2nd April. Some translated content is still due back from Translation unit, however this is due to content being signed off by SALOs later than expected. This will not delay the go live date and will be received before go live. The translation unit have performed beyond expectations and have worked extremely hard in supporting the project.</p> <p>The site has now been moved over to a production site in preparation for go live. All online forms are now completed and working correctly. Governance arrangements have been progressed and developed to ensure the strategic running of the website post go live.</p> <p>26-March-2014, 9:58am</p>

<b>Date Approved</b>	
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